City of
Fort Collins

FORT COLLINS
CITY PLAN
PLANNING OUR FUTURE. TOGETHER.
April 16, 2019

Letter from the City Manager

Fort Collins is an incredibly special place: one powered by an innovative and entrepreneurial spirit; featuring environmental, cultural and recreational attractions for everyone to enjoy; and filled with people who are committed to its success while also being a welcoming, friendly community.

Each person and organization in Fort Collins has played an important part in creating the community we enjoy today. We've inherited a powerful legacy, benefitting from the decisions, relationships and thoughtful planning of those who came before us. From the early choice to form our own electric utility, to our partnership with Colorado State University (CSU), to ongoing resident support and funding for the Natural Areas program, the Fort Collins of today has been decades in the making.

I am pleased to present this 2019 update to City Plan as the next chapter in long-range community planning in Fort Collins. City Plan reflects the input of thousands of individuals, and for the first time also includes feedback gathered from the monumental efforts of City Plan Ambassadors and Community Partners. These residents and organizations were dedicated to collecting and sharing input from community members who have historically been underrepresented in our public planning processes. I am grateful for the input of each person who helped create City Plan.

With this update to City Plan, we celebrate our past accomplishments while also recognizing future challenges and opportunities. As our long-range vision and development framework, City Plan shapes decision-making and funding priorities to implement the future the community desires. Whether it's building a more inclusive and equitable community, supporting entrepreneurship and innovation, addressing and mitigating the impacts of climate change, or creating additional transportation and housing options, we are committed to partnering together to make Fort Collins an even better place for future generations.

We are a stronger, better community when we welcome everyone to participate in shaping our future, and the adoption of City Plan is only the beginning. In Fort Collins, plans do not simply live on a shelf. We have shown that we are committed to carrying out our vision with smart, thoughtful implementation. We don't just plan, we align, and we do. I invite you to join in the work to come. Together, we can achieve amazing things.

Sincerely,

Darin Atteberry
City Manager

Contents

INTRODUCTION

City Plan is the comprehensive plan for the City of Fort Collins. It articulates the community's vision and core values, and establishes the overall policy foundation that will be used by the City of Fort Collins organization ("the City"), its many local and regional partners, and the community at large to work toward that vision over the next 10-20 years.

The City and community have changed dramatically since the last major comprehensive plan and transportation plan update. Since 2011, Fort Collins has added more than 5,000 new jobs and 14,000 new residents; seen transit ridership nearly double with the initiation of MAX bus rapid transit (BRT) service; experienced a large increase in rent and housing costs relative to wage growth; accelerated its climate commitment to reduce greenhouse gas (GHG) emissions by 80% below 2005 levels by 2030, and to achieve carbon neutrality by 2050; experienced demographic shifts, including increased racial and ethnic diversity, fewer families with children, and an aging population; developed approximately 2,400 acres per year of the remaining land in the Growth Management Area (GMA); and adopted Nature in the City, with a goal of ensuring every resident is within a 10-minute walk to nature from their home or workplace.

I live in Fort Collins because...
(it) blends innovation with mindfulness about our historic roots."

-Fort Collins resident

FORT COLLINS THEN, NOW, AND BEYOND

Fort Collins has a long track record of carefully planning for and managing change in the community. Some of the major milestones that have—and will continue to—shape the City of Fort Collins include:

1929
Fort Collins' first zoning ordinance, establishing different classifications for residential, commercial and industrial land uses.

1948
Fort Collins begins undergrounding electric utilities in new subdivisions to improve aesthetics and reliability of the utility system.

1967
Fort Collins develops its first comprehensive plan, the Plan for Progress.

1974
Adoption of Fort Collins' first Open Space Plan. Along with tax initiatives, land acquisitions begin for open space along the foothills, Spring Creek and the Poudre River.

1980
Establishment of the Urban Growth Area between Fort Collins and Larimer County for joint planning and cooperation; this was the precursor to the Growth Management Area.

1997
First version of City Plan is adopted.

1999
Fort Collins initiates first deliberate actions to reduce community GHG emissions.

2000
City Council adopts first Affordable Housing Strategic Plan.

2000
Mason Corridor Plan is completed—establishing a vision for the City's first Bus Rapid Transit line.

2012-13
City of Fort Collins restructures departments and organizational functions to better align budgeting process, day-to-day decision-making, strategic planning and sustainability around the triple bottom line (economic, environment and social).

2013
Having achieved the initial waste diversion goal established in 1999, City Council adopts Road to Zero Waste strategy.

2014
City Council adopts resolution to become carbon neutral by 2050.

2015
City Council adopts updated Affordable Housing Strategic Plan goals: ensure 6% of all housing units are affordable by 2020 and 10% of units are affordable by 2040.

2015
City Council adopts updated climate action goals: to reduce emissions 20% below 2005 levels by 2020 and 80% below by 2030; and to be carbon neutral by 2050.

2018
City completes Electric Vehicle (EV) Readiness Plan and establishes broadband utility.

2018-19
Integrated updates to City Plan, Transportation Plan, and Transit Plan completed with a focus on: housing access; buildout and land supply; economic health; climate action; and transportation and mobility options.

BEYOND

What is City Plan?

City Plan is the comprehensive and transportation master plan for Fort Collins. It articulates our community's vision and core values; guides how the community will grow and travel in the future; and provides high-level policy direction used by the City organization, local and regional partners, and the community at large to achieve our vision and priorities.

City Plan takes the long view, identifying goals and actions the community should take over the next ten to twenty years. The implementation of City Plan is facilitated by partnerships and the City's Strategic Plan, which provides short- and mid-term guidance. Both are supported by the City's budgeting process, department-level functional plans and the availability of funding from many sources.

Technologies and innovations, some of which are not fully available today, may be needed to fully implement this Plan. Implementation strategies will also rely on continually assessing community priorities and allowing for ongoing community dialogue.

WHY

COMMUNITY ENGAGEMENT & DIRECTION

WHAT

Long-Term

FORT COLLINS **CITY PLAN**

Near- and Mid-Term

2018 STRATEGIC PLAN

HOW/FUNDING

BUDGETING FOR OUTCOMES (BFO)

CLIMATE ACTION PLAN	NATURE IN THE CITY	STORMWATER MASTER PLAN
FOCO CREATES	AFFORDABLE HOUSING STRATEGIC PLAN	CAPITAL IMPROVEMENT PLAN
NATURAL AREAS MASTER PLAN	PARKS AND RECREATION POLICY PLAN	DEPARTMENT STRATEGIC PLANS
TRANSIT MASTER PLAN	WATER AND WASTEWATER MASTER PLAN	...AND OTHERS AS ADOPTED

Functional Plans

Plan Organization

City Plan consists of six primary sections:

COMMUNITY VISION AND CORE VALUES	Establishes overarching direction for City Plan and highlights "big ideas" that underpin other parts of the plan.

Livability   Community   Sustainability

PRINCIPLES AND POLICIES	Provides overall policy foundation for the community and City organization. Principles and policies are organized by the seven key outcome areas corresponding to the City's organizational structure and the BFO process.

Neighborhood Livability & Social Health   Culture & Recreation   Economic Health   Environmental Health   Safe Community   Transportation   High Performing Community

STRUCTURE PLAN	This land use plan guides growth and development within the Fort Collins GMA, including the mix of uses, infill and redevelopment, and the types of infrastructure and transportation investments needed.

Structure Plan map

TRANSPORTATION PLAN	Guides improvements in pedestrian, bicycle, transit and roadway infrastructure for the city and the Growth Management Area (GMA).

IMPLEMENTATION AND MONITORING	Identifies strategies to support the implementation of principles and policies in each outcome area.

Implementation Strategies   Plan Amendments and Monitoring

APPENDICES	A: Trends and Forces Report	E: Transportation Master Plan Resources
	B: Housing Trends and Demand Forecast Assessment	F: Transit Master Plan
	C: Employment Land Demand Analysis	
	D: Employment Land Suitability Analysis	

Other City Plan Elements

City Plan incorporates existing plan elements and related plans by reference. As new plan elements and other related planning documents are prepared and adopted, they will become a part of City Plan. In general, all references to "the city" or "community" apply to both the incorporated city limits and the GMA.

About this Update

City Plan is updated every five to 10 years to ensure it remains current with the community's vision, values and priorities as conditions change. As our community's comprehensive plan, City Plan covers a lot of ground and sets policy direction for many different topics.

Because a document such as City Plan can't cover every topic in-depth, each update targets particular challenges and opportunities that the community has identified as key areas needing attention. For example, the 2011 City Plan update emphasized integrating sustainable policies and initiatives across all aspects of our community and helped form the basis for the City's Sustainability Services departments, a more ambitious response toward Climate Action and a renewed commitment to building a balanced transportation system for all users.

During the 2019 City Plan update process, we heard there's a lot to like about the community and that the community's general direction is on the right path. Our Natural Areas Program, the trail system and maintenance of our GMA are examples of community elements many residents wish to see continue into the future. We also heard from the community about particular challenges and opportunities that may need additional attention or new ideas to focus on over the coming years:

MAKING THE MOST OF THE LAND WE HAVE LEFT

TAKING STEPS TO SUPPORT A HEALTHY AND RESILIENT ECONOMY

ENCOURAGING MORE HOUSING OPTIONS

EXPANDING TRANSPORTATION AND MOBILITY OPTIONS

MAINTAINING OUR FOCUS ON CLIMATE ACTION

1 PROJECT INITIATION
Spring/Summer 2017
Finalize work plan and draft community engagement plan.

2 WHERE ARE WE NOW? WHERE ARE WE HEADED?
Fall 2017/Winter 2018
Gather data to build a "snapshot" of Fort Collins today; learn about existing conditions, needs and priorities.

3 COMMUNITY VISIONING
Winter/Spring 2018
Develop and confirm a shared community vision for the future of Fort Collins.

4 SCENARIO DEVELOPMENT
Spring/Summer 2018
Discuss several possible scenarios for the future and how our community vision could be achieved.

5 DRAFT PLAN DEVELOPMENT
Fall 2018/Winter 2019
Develop and share a draft of the plan, including a preferred scenario, policies and recommendations; revise the draft based on community input.

6 PLAN ADOPTION
Spring 2019
Present City Plan to City Council for consideration of adoption.

Community and Stakeholder Engagement

City Plan is not just a policy document for the City organization—it is a guide for our entire community that envisions the kind of place we desire in the future, sets the overall direction for the changes we want and outlines the steps we will need to take to get there.

A long-range plan such as City Plan needs to be built on a foundation of community engagement. Everything from the values we share to the specific programs we will create should be discussed, debated and decided in partnership with the residents and stakeholders who will help City Plan grow from a guiding document into our desired reality.

From the beginning of the planning process, we focused on creating opportunities for residents and stakeholders to have deeper conversations about the challenges we are facing and the successes we have had. Engagement for each phase of the plan emphasized facilitated small-group discussions, workshops and presentations to groups across Fort Collins. We asked difficult questions about people's values, fears and hopes for the future.

We also wanted to improve our ability to engage with residents who more closely reflect the demographics of our community. Spanish-speaking residents, people of color, lower-income residents, students and youth, and people with disabilities have invaluable input to share, yet they are often underrepresented in planning outreach processes.

Youth City Plan participants with staff from the Family Leadership Training Institute (FLTI)

Community Partners and Plan Ambassadors

To help expand the reach of the City Plan process and welcome new voices and perspectives into this plan update, two new outreach programs were created:

Community Partners

The Community Partners program was established to support engagement with underrepresented groups throughout Fort Collins. Seven organizations and nonprofits received funding to design, plan and implement engagement events during the City Plan process. Community Partners also received facilitation training and assistance in translating materials.

Community Partners held 30 meetings and reached hundreds of participants during the City Plan process, spending more than 650 hours engaging directly with people whose voices may not have been adequately represented in previous planning processes.

Examples of underrepresented groups included, but were not limited to, racial and ethnic minority residents; lower-income residents; seniors; students and youth; residents with disabilities; business owners and operators; and residents with limited English proficiency.

Plan Ambassadors

The Plan Ambassadors program represented another new approach to engagement in Fort Collins, empowering residents to discuss the future of their community within their own social circles and without the need to attend traditional workshops and meetings.

Interested residents were invited to become Plan Ambassadors, conducting their own City Plan meetings and discussions with friends, family, neighbors and coworkers. Plan Ambassadors completed five hours of facilitation training provided by the City and the Center for Public Deliberation (CPD) at Colorado State University.

More than 20 Plan Ambassadors held a total of 65 meetings during the City Plan process. Over wine and cheese, homemade chili or a favorite local brew, neighbors spent more than 180 hours talking with one another about the future of our city.

Partner Organizations

BIKE FORT COLLINS

PAFC
Partnership For Age-Friendly Communities in Larimer County

CSU Institute for the Built Environment

The Arc of Larimer County

Family Leadership Training Institute

WOLVERINE FARM

the family center la familia

Legos help people discuss the best locations for additional housing in Fort Collins. Photo credit: CPD

Participants complete an activity at a Spanish-language City Plan event. Photo credit: L'Ancla

Geographic Distribution of Participants
By zip code

80524 20%

80521 22%

80525 24%

80526 22%

80528 6%
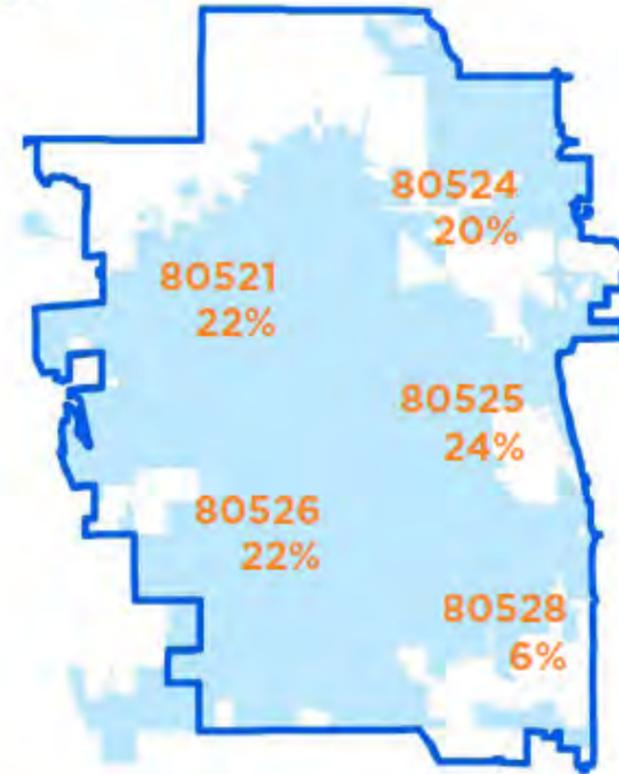
6% of participants lived in ZIP codes outside of Fort Collins

3,800 PARTICIPANTS

6,000+ PARTICIPANT HOURS

10,000+ PROJECT WEBSITE VISITS

176 CITY MEETINGS & EVENTS

94 PLAN AMBASSADOR & COMMUNITY PARTNER MEETINGS & EVENTS

City Plan kickoff event

Community Partner workshop. Photo credit: FLTI
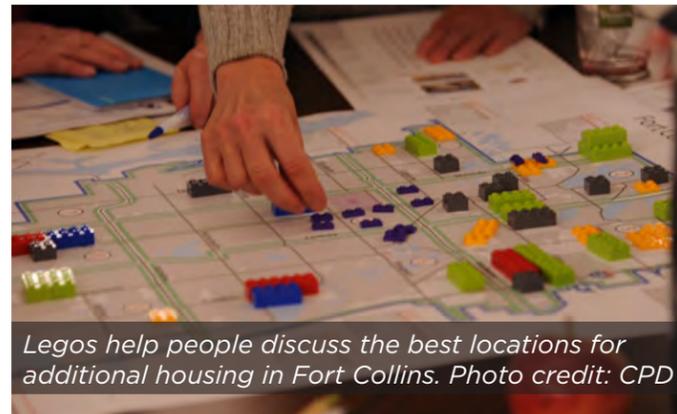
CONTINUING OUR EFFORTS

This kind of engagement was not easy. It required more facilitators, additional funding, high levels of trust and partnership, and a significant amount of behind-the-scenes work to incorporate input from thousands of hours of discussion into the final plan document. We believe it was worth the effort, because this update to City Plan is truly homegrown and reflects the input received from the thousands of people who took the time to share their thoughts.

Overall, the City Plan process was successful in engaging a more representative cross-section of the community and in building community capacity. However, we need to keep working to improve our efforts as we move forward. Based on the demographic data collected for City Plan, we know that some groups in our community—such as low-income residents—were still underrepresented when compared with Census data. Others—such as residents who speak languages other than Spanish or English—were missing altogether. With this in mind, the City Plan principles and strategies reflect the need for a stronger, sustained focus on equity and inclusion in all engagement efforts citywide. Achieving the community's vision as articulated in Part 2 of this plan means that all residents should have a voice and representation in community decision-making.

VISION AND VALUES

Since the first City Plan in 1997, Fort Collins has steadily transformed from a quiet college town of just over 100,000 people to a bustling, small city of approximately 170,000 in 2018. Population estimates from the Colorado Department of Local Affairs (DOLA) and the North Front Range Metropolitan Planning Organization (NFRMPO) project that Fort Collins is likely to add 70,000 new residents by 2040. This iteration of City Plan carries forward the city's long-standing commitment to sustainability and triple-bottom-line thinking. Emerging concerns about rising housing costs, increased congestion and the effects of continued growth pressures in the city and region are incorporated into City Plan through an emphasis on equity, resilience and access to opportunity. This chapter highlights the big ideas that emerged from community input over the course of 18 months and serves as a foundation for this update to City Plan.

"Overall, the best place in the world to live. We strive for excellence in all areas. Fort Collins has been a community that believes there's no standing still— you're either moving forward or falling behind. Fort Collins chooses to move forward."

-Fort Collins resident

Community Vision

We take action to address the needs of all members of our community and strive to ensure that everyone has the opportunity to thrive. As a community, we commit to building a healthy, equitable and sustainable city—for our families, for our neighbors and for future generations.

CORE VALUES

LIVABILITY

FORT COLLINS IS THRIVING

The high quality of life we enjoy requires a city that is safe, with a wide range of housing and transportation options and a vibrant economy that is accessible to everyone. These basics are supported by exceptional community services, strong educational institutions, and committed business and nonprofit partners.

Livability means:

Attainable housing options

Convenient transportation

Great parks and open spaces

A vibrant economy with good jobs

Wide range of educational opportunities

Safety and stability

Clean air, water and neighborhoods

COMMUNITY

FORT COLLINS IS FOR EVERYONE

We benefit from our diversity, social connections and open communication. We strive to provide equitable access to opportunities, services and resources, and to create an inclusive environment for all members of our community. We take pride in our friendly culture, celebrate our differences and know that we make better decisions when we encourage open dialogue about tough issues.

Community means:

Fostering healthy living and social well-being

A commitment to equity, diversity and inclusivity

Funding and promoting arts, culture, creativity and innovation

Strong public and private social services

Friendly neighborhoods and enduring community pride

Public spaces set aside for interaction and celebration

A culture of open, honest communication

SUSTAINABILITY

FORT COLLINS IS RESILIENT AND FORWARD THINKING

Our actions equitably address the triple bottom line of sustainability: our economic, social and environmental resources. We create opportunities for all to participate in the success of our economy, to act to address the needs of our most vulnerable community members, to prepare for disruptive events and to mitigate our impacts on the environment.

Sustainability means:

A clear path toward clean energy, waste reduction and carbon neutrality

A strong and diverse economy

Protection of the natural environment

Efficient management of our community's financial position and stability

Close coordination with cities and partners in Northern Colorado

Careful management of growth and resources

Managing our water resources for a changing future climate

How does City Plan support our vision and values?

POLICY FRAMEWORK

Principles, policies and strategies contained in City Plan—together with the Structure Plan—are used to guide future growth and development and day-to-day decision-making within the City of Fort Collins organization. The City tracks its progress on City Plan and other adopted plans and priorities based on the seven outcome areas to the right. This structure supports plan-monitoring efforts, as well as alignment with the City's budgeting and strategic planning processes.

Topics listed under each outcome area below highlight where policy direction is provided within City Plan. However, issues related to the community's core values overlap. Key areas of alignment between the core values and the principles and policies in each outcome area are highlighted in Part 3.

CORE VALUES

Livability

Community

Sustainability

OUTCOME AREAS

Neighborhood Livability & Social Health
- Growth management
- Community character
- Neighborhoods
- Infill and redevelopment
- Housing options
- Health and human services
- Historic and cultural resources

Culture & Recreation
- Arts and culture
- Recreational facilities and programs
- Parks and trails

Economic Health
- Job creation
- Climate economy
- Local business retention
- Land supply
- Workforce development

Environmental Health
- Climate action
- Air quality
- Road to Zero Waste
- Water resources
- Poudre River ecosystem
- Dark skies protection
- Natural Areas

Safe Community
- Safe spaces
- Public safety and emergency response services
- Hazard mitigation
- Healthy and active lifestyles

Transportation
- Multimodal travel
- Regional and local mobility
- Transportation innovation
- Transit system
- Safety

High Performing Community
- Effective governance
- Community engagement
- Equity and inclusion
- High quality services

GROWTH FRAMEWORK

Many aspects of the community's vision and core values are directly or indirectly influenced by the built and natural environment. The Structure Plan map is used in conjunction with the principles and policies in City Plan to guide where and how growth occurs. While the basic premise behind the Structure Plan has not fundamentally changed over the last 20 years, some of the key concepts that underpin it have been implemented more successfully than others.

This iteration of City Plan seeks to build a broader understanding of the Structure Plan's role in implementing the community's vision, and the need to consider trade-offs when it comes to future growth and investment. An evaluation of issues and opportunities pertaining to five focus areas were used to help frame discussions with the community and ultimately to inform updates to City Plan as part of this update:

» Making the most of the land we have left;

» Taking steps to support a healthy and resilient economy;

» Encouraging more housing options;

» Expanding transportation and mobility options; and

» Maintaining our focus on climate action.

Underscoring each of these focus areas is a commitment to equity and inclusion. While housing units, jobs, vehicle miles traveled (VMT) and carbon emissions are all important factors that influence where and how we grow, we must also remember that the people who live in Fort Collins are what makes it a great community. As Fort Collins continues to change over time, we need to evaluate the impacts of land use, economic, housing and transportation decisions on those in our community who are most vulnerable or in greatest need. One group should not be disproportionately impacted over others by changes to our city. At the same time, we must ensure that the benefits of future growth are also distributed equitably across our community. Using decision-making tools such as the Health Equity Index in this section and the City's Triple Bottom Line (TBL) Scan will help ensure that we are making smart, thoughtful decisions about our future growth.

The pages that follow highlight key policy directions and Structure Plan elements that will be used to help focus our efforts over the next 10-20 years.

STRUCTURE PLAN MAP
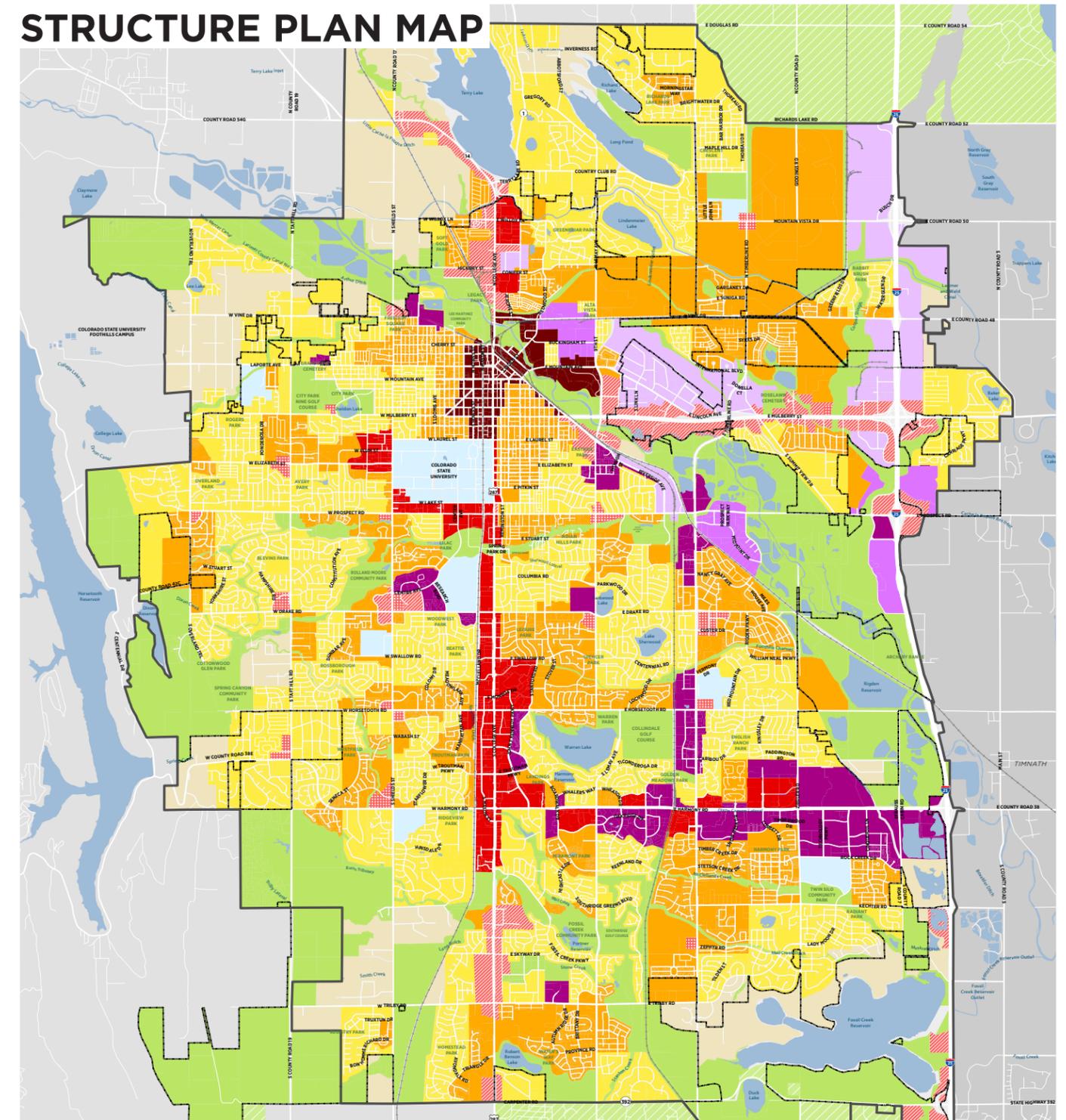
Mixed-Use Districts
- Downtown District
- Urban Mixed-Use District
- Suburban Mixed-Use District
- Neighborhood Mixed-Use District

Employment Districts
- Mixed Employment District
- Research & Development/Flex District
- Industrial District
- Campus District

Neighborhoods
- Rural Neighborhood
- Suburban Neighborhood
- Mixed Neighborhood

Corridors and Edges
- Parks and Natural/Protected Lands
- Community Separator

Boundaries
- City Limits
- Growth Management Area (GMA)
- Adjacent Planning Areas

HEALTH AND EQUITY

Who you are and where you live in Fort Collins can put you on a different path than a resident from a different background or part of the city. This can result in different outcomes for your health, ability to access healthy food, recreational opportunities and many other areas that are critical to maintaining the high quality of life City Plan envisions for all members of our community. In this update, City Plan utilized a health and equity lens to develop new policies and implementation actions that can help ensure that our actions and decisions do not disproportionately burden one group over another. As our city becomes more diverse, it will be important to understand the barriers facing certain groups or neighborhoods (whether they be related to race, income, health, employment, educational attainment, age, ability, etc.) so that all residents have access to the services, resources, infrastructure and opportunities they need.

What is the Health Equity Index?

The Health Equity Index, developed by the Larimer County Department of Health and Environment (LCDHE), is a tool to identify potentially vulnerable areas of the community. It is a weighted index made up of two calculated scores to determine the geographic areas of highest need. The first component includes an Equity Score, composed of socioeconomic factors using the most recent American Community Survey (ACS) estimates from the U.S. Census Bureau. The second component, the Health Score, is composed of health indicators from 500 Cities Data (Centers for Disease Control and Prevention). See the City Plan Trends and Forces Report in the Appendix for more information.

What are Social Determinants of Health?

Social determinants of health are the social and physical conditions of a person's life that influence their personal health and well-being: education, income level, access to health care, social and community context, and neighborhood/built environment. Research shows that residents who live in poverty and have lower levels of educational attainment are more likely to have poor health outcomes and will be more vulnerable to impacts from climate change. Understanding this linkage is an important factor in planning for health equity.

How does it all connect?

The Health Equity Index analysis shows that social factors related to health outcomes are not equal in all parts of Fort Collins. Median household income tends to be lower for non-white racial and ethnic groups ($42,333 or less) than it is for white households ($62,804). Educational attainment also varies by race and ethnicity—for example, 42% of Hispanic/Latinx residents had a bachelor's degree in 2016, compared with 59% of white residents. Generally, the Health Equity Index shows that more vulnerable or disadvantaged populations (census block groups with high index values) are clustered north of the Poudre River, while less vulnerable populations (census block groups with low index values) are clustered near Downtown. These disparities in health equity have wide-ranging implications for all outcome areas in City Plan.

HEALTH EQUITY INDEX
FORT COLLINS, 2016
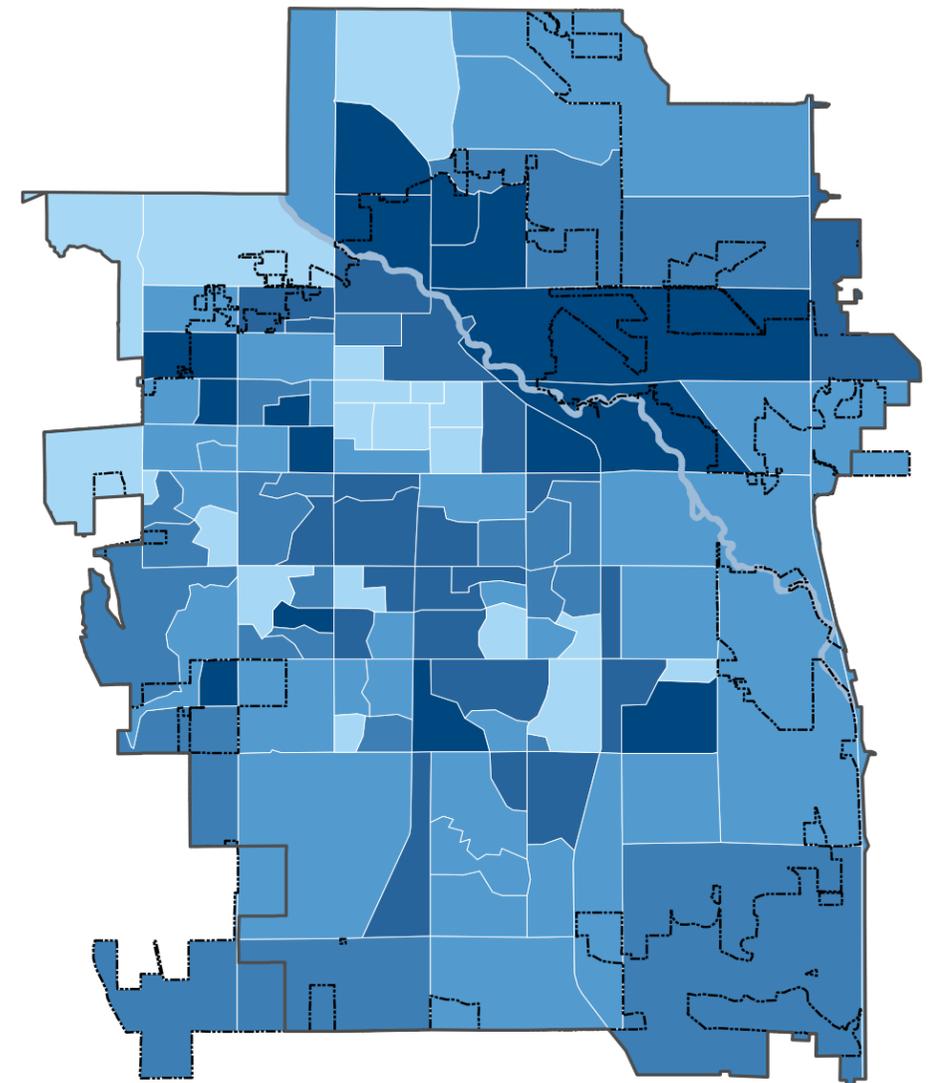
Legend: 0 - 20 | 21 - 40 | 41 - 60 | 61 - 80 | 81 - 100

Scores range from 0 to 100, with 100 indicating the highest priority.

The Health Equity Index is a composite measure of overall health equity in Fort Collins and includes the following equity and health indicators:

Equity Indicators

» Population under age 18

» Population age 65 and older

» Households at or below the Federal Poverty Level

» Hispanic/Latinx population

» Non-white (minority) population

» Households without a vehicle

» Disability status

Health Indicators

» Adult obesity

» Adults with no leisure-time physical activity

» Adults who experienced poor mental health for 14 or more days

Making the most of the land we have left...

As we look ahead, it is important to consider how we can best use the limited supply of remaining vacant land to meet our future needs. Principles and policies in City Plan address the overall mix, distribution and intensity of land uses in different parts of Fort Collins; promote the efficient and cost-effective provision of public infrastructure and services; and support the development of the types of places we would like to see—or retain—in our community in the future.

Where are we today?

» Undeveloped land within the GMA is becoming increasingly scarce.

» Much of the remaining undeveloped land in the GMA is not served by City sewer and water utilities, which could impact the availability, timing and pricing of future development in these areas.

» Underutilized properties have significant potential for infill and redevelopment, particularly along current and future transit corridors.

» Without a significant increase in density in key locations, a transportation system desired by the community, including improvements to transit and infrastructure for bicycles pedestrians, will not be viable.

WHERE WILL WE FOCUS OUR EFFORTS?

LEGEND

- Downtown Activity Center
- Community Activity Center
- Neighborhood Activity Center
- Bus Rapid Transit (BRT)
- High Frequency Service (15-min. or better all day)
- Frequent Peak Service (15-min. or better peak/30-min. off-peak)
- Local service (30-min. service all day)
- Remaining Greenfield Opportunity Areas
- Infill/Redevelopment Opportunity Areas
- Parks and Natural/Protected Lands
- Flood-Hazard Areas
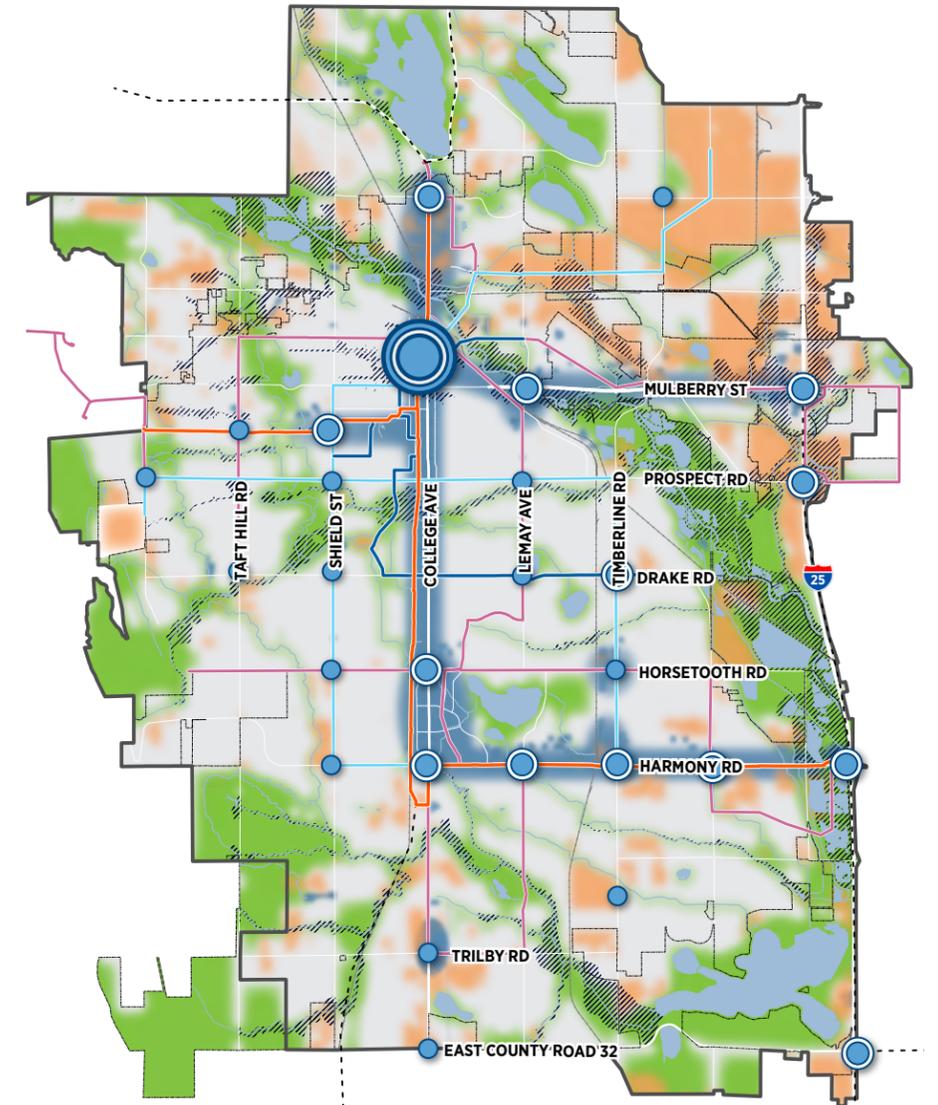
This map illustrates—at a conceptual level—where the most significant changes in density, intensity and overall mix of uses are likely to occur over the next 10-20 years. It also identifies areas that we will need to protect as future development occurs. Because our land supply is finite, we must focus our efforts on:

» **Requiring transit-oriented development (TOD) in key locations**
High-frequency transit is only viable with supportive land use patterns such as mixed-use with higher-density residential, employment and services. The plan supports a stronger stance on maximizing infill/redevelopment potential where service exists or is planned.

» **Encouraging compact growth**
The GMA will continue to define the outer limits of future growth.

» **Encouraging infill and redevelopment**
Policies support the conversion of vacant and underutilized properties to meet current and future needs and promote the efficient use of infrastructure.

» **Encouraging more housing options in neighborhoods**
Housing options such as accessory dwelling units (ADUs) will be encouraged through new development and the adaptation of existing neighborhoods over time. These additional options help support the plan's broader housing affordability policies.

» **Expanding access to services and amenities**
City Plan supports a broader mix of uses in activity centers and along corridors to reduce the need for crosstown trips.

» **Addressing infrastructure priorities**
City Plan supports collaboration with local and regional partners as development occurs to address infrastructure and service needs in areas not currently served by City utilities.
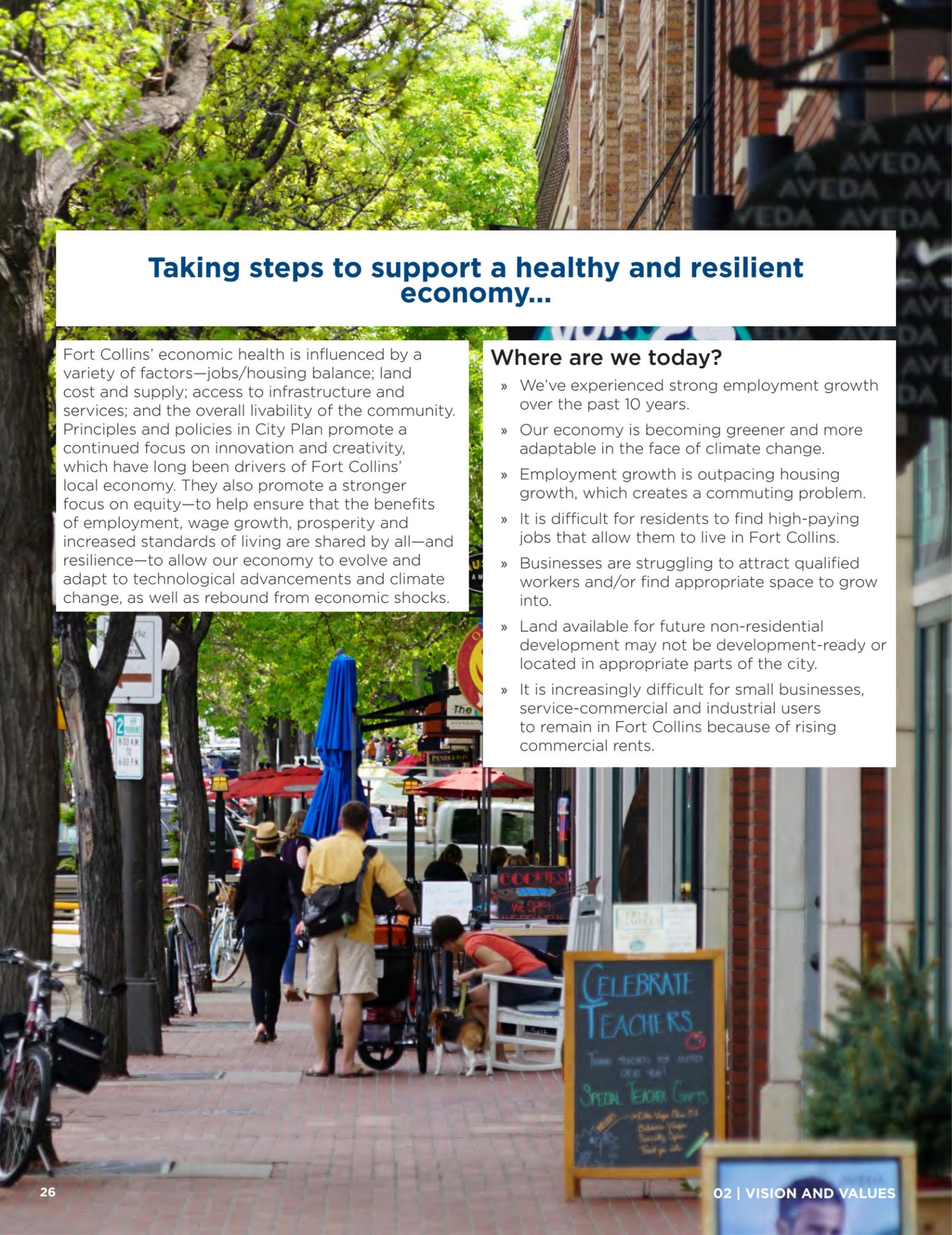
Taking steps to support a healthy and resilient economy...

Fort Collins' economic health is influenced by a variety of factors—jobs/housing balance; land cost and supply; access to infrastructure and services; and the overall livability of the community. Principles and policies in City Plan promote a continued focus on innovation and creativity, which have long been drivers of Fort Collins' local economy. They also promote a stronger focus on equity—to help ensure that the benefits of employment, wage growth, prosperity and increased standards of living are shared by all—and resilience—to allow our economy to evolve and adapt to technological advancements and climate change, as well as rebound from economic shocks.

Where are we today?

» We've experienced strong employment growth over the past 10 years.

» Our economy is becoming greener and more adaptable in the face of climate change.

» Employment growth is outpacing housing growth, which creates a commuting problem.

» It is difficult for residents to find high-paying jobs that allow them to live in Fort Collins.

» Businesses are struggling to attract qualified workers and/or find appropriate space to grow into.

» Land available for future non-residential development may not be development-ready or located in appropriate parts of the city.

» It is increasingly difficult for small businesses, service-commercial and industrial users to remain in Fort Collins because of rising commercial rents.

WHERE WILL WE FOCUS OUR EFFORTS?

LEGEND

- Downtown District
- Urban Mixed-Use District
- Suburban Mixed-Use District
- Mixed Employment District
- Research & Development/Flex District
- Industrial District

Northeast Fort Collins shifts away from employment

Stronger focus on industrial along Mulberry Corridor

More intensification along South College Avenue.

MULBERRY ST · TAFT HILL RD · SHIELD ST · COLLEGE AVE · LEMAY AVE · TIMBERLINE RD · PROSPECT RD · DRAKE RD · HORSETOOTH RD · HARMONY RD · TRILBY RD · EAST COUNTY ROAD 32
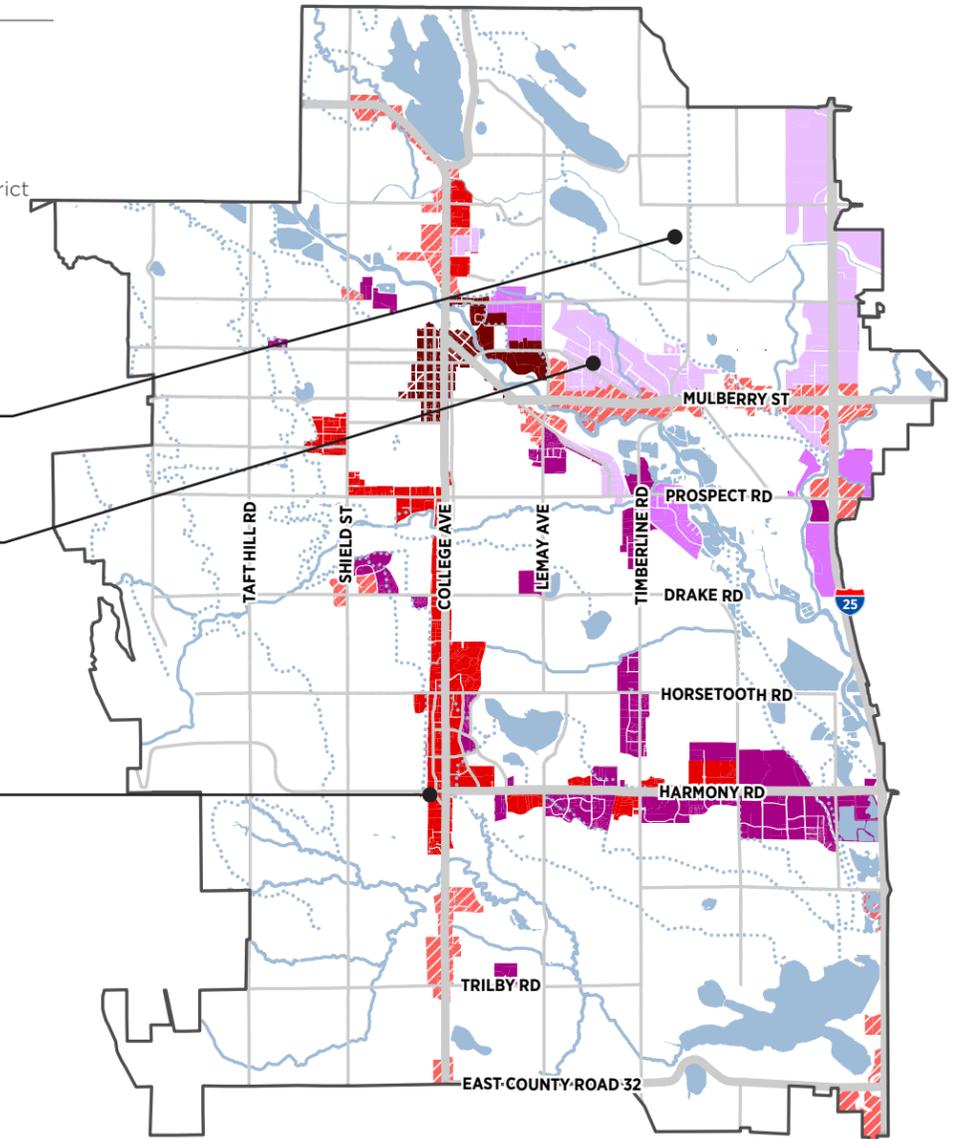
This diagram illustrates the overall distribution and types of areas designated for employment uses on the Structure Plan. Changes recommended in this City Plan update reflect a focus on:

» **Preserving land for industrial and service-oriented uses**
The Structure Plan identifies areas limited to industrial and service-commercial uses to support their retention over the long-term.

» **Providing suitable employment lands**
Policies aim to provide adequate opportunities for employment, commercial and industrial uses with the locations, amenities and services that employers are seeking.

» **Maximizing return on investment**
City Plan promotes investments in infrastructure and other services in areas where benefits to the community will be greatest.

» **Aligning employment designations with business needs**
The Structure Plan includes expanded employment place types to increase clarity around the types of employment that are desired in different parts of the city.

» **Providing more opportunities for people to live close to where they work**
Policies support expanded housing options in areas that are close to jobs and transit to allow more opportunities for employees at all wage levels to live and work in Fort Collins.

Encouraging more housing options...

The degree to which housing is attainable in Fort Collins is influenced by multiple factors: the range of housing options that are available (type, size and price point); the supply of land devoted to different types of housing; the overall demand for housing; the proximity and connectivity of housing and jobs; housing and transportation costs; and housing programs that seek to expand and maintain the city's supply of affordable and workforce housing. City Plan principles and policies recognize that improving housing access in Fort Collins will require action on all of these fronts.

Where are we today?

» Fort Collins' demographics are changing, creating demand for different housing types.

» Since 2000, Fort Collins and Larimer County have produced more jobs than housing units, and this imbalance has recently accelerated.

» Despite an increase in multifamily development in recent years, the overall mix of housing in Fort Collins is similar to that of 2000.

» Rents and home prices in Fort Collins are increasing faster than wages, and homeownership is becoming less attainable; as a result, more people are living outside the city and commuting to their jobs in Fort Collins.

» Only 4.8% of housing units in Fort Collins are deed or income restricted (i.e., affordable to households earning less than 80% of the area median income).

» Smaller housing options, such as ADUs, are allowed only in limited locations.

WHERE WILL WE FOCUS OUR EFFORTS?

NOW: 67,000 units

OTHER
MULTIFAMILY (5+ UNITS)
ATTACHED (2 TO 4 UNITS)
SINGLE-FAMILY

FUTURE: 97,000 units

OTHER
MULTIFAMILY (5+ UNITS)
SINGLE-FAMILY
ATTACHED (2 TO 4 UNITS)
ACCESSORY DWELLING UNIT
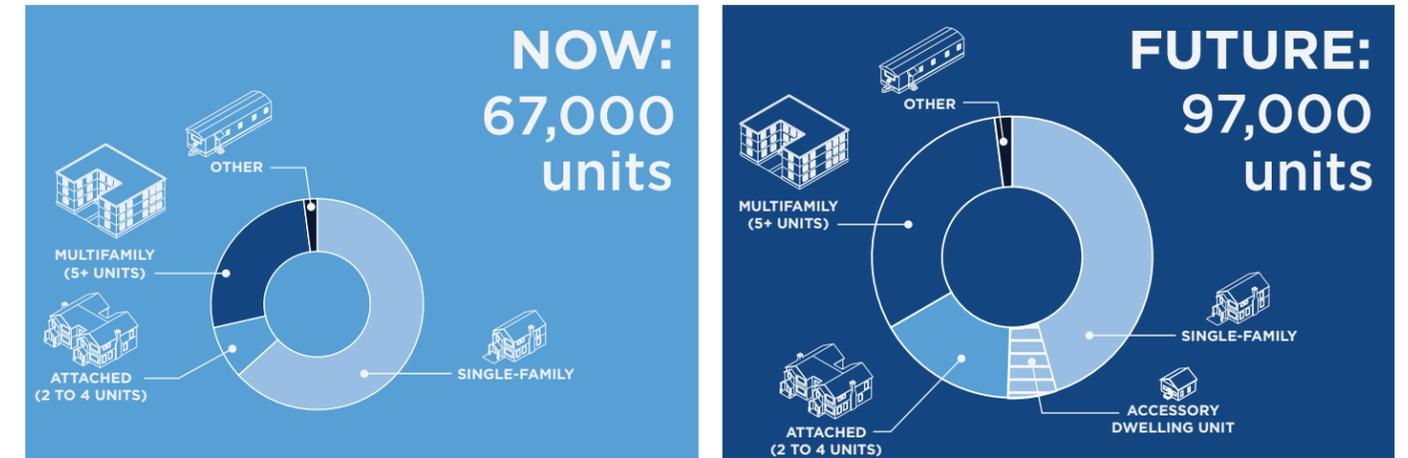
Changes recommended in this City Plan update reflect a focus on:

» **Expanding housing choices**
The Structure Plan promotes a broader mix of housing types and densities to support a changing population and housing market.

» **Recalibrating land use patterns to increase capacity**
The Structure Plan reflects the reallocation of some land that was previously designated for employment uses to residential uses.

» **Expanding workforce and affordable housing efforts**
City Plan promotes strategies, new programs and incentives to encourage the construction of workforce and affordable housing throughout the community.

» **Updating development regulations**
City Plan identifies numerous changes to zoning and development standards needed to support desired housing types and to better meet community objectives and goals.

» **Adopting protective measures where needed**
Area plans and/or design standards will continue to be used to ensure that residential infill and redevelopment are compatible with existing neighborhoods.

## Expanding transportation and mobility options...

Transportation and mobility options impact how and when people travel and, therefore, the ability of residents to access jobs, obtain services or accomplish daily needs. City Plan principles and policies seek to reduce VMT per person and the number of trips made by vehicles with only one occupant. This will be accomplished through strategies that encourage walking, carpooling, cycling and transit use, and through the implementation of solutions that minimize travel times between key destinations within Fort Collins and to/from other parts of the region.

Where are we today?

» Our VMT per capita is decreasing, but this trend could change depending on how transportation innovations (such as autonomous vehicles) affect travel behavior.

» Average travel time has been consistent, with some corridors increasing and others decreasing.

» While transit services have expanded near Downtown and CSU, it is difficult to provide convenient, high-frequency transit service in less-dense areas of the community.

» Employee commuting patterns will be impacted by emerging mobility and technology, land use, and regional transit.

» Fort Collins is a nationally recognized city for biking and walking; however, gaps and deficiencies in the low-stress, multimodal network remain.

WHERE WILL WE FOCUS OUR EFFORTS?

THEN

Loyal to Mode
Tend to use just one option and rarely switch

Perception of Limited Options
Personally owned car often the default option

NOW

More Options

Mobile Phone
Helps make choices, but each tool has separate app

New Options
Many people use just one or two new options (ride-hailing, bike-sharing) in addition to their primary mode

Ride-Hailing
Car ownership separated from car use

FUTURE

Even More Options
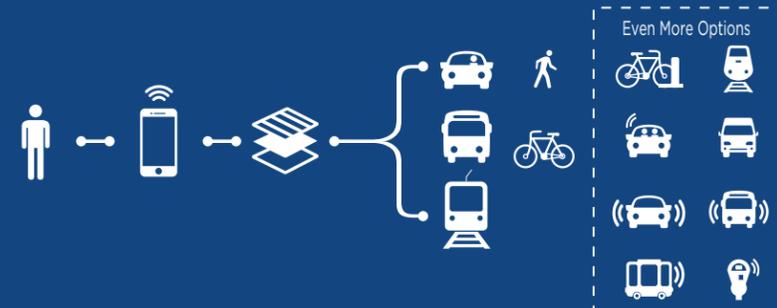
Mobility as a Service
Use mobile device to select among many options and seamlessly book and pay for them

More New Options
Including innovative, new, private-sector mobility tools

Choose the Right Tool for the Right Trip
Based on better information about cost, time and comfort

Changes recommended in this City Plan update reflect a focus on:

» **Prioritizing safety**
City Plan supports expanded transportation options to make travel safe and comfortable for all ages and abilities.

» **Expanding high-frequency transit in targeted locations**
To leverage the significant investment required, high-frequency transit is planned in areas where higher densities or intensities exist or are likely to be achieved in the planning horizon.

» **Using a Layered Network approach**
Policies support the prioritization of certain modes in corridors where all modes of transportation may not be viable.

» **Enhancing pedestrian and bicycle connectivity**
Policies support connected bicycle/pedestrian networks between neighborhoods and districts citywide.

» **Making equitable investments**
As City investments and improvements in transportation infrastructure are made, equity must be a key consideration.

» **Leading with innovation**
Fort Collins will be proactive in welcoming new travel options and technologies that offer the opportunity to travel more efficiently while reducing negative environmental, infrastructure and social impacts of travel.

» **Optimizing traffic flow through mobility management and system improvements.**
Policies seek to keep the transportation system moving efficiently for all modes by reducing traffic demand, eliminating bottlenecks and deploying state-of-the-art traffic control.

Maintaining our focus on climate action…

City Plan principles and policies play a significant role in supporting the community's ongoing efforts to protect the climate and our environment with ambitious climate action goals. Additional transportation options and increased density along key transit corridors will result in a smaller land use footprint, reduced vehicle miles traveled, increased walkability and bikeability, and smaller housing unit sizes. This translates to reduced energy use, lower GHG emissions and water demand, and improved health outcomes. In addition, City Plan helps advance the community's Nature in the City goals—providing opportunities for habitat, recreation and connection to the outdoors.

How does it all connect?

Acting on climate can sometimes seem like a daunting challenge at the local level. What it means in Fort Collins is reducing our emissions from the electricity, natural gas, transportation, waste and water sectors. For example:

Policies in the Environmental Health section address the needs for a carbon-neutral electricity system and reducing waste sent to the landfill. In other sections, policies advance electric vehicles and multimodal transportation opportunities to offer new ways for residents and businesses to access Fort Collins' amenities while making trips with a lower carbon impact.

Where are we today?

» We have set ambitious climate action goals and aim to be carbon neutral by 2050; overall emissions have decreased since 2005.

» Like many Front Range communities, we do not meet national air quality standards for ozone; the Air Quality Plan continues to prioritize improvements in this area.

» Although other policies and documents guide long-term actions, climate adaptation and resilience are not systematically integrated into our policies, plans and processes.

» We have the potential to reach our 2030 goal to reduce GHGs by 80% with shifts in development patterns, travel behaviors and with other steps.

» Many residents have access to a park or natural area within a 10-minute walk of their home, though gaps still remain.

What impact will City Plan have on the community's climate action goals?

City Plan will reduce emissions by encouraging denser land use in some locations and enhancing opportunities for alternative means of transportation (walking, biking and transit). Even with these efforts, the potential for overall emissions may grow as our population increases.

Despite these challenges, analyses show Fort Collins' emissions are forecast to decrease somewhere between 25% and 30% below 2005 levels in 2030 and hold fast at 20% below 2005 levels in 2040.

WHERE WILL WE FOCUS OUR EFFORTS?

What are GHGs?
GHGs are gases in the atmosphere that can absorb and emit heat. Scientists attribute a warming of Earth's atmosphere to an increase in GHGs.

What is CO_2e?
Carbon dioxide (CO_2) is a GHG emitted naturally and from fossil-fuel combustion for energy and heat (e.g., coal, natural gas, gasoline and diesel). Global warming contributions from other greenhouse gases (such as methane) are referred to in terms of carbon dioxide equivalent (CO_2e), which represents the amount of CO_2 that would have the same global warming potential as other GHGs. Community carbon inventory goals are tracked in terms of tons of CO_2e.

Fort Collins' current emissions come from…
51% - Electricity
24% - Ground travel
21% - Natural gas
4% - Solid waste
0.3% - Water-related factors

GHG Emission Reduction Progress & Targets

2005 — 2.3 million
2017 — DOWN 17%
2020 — 20% REDUCTION
2030 — 80% REDUCTION
2050 — CARBON NEUTRAL BY 2050

Metric Tons (CO_2e): 2.3 million, 2.1 million, 1.8 million, 460,000, 0

WHAT WILL IT TAKE?

▼ DECREASE GROUND TRAVEL ▲ EXPAND MOBILITY INNOVATIONS

▲ TRANSITION TO RENEWABLE ELECTRICITY

▼ DECREASE SOLID WASTE

▲ INCREASE SUSTAINABLE BUILDING PRACTICES

▼ DECREASE NATURAL GAS USAGE
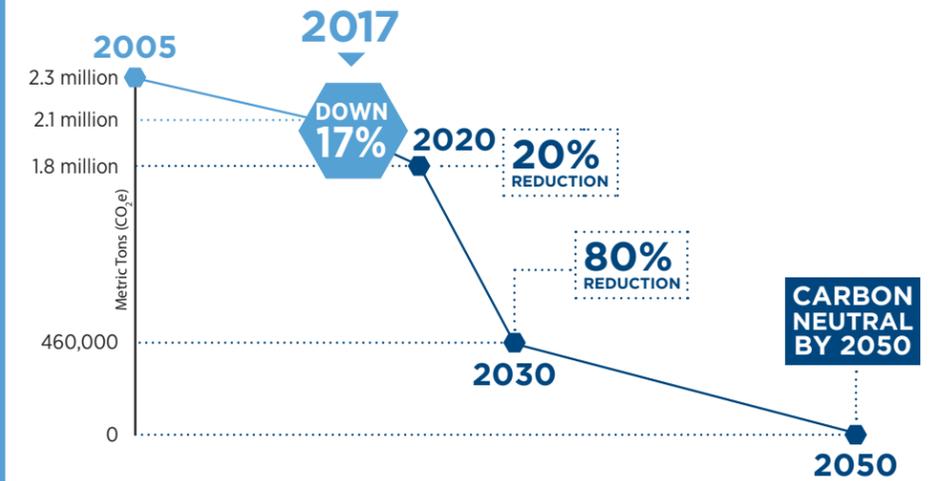
Changes recommended in this City Plan update reflect a focus on:

» **Prioritizing pragmatic, positive and cost-effective solutions**
Policies seek to ensure affordability, reliability and sustainability in their implementation.

» **Promoting sustainable development practices**
Policies seek to reduce net energy and water use in new and existing development.

» **Water resources**
Policies seek to ensure that water is used wisely and our community is prepared for a changing climate.

» **Transition from fossil fuel to renewable-energy systems**
Focus on policies and infrastructure to transition electricity sources, natural gas use in buildings and petroleum for transportation to renewably supplied electricity.

» **Aligning land use and transportation decisions**
The Structure Plan and Transportation Plan work in tandem to promote development patterns and transportation behaviors that reduce VMT.

» **Coordinating climate adaptation and resilience planning efforts**
City Plan provides a coordinated and cohesive set of policies to support ongoing climate adaptation and resilience planning throughout the community.

» **Increasing access to Nature in the City**
Policies seek to increase the number of residents who have access to natural areas, parks and/or open space within a 10-minute walk of their home, emphasizing existing gaps and areas planned for intensification.

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

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

-Fort Collins resident

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

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

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

» **Managing Growth.** Fort Collins is expected to grow by 70,000 residents by 2040. Playing a major part in maintaining livable neighborhoods are how the community manages this growth and where it directs the development of new housing, areas for retail stores and services, employment and other uses. Long-standing policies direct new growth to targeted infill and redevelopment areas, although past residential growth has mainly occurred at the periphery of the city. With diminishing supply of vacant land, a larger percentage of future growth will probably occur in already developed areas. These principles help the City to manage growth by encouraging infill and redevelopment, ensuring this development is compatible with the character of the surrounding neighborhood or area, requiring the provision of adequate public facilities before development occurs and continuing the policy of new growth paying its fair share for new services and infrastructure.

» **Supporting a Sustainable Pattern of Development.** Beyond managing growth, principles and policies for this outcome area encourage a pattern of growth and development that aligns with the City's adopted goal to be carbon neutral by 2050. The Structure Plan provides additional guidance on where different land uses and densities/intensities should be encouraged in the future in order to help us reach our climate action goals.

Principles and policies support our Core Values by:

Livability

Encouraging a **welcoming, equitable community** that celebrates diversity.

Requiring **adequate public facilities and infrastructure** to serve existing development and new growth.

Creating a **distinctive and attractive community** that is appealing to workers, visitors and residents.

Maintaining our **unique character and sense of place.**

Promoting the use of **sustainable-building and site-design** techniques.

Encouraging the development of **quality and affordable-housing options** for residents of all income levels.

Preserving **historic resources and character-defining features** that make Fort Collins unique.

Sustainability

Managing **where and how the city grows** in the future.

Providing residents with opportunities to live **healthy, safe, and active lifestyles**.

Community

Reducing the **impacts of our built environment** on the natural environment.

Principles and Policies

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

POLICY LIV 1.1 - GROWTH MANAGEMENT AREA

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

POLICY LIV 1.2 - AMENDMENTS TO THE GROWTH MANAGEMENT AREA

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

» Are consistent with community goals, principles and policies as expressed in City Plan;

» Would have positive net fiscal benefit to the community;

» Are necessary to accommodate an activity that cannot be reasonably accommodated on lands within the GMA;

» Include land that contains any environmental factors or hazards that make the area unsuitable for inclusion within the GMA;

» Would allow for the logical, incremental extension of urban services;

» Would offer a desirable new "edge" to the community;

» Are contiguous to existing developed areas of the city; and

» Contribute to the compact urban form of the city.

POLICY LIV 1.3 - COMMUNITY EDGES

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

POLICY LIV 1.4 - INTERGOVERNMENTAL AGREEMENTS

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

» Institute a consistent and coordinated system of fees and standards for development located inside and outside the GMA.

» Encourage Larimer County to adopt development standards for projects within the GMA to be in conformance with City Plan and the Land Use Code.

Planning areas of neighboring jurisdictions
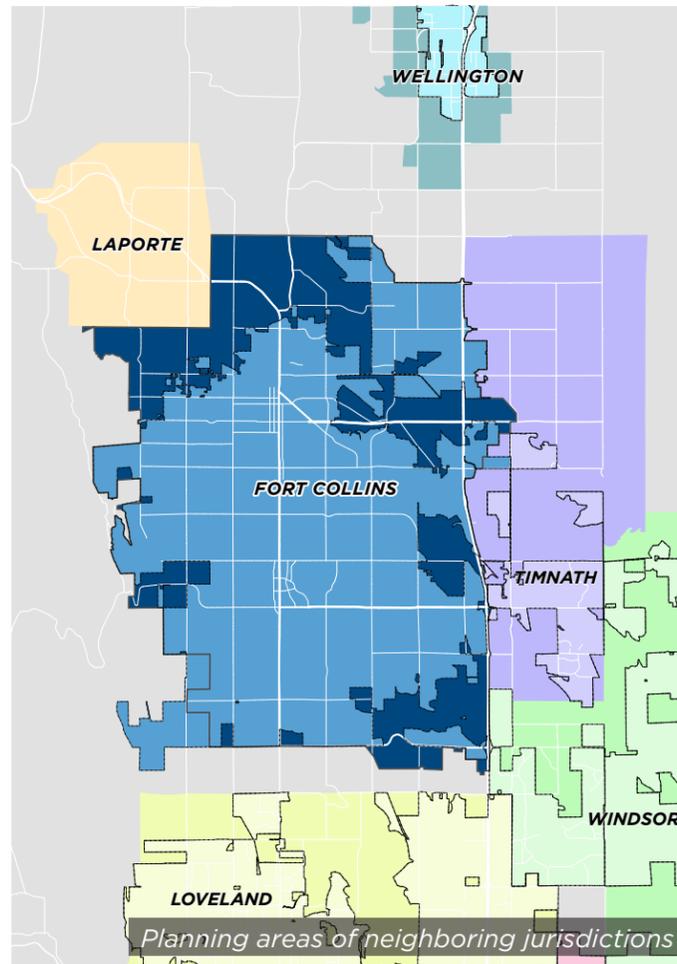
POLICY LIV 1.5 - CAPITAL IMPROVEMENT POLICIES

Operate under the following Capital Improvement Policies:

» Develop a multiyear plan for capital improvements and update it annually.

» Use a variety of different sources to fund capital projects with an emphasis on the "pay-as-you-go" philosophy.

» Identify funding for operating and maintenance costs for approved capital projects at the time projects are approved.

POLICY LIV 1.6 - ADEQUATE PUBLIC FACILITIES

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

» Direct development to locations where it can be adequately served by critical public facilities and services such as water, sewer, police, transportation, schools, fire, stormwater management and parks, in accordance with adopted levels of service for public facilities and services.

» Give preferential consideration to the extension and augmentation of public services and facilities to accommodate infill and redevelopment before new growth areas are prepared for development.

» Review applications for the creation of new special service agencies and the expansion of existing special service agencies for conformance with these City Plan principles and policies.

» Work with Larimer County to develop plans and policies for public services and facilities required for new and existing development located in unincorporated areas of the GMA.

POLICY LIV 1.7 - FEES AND DEVELOPMENT REQUIREMENTS

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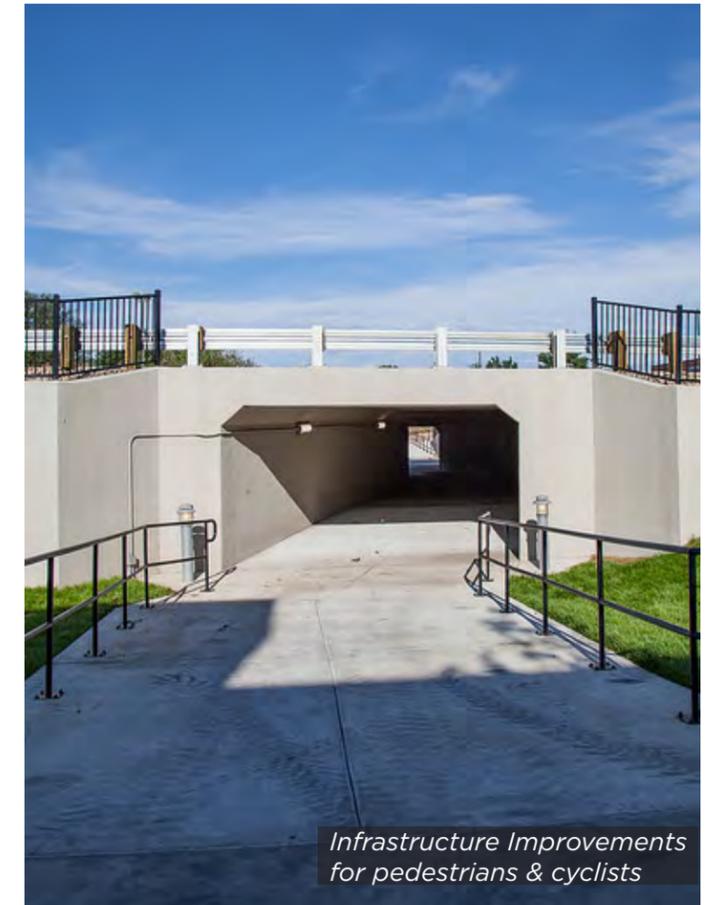
Infrastructure Improvements for pedestrians & cyclists
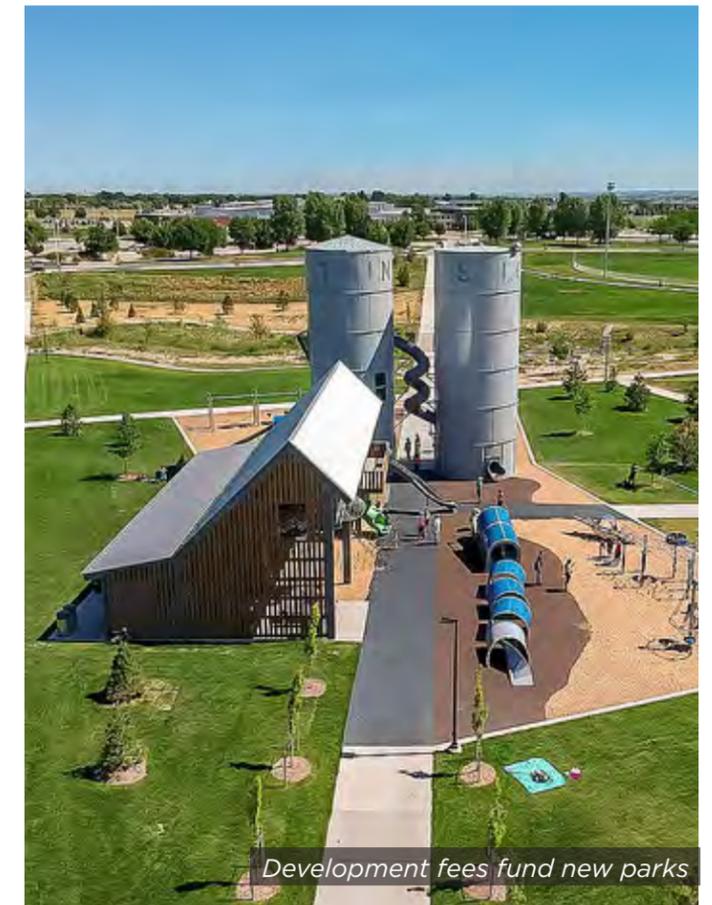
Development fees fund new parks

Principle LIV 2: Promote infill and redevelopment.

POLICY LIV 2.1 - REVITALIZATION OF UNDERUTILIZED PROPERTIES

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

» Adaptive reuse of existing buildings (especially those that have historic significance);

» Infill of existing surface parking lots—particularly in areas that are currently, or will be, served by bus rapid transit (BRT) and/or high-frequency transit in the future;

» Public/private partnerships;

» Infrastructure improvements/upgrades;

» Streetscape enhancements; and

» Voluntary consolidation and assemblage of properties to coordinate the redevelopment of blocks or segments of corridors where individual property configurations would otherwise limit redevelopment potential.

POLICY LIV 2.2 - PRIORITY LOCATIONS FOR INFILL AND REDEVELOPMENT

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

» Downtown District;

» Urban Mixed-Use Districts;

» Mixed-Employment Districts; and

» Metro Districts.

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

POLICY LIV 2.3 - TRANSIT-ORIENTED DEVELOPMENT

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

The Farmhouse at Jessup Farm

FORT COLLINS URBAN RENEWAL AUTHORITY

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

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

POLICY LIV 3.1 - PUBLIC AMENITIES

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

POLICY LIV 3.2 - ACCESS TO OUTDOOR SPACES

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

POLICY LIV 3.3 - GATEWAYS

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

POLICY LIV 3.4 - DESIGN STANDARDS AND GUIDELINES

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

POLICY LIV 3.5 - DISTINCTIVE DESIGN

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

POLICY LIV 3.6 - CONTEXT-SENSITIVE DEVELOPMENT

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

POLICY LIV 3.7 - CIVIC BUILDINGS AND GROUNDS

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

City of Fort Collins Utilities Administration Building

Principle LIV 4: Enhance neighborhood livability.

POLICY LIV 4.1 - NEW NEIGHBORHOODS
Encourage creativity in the design and construction of new neighborhoods that:

» Provides a unifying and interconnected framework of streets, sidewalks, walkway spines and other public spaces;

» Expands housing options, including higher-density and mixed-use buildings;

» Offers opportunities to age in place;

» Improves access to services and amenities; and

» Incorporates unique site conditions.

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

» Continuing established block patterns and streets to improve access to services and amenities from the adjacent neighborhood;

» Incorporating context-sensitive buildings and site features (e.g., similar size, scale and materials); and

» Locating parking and service areas where impacts on existing neighborhoods—such as noise and traffic—will be minimized.

POLICY LIV 4.3 - NEIGHBORHOOD SERVICES AND AMENITIES
Encourage the addition of new services, conveniences and/or gathering places in existing neighborhoods that lack such facilities, provided they meet applicable performance and design standards. Consider additional tools such as a conditional-use permit process and expanding home occupation provisions.

POLICY LIV 4.4 - CULTURALLY RELEVANT GATHERING PLACES
Promote the addition and retention of culturally relevant businesses, gathering places and services in existing neighborhoods and commercial areas to maintain and enhance a sense of welcome and inclusion as redevelopment occurs.

Principle LIV 5: Create more opportunities for housing choices.

POLICY LIV 5.1 - HOUSING OPTIONS
To enhance community health and livability, encourage a variety of housing types and densities, including mixed-used developments that are well served by public transportation and close to employment centers, shopping, services and amenities.

POLICY LIV 5.2 - SUPPLY OF ATTAINABLE HOUSING
Encourage public and private sectors to maintain and develop a diverse range of housing options, including housing that is attainable (30% or less of monthly income) to residents earning the median income. Options could include ADUs, duplexes, townhomes, mobile homes, manufactured housing and other "missing middle" housing types.

POLICY LIV 5.3 - LAND FOR RESIDENTIAL DEVELOPMENT
Use density requirements to maximize the use of land for residential development to positively influence housing supply and expand housing choice.

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

POLICY LIV 5.5 - INTEGRATE AND DISTRIBUTE AFFORDABLE HOUSING
Integrate the distribution of affordable housing as part of individual neighborhoods and the larger community.

POLICY LIV 5.6 - EXISTING NEIGHBORHOODS
Expand housing options in existing neighborhoods (where permitted by underlying zoning) by encouraging:

» Infill development on vacant and underutilized lots;

» Internal ADUs such as basement or upstairs apartments;

» Detached ADUs on lots of sufficient size; and

» Duplexes, townhomes or other alternatives to detached single-family homes that are compatible with the scale and mass of adjacent properties.

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

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

POLICY LIV 6.2 - SPECIALIZED HOUSING NEEDS
Plan for populations who have specialized housing needs. Integrate residential-care and treatment facilities, shelters, permanent supportive housing, group homes and senior housing throughout the GMA in areas that are well served by amenities and public transportation.

POLICY LIV 6.3 - STUDENT HOUSING
Plan for and encourage new housing for students on and near campuses and in areas well-served by public transportation. Coordinate with CSU, Front Range Community College (FRCC) and other educational institutions.

POLICY LIV 6.4 - PERMANENT SUPPLY OF AFFORDABLE HOUSING
Create and maintain an up-to-date inventory of affordable housing in the community. Pursue policy and regulatory changes that will encourage the rehabilitation and retention of affordable housing in perpetuity.

POLICY LIV 6.5 - AGING IN PLACE
Retain attainable housing options in existing neighborhoods so residents can "age in place."

HOUSING OPTIONS

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

POLICY LIV 6.6 - AFFORDABLE HOUSING PROGRAMS
Support the development and provision of affordable housing in the community by maintaining and expanding dedicated sources of funding for affordable housing services and programs, including management of a competitive process for federal and local funding, development incentives, homebuyer assistance and the Land Bank Program.

POLICY LIV 6.7 - INCENTIVES
Support and encourage the private development of affordable housing by offering incentives, such as special assistance to offset the costs of the City's impact fees and development requirements, rebates for energy-saving features, and reducing barriers to the construction and rehabilitation of long-term affordable housing units.

Bucking Horse Apartments

POLICY LIV 6.8 - MONITOR HOUSING AFFORDABILITY

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

POLICY LIV 6.9 - PREVENT DISPLACEMENT

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

POLICY LIV 6.10 - MITIGATE DISPLACEMENT IMPACTS

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

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

POLICY LIV 7.1 - ACCEPTANCE, INCLUSION AND RESPECT

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

POLICY LIV 7.2 - DIVERSITY

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

POLICY LIV 7.3 - CULTURAL COMPETENCY

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

POLICY LIV 7.4 - EQUITY CONSIDERATIONS

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

Special Olympics

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

POLICY LIV 8.1 - HEALTH AND SAFETY ORDINANCES

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

POLICY LIV 8.2 - HEALTH AND HUMAN SERVICE PROVIDERS

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

POLICY LIV 8.3 - PARTNER ORGANIZATIONS

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

POLICY LIV 8.4 - CITY REAL ESTATE

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

POLICY LIV 8.5 - FACILITY SITING AND ACCESS

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

POLICY LIV 8.6 - HOMELESSNESS

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

Permanent supportive housing

Human services partner event

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

POLICY LIV 9.1 - EFFICIENCY AND RESOURCE CONSERVATION
Reduce net energy and water use of new and existing buildings through energy-efficiency programs, incentives, building and energy code regulations, and electrification and integration of renewable energy technologies.

POLICY LIV 9.2 - OUTDOOR WATER USE
Promote reductions in outdoor water use by selecting low-water-use plant materials, using efficient irrigation, improving the soil before planting and exploring opportunities to use nonpotable water for irrigation.

POLICY LIV 9.3 - URBAN HEAT ISLAND EFFECT
Encourage the use of site and building features, such as shade trees and reflective materials, to reduce heat absorption by exterior surfaces, provide shade or otherwise mitigate the urban heat island effect.

POLICY LIV 9.4 - SOLAR ORIENTATION
Orient buildings, streets and public spaces to take advantage of active and passive solar energy. Consider factors such as landscaping, window placement, overhangs and building location to heat homes, reduce snow and ice buildup on neighborhood streets and to enhance the comfort of public spaces.

Habitat for Humanity project with solar integration

Xeriscape Garden Party

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

POLICY LIV 10.1 - IDENTIFY HISTORIC RESOURCES
Determine through survey techniques what historic resources exist within the GMA; how significant these resources are; the nature and degree of threat to their preservation; and methods for their protection.

POLICY LIV 10.2 - PRESERVE HISTORIC RESOURCES
Preserve historically significant buildings, sites and structures throughout Downtown and the community. Ensure that new construction respects the existing architectural character of the surrounding historic resources without artificially duplicating historic elements.

POLICY LIV 10.3 - INCREASE APPRECIATION OF VALUE
Increase awareness of, understanding of, and appreciation for the value of historic preservation in contributing to the sense of place, sustainability and quality of life in Fort Collins.

POLICY LIV 10.4 - FINANCIAL INCENTIVES
Use incentives to encourage and leverage private sector investment in the rehabilitation of historic resources.

POLICY LIV 10.5 - PLANNING AND ENFORCEMENT
Recognize the contribution of historic resources to the quality of life in Fort Collins through ongoing planning efforts and enforcement of regulations.

POLICY LIV 10.6 - LANDMARK DESIGNATION
Actively encourage property owners to designate eligible properties as historic landmarks.

POLICY LIV 10.7 - INTEGRATE AND ADAPTIVELY REUSE HISTORIC RESOURCES
Maintain the value of materials embodied in existing buildings and avoid the environmental costs of demolition and new construction by encouraging creative reuse of historic resources in redevelopment activities.

POLICY LIV 10.8 - ENERGY EFFICIENCY
Support energy-efficiency improvements that contribute to the integrity and longevity of historic structures without compromising the historic resource.
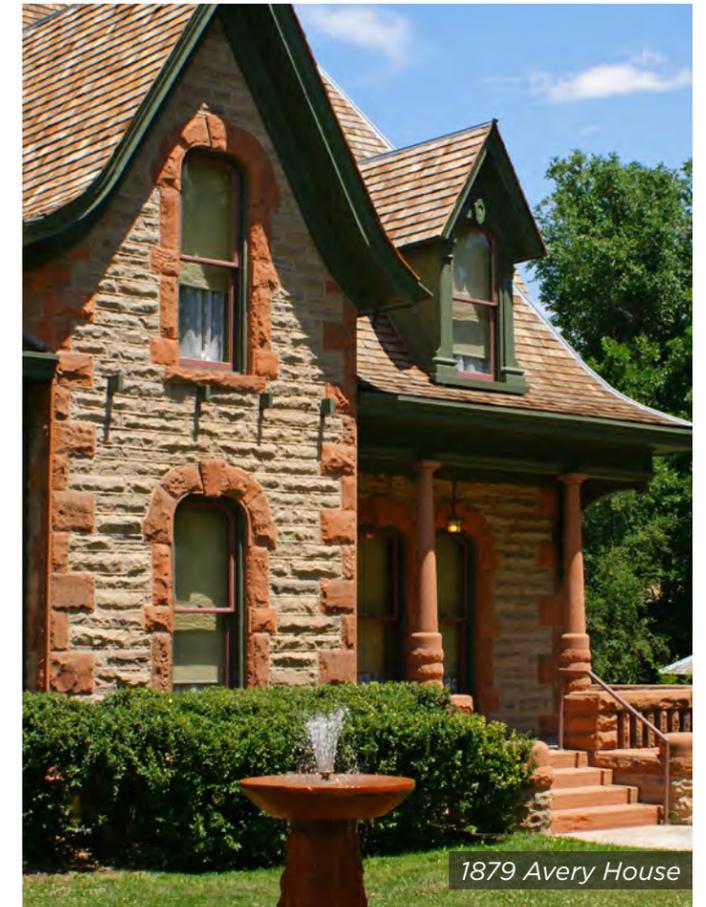
1879 Avery House
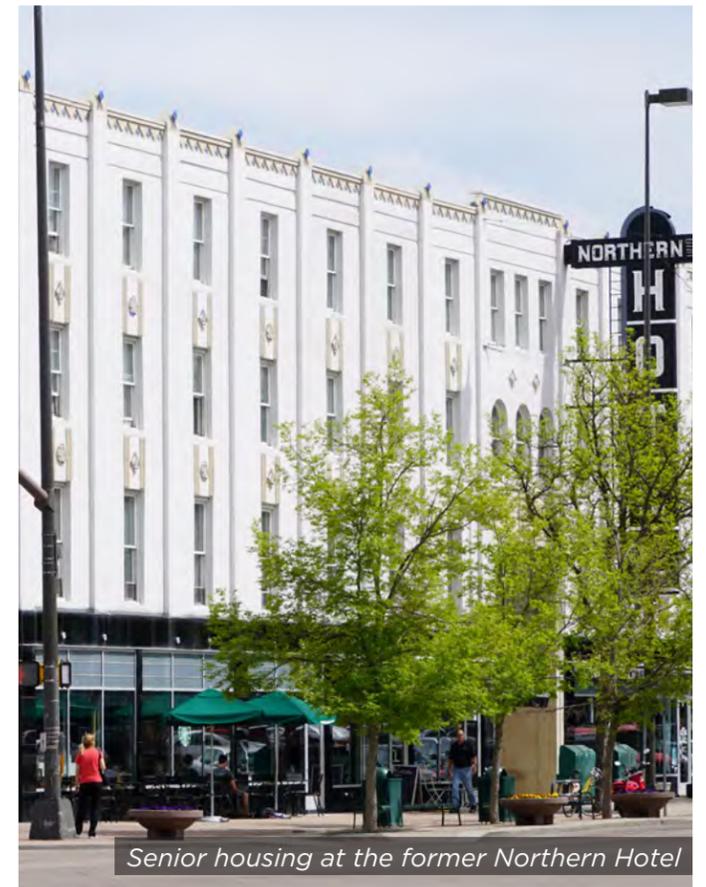
Senior housing at the former Northern Hotel

CULTURE AND RECREATION

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

» **Aligning City Plan with FoCo Creates.** FoCo Creates defines the community's vision for arts and culture and establishes roles and responsibilities for the City in supporting arts and culture in Fort Collins. While the process is still underway, initial feedback from the community indicates that residents want more arts and cultural opportunities in the city, including programs, exhibits, events and public art, as well as greater support for creatives and creative industries. Moving forward, the policy directions provided in City Plan will be coordinated with those of FoCo Creates to ensure that both plans are supportive and aligned with each other.

» **Expanding Access to Culture and Recreational Opportunities.** As the City continues to expand the number and types of arts, cultural and recreational opportunities available to residents and visitors, it will be important to ensure that all are able to access these opportunities regardless of their race, ethnicity, income, age, ability or background. City Plan supports adaptive recreation programs and other efforts to ensure that cultural and recreational opportunities are not just conveniently located, but that they are affordable to people of varying abilities and income levels.

» **Adapting Parks and Recreational Facilities to meet the needs of a changing community.** Fort Collins residents value the community's world-class parks, recreation facilities and trails. The City should continue to plan for a system of parks, trails and recreation facilities to keep up with current and future demand and address underserved areas. At the same time, it will be important to continually reinvest in existing parks and facilities to ensure that they continue to meet the needs of the residents they serve.

Principles and policies support our Core Values by:

Livability

Highlighting and fostering **human interactions with natural systems** through art and interpretive information in parks and along trails.

Increasing **access to arts, culture and recreation opportunities** for all residents and visitors.

Supporting and encouraging **creative industries** and local businesses.

Ensuring that arts, culture, history and creativity are **integrated into our local economy**.

Supporting the **representation of a diverse range of cultures** in arts and cultural offerings.

Aligning **parks and recreation facilties and programs** with the needs of the community.

Providing **programs and amenities** that enhance the lives of residents and help attract new businesses and workers.

Community

Sustainability

Showcasing **resource conservation and environmental stewardship** through art displays and City management of parks and recreational areas.

Principles and Policies

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

POLICY CR 1.1 - EQUITY AND INCLUSION
Through the arts, foster an inclusive and equitable cultural and creative community that represents all residents.

POLICY CR 1.2 - CREATIVE DESTINATION
Support and advocate for the creative industries in Fort Collins, emphasizing the importance of the creative economy and building the City's reputation as a destination for innovative companies and people.

POLICY CR 1.3 - COMMUNITY ENGAGEMENT
Enhance the City's cultural facilities and citywide programs to address community growth and demand, supporting the community's vibrancy and health.

POLICY CR 1.4 - SUSTAINED AND THRIVING SECTOR
Explore and support the creation of new, sustainable public- and private-funding sources to cultivate a vibrant, healthy cultural and creative sector. Evaluate current funding mechanisms for effectiveness and alignment to future goals and vision.

POLICY LIV 1.5 - DYNAMIC IDENTITY
Build Fort Collins' creative, arts and culture brand identity and visibility; communicate it effectively to the community, the region and beyond.

ARTS AND CULTURE PLAN UPDATE

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

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

Fiesta de Movimiento Comunitario de Hickory Street

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 races/ethnicities, incomes, ages, abilities and backgrounds with a variety of recreational opportunities.

POLICY CR 2.2 - INTERCONNECTED SYSTEM
Support an interconnected regional and local system of parks, trails and open lands that balances recreation needs with the need to protect wildlife habitat and other environmentally sensitive areas. Where appropriate, place trails along irrigation ditches and storm drainageways to connect to destinations such as schools, open lands and neighborhood centers.

POLICY CR 2.3 - PUBLIC AND PRIVATE PARTNERSHIPS
Develop and maintain effective public and private partnerships to provide a comprehensive system of parks, common open lands and outdoor spaces that are distributed equitably throughout the community and accessible to all.

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

POLICY CR 3.3 - JOINT FACILITIES
Pursue partnerships among City departments and with other organizations to develop versatile and joint recreational facilities in the future to maximize recreational offerings and available resources.

POLICY CR 3.4 - BEST MANAGEMENT PRACTICES
Follow environmental best management practices for the maintenance of parks and recreation facilities.

Gardening event at a 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 of effectively utilizing limited resources to provide parks, trails and recreation services to a growing community. Additional focus is provided on sustainable practices to ensure the protection of the environment remains a priority as new park facilities are developed.

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

ECONOMIC HEALTH

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

» **Economic Performance.** The City has met or exceeded targets on a variety of economic performance metrics in recent years, including the local unemployment rate, percent change in local jobs and new commercial-permit dollar volume per capita. This was influenced, in part, by partnerships and strategic programs run by the City to support economic growth. Continued support for ongoing efforts will be needed, along with a focus on identifying new approaches the City can take to maintain its role as a key partner in our local economy.

» **Supply and Location of Developable Land.** Fort Collins has an adequate supply of land, in aggregate, to support its future needs for employment and commercial land. But available, vacant, developable lands have not been competitive at capturing employment growth and/or are located in areas that lack infrastructure to support development. Regular monitoring of the City's employment land supply will be needed to keep it balanced with demand,

and revisions to the Structure Plan map and zoning may also be needed periodically.

» **Space Needs for Businesses.** While there are many businesses being formed in Fort Collins and local jobs are growing, there is a need for space for these companies to grow. Economic analysis completed as part of City Plan suggests that limited vacancy in the industrial market and a lack of new Class "A" office space development may lead companies to look outside of Fort Collins to expand. Principles and policies in this outcome area encourage the City to work with the private sector to continually evaluate business needs for space and strategically respond to any deficiencies.

» **Workforce Skills and Economic Opportunities.** Labor shortages and underemployment are two major issues affecting the region's economy. Looking to the future, employment opportunities are forecast to outpace growth in the workforce, widening the labor gap. Principles and policies in this outcome area address this imbalance by encouraging the City to work with employers, educational institutions and other economic development partners to connect workers to potential employers, provide retraining opportunities, and to align education and training programs to the needs of employers. The ongoing market transition to a low-carbon economy presents an opportunity to develop new employment opportunities in the energy, finance and transportation industries (i.e., the "Climate Economy").

Principles and policies support our Core Values by:

Livability

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.

Supporting an **innovation, creative and entrepreneurial atmosphere**.

Supporting local, unique and creative businesses to thrive and grow.

Coordinating efforts among City, regional, state and federal programs to **create an innovation ecosystem**.

Supporting **workforce development** and connecting qualified workers with employers.

Ensuring **development and redevelopment opportunities** can meet our employment-space needs.

Reducing identified barriers of workforce attraction and retention, including access and affordability of housing and childcare.

Developing climate adaptation and resiliency plans that ensure businesses and workers are able to adapt to abrupt and long-term changes to our climate.

Sustainability **Community**

Principles and Policies

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

POLICY EH 1.1 - EMPLOYMENT BASE
Support the enhancement of the community's economic base and primary job creation by focusing on retention, expansion, incubation and recruitment efforts that create jobs and import income or dollars to the community, particularly businesses in the adopted Target Industry Clusters.

POLICY EH 1.2 - IMPROVE BUSINESS ENGAGEMENT
Support the identification and refinement of services for our business customers by engaging businesses of all sizes and across all industries. The business community is an essential partner in fostering a vibrant, resilient and inclusive economy. Business engagement should utilize best practices related to capital construction management, land use code decisions and capital project prioritization.

POLICY EH 1.3 - SALES- AND USE-TAX REVENUE
Support programs that encourage residents to spend retail dollars locally before looking elsewhere for goods and services. Emphasize the retention and recruitment of retailers or development projects that have a positive impact on sales-tax generation, specifically focused on increasing retail-sales inflow and reducing retail-sales leakage.

POLICY EH 1.4 - STRATEGIC ECONOMIC INVESTMENTS
Focus on job diversity, retail sales-tax revenue and essential infrastructure/capital facilities when considering direct economic investments, because these community goals create a vibrant and resilient economy. Also, consider the economic, environmental and human-related community goals set forth in this document when making direct investments.

POLICY EH 1.5 - ECONOMIC RESILIENCE
Maintain a diverse economy that is prepared to anticipate, innovate and proactively respond to cyclical economic fluctuations and changes as the community approaches buildout of available land.

POLICY EH 1.6 - NIGHTTIME ECONOMY
Recognize and address the unique needs and impacts of the nighttime economy through collaborative efforts in the interest of safety, vibrancy and quality of life for all stakeholders. A well-managed nighttime economy, which includes nightlife, bars, entertainment, restaurants and other evening activities, positively contributes to the community's vitality.

Principle EH 2: Support entrepreneurship and innovation.

POLICY EH 2.1 - INNOVATION ECONOMY
Support a regional innovation ecosystem that fuels business development and job creation by leveraging local assets including human capital, research institutions, industrial base, physical infrastructure and quality of life. Continue exploration of Smart Cities and City As a Platform initiatives to support the innovation ecosystem.

POLICY EH 2.2 - ASSETS TO SUPPORT ENTREPRENEURSHIP
Support and invest in the expansion of research and development institutions, business incubators, entrepreneurial networks, business development programs and other physical assets necessary to support entrepreneurship. These assets should also include financial tools and capital to support innovation and entrepreneurship by leveraging local, state and national grant programs and lending tools. Continue and grow partnerships with CSU and other institutions to identify research activities and associated needs that can be leveraged into business creation.

POLICY EH 2.3 - CLIMATE ECONOMY
Support local and regional efforts to help attract, support and develop businesses that are adapting to and/or developing profitable solutions for a lower-carbon future economy.

POLICY EH 2.4 - NORTHERN COLORADO INNOVATION HUB
Work with regional partners to collectively market Northern Colorado as a center for innovation and highlight the range of strengths that can bring investment and employers to the region. Identify ways the City can serve as a platform for testing of new Smart Cities research and idea development.

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

POLICY EH 3.1 - BUSINESS PROGRAMS
Work with the local business community to ensure that economic health strategies and plans are identified to improve the local economy. Collectively identify programs and support efforts that will help existing businesses and new-business creation. Analyze barriers to the retention of businesses and employees, including access to affordable childcare and attainable housing.

POLICY EH 3.2 - LOCAL AND CREATIVE ENTREPRENEURSHIP
Identify and work with local entrepreneurs and creative enterprises to strengthen existing businesses and incubate new businesses. This will result in job creation, improved cultural awareness and growth in the creative economy.

POLICY EH 3.3 - STRENGTHEN UNIQUE AND LOCAL INDUSTRY
Identify businesses and professions that are unique to Fort Collins and highlight those opportunities to drive economic development in the city. Showcase these local businesses, such as the local brewing industry, in promotional efforts to increase local and national awareness and recognition of the locally grown businesses.
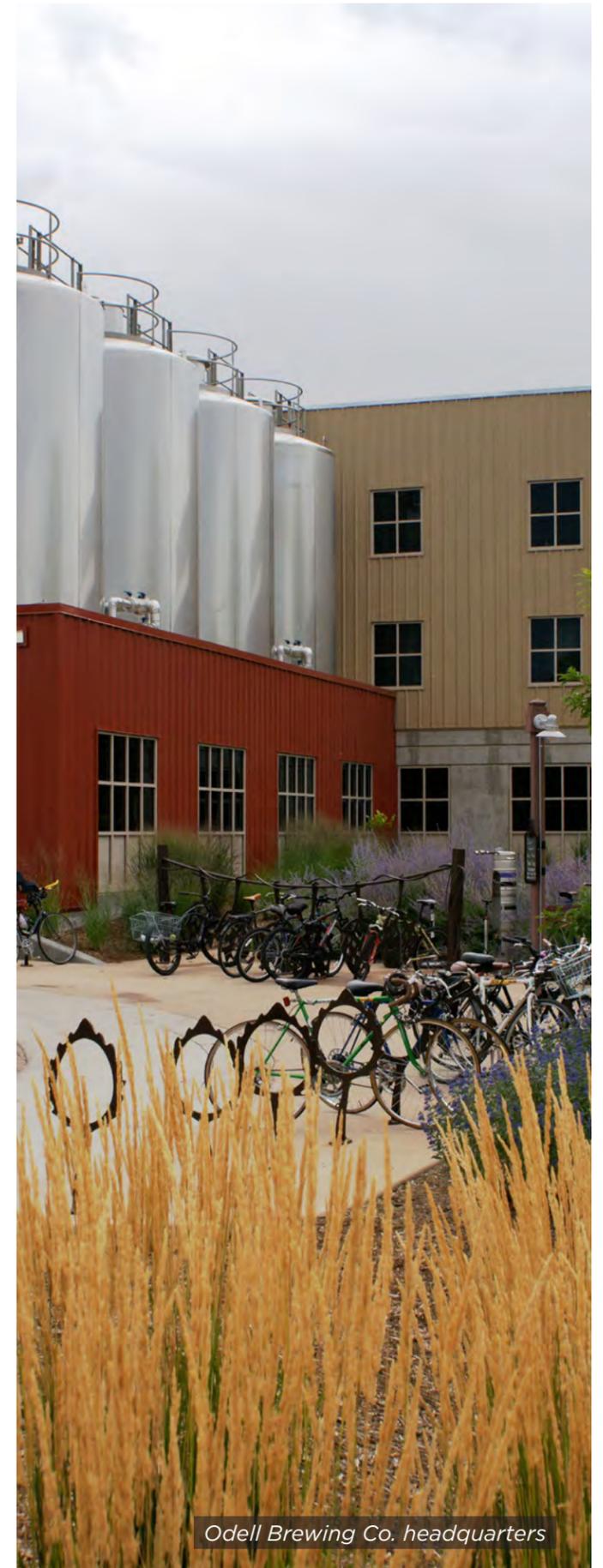
Odell Brewing Co. headquarters

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

POLICY EH 4.1 - TARGETED EMPLOYMENT AND MIXED-USE AREAS
Create and maintain plans for targeted employment areas (Downtown, Midtown, Harmony Corridor, I-25 interchange areas and Mulberry Corridor) to support investment, development and redevelopment in these areas to create new places for employment to grow. Encourage and support higher-intensity employment uses through land use policies and investment in infrastructure and services, such as transit, that support these employment areas.

POLICY EH 4.2 - INFILL AND REDEVELOPMENT BARRIERS IN MIXED-USE EMPLOYMENT DISTRICTS
Develop new and modify current policies, procedures and practices to reduce and resolve barriers to infill development and redevelopment in mixed-use employment districts. Utilize and support public funding and financing tools that facilitate redevelopment, reduce costs associated with redevelopment, increase access to amenities and services and address feasibility gaps.

POLICY EH 4.3 - ESSENTIAL INFRASTRUCTURE/ CAPITAL FACILITIES
Prioritize investment in infrastructure that supports economic health activities within the constraints of City financial resources and that satisfies the triple-bottom-line objectives of the community.

POLICY EH 4.4 - FUTURE EMPLOYMENT AREAS
Align the Structure Plan and development regulations to support the areas that are desirable and suitable for future employment-growth needs. Identify deficiencies in these areas that need to be addressed to make them suitable and desirable.

Economic Health listening session

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

POLICY ENV 5.1 - ECONOMIC PARTNERSHIPS
Collaborate with the business community, various business organizations, educational institutions (e.g., FRCC), regional research and development institutions (e.g., CSU, CDC), and economic development organizations (e.g., Fort Collins Area Chamber of Commerce, One NoCo, Upstate Colorado, Larimer County Economic and Workforce Development, and adjacent communities in both Larimer and Weld counties) to encourage and support a healthy economy; provide employment opportunities; increase private investment; and improve the quality of life for Fort Collins residents.

POLICY EH 5.2 - UNIFIED VISION
Work collaboratively with partners to create a unified regional vision for sustained economic growth. Provide a leading example through the economic efforts of the City to help develop the vision.

POLICY EH 5.3 - FORT COLLINS/LOVELAND AIRPORT
Support the Northern Colorado Regional Airport as a regional transportation destination to provide the economic development benefits associated with having an airport in close proximity.

POLICY EH 5.4 - REGIONAL INFRASTRUCTURE
Actively participate in conversations with other municipalities, organizations and regional leaders to collaborate on upgrading transportation and other regional infrastructure to fulfill Fort Collins' goals. These discussions shall focus on the benefits that may be created for Fort Collins and consider the goals in this plan with respect to economic, environmental and human objectives.

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

POLICY EH 6.1 - BALANCED GROWTH
Ensure that the Structure Plan supports a mixture of housing and employment growth to allow for workers to have an opportunity to live in the community and reduce the needs of employers to rely on workers coming from outside the city and region.

POLICY EH 6.2 - CAREER PATHWAYS
Collaborate with regional partners to align workforce efforts and educational institutions' offerings with local business needs to ensure that residents have the skills needed to support the local economy and have the opportunity to grow in their career paths locally.

POLICY EH 6.3 - YOUTH ENGAGEMENT
Educate young residents about the wide variety of career opportunities available locally and inform them about educational resources that can help create opportunities for future careers.

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

ENVIRONMENTAL HEALTH

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

» **Climate Action Goals.** Fort Collins aims to be carbon neutral by 2050, and the community has already managed to reduce emissions by more than 17% while also growing our population and local economy. The principles in this outcome area support ongoing climate mitigation efforts, such as reducing emissions from energy, waste and transportation while ensuring that solutions continue to be designed for affordability and equitable access, and to preserve the incredible quality of life that residents enjoy.

» **Climate Change Adaptation and Resilience.** Even if we are successful in reaching our climate action goals, the reality is global climate change is already occurring and is having an impact on our community. Understanding what these threats are and how we prepare for and adapt to their impacts will be important to ensuring that Fort Collins can be resilient to changes in our climate. These impacts include more frequent days of extreme heat, increased frequency and duration of droughts, greater wildfire risks and poorer air quality. Principles in this outcome area recognize that mitigation and resilience solutions must be addressed systematically and be integrated into the City's day-to-day operations.

» **Resource Management and Conservation.** Managing impacts to the community's natural resources will continue to be a major focus of City Plan. Conservation of wildlife habitats, community separators, urban and exurban forests, the Poudre River corridor and the integration of nature into the urban fabric ensures enjoyment by future generations. These efforts are particularly important as the region's population continues to grow.

» **Air Quality.** Although air quality is generally considered good, there are still areas where we need to focus improvements. For example, we currently do not meet federal standards for ozone, and indoor-air quality is an area where the City and residents have significant influence. The principles and policies under this outcome area will align City Plan with ongoing air quality efforts, including updates to the City's air quality plan.

» **Waste Reduction and Recycling.** Fort Collins is striving to be a community of minimal waste where discarded materials are diverted from the waste stream as efficiently as possible and are put to beneficial secondary use as locally as possible. The principles of creating a zero-waste system are key to supporting community goals for reducing waste and increasing the recycling and recovery of material resources.

» **Dark Skies.** The dark night sky is a valued part of the community's heritage. In addition, reducing light pollution can prevent adverse impacts on natural habitat, can reduce glare and can conserve energy. Policies in City Plan promote dark skies while balancing the need to promote public safety.

Principles and policies support our Core Values by:

Livability
Providing **access to natural areas** and environmentally sensitive community separators to create opportunities for people to experience nature.

Integrating new technologies related to climate and energy into existing City systems.

Ensuring that climate action **solutions are affordable and accessible** for all residents and businesses.

Protecting, enhancing and restoring ecosystems in both urban and natural contexts.

Preparing our community for the **impacts of climate change**.

Supporting **climate action initiatives** that will help us to become a carbon-neutral community.

Recognizing the interrelationship between a **healthy environment and human health**.

Providing **affordable and equitable access** to nature and the environment.

Protecting and improving the **quality of our air, water and night skies**.

Sustainability
Supporting the development of a **climate economy**, preparing our businesses for climate change and encouraging economic resiliency.

Community

Principles and Policies

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

POLICY ENV 1.1 - PUBLICLY CONTROLLED OPEN LANDS

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

POLICY ENV 1.2 - LAND CONSERVATION AND STEWARDSHIP

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

POLICY ENV 1.3 - NATURE IN THE CITY

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

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

NATURE IN THE CITY

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

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

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

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

POLICY ENV 1.4 - CONFLICT MANAGEMENT

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

POLICY ENV 1.5 - ACCESS TO NATURE

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

POLICY ENV 1.6 - WILDLIFE CORRIDORS

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

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

POLICY ENV 2.2 - INTEGRATE MITIGATION AND RESILIENCE ACTIONS

Continue to implement, monitor and periodically update the CAP, including strategies for reducing carbon emissions and climate change risks in City operations and all major planning efforts. Promote actions in the community that improve the community's resilience to climate change.
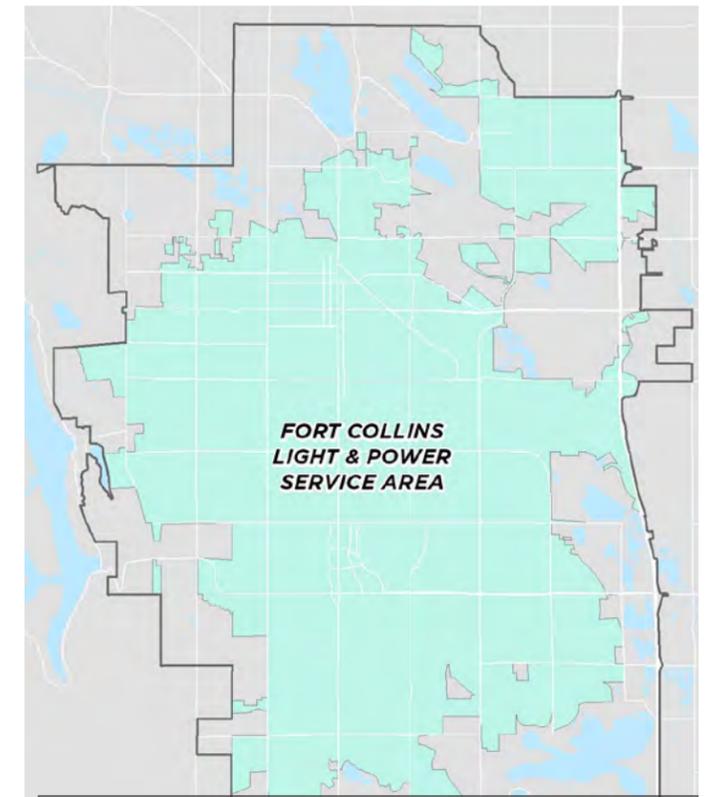
The Fort Collins Light & Power service area expands as annexation of land into the City occurs.

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

POLICY ENV 3.1 - RENEWABLE ELECTRICITY SUPPLY AND INTEGRATION

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

POLICY ENV 3.2 - EFFICIENT BUILDINGS

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

POLICY ENV 3.3 - ELECTRIFICATION

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

Youth hike in a Fort Collins Natural Area.

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

POLICY ENV 4.1 - PRIORITY AIR POLLUTANTS
Focus on high-priority air pollutants, as identified in the Air Quality Plan, considering such criteria as health impacts, community concerns, air pollution trends, compliance with current state and federal standards and ability to affect improvements at the local level.

POLICY ENV 4.2 - AIR POLLUTANT SOURCES
Implement a full spectrum of options—including engagement, incentives and regulation—that focus on prevention of air pollution at the source.

POLICY ENV 4.3 - REGIONAL POLLUTION
Work with local and regional partners to identify and mitigate sources of transported pollutants that influence our local air quality.

POLICY ENV 4.4 - OZONE ATTAINMENT
Support attainment of Federal standards for ozone by implementing programs and policies that reduce local emissions of ozone-causing pollutants, and supporting legislation and policy that reduces regional transport of ozone and ozone-causing pollutants. Coordinate with key partners such as the Regional Air Quality Council (RAQC).

POLICY ENV 4.5 - INDOOR AIR
Provide public information regarding potential indoor air quality concerns and promote behavior change and public action to reduce potential risks in homes, schools and workplaces.

AIR QUALITY PLAN

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

» Respond to a strong citizen mandate for the City to protect and improve air quality;

» Complement and fill gaps left by federal, state and county efforts by providing local education, incentives and regulation;

» Provide a long-term planning framework for air quality protection; and

» Recognize and coordinate the efforts of several City departments.

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

POLICY ENV 4.6 - VEHICLES AND NON-ROAD ENGINES
Promote efforts to reduce fuel consumption and associated pollutant emissions from vehicles and non-road engine sources, such as lawn and garden equipment.

POLICY ENV 4.7 - MONITORING AND REPORTING
Monitor, characterize, track and report ambient air pollutant concentrations to increase awareness of air quality issues and better identify opportunities to improve local air quality conditions and reduce emissions.

Principle ENV 5: Create a Zero Waste system.

POLICY ENV 5.1 - REDUCE, REUSE, REFUSE
Provide education and promote the City's goals for reducing all types of waste at the source. Encourage the use of durable and reusable goods to avoid low-quality, high-polluting products such as single-use disposables and items with a short usable life span. Find the highest and best use for waste materials.

POLICY ENV 5.2 - REGIONAL WASTESHED
Collaborate with regional governments on infrastructure and policy development, as well as other entities in the educational and nonprofit sectors, for innovation and implementation. Seek partners in the business community to help lead toward a Zero Waste system that supports economic health and community prosperity, including attracting and retaining business in the recycle/reuse sector. Facilitate the creation of local end markets for materials through use of TIF and zoning that enables recycling-processing businesses to operate. Consider potential and existing recycling and waste-recovery activities as opportunities to enhance local revenue generation and create jobs.

POLICY ENV 5.3 - LANDFILL DIVERSION
In the interest of transforming these otherwise wasted resources into marketable commodities, divert recoverable materials from the landfill, based on the hierarchy for materials management. In particular, divert organics (such as yard trimmings and food scraps), construction and demolition materials, curbside recyclable materials and hazardous materials from landfill disposal.

ROAD TO ZERO WASTE

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

POLICY ENV 5.4 - CULTURE CHANGE
Continue to identify and develop viable strategies designed to help residents and businesses live and operate more efficiently and sustainably to achieve a Zero Waste system for the community. Better understanding of the costs of overconsumption and connecting solutions to shared values will support a population that appreciates connected communities more than stuff.

POLICY ENV 5.5 - SUSTAINABLE MATERIALS MANAGEMENT
Employ a sustainable materials management (SMM) approach to holistically address the root causes of solid waste and the link between consumption and climate change. View the production, acquisition, use and disposal of goods and food as an integrated system with impacts and opportunities for improvement along the entire chain.

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

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

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

POLICY ENV 6.1 - WATER RESOURCE PLANNING
Partner and collaborate with water service providers to ensure adequate, safe and reliable water supplies in accordance with the Water Supply and Demand Management Policy. To the extent feasible, coordinate on supply and storage development and demand modeling.

POLICY ENV 6.2 - WATER CONSERVATION AND EFFICIENCY
Continue and enhance water conservation, efficiency and education programs in accordance with the City's Water Efficiency Plan. Consider new and revised land-use and site-planning standards to reduce water use in both new and redevelopment projects. Where possible, coordinate on programs and services to create consistent experiences for users regardless of their location and water service provider.

POLICY ENV 6.3 - DROUGHTS AND VULNERABILITY
Develop drought and vulnerability planning that takes into consideration the future impacts of climate change; potential demand changes from increased urban and multifamily developments; and other hazards and vulnerabilities, such as disruption of supplies due to wildfires. Partner and collaborate with water service providers in the GMA.

POLICY ENV 6.4 - DEVELOPMENT ALONG WATERWAYS
Use development regulations, such as setbacks from natural features and performance standards, to conserve and protect natural resources along the Poudre River, Spring Creek, Fossil Creek, Boxelder Creek and other waterways. Redevelopment in areas with natural resource values or potential natural values will consider the creation or enhancement of those values with an emphasis on natural attributes.

POLICY ENV 6.5 - WATERSHED APPROACH TO STORMWATER MANAGEMENT
Design stormwater systems to minimize the introduction of human-caused pollutants. Pursue educational programs and demonstration projects to enhance public understanding of pollution prevention efforts. Design tributary systems for water quality control with appropriate use of buffer areas, grass swales, detention ponds, etc. Include receiving water habitat restoration and protection in stormwater master plans in conjunction with habitat-mapping efforts.

POLICY ENV 6.6 - LOW IMPACT DEVELOPMENT
Pursue and implement Low Impact Development (LID) as an effective approach to address stormwater quality and impacts to streams by urbanization. LID is a comprehensive land planning and engineering design approach with a goal of minimizing the impact of development on urban watersheds through the use of various techniques aimed at mimicking predevelopment hydrology.

POLICY ENV 6.7 - BEST MANAGEMENT PRACTICES
Utilize stormwater facility design criteria that follow national Best Management Practices (BMPs).

POLICY ENV 6.8 - PUBLIC LANDS
Utilize public lands, such as street rights-of-way, for the design of multifunctional stormwater facilities by maximizing the carrying capacity of streets with curb and gutter, and by modifying design standards to promote infiltration or detention where appropriate depending on area specifics. Emphasize the development of a linked surface stormwater system that reinforces the City's open lands policy and reduces the need for large stormwater pipes.
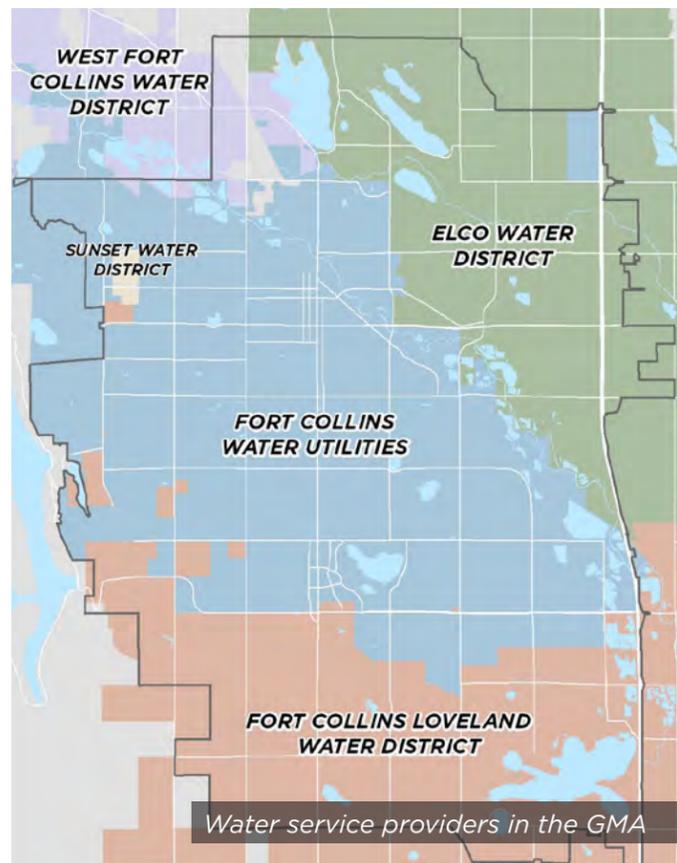
WEST FORT COLLINS WATER DISTRICT

SUNSET WATER DISTRICT

ELCO WATER DISTRICT

FORT COLLINS WATER UTILITIES

FORT COLLINS LOVELAND WATER DISTRICT

Water service providers in the GMA

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

POLICY ENV 7.1 - ECOLOGICAL RESILIENCE
Support a healthy river ecosystem that has the capacity to persist and adapt over time in the face of natural and human-caused challenges. Protect or enhance opportunities for natural processes to drive ecosystem renewal by:

» Working to quantify and provide adequate in stream flows to maintain the ecological functionality and recreational and scenic values of the Cache la Poudre River through Fort Collins;

» Ensuring sufficient water volumes at appropriate times to support all of the diverse functions of the Poudre River;

» Maintaining natural area protection buffers along both banks of the Poudre River;

» Considering vertical and lateral channel stability with new development and redevelopment to ensure that adequate setbacks are provided to account for lateral migration of the Poudre River channel across the floodplain and vertical degradation; and

» Restoring or enhancing degraded or disturbed areas to improve natural habitat conditions, biodiversity, and aesthetic and recreational values.

POLICY ENV 7.2 - SITING AND DESIGN OF RECREATIONAL FEATURES
Locate and design recreational features within the Poudre River Corridor in a way that avoids or minimizes impacts to natural areas, wildlife habitat, water quality and other environmental values. Place emphasis on integrating natural, environmental, historical and cultural values within new public recreation sites.

POLICY ENV 7.3 - VISUAL RESOURCES
Locate and design development and/or recreational facilities within the Poudre River Corridor to best maintain or enhance views of the Poudre River, its natural setting, the protected corridor features, and the foothills and mountains.

POLICY ENV 7.4 - CACHE LA POUDRE RIVER NATIONAL HERITAGE AREA
Protect historic landmarks and significant cultural landscapes within the Cache la Poudre River National Heritage Area by using land acquisition, local landmark designation, conservation easements, land use policies, and development and design standards. Support and provide historical, cultural and environmental learning opportunities in accordance with adopted goals for the area.

POLICY ENV 7.5 - GRAVEL MINE RECLAMATION
Collaborate with gravel mining interests to develop innovative approaches to gravel mine reclamation that will provide wildlife habitat, restoration of native landscapes, recreational opportunities, water storage and other public values.

POUDRE RIVER INITIATIVES

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

Poudre River

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

POLICY ENV 8.1 - HEALTH OF THE URBAN FOREST
Practice sound arboriculture practices, including diversification of species; monitoring and managing insect and disease impacts (e.g. emerald ash borer); and preparing for unanticipated events such as drought, extreme weather and the long-term effects of climate change.

POLICY ENV 8.2 - PUBLIC SAFETY
Increase public safety throughout the urban forest by sustaining a frequent pruning rotation and regular tree-risk assessments. This would include efforts to reduce the creation of conflict between trees and pedestrian and vehicular movement through "right tree, right place."

POLICY ENV 8.3 - GROWING ASSETS
Ensure protection of existing trees when new or redevelopment takes place through collaboration with other City departments and on-site landscape contractors. Trees appreciate in value as they age and provide aesthetic, economic, social and environmental benefits to the entire community and nearby people and development.

POLICY ENV 8.4 - COMMUNITY EDUCATION AND OUTREACH
Continue to provide the community with balanced and objective information to assist them in understanding the challenges, alternatives and solutions to achieve a healthy and resilient urban forest.

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

POLICY ENV 9.1 - COMMUNITY OUTREACH
Develop consistent messaging to increase awareness of the benefits of outdoor lighting best practices in all sectors of the community.

POLICY ENV 9.2 - COMMUNITY EDUCATION AND TECHNICAL ASSISTANCE
Provide technical assistance and educational programming to encourage outdoor lighting best practices on private properties and in neighborhoods. Support neighborhood organizations and other community groups in retrofitting existing light fixtures to reduce light pollution.
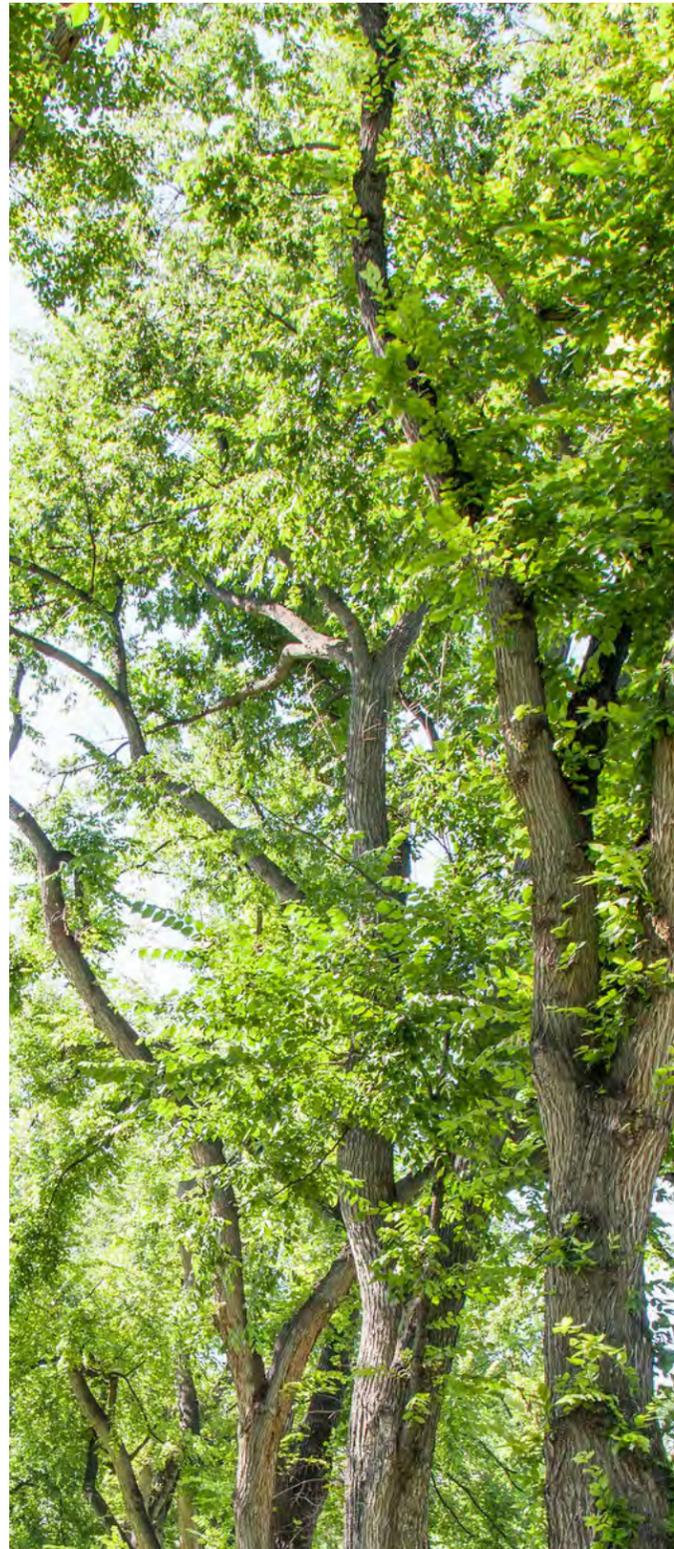
POLICY ENV 9.3 - OUTDOOR LIGHTING
Use development regulations to promote best practices: lighting only where needed, lighting only when needed, shielding lights and directing them downward, minimizing glare and light trespass, selecting lamps with warmer color temperatures, and selecting the most efficient lighting methods for both energy and lighting purposes.

SAFE COMMUNITY

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

» **Police and Fire.** Fort Collins Police Services emphasizes a comprehensive, community-oriented policing strategy to address community needs. As Fort Collins grows, policies in City Plan focus on ensuring that Police Services is able to remain innovative and adaptable to effectively meet community expectations for public safety. The Poudre Fire Authority (PFA) is a consolidated fire and rescue service agency that serves Fort Collins, Timnath, Laporte, Bellvue and surrounding areas in the Poudre Valley Fire Protection District. Policies in City Plan support the City's ongoing partnership with PFA to ensure prompt, skillful and caring emergency response to fires and other emergencies.

» **Other Public Safety Services.** Aside from the services provided by Fort Collins Police Services and PFA, the City of Fort Collins supports a number of policies and programs that promote public safety. City Plan encourages these programs to continue in the future, and to adapt based on changing needs and circumstances. In addition, ways to create safe and welcoming parks, streets, plazas and other public spaces are encouraged through the principles and policies in this outcome area.

» **Hazard Mitigation.** While our natural environment is a strong part of what makes Fort Collins a great place to live, it can also pose risks that threaten our safety. Hazard events such as flooding and wildfires will probably increase in frequency and severity in the future due to climate change, a trend we must prepare for sooner rather than later. Identifying areas where hazards pose the greatest risk and mitigating these potential impacts are a focus of the principles and policies of this outcome area. Mitigation is just one piece of this conversation. City Plan also focuses on how we respond in the aftermath of disasters, focusing on strategies that allow us to quickly recover from the impacts that natural hazard events could create.

» **Community Health.** While emergency services provide critical support during disasters and emergencies, ensuring that people are able to live healthy, active lives is an important way to prevent emergencies in the first place. People who have access to active modes of transportation, have opportunities for physical activity, and have access to healthy foods enjoy a higher quality of life and improved health outcomes. Policies in this section work alongside policies throughout City Plan to encourage programs and initiatives that enhance overall community health and resilience.

Principles and policies support our Core Values by:

Livability

Using **ecosystem services and other natural functions** of the environment to enhance our safety and help protect us from natural hazards.

Mitigating risks posed by natural hazards to businesses and property.

Improving safety in all neighborhoods.

Encouraging **healthy living** through active transportation and physical activity.

Creating **public spaces that are safe and welcoming** for all residents.

Ensuring that **hazard-mitigation** efforts and investments are made equitably.

Improving **access to healthy foods** for residents and access to markets for local and regional producers.

Supporting business recovery following natural disasters.

Guiding development away from **high-risk areas**.

Ensuring that Fort Collins remains a **safe, low-crime community** that is attractive to new businesses and workers.

Sustainability

Community

Principles and Policies

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

POLICY SC 1.1 - NEIGHBORHOOD RELATIONS
Provide and expand opportunities for neighborhood safety and involvement by fostering good neighborhood relations, building a sense of community pride and involvement, promoting safe and attractive neighborhoods, and encouraging compliance with City codes and regulations.

POLICY SC 1.2 - PUBLIC SAFETY THROUGH DESIGN
Provide a sense of security and safety within buildings, parking areas, walkways, alleys, bike lanes, public spaces and streets through creative placemaking and environmental design considerations, such as appropriate lighting, public art, visibility, maintained landscaping and location of facilities.

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

POLICY SC 2.1 - POLICE SERVICES
Provide high-quality, cost-effective Police Services with an increased focus on neighborhood policing and particular attention to criminal activity, quality-of-life issues and visible signs of disorder.

POLICY SC 2.2 - FIRE PROTECTION
Coordinate with PFA to foster fire and life safety as a priority within the city. Support the PFA Strategic Plan and its mission to protect citizens and their property by being prompt, skillful and caring.

POLICY SC 2.3 - EMERGENCY MEDICAL SERVICES
Continue to work cooperatively with PFA, contracted ambulance providers and other emergency providers to provide ambulance and other emergency medical services in the community.

POLICY SC 2.4 - RESPONSE TIMES
Maintain adequate response times to calls for service by Fort Collins residents, as determined by City of Fort Collins Police Services and PFA.

POLICY SC 2.5 - SPECIAL EVENTS
In partnership with neighborhood services and public safety organizations, review and permit special events throughout the community to ensure public safety and enjoyable events for participants, spectators and the community.

POLICY SC 2.6 - COORDINATED RESPONSES
Coordinate with Larimer County, CSU, service providers and neighboring jurisdictions to provide coordinated responses to emergencies, public health issues and other high-impact events. Where mutually beneficial for all parties, consider IGAs or contracts for service with other jurisdictions where duplication of services can be avoided.

POLICY SC 2.7 - EMERGENCY PREPAREDNESS
Maintain the emergency operations plan to guide the City's response to disasters and other emergency events. Ensure that the plan outlines roles and responsibilities of City departments and staff during such events, as well as the continuity of government to ensure that the City can continue to operate during and immediately after a disaster.

Fire ladder on Bring Your Child to Work Day

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

POLICY SC 3.1 - HAZARD MITIGATION PLANNING
Continue to implement and participate in future updates to the Larimer County Multi-Jurisdictional Hazard Mitigation Plan and other regional or statewide hazard-planning initiatives.

POLICY SC 3.2 - FLOODPLAIN DEVELOPMENT
Discourage new development in the 100-year floodplain, balancing the need to protect public safety and allow natural hydraulic and hydrologic processes to occur, with economic and social objectives. Require structures and facilities that already exist in, or unavoidably must be located in, the floodplain to be designed to be consistent with the intent of the standards and criteria of the City of Fort Collins and the National Flood Insurance Program.

POLICY SC 3.3 - FLOOD DAMAGE MITIGATION
Recognize that the maintenance, restoration and enhancement of the natural resources and the beneficial function of floodplains is a concurrent goal with reducing human and wildlife vulnerability to flood damage.

POLICY SC 3.4 - WILDLAND FIRES
Identify and mitigate the risk of wildland fires in and around Fort Collins and the GMA; collaborate with PFA, Larimer County and the U.S. Forest Service.

POLICY SC 3.5 - HAZARDOUS MATERIALS
Work to reduce risks associated with exposure to hazardous materials that are used in or transported through the city.

2013 flooding

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

POLICY SC 4.1 - ACTIVE TRANSPORTATION
Support means of active transportation (e.g., bicycling, walking, using wheelchairs, etc.) by continuing bike and pedestrian safety education and encouragement programs, providing law enforcement, and maintaining bike lanes, sidewalks, trails, lighting, and facilities for easy and safe use, as outlined in the Pedestrian Plan and Bicycle Plan.

POLICY SC 4.2 - DESIGN FOR ACTIVE LIVING
Promote neighborhood and community design that encourages physical activity by establishing easy and equitable access to parks and trails, providing interesting routes that feature art and other visually interesting elements, and locating neighborhoods close to activity centers and services so that active modes of transportation are a desirable and convenient choice.

POLICY SC 4.3 - COMMUNITY GARDENS AND MARKETS
Support cooperative efforts to establish community gardens; support and maintain new and existing local producers; and encourage retail opportunities, markets and Community Supported Agriculture (CSA) shares.

POLICY SC 4.4 - REGIONAL FOOD SYSTEM
Work collaboratively with regional partners and producers to identify leadership and advisory opportunities for the regional food system. Consider developing coordination and advisory roles to help facilitate dialogue on regional food system issues.

POLICY SC 4.5 - COMMUNITY HORTICULTURE
Encourage and support the establishment of community gardens and other horticultural projects throughout the city to provide food, beautification, education and other social benefits. Support the development of community-led horticulture projects and agricultural activities on appropriate City-owned lands (e.g., HOA-run garden plots in neighborhood parks, ongoing leasing for agricultural purposes, and farmers' markets in public plazas and parking lots) and in both new and existing neighborhoods.

POLICY SC 4.6 - SUSTAINABLE AGRICULTURAL PRACTICES
Promote sustainable soil- and pest-management practices such as Integrated Pest Management, Natural Resources Conservation Service (NRCS) soil-health principles and organic farming practices.

Garden a'Fare Event

A GUIDE FOR
Growing Food & Raising Animals
IN FORT COLLINS
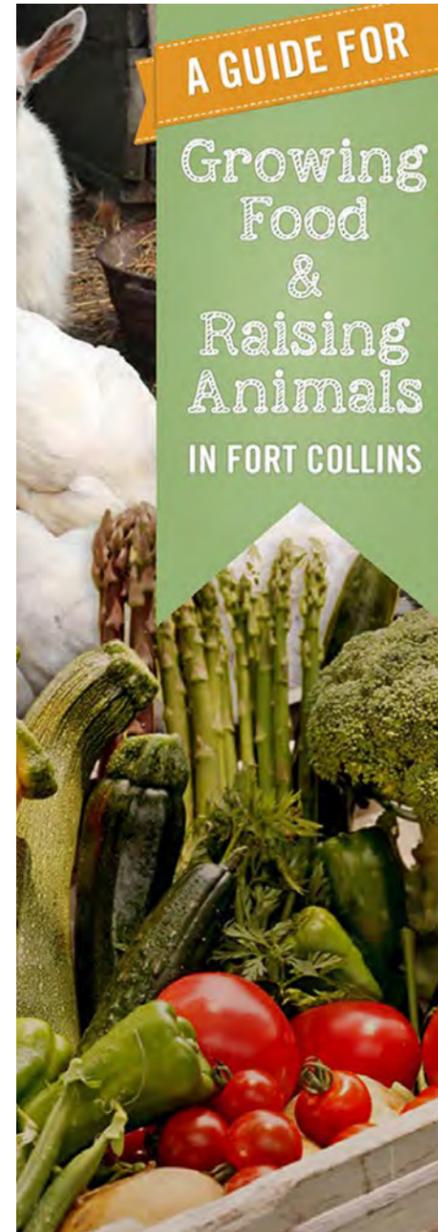
TRANSPORTATION

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

» **Integrate Land Use and Transportation.** Land use patterns and policies have a direct impact on travel behavior. Some key considerations include refining the role and extent of the Enhanced Transit Corridors, supporting the implementation of intended land use densities where significant transit investments have been made (or will be made in the future), and seeking to proactively address the housing affordability issues that may contribute to increased in-commuting.

» **Anticipate and Adapt to Emerging Mobility and Delivery Trends.** A number of external factors taking place locally, regionally and nationally will impact how transportation in Fort Collins trends into the future—the degree to which consumers rely on ride-hailing services, shifts in private-vehicle ownership, the way in which next-generation autonomous vehicles are owned and operated, and the degree to which delivery affects travel. It is important that the City explores the potential impacts and opportunities associated with different scenarios on the transportation system and land use patterns. A key consideration will be the degree to which the City and community support the adoption of policies and incentives (or potential regulations) to mitigate possible negative impacts—such as an increase in VMT or SOV, or both.

» **Promote Bicycling and Walking through Infrastructure and Programs.** The city and region have facilities and services for biking and walking, and these amenities should be enhanced and expanded. Biking and walking should be easy, convenient, comfortable and safe activities or modes of transportation that are appropriate for all ages and abilities. Infrastructure should be paired with programs to provide the necessary information for residents, visitors and employees to choose transportation options that support a healthy and economically sustainable lifestyle.

» **Meeting Mobility Needs with Transit.** Transfort connects thousands of city residents to jobs, schools, services and other destinations every day. These transit connections are made on services designed to match distinct travel markets, regional routes, high-frequency corridors, paratransit services and local routes. The network reflects a balance between providing most city residents with a short and convenient trip to transit combined with several high-frequency routes where riders can show up and go without having to worry about a schedule. As the city evolves and funding is available, the City is committed to expanding Transfort's service through new routes that will increase frequency in high-density corridors, provide innovative new services to connect people to transit and new form partnerships to provide regional connections.

Principles and policies support our Core Values by:

Livability

Adapting to changes in technology, demographics and mobility-as-a-service with new transportation modes and partnerships.

Identifying the types of transit services that can **grow and leverage changing transportation technologies**, while still providing access to a broad section of the community to critical transit services.

Integrating land use and transportation planning and investments.

Continuing to **reach a broad area of the city** with transit services to support those without access to other modes.

Designing the City's transportation facilities and network to be **reliable, affordable, efficient, connected and comfortable.**

Creating a transportation system that helps us reach our **climate action goals.**

Building an equitable bicycle and pedestrian network to **serve residents of all ages and abilities**.

Coordinating regional connections.

Providing programs that facilitate **well-informed travel-behavior decisions**.

Providing a **safe, convenient and connected** transportation network for all modes.

Sustainability

Community

Principles and Policies

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

POLICY T 1.1 - DEVELOPMENT AND TRANSPORTATION INVESTMENT
As development occurs, consider making concurrent transportation investments to support increased demands for multimodal travel.

POLICY T 1.2 - LAND USE CONTEXT
Consider the land use context for transportation projects by incorporating design that is sensitive to existing and future land uses; considering environmental, scenic, aesthetic and historic values; and evaluating the potential equity impacts of projects.

POLICY T 1.3 - DESIGN FOR ACTIVE LIVING
Promote neighborhood and community design that encourages physical activity.

POLICY T 1.4 - PUBLIC FACILITIES
Continue to require that development projects provide public facilities in accordance with their traffic and transportation impact and required standards.

POLICY T 1.5 - DISTRICTS AND ACTIVITY CENTERS
Provide a wide array of transportation facilities and services to support development and functioning of activity centers and districts.

POLICY T 1.6 - INTERFACE WITH OPEN LANDS
Design transportation corridors that are located adjacent to open lands and community separators in a manner that avoids and minimizes negative impacts.

POLICY T 1.7 - BRT AND HIGH-FREQUENCY TRANSIT SERVICE
Phase the implementation of new transit corridors, new BRT corridors and more frequent service on existing transit corridors to coincide with transit oriented development and available funding.

POLICY T 1.8 - SUSTAINABLE DESIGN
Plan, build and maintain streets, trails, intersections and sidewalks using sustainable design principles and best practices.

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

POLICY T 2.1 - FUNDING
Explore efficient and sustainable ways to allocate funding for transportation.

POLICY T 2.2 - CIP HORIZON AND SCHEDULE
Update the Capital Improvement Plan (CIP) every two years coordination with the City's budget schedule and other strategic opportunities. The CIP will include both a 25 year horizon and a short-term (five- to six-year) horizon.

POLICY T 2.3 - LAYERED NETWORK
Develop a layered network for Fort Collins that designates a continuous, connected, efficient, convenient and comfortable network for bicycling, walking, transit and vehicles.

POLICY T 2.4 - STREET DESIGN CRITERIA
Keep street and sidewalk design standards current with community values, new modes of travel, Americans with Disabilities Act (ADA) guidelines, and new technical and safety standards.

POLICY T 2.5 - BUILDING IMPROVEMENTS
Construct and implement transportation improvement based on adopted plans, policies and the CIP.

Learning about bike safety

POLICY T 2.6 - MAINTENANCE AND ASSET MANAGEMENT
Protect investment in transportation facilities, systems and services through a proactive, high-quality maintenance program using principles of asset management.

POLICY T 2.7 - COMPLETE NETWORK
Determine modal priorities and operational improvements based on the Master Street Plan.

POLICY T 2.8 - MODAL PLANS
Maintain and update Bicycle, Pedestrian and Transit Plans that expand upon the general principles and policies identified in City Plan.

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 (e.g. autonomous vehicles, electric vehicles, electric-assist bicycles, drones and e-scooters).

POLICY T 3.2 - TRIP-PLANNING APPLICATION
Support development of an all-encompassing trip-planning app that aggregates all available modes and includes travel time, cost and carbon footprint per mode.

POLICY T 3.3 - DEVELOPMENT AND SHARING OF INFRASTRUCTURE
Encourage the development and sharing of both public and private infrastructure, including parking, by devising public-private partnerships and agreements that provide shared access, in order to facilitate the movement of people, goods and information throughout the city.

POLICY T 3.4 - VEHICLE SHARING
Encourage and support partnerships to provide vehicle-sharing opportunities. Programs should include a full spectrum of vehicle types (e.g., delivery trucks, pickup trucks, hybrid vehicles, scooters/mopeds, etc.) with electrification of the shared fleet.

POLICY T 3.5 - DRONES
Encourage and support the use and experimentation of drones for the delivery of goods and other community-supported uses, while also considering compliance with Federal Aviation Administration (FAA) rules and regulations and sensitivity to privacy concerns.
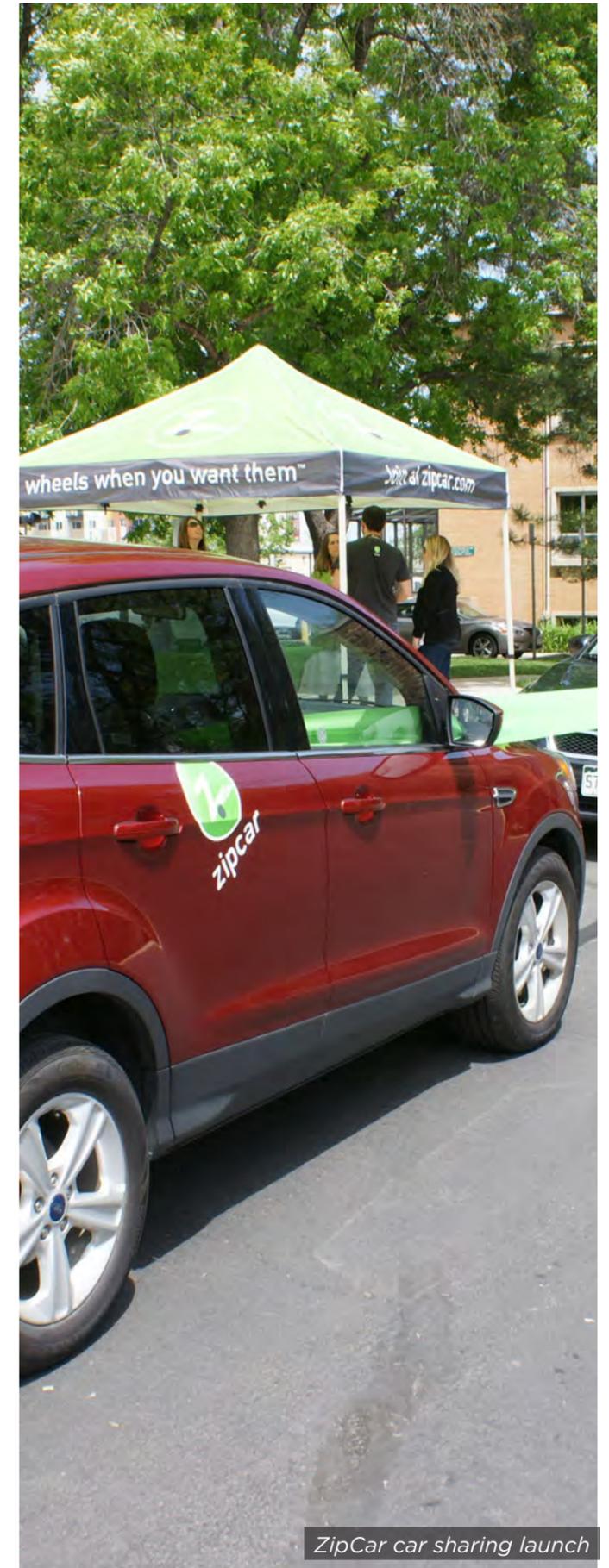
ZipCar car sharing launch

POLICY T 3.6 - AUTONOMOUS AND CONNECTED VEHICLES

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

POLICY T 3.7 - CONNECTED VEHICLES INFRASTRUCTURE

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

POLICY T 3.8 - TRANSPORTATION NETWORK COMPANIES

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

POLICY T 3.9 - ELECTRIC VEHICLES

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

POLICY T 3.10 - ELECTRIC VEHICLE READINESS ROADMAP

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

POLICY T 3.11 - MULTIMODAL CONNECTIONS

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

POLICY T 3.12 - EMERGING TECHNOLOGIES

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

Principle T 4: Pursue regional transportation solutions.

POLICY T 4.1 - REGIONAL TRANSPORTATION PLANNING

Participate in NFRMPO transportation programs and planning efforts.

POLICY T 4.2 - PARTNERSHIPS FOR INTERSTATE TRAVEL

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

POLICY T 4.3 - EFFICIENT MOBILITY

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

POLICY T 4.4 - REGIONAL CONNECTIONS

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

POLICY T 4.5 - PARTNERSHIPS FOR MULTIMODAL TRAVEL

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

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

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

POLICY T 4.7 - FUTURE PASSENGER RAIL

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

POLICY T 4.8 - REGIONAL TRANSIT

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

Electric fleet vehicles

Bustang provides service between Fort Collins and Denver

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

POLICY T 5.1 - TRANSIT SYSTEM

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

POLICY T 5.2 - BRT AND HIGH-FREQUENCY TRANSIT SERVICE

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

POLICY T 5.3 - INTEGRATE AND EXPAND TRANSIT SERVICE TYPES

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

POLICY T 5.4 - RELIABLE TRANSIT SERVICE

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

TRANSIT MASTER PLAN

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

» Expand BRT along North College, West Elizabeth and Harmony Road;

» Increase frequencies for most of the transit network as land use becomes more dense;

» Expand coverage of the transit network to lower-density areas through mobility innovation zones;

» Add regional routes to connect Fort Collins to more surrounding communities;

» Improve connections to transit by leveraging the layered network from the Transportation Master Plan and developing strategic mobility hubs on the core transit network; and

» Modernize Transfort's operations by adopting new autonomous- and electric-vehicle technologies, partnerships with mobility providers and information sharing platforms.

POLICY T 5.5 - TRANSIT STOPS

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

POLICY T 5.6 - REGIONAL TRANSIT LEADERSHIP

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

POLICY T 5.7 - TRANSIT TECHNOLOGY

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

POLICY T 5.8 - CONNECT TRANSIT TO OTHER MODES

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

POLICY T 5.9 - TRANSFORT SERVICE STANDARDS

Provide transit service in accordance with the Transfort Service Standards.

POLICY T 5.10 - PARATRANSIT

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

POLICY T 5.11 - TRANSIT MAINTENANCE FACILITY

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

MAX BRT transit station
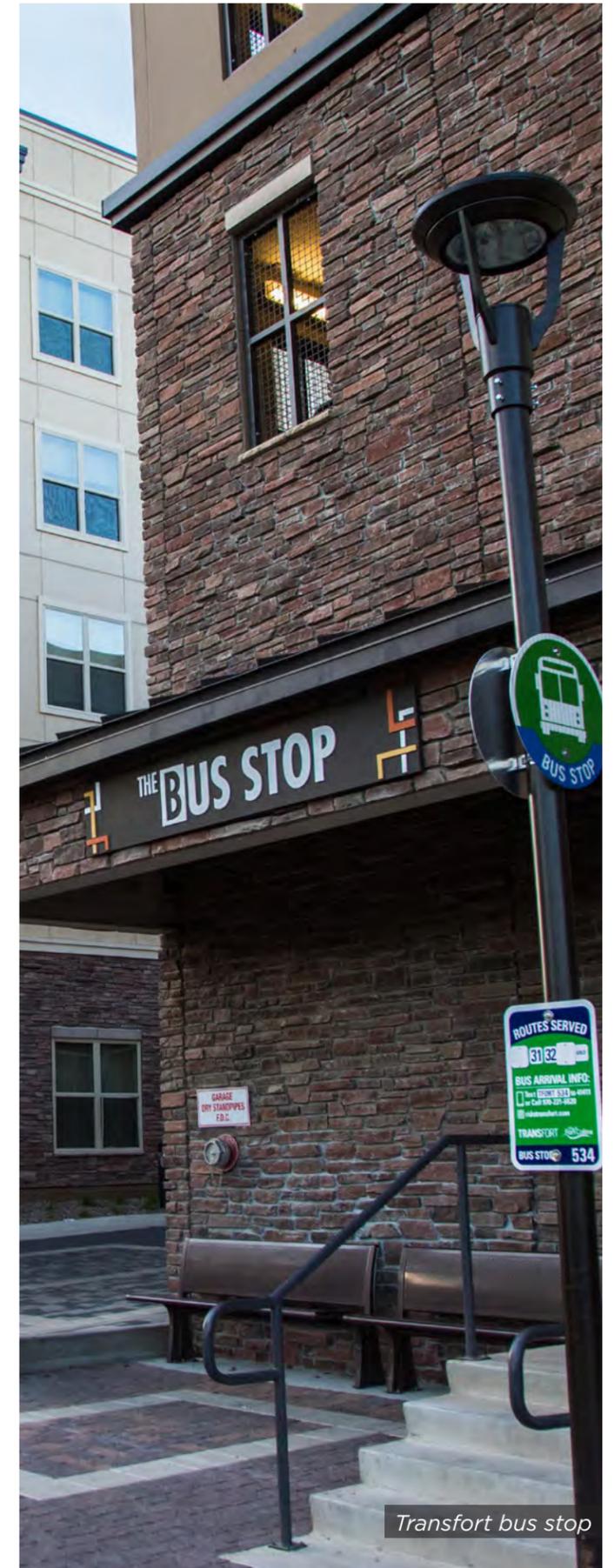
Transfort bus stop

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

POLICY T 6.1 - CONNECTED BICYCLE FACILITIES
Build and maintain bicycle facilities that form a continuous and dense low-stress bicycle network with seamless connections to public transit, bike-share and other shared-mobility vehicles, schools, neighborhoods, community destinations and the regional bicycle network.

POLICY T 6.2 - BICYCLE FACILITIES AND PROGRAMS
Implement appropriate, well-designed bicycle facilities, education and enforcement programs.

POLICY T 6.3 - BICYCLING FOR ALL AGES AND ABILITIES
Increase bicycle ridership by creating a welcoming environment for people of all bicycling levels in all parts of the city.

POLICY T 6.4 - BICYCLING TO PROMOTE PHYSICAL ACTIVITY
Increase access to bicycling as essential to an active and environmentally healthy community.

POLICY T 6.5 - FACILITY MAINTENANCE
Identify opportunities for additional year-round maintenance of bicycle facilities to provide safe bicycling in winter months.

POLICY T 6.6 - ADAPTIVE BICYCLING
Increase programming and infrastructure focus on adaptive bicycling to accommodate the needs of people with disabilities.

Safe Routes to School class

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

POLICY T 7.1 - PEDESTRIAN FACILITIES
Implement ADA-accessible pedestrian facilities as detailed in the Pedestrian Plan and Sidewalk Prioritization Program.

POLICY T 7.2 - SAFE PEDESTRIAN FACILITIES
Develop safe and secure pedestrian settings by developing and maintaining an appropriately lit pedestrian network, enforcing snow removal on sidewalks adjacent to residential properties and mitigating the impacts of vehicles. Connections will be clearly visible and accessible, incorporating markings, signage, lighting and paving materials.

POLICY T 7.3 - NEIGHBORHOOD STREETS FOR WALKING
Provide an attractive, safe environment for pedestrians, bicyclists and drivers on neighborhood streets with well-designed streetscapes, including detached sidewalks, parkways and well-defined crosswalks.

POLICY T 7.4 - PEDESTRIAN CONNECTIONS
Provide direct and visible pedestrian connections between cul-de-sacs, transit stops, schools, activity areas, public facilities, recreational trails and other key pedestrian destinations.

POLICY T 7.5 - INFRASTRUCTURE FOR DISABLED COMMUNITY
Increase programming and infrastructure focused on providing the best environment to accommodate the needs of people with disabilities.

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

POLICY T 8.1 - TRANSPORTATION DEMAND MANAGEMENT
Promote and facilitate transportation options that reduce dependence on automobile trips (e.g., carpools, regional vanpools, telecommuting, electronic access, new vehicle types, vehicle sharing, transit, walking, biking, employee programs, market pricing for parking, road-user charges, etc.).

POLICY T 8.2 - SYSTEM OPTIMIZATION
Manage traffic congestion through system optimization strategies such as intelligent transportation systems (ITS) and signal optimization.

POLICY T 8.3 - INNOVATIVE FUNDING
Consider parking pricing to balance demand on the system and fund new transportation demand options and programs.

POLICY T 8.4 - MULTIMODAL LEVEL OF SERVICE
Update the Multimodal Level of Service (MMLOS) standards in alignment with transportation and land use goals.

POLICY T 8.5 - ACCESS MANAGEMENT
Protect the capacity and safety of critical corridors through access management (i.e., the consolidation and narrowing of access points).

POLICY T 8.6 - ROUNDABOUTS
Consider roundabouts as a means of achieving transportation system safety and efficiency at intersections for all modes of travel.

POLICY T 8.7 - EASE OF ACCESS AND BYPASS TRAFFIC
Encourage through-truck/freight traffic to bypass the city using designated truck routes on state and federal highways.

POLICY T 8.8 - EFFICIENT MOBILITY
Provide energy and time-efficient mobility and cost-effective transport of people and goods between the various districts of the city.

POLICY T 8.9 - FREIGHT MOBILITY
Maintain a truck routing plan with designated truck routes to provide commercial access and minimize truck travel through residential neighborhoods.

POLICY T 8.10 - ADDRESSING BOTTLENECKS
Implement improvements at strategic locations to address congestion/bottlenecks that are creating emissions and safety concerns.
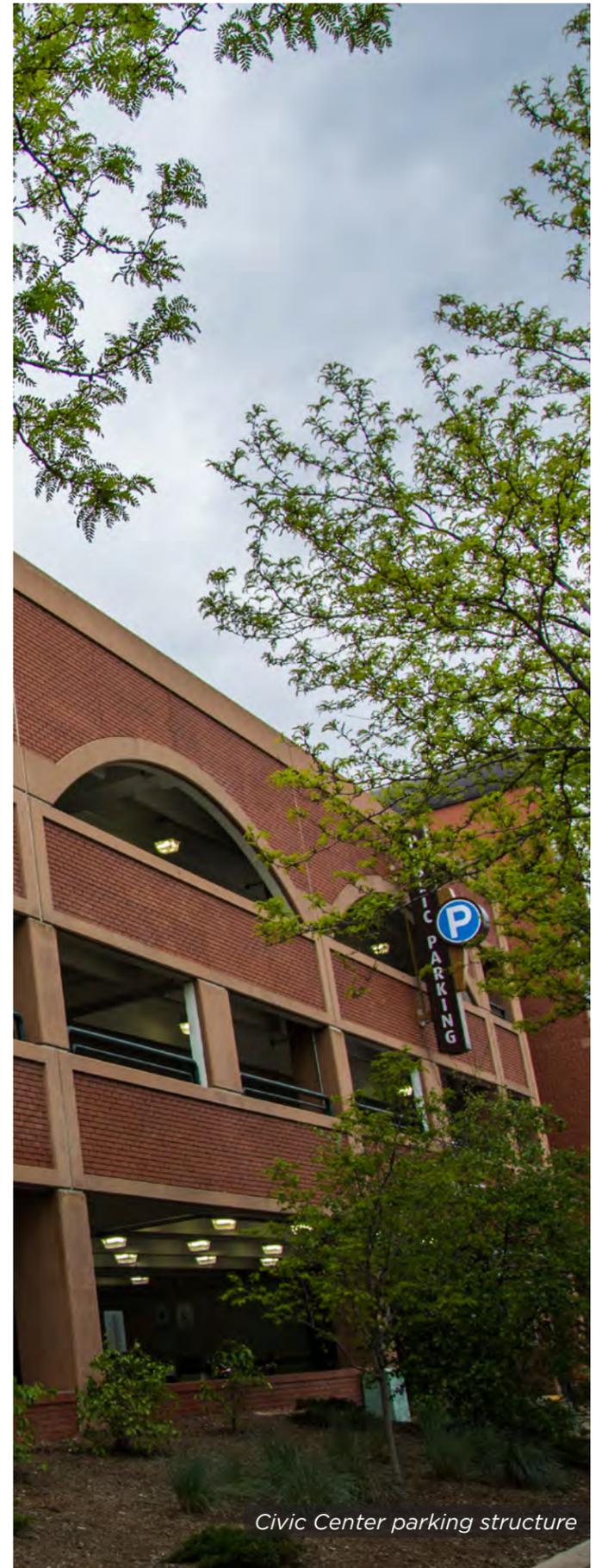
Civic Center parking structure

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

POLICY T 9.1 - HEALTH- AND HUMAN-SERVICES PROVIDERS
Improve transportation access to health- and human-services organizations.

POLICY T 9.2 - ENERGY EFFICIENT AND ENVIRONMENTALLY SENSITIVE TRANSPORTATION
Develop a program to promote energy efficient and environmentally sensitive transportation choices. Coordinate the building code with the growth in new transportation fuels such as electricity or hydrogen.

POLICY T 9.3 - CITY VEHICLE FLEETS
Manage City vehicle fleets to minimize environmental impacts and use of nonrenewable fuels.

POLICY T 9.4 - HEALTHY TRANSPORTATION CHOICES
Develop travel demand programs that support and promote active transportation choices.

POLICY T 9.5 - EQUITABLE ACCESS
Provide equitable access to services and resources, particularly for marginalized and underresourced communities as identified in the Health Equity Index Analysis in the City Plan Trends and Forces Report (Appendix) and other future equity analyses.

POLICY T 9.6 - ACTIVE TRANSPORTATION
Support physically active transportation (e.g., bicycling, walking, using wheelchairs, etc.) by continued bike and pedestrian education and encouragement programs and infrastructure investments.

POLICY T 9.7 - MONITORING ENVIRONMENTAL JUSTICE AND HEALTH EQUITY
Conduct formal evaluation of the potential environmental justice and health equity impacts of projects, policies and plans using current best-practice equity tools to prevent adverse and disproportionate impacts.

POLICY T 9.8 - AIR QUALITY
Support efforts to improve air quality through the prioritization of transportation infrastructure and travel demand programmatic investments that reduce vehicle miles traveled. Incorporate air quality impacts into transportation planning decisions through the use of the Fort Collins Air Quality Impacts Tool.

POLICY T 9.9 - CLIMATE ACTION PLAN
Prioritize transportation planning projects and programs that support CAP and GHG-reduction goals.

POLICY T 9.10 - ADA INFRASTRUCTURE
Pursue infrastructure improvements beyond what is required in the ADA to ensure optimal equal access, coordinating with disability-rights organizations to determine best-practice solutions.

Bike signal at Shields Street and Springfield Drive

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

POLICY T 10.1 - TOWARD VISION ZERO
Develop a safety-enhancement action plan for all modes based on the City's commitment to Vision Zero.

POLICY T 10.2 - EDUCATION AND ENFORCEMENT
Promote the development of educational programs and ensure the appropriate utilization of traffic enforcement.

POLICY T 10.3 - SAFETY AND RESPECT
Develop and support education and enforcement programs that promote safety and encourage respect for traffic laws among drivers, pedestrians, bicyclists, long boarders and e-scooters.

POLICY T 10.4 - PEDESTRIAN TRAFFIC LAWS
Partner with community stakeholders to develop educational and enforcement programs that promote safety, encourage respect for pedestrians and encourage pedestrians to respect traffic laws.

POLICY T 10.5 - STREET CROSSINGS
Design street crossings at intersections consistent with the Fort Collins Traffic Code, the Land Use Code, the Manual on Uniform Traffic Control Devices (MUTCD), ADA and the Larimer County Urban Area Street Standards (LUCASS) with regard to crosswalks, lighting, median refuges, bike boxes, corner sidewalk widening, ramps, signs, signals and landscaping.

POLICY T 10.6 - SAFE ROUTES TO SCHOOL PROGRAM
Continue the Safe Routes to School (SRTS) program, which focuses on educating all children, teachers, parents and schools about safe walking and bicycling as a mode of travel to get to school. Ensure that SRTS materials and activities are inclusive of people with disabilities.

POLICY T 10.7 - PERSONAL SAFETY
Design infrastructure and programs to promote personal safety through lighting, the activation of public space and police presence.

POLICY T 10.8 - DATA DRIVEN APPROACH
Utilize an annual, data-driven, citywide safety review that helps inform all projects.

POLICY T 10.9 - SAFETY PROJECT IMPLEMENTATION
Focus improvement efforts on projects that enhance transportation safety.

POLICY T 10.10 - UNDERRESOURCED COMMUNITIES
Consider prioritizing safety improvements in marginalized and underresourced communities, including the disability community.

Bike to Work Day

HIGH PERFORMING COMMUNITY

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

» **Community Engagement.** Principles and policies in City Plan encourage the City organization to continue evaluating ways in which it can improve upon the way it engages with the community and involves them in planning and decision-making. This includes placing a greater focus on equity, ensuring that groups that have traditionally been underrepresented in City government or not involved in decision-making processes are engaged and have a say in decisions that affect their day-to-day lives.

» **A Commitment to Effective Government.** The City of Fort Collins is dedicated to providing high-quality service that is responsive to the needs of residents, visitors, employees and businesses in the city. By ensuring that the City organization attracts, develops and retains the most competitive talent and through a process of continual improvement, the City is constantly evaluating its own programs, services and actions to identify areas for improvement. In addition, the City is open to new, innovative technologies and processes. The principles in this outcome area support this broader organizational goal and reflect the City's commitment to be a model of effective local governance.

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

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

Principles and policies support our Core Values by:

Livability

Providing **high-quality, reliable, affordable municipal services** for all residents.

Encouraging the City to be a **responsible partner in testing new innovations** in systems and technologies.

Ensuring that **all members of the community are involved** in decision-making.

Using a **triple-bottom-line approach** that incorporates equity and considers the social, economic and environmental impacts of decisions.

Maintaining **efficient and effective local government processes** that reduce barriers to innovation and economic development.

Using the latest in information and communication technology to **improve transparency and to better engage the community** in decision-making processes.

Sustainability

Community

Principles and Policies

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

POLICY HI 1.2 - GOVERNMENT TRANSPARENCY
Support and expand upon practices and systems that are transparent and accountable to the public.

POLICY HI 1.3 - CAPABILITY OF TALENT
Hire high-quality talent and continuously provide opportunities to develop the capabilities and capacity of City employees to provide outstanding service.

POLICY HI 1.4 - CONTINUOUS IMPROVEMENT IN SERVICE
Continuously evaluate existing practices and systems for opportunities to improve outcomes and provide better, more equitable service to the public.

POLICY HI 1.5 - COST-RECOVERY MODEL
Utilize a cost-recovery model, designed to estimate revenues and expenditures associated with actual or hypothetical development patterns providing estimated fiscal impact information, for major planning projects such as annexations, subarea plans and major updates to the Structure Plan.

POLICY HI 1.6 - BUDGETING FOR OUTCOMES
Use the BFO approach for developing a biennial budget that allocates revenues based on community priorities and for providing residents with a clear understanding of program and service funding choices.

POLICY HI 1.7 - REGIONAL COLLABORATION
Actively collaborate with other jurisdictions in Northern Colorado, school districts and institutions of higher learning, special districts, the NFRMPO, and other regional and state partners to develop cooperative solutions to regional issues and planning challenges.

POLICY HI 1.8 - SERVICE PROVIDERS
Coordinate closely with and promote coordination among service providers in needs assessment, facility siting and other matters to ensure continuing delivery of effective, equitable and efficient services.

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

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

POLICY HI 2.1 - VOLUNTEERISM AND PHILANTHROPY
Promote a spirit of volunteerism in the community by coordinating with organizations and philanthropies through CityGives and other similar initiatives. Provide a range of opportunities for residents to volunteer for or give to City-led programs, projects and efforts.

POLICY HI 2.2 - EDUCATIONAL INSTITUTIONS
Coordinate with the community's educational institutions to support and enhance the excellent educational system that contributes to the city's high quality of life and the employability of its residents.

POLICY HI 2.3 - LIFELONG LEARNING
Work with educational institutions, nonprofit organizations and others who provide educational classes or programs to ensure that lifelong learning opportunities are available and accessible to residents.

POLICY HI 2.4 - EARLY LEARNING
Encourage equitable access to childcare, early-learning opportunities and other programs that help families prepare their children for school.

POLICY HI 2.5 - COMMUNITY-BASED LEARNING
Work to expand opportunities for students to engage in community-based learning and other service-oriented learning experiences that allow students to engage with the community.

POLICY HI 2.6 - CAPACITY BUILDING
Provide opportunities for the community to develop the knowledge and skills needed to effectively participate in local government planning and decision-making processes. Ensure that such efforts include targeted approaches for marginalized communities and other groups that have historically been underrepresented in past outreach efforts.

Cleaning up the trail system on Family Volunteer Day.

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

POLICY HI 3.1 - CITY BOARDS AND COMMISSIONS
Strive to reflect the diversity of our community in the membership of resident boards and commissions, including but not limited to people of different races, ethnicities, income levels, ages, abilities and backgrounds. Encourage participation from residents with varying occupational experiences as well.

POLICY HI 3.2 - HIRING PRACTICES
Adopt hiring practices across the City organization to promote staffing that reflects the diversity of the community.

POLICY HI 3.3 - RANGE OF ENGAGEMENT APPROACHES
Develop and provide a range of approaches for engaging with the community in a meaningful and authentic way. Ensure that approaches are tailored to and appropriate for different levels of engagement, as well as for different socioeconomic and cultural groups.

POLICY HI 3.4 - INCLUSIVE ENGAGEMENT
Seek to engage with a broad spectrum of the community during all City-led outreach efforts. This includes residents and businesses from different ages, racial backgrounds, education levels, income levels, etc., as well as those who have limited English proficiency or face other barriers to participating in engagement activities.

POLICY HI 3.5 - MULTILINGUAL SIGNAGE
Ensure that welcome, directional and other key signs in City buildings and facilities are multilingual. Signs providing information about how to access translation and interpretation should be added to City buildings and facilities wherever needed.

POLICY HI 3.6 - TRANSLATION AND INTERPRETATION
Create and publicize a wide range of accurately translated and regularly updated City resources and publications for residents who have limited English proficiency. Expand and publicize City interpretation services.

Open Streets concert event

STRUCTURE PLAN

This chapter establishes a framework to guide growth and investment as the Fort Collins GMA adds 70,000 additional people through 2040 and beyond. Building on the vision and core values outlined in Part 2 of the Plan, this chapter describes the types of places the community would like to foster and—at a higher level—the types of transportation and infrastructure investments that will be needed to achieve desired outcomes. This chapter is intended as a tool for elected and appointed leaders, City staff and administrators, and the community-at-large for evaluating and making decisions regarding the location, intensity and design of future development. This chapter is intended to be applied in conjunction with the principles and policies contained in Part 3 of this Plan, as well as the multimodal transportation recommendations outlined in Part 4.

"We need to build up! Multifamily developments don't have to be big boxes. Incorporate open space, playgrounds, dog areas and enough parking. Make living and raising a family enjoyable. Make Fort Collins great!"

-Fort Collins resident

Structure Plan

The Structure Plan map and accompanying place types—or land use categories—provide a framework for the ultimate buildout of Fort Collins. Five priority place types have been identified to help illustrate the challenges and opportunities associated with infill and redevelopment, and the critical role it will play in helping the community achieve its vision over the next 10-20 years. Priority place types are identified with a 🅿 and described in more detail beginning on page 103. Together, they provide direction on what types of uses are encouraged where and at what intensities.

The Structure Plan map illustrates how the community will grow and change over time, serving as a blueprint for the community's desired future. It focuses on the physical form and development pattern of the community, illustrating areas where new greenfield development, infill and redevelopment are likely to occur, as well as the types of land uses and intensities to encourage. The Structure Plan:

» Guides future growth and reinvestment and serves as official land use plan for the City;

» Informs planning for infrastructure and services;

» Fosters coordinated land use and transportation decisions within the city and region; and

» Helps implement principles and policies.

The Structure Plan, in conjunction with the Transportation Plan and other supporting elements, will be used to guide future development decisions, infrastructure improvements, and public and private investment and reinvestment in Fort Collins.

The Structure Plan Map serves as a blueprint for the desired future development pattern of the community, setting forth a basic framework for future land use and transportation decisions. Upon annexation or a request for rezoning, the Structure Plan map and City Plan principles and policies provide guidance for decision-makers to identify specific zoning boundaries and zone districts during the development review process. Neighborhood, corridor and subarea plans supplement City Plan with additional policy and land use or transportation designations for specific geographic areas. In the event of a conflict between a policy or designation in City Plan and a subarea plan, the subarea plan shall prevail.

The City maintains a number of adopted subarea and neighborhood plans that include a land use component. These plans are adopted by reference and should be referred to for more detailed guidance.

PLACE TYPES

Districts

- ■ Downtown District
- ■ Urban Mixed-Use District
- ▨ Suburban Mixed-Use District
- ▦ Neighborhood Mixed-Use District
- ■ Mixed Employment District
- ■ Research & Development/Flex District
- ■ Industrial District
- ■ Campus District

Other

- ■ Parks and Natural/Protected Lands
- ▨ Community Separator

Neighborhoods

- ■ Rural Neighborhood
- ■ Suburban Neighborhood
- ■ Mixed Neighborhood

BOUNDARIES

- City Limits
- Growth Management Area (GMA)
- Adjacent Planning Areas

# Structure Plan Map
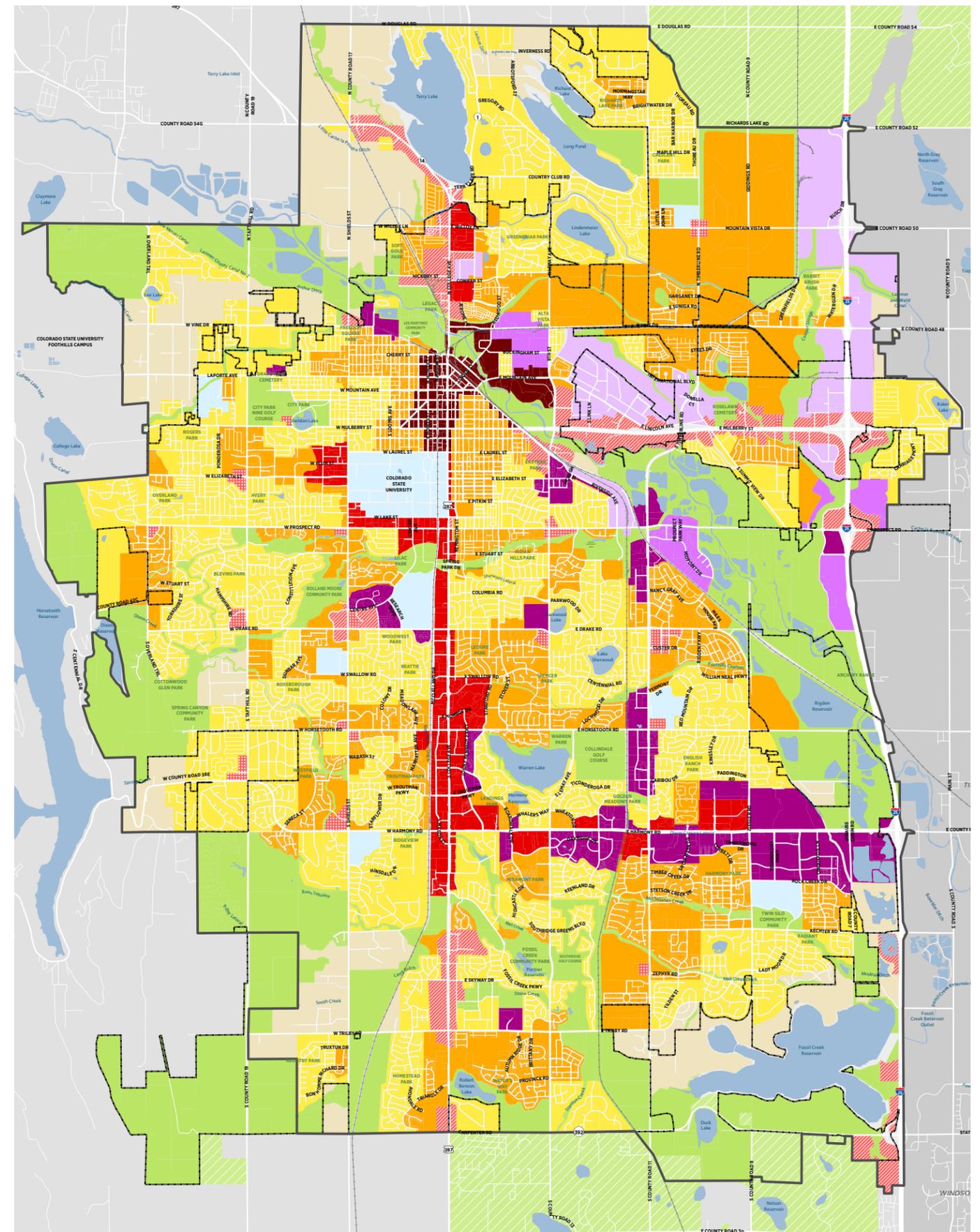
NEIGHBORHOODS

Neighborhoods are the primary building blocks of the community. Whether existing or planned, neighborhoods in Fort Collins will vary in the mix of housing types and supporting uses that are provided; the extent to which they are accessible to adjoining districts, schools, parks, civic uses, transit and other services; and their overall character and form. Three types of neighborhoods are identified on the Structure Plan map:

» Rural Neighborhoods;

» Suburban Neighborhoods; and

» Mixed-Neighborhoods Ⓟ.

Routine reinvestment in existing properties and some infill on vacant lots is to be expected in all neighborhoods. The degree to which existing neighborhoods are likely to experience more significant changes during the planning horizon will be influenced by location, the age and condition of existing housing stock, and the availability of vacant lots or larger plots of land. The City will continue to use the subarea and neighborhood planning process to address specific issues and opportunities. Enhancing connectivity within and between existing and future neighborhoods and improving access to nature are priorities for all neighborhoods.
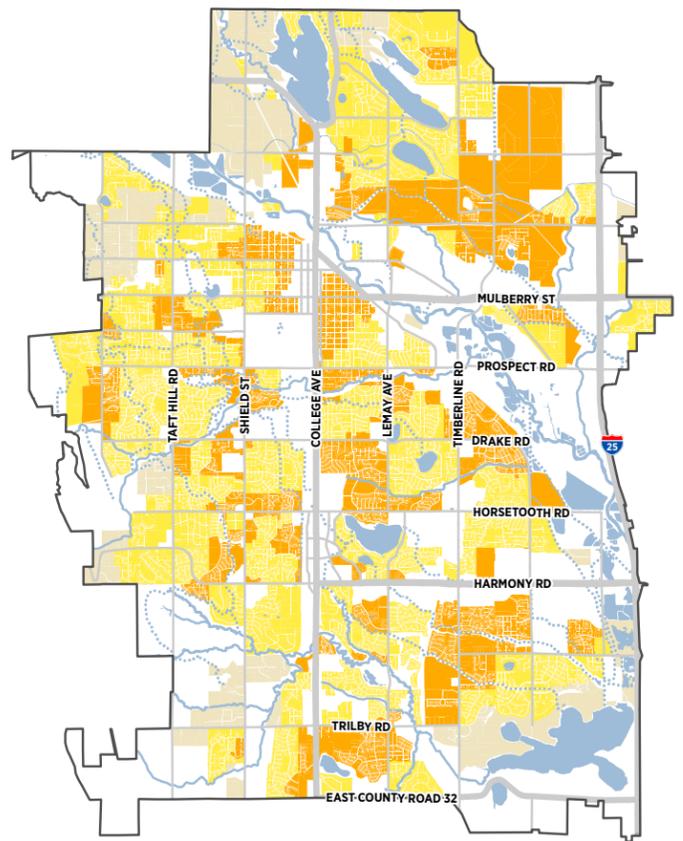
| Rural Neighborhoods | Suburban Neighborhoods | Mixed-Neighborhoods |

Rural

Principal Land Use
Single-family detached homes, agricultural uses

Supporting Land Use
ADUs, limited commercial/employment uses (such as home occupations)

Density
Up to two principal dwelling units per acre

Key Characteristics/Considerations
» Support opportunities for rural lifestyles and connectivity to open spaces.

» Rural Neighborhoods should be designed to maximize the preservation of open space or agricultural lands and/or act as a transition between natural and protected lands and other, more-intense uses.

» Nonresidential uses are supported provided they do not generate excessive noise, traffic or parking requirements, or otherwise detract from the rural character of these neighborhoods.

» Pedestrian and bicycle infrastructure, as well as transit service, is limited.

Typical Types of Transit
None, densities are not sufficient to support transit.

Suburban
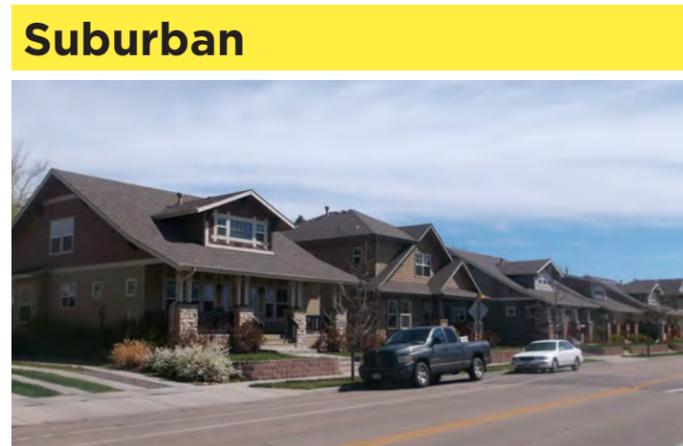
Principal Land Use
Single-family detached homes

Supporting Land Use
Parks and recreational facilities, schools, places of worship, ADUs in some locations (where permitted by underlying zoning)

Density
Between two and five principal dwelling units per acre

Key Characteristics/Considerations
» Comprised of predominantly single-family detached homes.

» Neighborhood Centers may serve as focal points within Single-family Neighborhoods (see Neighborhood Mixed-Use District).

» Amenities and infrastructure encourage walking and biking, but transit service is typically more limited.

Typical Types of Transit
Limited local bus service with frequencies of approximately every 60 minutes; some locations may also be served by flex services.

Mixed

Principal Land Use
Single-family detached homes, duplexes, triplexes and townhomes

Supporting Land Use
ADUs, small scale multifamily buildings, small-scale retail, restaurants/cafes, community and public facilities, parks and recreational facilities, schools, places of worship

Density
Between five and 20 principal dwelling units per acre (typically equates to an average of seven to 12 dwelling units per acre)

Key Characteristics/Considerations (New Neighborhoods)
» Provide opportunities for a variety of attached and detached housing options and amenities in a compact neighborhood setting; some neighborhoods also include (or have direct access to) small-scale retail and other supporting services.
» Neighborhood Centers should serve as focal points within Mixed-Neighborhoods (see Neighborhood Mixed-Use District).
» Typically located within walking/biking distance of services and amenities, as well as high-frequency transit.
» Mixed-Neighborhoods built in a greenfield context should include a mix of housing options (lot size, type, price range, etc.).

(Existing Neighborhoods)
» While many existing Mixed-Neighborhoods may consist predominantly of single-family detached homes today, opportunities to incorporate ADUs or other attached housing options of a compatible scale and intensity may be feasible in some locations.
» The introduction of larger townhome or multifamily developments into existing single-family neighborhoods should generally be limited to edge or corner parcels that abut and/or are oriented toward arterial streets or an adjacent Neighborhood Mixed-Use District where transit and other services and amenities are available.
» Where townhomes or multifamily buildings are proposed in an existing neighborhood context, a transition in building height, massing and form should be required along the shared property line or street frontage.
» As existing neighborhoods change and evolve over time, rezoning of some areas may be appropriate when paired with a subarea or neighborhood planning initiative. See the Priority Place Types discussion on page 107 for more details about changes in existing neighborhoods over time.
» While reinvestment in existing mobile home parks is encouraged, redevelopment of existing parks is not.

Typical Types of Transit
In areas on the lower end of the density range, service will be similar to Suburban Neighborhoods; as densities approach 20 dwelling units per acre, fixed-route service at frequencies of between 30 and 60 minutes becomes viable.

MIXED-USE DISTRICTS

Mixed-use districts provide opportunities for a range of retail and commercial services, office and employment, multifamily residential, civic and other complementary uses in a compact, pedestrian and transit-supportive setting. Although they all support a diverse mix of uses, mixed-use districts vary significantly in both size and in the density/intensity of uses that exist today, or will be encouraged in the future. While larger mixed-use districts may contain multiple, distinct activity centers, others stand alone. Four types of mixed-use districts are identified on the Structure Plan map:

» Downtown District;
» Urban Mixed-Use Districts P ;
» Suburban Mixed-Use District P ; and
» Neighborhood Mixed-Use Districts P .

Mixed-use districts are the locations in the community most likely to experience significant changes in density, intensity and land use. The continued redevelopment and revitalization of established mixed-use districts along existing or planned high-frequency transit corridors will continue to be a priority. The gradual transition of existing, auto-oriented mixed-use districts will be encouraged to help maximize available land and infrastructure, as well as to support other community objectives, such as expanded housing options, improved access to services and a more robust transit system.

| Downtown District | Urban Mixed-Use Districts |
| Suburban Mixed-Use District | Neighborhood Mixed-Use District |
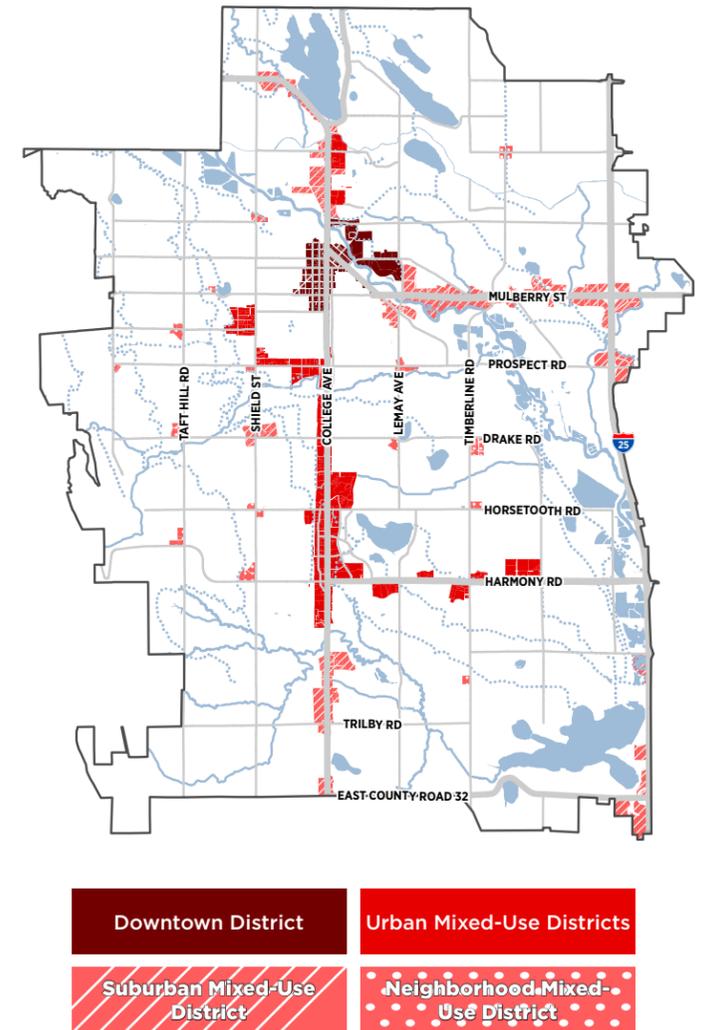
Downtown

Principal Land Use
Generally includes a mix of retail, civic, office, cultural and employment uses, but the mix of uses varies by subdistrict

Supporting Land Use
Multifamily residential buildings, restaurants, bars, cafes, hotels, parks and other public spaces

Density
Densities will vary by subdistrict; building heights will typically be between three and 12 stories

Key Characteristics/Considerations
» A vibrant neighborhood and regional destination that offers a wide spectrum of employment, housing options, services, and cultural, educational and entertainment experiences in a compact, walkable environment.
» Includes nine distinct subdistricts: Historic Core; Canyon Avenue; Campus North; Civic; North Mason; River; Innovation; Poudre River Corridor; and Entryway Corridor.
» Served by BRT, high-frequency bus and regional transit.

Typical Types of Transit
Served by fixed-route and BRT service at frequencies of 15 minutes or greater.

Urban Mixed-Use

Principal Land Use
A mix of retail, restaurants, high-density residential, offices and other community services

Supporting Land Use
Childcare centers, civic and institutional uses, pocket parks and other outdoor gathering spaces, and other supporting uses

Density
Densities will vary; building heights will typically be between three and five stories, but may be slightly higher in some locations

Key Characteristics/Considerations
» Vibrant mixed-use districts that provide live-work opportunities, as well as a range of supporting services and amenities along high-frequency transit routes.
» Some existing Urban Mixed-Use Districts may include pockets of lower-intensity, auto-oriented uses; however, these areas should be encouraged to transition to a vertical mix of high-density development through infill/ redevelopment, particularly near BRT stations.
» Supported by pedestrian and bicycle linkages to surrounding neighborhoods and BRT or high-frequency bus service.

Typical Types of Transit
Varies depending on density and surrounding context, but generally served by fixed-route or BRT service at frequencies of 15 minutes or greater.

Suburban Mixed-Use

Principal Land Use
Retail, restaurants, office and other commercial services

Supporting Land Use
High-density residential, entertainment, childcare centers and other supporting uses

Density
Densities and building heights will vary; building heights will generally be between one and five stories, but may be higher in some locations

Key Characteristics/Considerations
» Walkable mixed-use districts that provide a range of retail and commercial services, as well as high-density residential.
» Existing Suburban Mixed-Use Districts include lower-intensity, auto-oriented uses; however, the transition of these areas to a more transit-supportive pattern of development is encouraged as infill/redevelopment occurs, particularly where high-frequency transit exists or is planned.
» Supported by direct pedestrian and bicycle linkages to surrounding neighborhoods, as well as by BRT or high-frequency bus service.

Typical Types of Transit
Varies depending on density and surrounding context, but generally served by fixed-route service at frequencies of between 30 and 60 minutes; higher-frequency service may exist where densities are sufficient to support it.

Neighborhood Mixed-Use

Principal Land Use
Grocery store, supermarket or other type of anchor, such as a drugstore

Supporting Land Use
Retail, professional office, childcare centers and other neighborhood services, along with residential units, civic/ institutional uses, pocket parks, gathering spaces and other supporting uses

Density
Densities will vary; building heights will be between one and five stories

Key Characteristics/Considerations
» Neighborhood Mixed-Use Districts are stand-alone districts that are smaller in scale than Suburban Mixed-Use districts (typically smaller than 10 acres) and surrounded by neighborhoods.
» Provide a range of neighborhood-oriented services in a compact, pedestrian and bicycle-friendly setting.
» Supported by direct pedestrian and bicycle linkages to surrounding neighborhoods and more limited bus service.

Typical Types of Transit
Varies depending on density and surrounding context, but generally served by fixed-route service at frequencies of between 30 and 60 minutes.

EMPLOYMENT DISTRICTS

Employment districts encourage and support a variety of employment opportunities in Fort Collins—ranging from those oriented toward education, research, entrepreneurship and business incubators, to those that endeavor to turn knowledge into products, processes and services, to those oriented toward industrial, manufacturing and logistics. Four types of employment districts are identified on the Structure Plan map:

» Mixed-Employment Districts **P** ;

» R&D/Flex Districts;

» Industrial Districts; and

» Campus Districts.

Recognizing that different types of employers seek different locations, amenities and services, employment districts also provide guidance as to the specific types of employment that are desired in different parts of the city. A key distinction between employment districts and mixed-use districts— which also support certain types of employment opportunities, such as office and institutional uses— is that while each of the employment districts allows for some types of supporting uses, employment uses are intended to remain the predominant use. This distinction is made to promote a more balanced mix of jobs and housing in Fort Collins and to mitigate pressure for the conversion of employment land to housing or other uses due to rising land costs and supply constraints.

| Campus | Mixed-Employment Districts |
| R&D/Flex | Industrial |
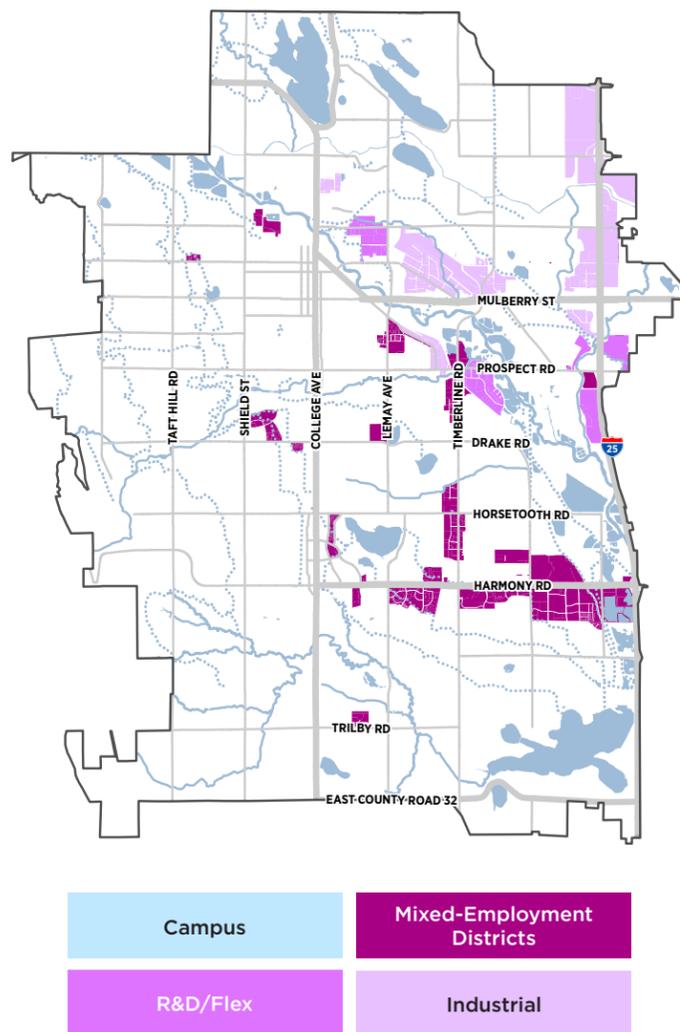
Campus
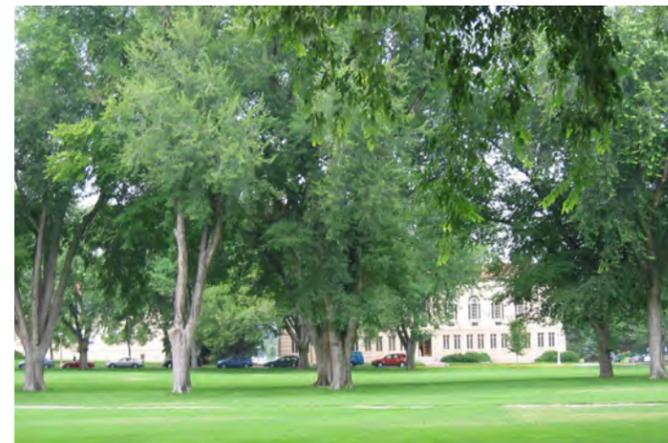
Principal Land Use
Education, research and employment uses associated with major educational institutions

Supporting Land Use
Retail, restaurant, entertainment and residential uses

Density
Varies

Key Characteristics/Considerations
» Characteristics of Campus Districts vary by location and institution; future development is guided by each institution's master plan.

» The incorporation of supporting uses and services is encouraged to help advance the mission of the institution and/or allow students and employees to meet more of their daily needs on campus.

» Supported by direct pedestrian and bicycle linkages from surrounding areas, as well as high-frequency bus and/or BRT.

Typical Types of Transit
Varies by location, but generally served by local bus service and/or BRT service at frequencies of 15 minutes or better.

Mixed-Employment

Principal Land Use
Professional offices; research and development facilities or laboratories; light-industrial uses; hospitals, clinics, nursing and personal-care facilities; corporate headquarters; vocational, business, or private schools and universities; and other similar uses

Supporting Land Use
Multifamily residential, hotels, sit-down restaurants, convenience shopping centers, childcare centers, athletic clubs and other similar uses

Density
Varies

Key Characteristics/Considerations
» Provide dedicated opportunities for a range of employment and other supportive uses in a walkable campus or mixed-use setting.

» The integration of supporting uses, including high-density residential, is supported in Employment Districts to improve access to services.

» Supported by direct pedestrian and bicycle linkages from surrounding districts and neighborhoods, as well as high-frequency bus and/or BRT.

Typical Types of Transit
Varies by location, density and surrounding context, but most will be served by fixed-route or BRT service at frequencies of 15 minutes or better.

R&D/Flex

Industrial

Principal Land Use
Employment uses that include administrative, engineering, and/or scientific research, design or experimentation; offices; breweries; manufacturing; warehouses; wholesaling; and business incubator space.

Supporting Land Use
Limited distribution and logistics, convenience retail, commercial services, outdoor storage and other uses related to the principal uses.

Density
Varies

Key Characteristics/Considerations
» Accommodates a wide range of business types and sizes allowing the City to remain flexible in the types of employers and employment uses it can support and attract.

» While more-intense uses should be buffered from the street and surrounding areas, pedestrian and bicycle connections should be integrated into the overall design of a site or project.

» Any outdoor storage must be screened from the street and from less-intense uses in adjacent Districts or Neighborhoods.

Typical Types of Transit
Limited due to low population and low employment densities; however, fixed-route service at frequencies of between 30 and 60 minutes may exist in some locations.

Principal Land Use
Industrial land uses such as manufacturing, assembly plants, primary metal and related industries; vehicle-related commercial uses; warehouses, outdoor storage yards and distribution facilities; and flex space for small, local startups as well as large national or regional enterprises

Supporting Land Use
Restaurants, convenience retail and other supporting services

Density
Varies

Key Characteristics/Considerations
» Areas dedicated for a variety of more-intensive work processes and other uses of similar character; typically located away from or buffered from residential neighborhoods.

» Transportation facilities in Industrial Districts should promote the efficient movement of commercial truck traffic and/or access to rail.

» Supported by direct pedestrian and bicycle linkages from surrounding areas, as well as transit in some locations.

Typical Types of Transit
Limited due to low population and low employment densities; however, fixed-route service at frequencies of between 30 and 60 minutes may exist in some locations.

CORRIDORS AND EDGES

Types of corridors and edges identified on the Structure Plan map include:

» Parks and Natural/Protected Lands;

» Community Separators; and

» Adjacent Planning Areas

Corridors perform two primary functions: travel corridors provide connections between different areas or destinations, while "green" corridors link the community's network of open lands to the built environment of the city. Travel corridors provide a network of travel routes, increase choices for how people move throughout the city, reduce the need for vehicle trips and connect pockets of green space to one another. Different types of travel corridors are addressed in detail in Part 5: Transportation Master Plan. "Green" corridors such as the Poudre River, streams, drainageways and trails collectively create a network that links open lands to areas of the city where residents live and work.

Edges form the boundaries of our community, both inside and outside the GMA. In some cases, edges are defined by adjoining communities. In other cases, edges reflect a transition from the developed areas of Fort Collins to the rural character of Larimer County. The City will recognize planning efforts within the growth management and planning areas of the adjacent communities of Laporte, Wellington, Timnath, Windsor and Loveland. These edges will take on many forms, including open lands and natural areas, foothills, agricultural/rural lands and rural neighborhoods.

Adjacent Planning Areas | Parks and Natural/Protected Lands | Community Separator
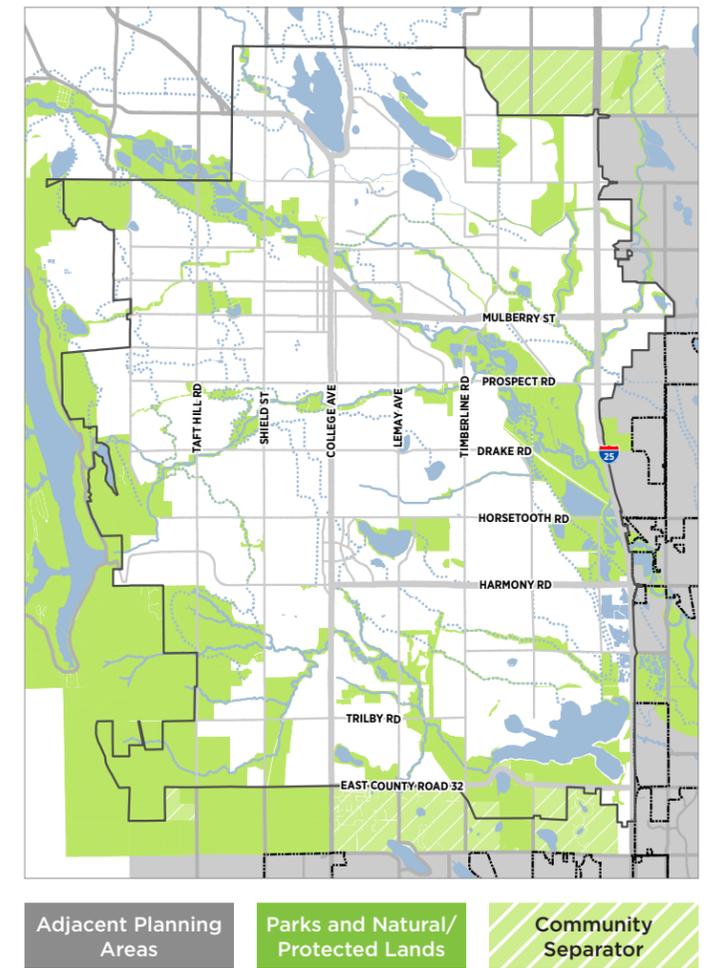
Parks; Natural/Protected Lands

Principal Land Use
Parks, open space, greenways, natural areas, wildlife habitat and corridors, outdoor recreation, community separators and agriculture

Key Characteristics/Considerations

» Serve a range of roles depending on their location, characteristics, sensitivity and management.

» Generally owned and managed by public agencies (the City, Larimer County, state or federal) but can also include privately owned areas protected through a conservation easement or other similar mechanism.

Typical Types of Transit
None; travel volumes typically not sufficient to support transit.

Priority Place Types

Fort Collins has a limited supply of vacant land remaining in the GMA. When infill and redevelopment opportunities are taken into account, this supply increases greatly. While the City has encouraged infill and redevelopment in activity centers and along major corridors for many years, the full potential of these areas has not been realized. Five priority place types have been identified to help illustrate the challenges and opportunities associated with infill and redevelopment, and the critical role it will play in helping the community achieve its vision over the next 10-20 years:

» Mixed-Neighborhoods;

» Neighborhood Mixed-Use Districts;

» Suburban Mixed-Use Districts;

» Urban Mixed-Use Districts; and

» Mixed-Employment Districts

While most new jobs, housing and transit investment in Fort Collins will be concentrated in these locations, the transformation of these areas will not happen overnight. The graphics and narrative on the pages that follow explore the progression of change that is likely to occur in terms of each area's built form, mix of uses/housing types, and transportation and mobility options over time, as well as the desired end state in each area.

While the planning horizon for City Plan stretches to 2040, there is no specific time frame associated with the transformation of these areas. The speed at which each area is transformed—and the ability to ultimately achieve the desired end state—will be influenced by market demand, the availability of infrastructure, retail and employment trends, regulatory tools, funding for transit, community and neighborhood support, and a variety of other factors.

MIXED-NEIGHBORHOODS

Where We Are Today

If detached single-family homes continue to dominate the city's housing supply, demand for housing is projected to exceed the city's capacity in the future. A more diverse selection of housing types and price points will be needed to meet the needs of the city's changing population. Although a diverse mix of housing types is encouraged in Mixed-Neighborhoods, most have been built at densities that are lower than is supported by adopted policies and regulations and include a limited range of housing options. As a result, alternatives to the traditional detached single-family home or garden apartment, such as duplexes, townhomes and ADUs are limited, and most Mixed-Neighborhoods do not have densities sufficient to support higher-frequency transit.

Opportunities for the Road Ahead

Opportunities to diversify housing options in existing Mixed-Neighborhoods will vary based on the age and condition of existing homes, lot sizes, street and block configurations, access to services and amenities in adjacent districts, and other factors. Specific opportunities should be explored as part of future subarea and neighborhood planning. Where greenfield opportunities remain, new Mixed-Neighborhoods should be required to provide a mix of housing options.

KEY CONSIDERATIONS

Benefits

» Opportunity to provide alternatives to the more typical single-family detached homes or apartments available in Fort Collins, such as duplexes, townhomes and ADUs
» Higher densities are more likely to support higher-frequency transit service and additional neighborhood services in adjoining districts
» Adaptation/replacement of older housing stock can help reinvigorate neighborhoods in need of reinvestment

Potential Limitations/Trade-offs

» Changes in the character of existing neighborhoods may not be supported in all locations
» Total number of housing units likely to be gained by changes in existing neighborhoods will probably represent a relatively small portion of demand

What will it take?

» In depth assessment of potential in existing Mixed-Neighborhoods
» Future subarea and neighborhoods planning work in areas with the greatest potential
» Changes to existing zoning to support desired housing options
» Design standards to protect neighborhood livability and character as existing areas evolve over time

How might Mixed-Neighborhoods evolve over time?

Existing Conditions

Most existing Mixed-Neighborhoods are comprised of predominantly single-family detached homes. Other characteristics vary but may include:

A. Varied lot and home sizes;
B. Integrated parks and open space corridors;
C. Trail connections; and
D. Street networks with varying degrees of connectivity—some feature limited connectivity and cul-de-sacs; others feature a traditional grid with alley access.

Existing Mixed-Neighborhood with a predominantly single-family character; most homes are on larger lots and feature a mix of driveway and garage orientations and architectural styles.

Modest Degree of Change: Allowances for ADUs and Duplexes

In existing Mixed-Neighborhoods where only modest changes are desired, duplexes and ADUs can be incorporated—with design controls—while maintaining the single-family scale and character of the neighborhood. Changes will typically be initiated on a lot-by-lot basis by individual property owners and are likely to include the addition of:

A. Duplexes with a similar scale as single-family homes;
B. Attached ADUs on larger lots or where alleys do not exist; and
C. Detached ADUs in the rear yard where alley access exists.
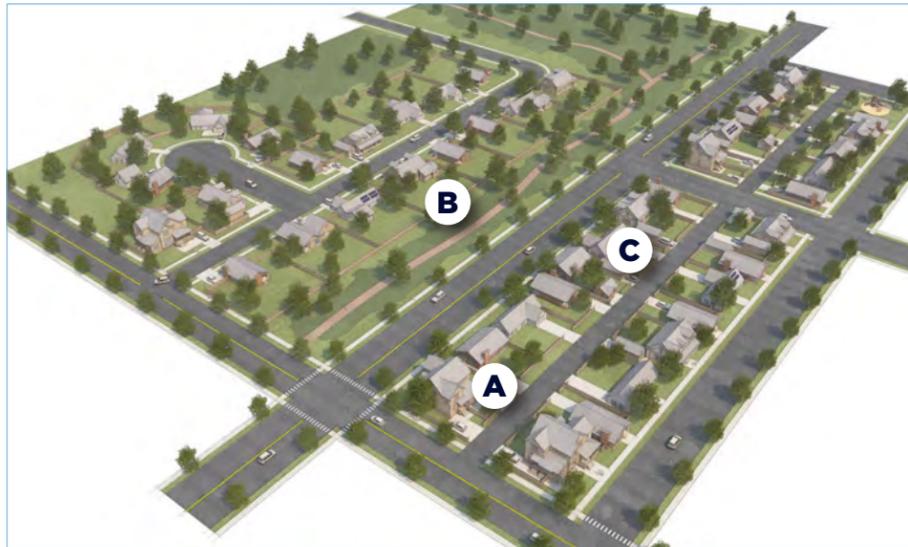
Duplexes are incorporated on larger corner lots and designed to resemble larger single-family homes to help expand housing options while maintaining the neighborhood's traditional character.

Moderate Degree of Change: Allowances for More Housing Types

In existing Mixed-Neighborhoods where moderate changes are desired, a broader spectrum of housing options can be incorporated. This degree of change would only be triggered as a result of a subarea or neighborhood planning initiative. Key considerations would probably include:

A. Allowances for both attached and detached ADUs and duplexes neighborhood-wide; and
B. Targeted infill and redevelopment to introduce triplexes, townhomes or quadplexes along streets with access to transit and adjacent mixed-use districts.

Townhomes and other higher-density housing options are incorporated along neighborhood edges, where transit and other services are readily accessible.

Mixed-Neighborhood | BUILT FORM

A **Existing Single-Family Homes**
Existing one- and two-story single-family detached homes.

B **Building Setbacks**
Maintain consistent building setbacks as infill/redevelopment occurs to respect the existing neighborhood context.

C **Lot Coverage**
While new homes may have larger footprints, consideration of existing neighborhood context is important.

D **Neighborhood Parks**
Provide access to small-scale parks within walking distance of homes to support healthy and active lifestyles.

E **Local and Regional Trail Access**
An interconnected trail system connects neighborhoods to destinations such as schools, open lands and neighborhood centers.

F **Townhomes**
Concentrate townhomes and other attached single-family housing types along neighborhood edges or streets where transit service is provided.

G **Duplexes**
Incorporate duplexes of a similar scale as existing single-family detached homes to maintain character of the street frontage.

H **Accessory Dwelling Units (Detached)**
Integrate ADUs in rear yards where lot sizes allow and alley access exists. Unit size and massing should be secondary to that of primary dwelling.

I **Accessory Dwelling Units (Attached)**
Integrate ADUs through additions to the side/rear or basement of a house (with limitations on size) where alley access does not exist.

J **Energy and Resource Conservation**
Incorporate solar and other energy and resource conservation measures as part of the rehabilitation of existing homes and in new construction to support climate action goals.

Mixed-Neighborhood | MIX OF HOUSING TYPES

A **Single-Family**
Existing one- and two-story single-family detached homes.

B **Duplexes and quadplexes**
Duplexes and quadplexes added through infill and redevelopment provide alternatives to single-family detached homes.

C **Townhomes**
Townhomes and other attached single-family housing types expand opportunities for residents to age in place.

D **Accessory Dwelling Units (Detached)**
Detached ADUs provide opportunities for smaller, secondary living quarters separate from main residence.

E **Accessory Dwelling Units (Attached)**
Attached ADUs provide opportunities for smaller, secondary living quarters as part of main residence.

Mix of housing types

Single-Family	Duplex/Quadplex	Townhome	Accessory Dwelling Unit (ADU)

Mixed-Neighborhood | MOBILITY
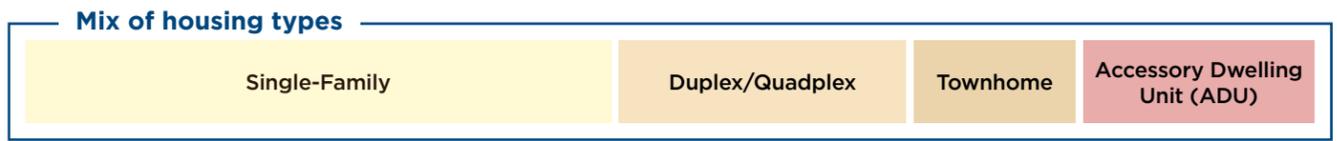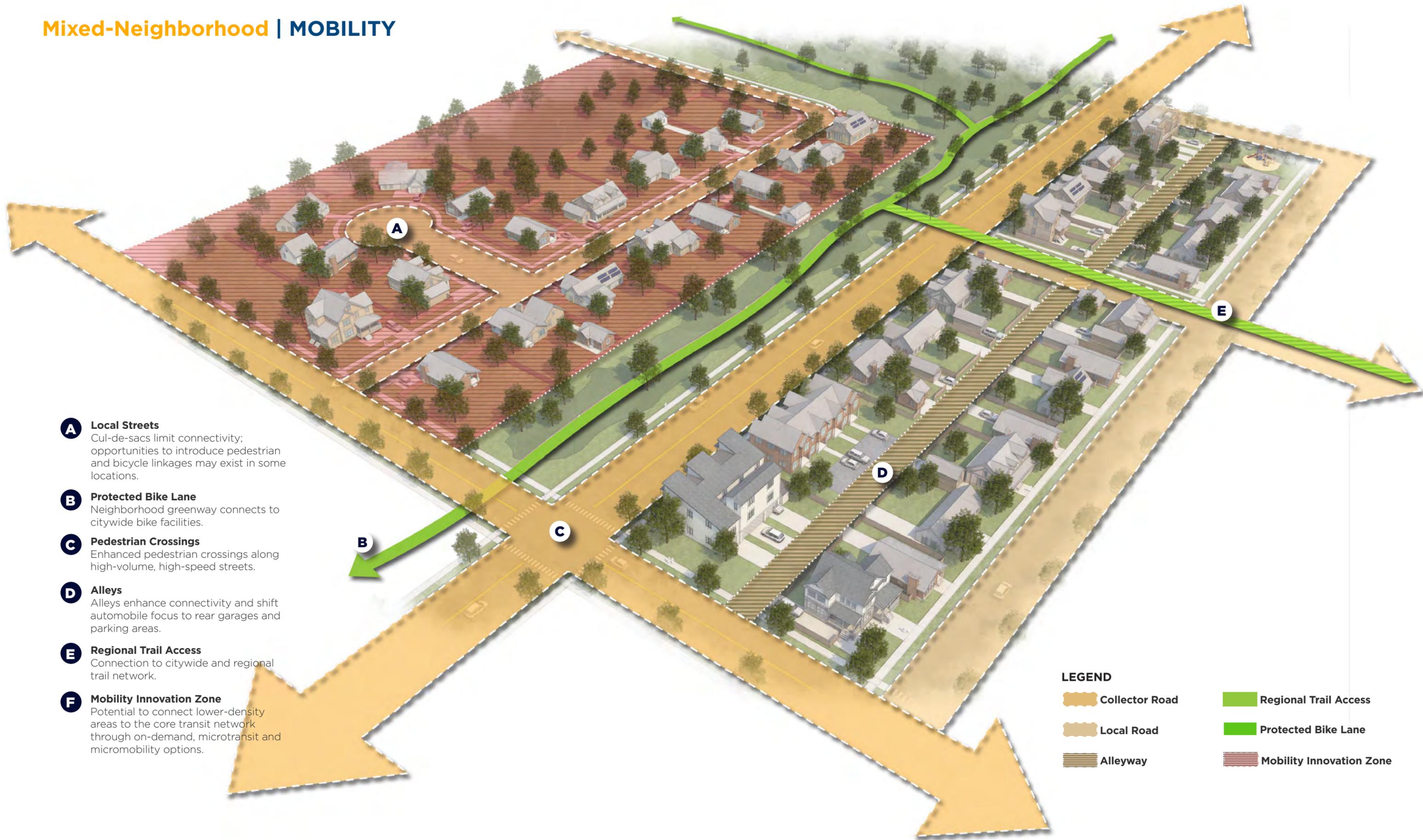
A **Local Streets**
Cul-de-sacs limit connectivity; opportunities to introduce pedestrian and bicycle linkages may exist in some locations.

B **Protected Bike Lane**
Neighborhood greenway connects to citywide bike facilities.

C **Pedestrian Crossings**
Enhanced pedestrian crossings along high-volume, high-speed streets.

D **Alleys**
Alleys enhance connectivity and shift automobile focus to rear garages and parking areas.

E **Regional Trail Access**
Connection to citywide and regional trail network.

F **Mobility Innovation Zone**
Potential to connect lower-density areas to the core transit network through on-demand, microtransit and micromobility options.

LEGEND

Collector Road		Regional Trail Access	
Local Road		Protected Bike Lane	
Alleyway		Mobility Innovation Zone	

NEIGHBORHOOD MIXED-USE

Where We Are Today

Neighborhood Mixed-Use Districts are stand-alone, grocery-anchored centers that serve the immediate neighborhood(s). Most have seen little reinvestment over the past decade, and some are in decline. Although Neighborhood Mixed-Use Districts are fairly well distributed across the city, access to services is limited in some neighborhoods, particularly west of Shields Street and south of Harmony Road. City Plan has encouraged the concept of walkable neighborhood centers for many years, but most existing centers have limited pedestrian and bicycle connectivity to adjacent neighborhoods and do not include multifamily residential. Land for Neighborhood Mixed-Use Districts is typically set aside in new neighborhoods; however, implementation has been slow and there is often pressure to convert these areas to multifamily residential over time.

Opportunities for the Road Ahead

As reinvestment in existing Neighborhood Mixed-Use Districts occurs over time, opportunities exist to improve pedestrian and bicycle connections to surrounding neighborhoods, expand the range of services and amenities offered, and even incorporate multifamily housing. New Neighborhood Mixed-Use Districts provide an opportunity to integrate a range of neighborhood-serving uses and amenities as part of the overall neighborhood.

KEY CONSIDERATIONS

Benefits

» Opportunity to provide multifamily housing options expands housing access in areas where single-family detached homes tend to be the primary option
» Improving pedestrian/bicycle access from surrounding neighborhoods and adding amenities will help improve access to services for residents and reduce the need for crosstown vehicle trips
» Increasing the density/intensity of Neighborhood Mixed-Use Districts by incorporating multifamily housing will help support higher-frequency transit

Potential Limitations/Trade-offs

» Careful consideration of transitions in height and mass will be required to ensure that increases in density/intensity are compatible with existing single-family neighborhoods

What will it take?

» Evaluation of and potential updates to existing zoning to reinforce desired characteristics
» Design standards to address transitions between districts and neighborhoods

How might Neighborhood Mixed-Use Districts evolve over time?

Modest Retrofit

Where only targeted improvements are planned in an existing district, key considerations include the potential to:

A. Incorporate additional neighborhood services by converting surface parking or repurposing outmoded stores;
B. Upgrade to existing buildings to improve energy efficiency;
C. Add gathering spaces such as outdoor dining and/or plaza areas; and
D. Improve pedestrian and bicycle connectivity from adjacent neighborhoods.

Clustering smaller retail uses near primary entrance activates the drive aisle.

Moderate Revamping

Where a moderate degree of change is planned in an existing district through targeted infill/redevelopment, key considerations (in addition to those noted above) include the potential to:

A. Incorporate multifamily residential uses within the district and on vacant lots adjacent to the district;
B. Integrate a vertical mix of uses, with residential integrated above retail/commercial uses;
C. Upgrade older-format stores; and
D. Create a more discernible grid of blocks within the district to encourage walking and biking.

Adding a broader mix of transit-supportive uses and distinctive urban design features along the main drive aisle adds visual interest and creates inviting spaces for pedestrians.

Significant Infill/Redevelopment

Where substantial redevelopment of an existing district is planned, key considerations (in addition to those noted above) include the potential to:

A. Provide a similar mix of uses at higher, more transit-supportive densities;
B. Support higher-frequency transit; and
C. Incorporate a vertical mix of retail/commercial with office or residential above in key locations.

Incorporating multi-family residential along the edge of the district expands housing options near services while providing a transition to adjacent neighborhoods.

Neighborhood Mixed-Use | BUILT FORM

A **Building Design**
Design buildings to relate to the public realm through an emphasis on street-level design elements, variations in massing and form, and the use of complementary materials.

B **Building Siting and Orientation**
Orient buildings toward streets, plazas and parks to activate public spaces and minimize views of surface parking along primary street frontages.

C **Connections to Adjacent Uses**
Provide pedestrian and bicycle access from surrounding neighborhoods and amenities using direct sidewalk and trail connections.

D **Parks and Public Spaces**
Integrate parks and other public gathering spaces, such as plazas, to serve district and neighborhood residents, as well as workers.

E **Transitions to Neighborhoods**
Incorporate housing along shared edges to provide a more gradual transition in intensity.

F **Energy and Resource Conservation**
Integrate green building practices into the design of new buildings and retrofitting of existing buildings.

G **Density/Intensity**
Concentrate density/intensity along major corridors, particularly those served by or planned for high-frequency transit.

H **Reinvestment/Rehabilitation**
Encourage upgrades to older grocery stores to adapt to the community's changing needs.

Neighborhood Mixed-Use | MIX OF USES
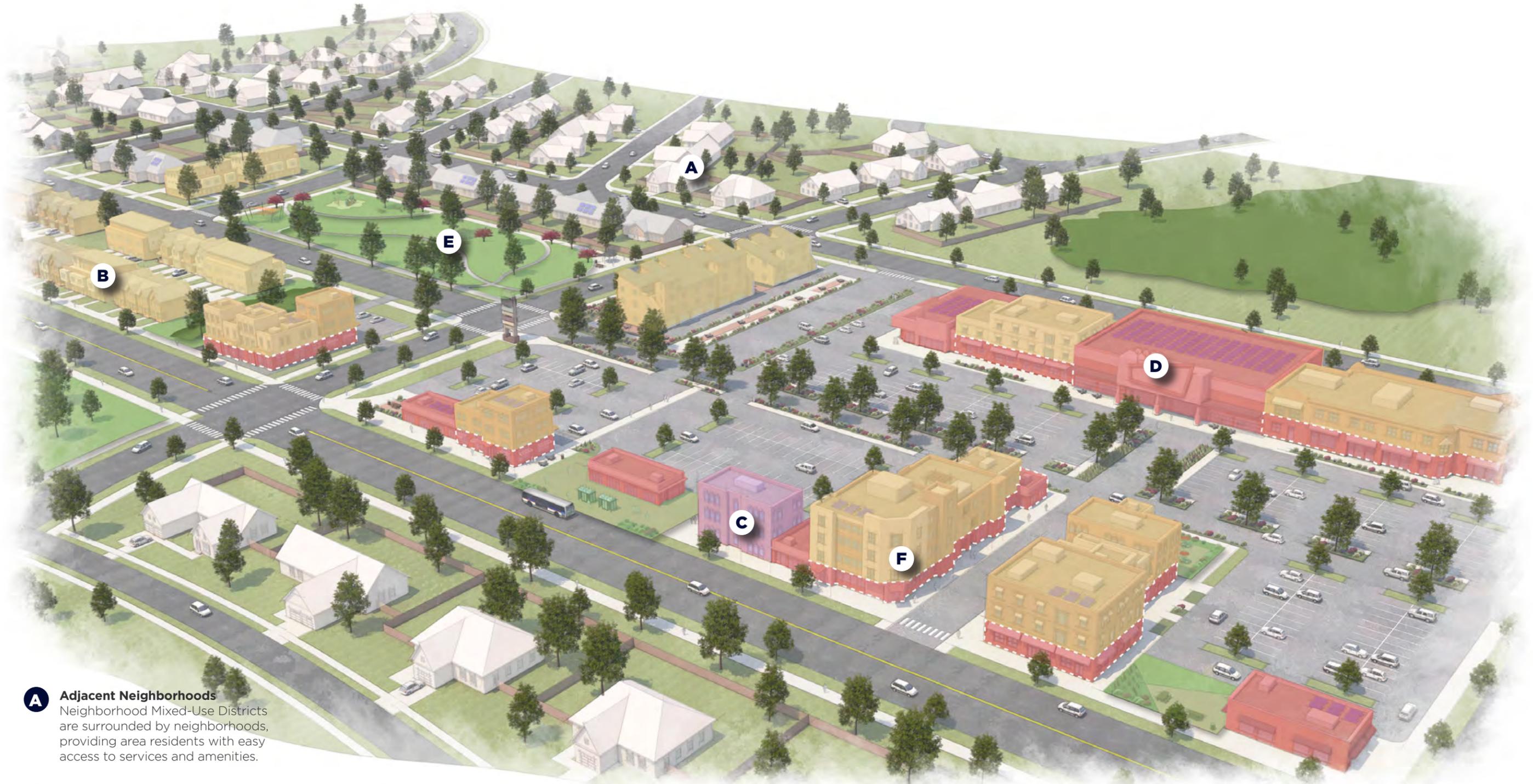
A Adjacent Neighborhoods
Neighborhood Mixed-Use Districts are surrounded by neighborhoods, providing area residents with easy access to services and amenities.

B Townhomes/Multi-Unit Residential
Townhomes and multi-unit residential along the edge of the district expand housing options near services.

C Office
Banks, medical offices and other neighborhood-serving uses offer employment options for area residents.

D Retail/Commercial
Neighborhood Mixed-Use Centers are typically grocery-anchored; in some locations, existing stores may require upgrades/retrofitting to accommodate new tenants or uses as retail dynamics change over time.

E Parks
Community parks serve the district and adjacent neighborhoods.

F Mixed-Use Buildings
Ground-floor retail with residential or office above contributes to the vibrancy of the district.

Mix of uses
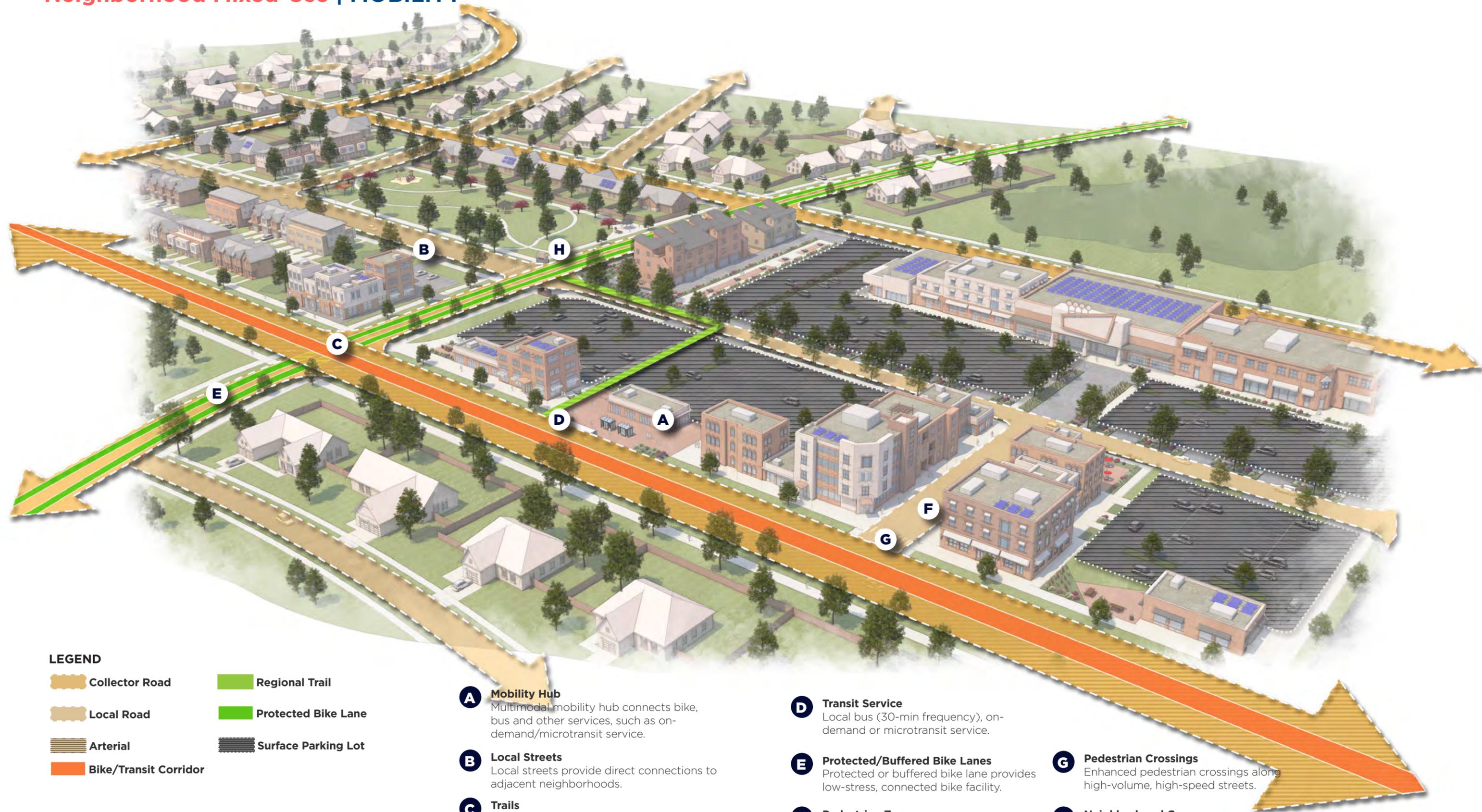
| Townhome	Multi-Unit	Retail/Commercial	Office	Parks, Open Space and Plazas

LEGEND

- Collector Road
- Local Road
- Arterial
- Bike/Transit Corridor
- Regional Trail
- Protected Bike Lane
- Surface Parking Lot

A Mobility Hub
Multimodal mobility hub connects bike, bus and other services, such as on-demand/microtransit service.

B Local Streets
Local streets provide direct connections to adjacent neighborhoods.

C Trails
Wide bicycle/pedestrian trail connects district to citywide and regional facilities.

D Transit Service
Local bus (30-min frequency), on-demand or microtransit service.

E Protected/Buffered Bike Lanes
Protected or buffered bike lane provides low-stress, connected bike facility.

F Pedestrian Zone
Pedestrian-friendly access drive with amenities (e.g., street furniture, trees) and wayfinding.

G Pedestrian Crossings
Enhanced pedestrian crossings along high-volume, high-speed streets.

H Neighborhood Greenways
Neighborhood greenway connects to citywide bike facilities.

SUBURBAN MIXED-USE

Where We Are Today

Most of the established Suburban Mixed-Use Districts in Fort Collins today are low-density, auto-oriented centers that are largely oriented around retail and commercial uses. Many of these centers are older and are being impacted by changes in the retail dynamic that have led to a reduction in brick-and-mortar stores and a greater reliance on online retailers. As a result, vacant buildings and large, underutilized surface parking lots are not uncommon.

Opportunities for the Road Ahead

Suburban Mixed-Use Districts help meet the needs of surrounding neighborhoods and populations beyond. Although largely auto-oriented today, the integration of higher-density residential and a broader mix of retail/restaurants, office and entertainment uses is encouraged to help reinvigorate underutilized centers, expand housing options where transit exists or is planned, and improve access to services and amenities in both existing and new districts.

KEY CONSIDERATIONS

Benefits

» Adaptive reuse of vacant and underutilized/centers helps maximize available land and infrastructure
» Repurposing existing centers can help expand housing options and services in underserved areas
» Higher-density uses and pedestrian/bicycle enhancements help support existing/planned transit

Potential Limitations/Trade-offs

» Changes will be incremental; higher–density and/or vertical mixed-use development may not be viable in all Suburban Mixed-Use Districts
» Transit frequency and type will be dictated by density/intensity and overall mix of uses; not all Suburban Mixed-Use Districts will have the same level of service

What will it take?

» Evaluation of and potential updates to existing zoning to reinforce desired characteristics
» Design standards to address transitions between districts and neighborhoods

How might Suburban Mixed-Use Districts evolve over time?

Modest Retrofit
Where a modest retrofit of an existing district is planned, key considerations include opportunities to:

A. Repurpose vacant/underutilized big-box stores for new uses;

B. Incorporate community gathering spaces, such as outdoor dining areas and small plazas;

C. Upgrade landscaping and signage; and

D. Improve pedestrian and bicycle connections to adjacent neighborhoods and employment districts.

A commercial strip center with surface parking provides convenience to access retail, restaurants and other services.

Moderate Revamping
Where a moderate revamping of an existing district is planned, key considerations (in addition to those noted above) include the potential to:

A. Activate spaces around existing buildings;

B. Infill outer surface parking lots with multifamily residential and other supporting uses; and

C. Integrate higher-frequency transit service.

A mixed-use building with ground-floor retail and residential above offers people an urban experience in a suburban place.

Significant Infill/Redevelopment
Where substantial redevelopment of an existing district is planned, key considerations (in addition to those noted above) include the potential to:

A. Incorporate a broader mix of uses at more transit-supportive densities;

B. Shift from surface parking to structured parking in targeted locations;

C. Accommodate the jobs and households needed to support high-frequency transit or BRT; and

D. Make more significant progress toward achieving the City's climate action goals.
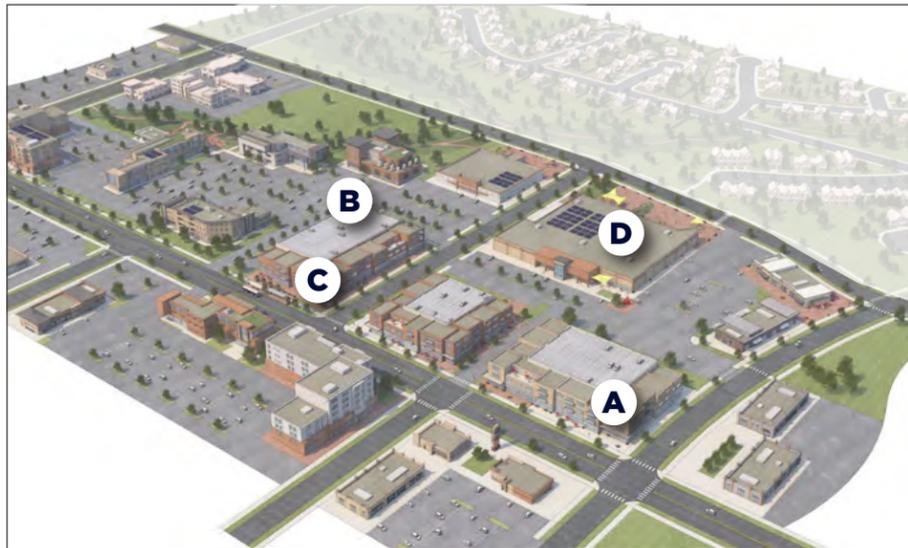
Surface parking converted to mixed-use development along a high-frequency bus/BRT line expands housing options and access to services. An enhanced public realm with plaza spaces and modern street furnishings creates an inviting place to walk, rest or connect to other places by catching a bus.

A Building Design
Design buildings to relate to the public realm through an emphasis on street-level design elements, variations in massing and form, and the use of complementary materials.

B Building Siting and Orientation
Orient buildings toward streets, plazas and parks to activate public spaces and minimize views of surface parking along primary street frontages.

C Public Spaces
Integrate plazas and vibrant public spaces throughout the district to serve district and neighborhood residents, as well as workers.

D Structured Parking
Wrap parking decks with the uses they serve and activate at the ground level, where appropriate.

E Energy and Resource Conservation
Integrate solar panels and other green building technology, such as green or cool roofs, into new and existing buildings to support climate action goals.

F Mixed-Use Buildings
Concentrate density/intensity near transit facilities and at major intersections.

G Big-Box Retrofit
Encourage upgrades to and/or the adaptive reuse of older big-box stores to adapt to changing retail dynamics and community needs.

A Adjacent Neighborhoods
Suburban Mixed-Use districts typically abut Suburban or Mixed-Neighborhoods providing residents with access to services and amenities.

B Office
Professional offices expand employment options in close proximity to housing and transit.

C Structured Parking
As densities increase, structured parking will become more prevalent.

D Retail/Commercial
The configuration and amount of retail/commercial in each district will vary.

E Mixed-Use Buildings
Ground-floor retail with office or residential above activates pedestrian areas.

F Public Spaces
Plazas and public spaces provide places for residents and workers to gather.

G Trail System
An interconnected trail system connects the district to the sounding neighborhoods and other destinations.

Mix of uses
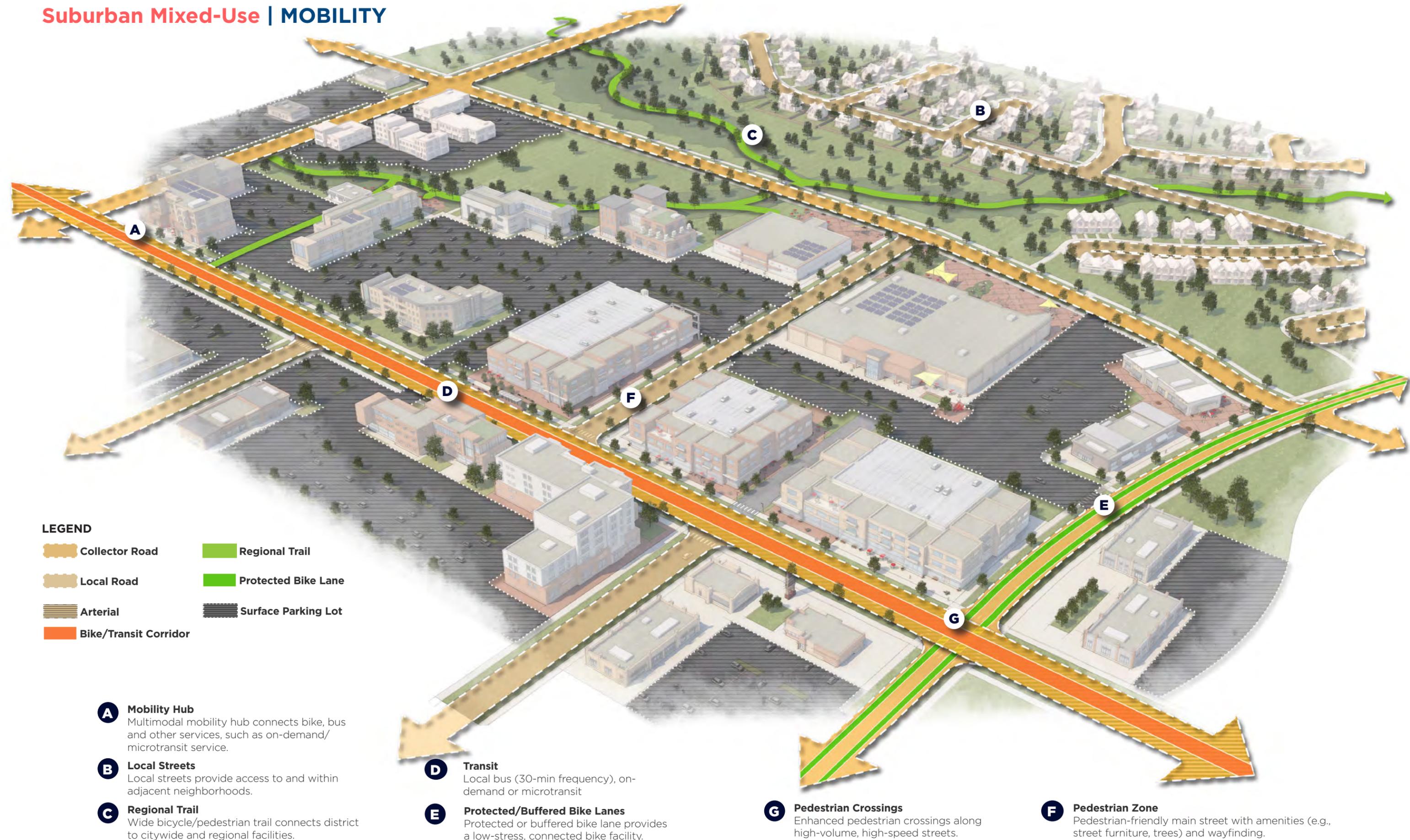
Multi-Unit	Retail/Commercial	Office	Parks, Open Space and Plazas

LEGEND

Collector Road	Regional Trail
Local Road	Protected Bike Lane
Arterial	Surface Parking Lot
Bike/Transit Corridor	

A Mobility Hub
Multimodal mobility hub connects bike, bus and other services, such as on-demand/microtransit service.

B Local Streets
Local streets provide access to and within adjacent neighborhoods.

C Regional Trail
Wide bicycle/pedestrian trail connects district to citywide and regional facilities.

D Transit
Local bus (30-min frequency), on-demand or microtransit

E Protected/Buffered Bike Lanes
Protected or buffered bike lane provides a low-stress, connected bike facility.

G Pedestrian Crossings
Enhanced pedestrian crossings along high-volume, high-speed streets.

F Pedestrian Zone
Pedestrian-friendly main street with amenities (e.g., street furniture, trees) and wayfinding.

URBAN MIXED-USE

Where We Are Today

Although the City has had supportive policies, regulations and incentives in place for years, development adjacent to existing MAX stations and along other corridors planned for high-frequency transit service in many cases has not achieved transit-supportive densities or included the mix of activity generating uses desired in these locations. Where more transit-supportive projects have been built in recent years, the height, overall density and relationship between these projects and the surrounding neighborhoods have been controversial.

Opportunities for the Road Ahead

Although Urban Mixed-Use Districts may appear similar in character to Suburban Mixed-Use Districts today, these districts offer the greatest potential for a diverse mix of uses at transit-supportive densities in the near-term. In order to realize the full potential of existing and future transit investments along key corridors, it will be essential that Urban Mixed-Use Districts are built out at their full potential.

KEY CONSIDERATIONS

Benefits

» Leveraging public investment in MAX line and supporting the expanded transit network that is desired by the community by encouraging increased density and intensity
» Substantially expanding housing options in areas with high-frequency transit helps to offset underutilized retail/commercial spaces
» Improving access to services for employees and residents in or adjacent to Urban Mixed-Use Districts
» Supporting the City's efforts to reduce VMT and support GHG reduction goals

Potential Limitations/Trade-offs

» Increases in density adjacent to existing neighborhoods may be controversial in some locations
» Expansion of BRT service (or similar high-frequency service) may not be viable unless/until transit-supportive densities are achieved

What will it take?

» Evaluation of and potential updates to existing zoning to reinforce desired characteristics
» Retooling of existing incentives to prioritize Urban Mixed-Use Districts
» Potential need to require higher densities and transit-supportive uses in key locations, rather than just encouraging/incentivizing them
» Design standards to address transitions in density/intensity between districts and neighborhoods

How might Urban Mixed-Use Districts evolve over time?

Modest Retrofit

Where a modest retrofit of an existing Urban Mixed-Use District is planned (or an initial phase in a multiphase project), key considerations include opportunities to transition one quadrant of the intersection or center to:

A. Expand mix of uses to include multifamily residential, office and other supporting services by infilling surface parking and replacing single-story retail/commercial;

B. Concentrate new high-intensity mixed-use immediately adjacent to BRT station(s); and

C. Support the continued viability of existing retail/commercial in adjoining quadrants by increasing activity levels overall.

A BRT station enhanced with landscaping, seating and event space establishes a destination when activated with restaurants, retail and other services.

Moderate Revamping

Where a moderate revamping of an existing district is planned (or subsequent phases in a multiphase project are completed), key considerations—in addition to those noted above—include the potential to:

A. Transition frontages and existing low-intensity uses in other quadrants to high-density mixed-use to further diversify housing options and the overall mix of uses in the district; and

B. Incorporate sustainable development practices (solar panels, green roofs, bioswales).

Ground-floor retail, widened sidewalks and mid-block street crossings create a walkable, active place.

Significant Infill/Redevelopment

Where substantial redevelopment of an existing district is planned (or at full buildout of a multiphase project), key considerations—in addition to those noted above—include the potential to:

A. Replace outmoded retail/commercial center on final quadrant with high-intensity, mixed-use development;

B. Establish a more walkable pattern of blocks that enhances connections to BRT station(s) and adjacent neighborhoods and employment districts;

C. Incorporate townhomes or smaller-scale multifamily housing where the district abuts adjacent neighborhoods to provide a more gradual transition in density/intensity; and

D. Make more significant progress toward achieving the City's climate action goals.

Adjacent to a BRT station, mixed-use development rises three to five stories high and supports a range of office, retail and residential uses.

A Building Design
Design buildings to relate to the public realm through an emphasis on street-level design elements, variations in massing and form, and the use of complementary materials.

B Building Orientation
Orient buildings toward streets, plazas and parks to activate public spaces and minimize views of surface parking along primary street frontages.

C Building Organization
Concentrate buildings along major street frontages and drive aisles as a way to define and enclose the public realm.

D Public Spaces
Integrate plazas and vibrant public spaces throughout the district to serve district and neighborhood residents, as well as workers.

E Structured Parking
Wrap parking decks with the uses they serve and activate them at the ground level, where appropriate.

F Energy and Resource Conservation
Integrate solar panels and other green building technology, such as green or cool roofs, into new and existing buildings to support climate action goals.

G Mixed-Use Buildings
Concentrate density/intensity near transit facilities and at major intersections.

H Consistent Streetscape
Integrate street trees, public art, landscaping, pedestrian-scaled lighting and other urban design elements to establish a distinct character.

A **Existing Single-Family Neighborhoods**
Urban Mixed-Use districts typically abut Suburban or Mixed-Neighborhoods providing residents with access to services and amenities.

B **Office**
Offices providing employment opportunities should be integrated into the district.

C **Parking Structures**
Parking structures are integrated into new development.

D **Mixed-Use Buildings**
A mix of uses withing buildings should occur, with retail on the ground floor and residential or office above.

E **Plazas**
New plazas should be constructed as redevelopment occurs.

F **Transit Station**
The mix of uses and increased intensity should support the high-frequency transit station.

Mix of uses
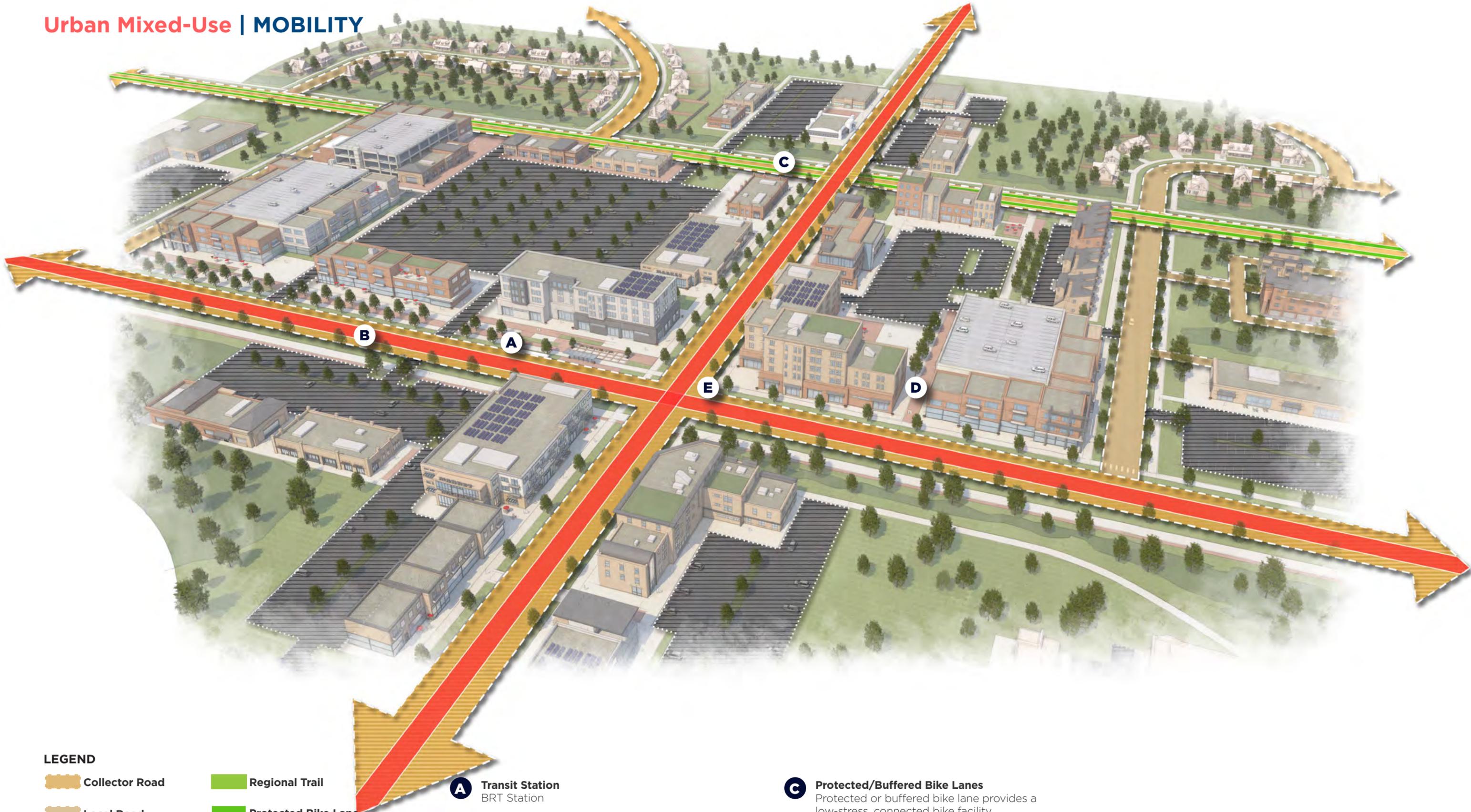
Multi-Unit	Retail/Commercial	Office	Parks, Open Space and Plazas

LEGEND

- Collector Road
- Local Road
- Arterial
- Bike/Transit Corridor
- Regional Trail
- Protected Bike Lane
- Surface Parking Lot

A Transit Station
BRT Station

B Transit Corridor
BRT with dedicated bus queue jump lanes and transit signal priority

C Protected/Buffered Bike Lanes
Protected or buffered bike lane provides a low-stress, connected bike facility.

D Pedestrian Zone
Pedestrian-friendly main street with amenities (e.g., street furniture, trees) and wayfinding.

E Pedestrian Crossings
Enhanced pedestrian crossings along high-volume, high-speed streets.

MIXED-EMPLOYMENT

Where We Are Today

Shifting preferences nationally are driving employers to make decisions on where to locate based on access to the quality-of-life amenities the younger workforce demands, such as shopping, services and dining. As a result, mixed-use and transit-accessible locations are becoming more attractive to employers and the workers they seek. As they exist today, many of the city's existing Mixed-Use Employment Districts are more characteristic of a single-use, auto-oriented model and are not served by high-frequency transit. Where supporting services and/or multifamily residential have been incorporated as part of Mixed-Use Employment Districts, uses have remained segregated.

Opportunities for the Road Ahead

Retrofitting dated, single-use office parks and employment uses in Mixed-Employment Districts should be encouraged to help Fort Collins remain competitive in its ability to meet the needs of existing and future employers—particularly in areas where high-frequency transit exists or is planned (e.g., Harmony Corridor). Opportunities to integrate a more diverse mix of uses—such as multifamily housing, supporting services and amenities and enhanced connections to surrounding neighborhoods and transit corridors—will help transform these districts into more vibrant destinations, while also helping to support other community priorities.

KEY CONSIDERATIONS

Benefits

» Provides more opportunities for people to live and access daily services within walking/bicycling distance of where they work
» Opportunity to reinvigorate older , suburban office parks that might otherwise be underutilized
» Higher densities are more likely to support higher frequency transit service and additional neighborhood services in adjoining districts
» Support the City's efforts to reduce vehicle-miles traveled and support GHG reduction goals

Potential Limitations/Trade-offs

» Increases in density adjacent to existing neighborhoods may be controversial in some locations
» Expansion of BRT service (or similar high-frequency service) may not be viable unless/until transit-supportive densities are achieved

What will it take?

» Evaluation of and potential updates to existing zoning to reinforce desired characteristics (e.g., integration of housing and services with employment uses)
» Potential need to require higher densities and transit-supportive uses in key locations, rather than just encouraging/incentivizing them
» Design standards to address transitions in density/intensity between districts and neighborhoods

How might Mixed-Employment Districts evolve over time?

Modest Retrofit

Where a modest retrofit of a an existing Mixed-Employment District is planned, key considerations include opportunities to:

A. Incorporate supporting services, such as retail or restaurants, on the edge of the district; and
B. Enhance pedestrian and bicycle linkages to adjacent neighborhoods.

An office park with one- to two-story buildings and surface parking accommodates shared green space and plazas.

Moderate Revamping

Where a moderate revamping of an existing Mixed-Employment District is planned, key considerations (in addition to those noted above) include the potential to:

A. Incorporate more-intensive office uses served by surface parking;
B. Integrate supporting services and multifamily housing along the plaza and central green; and
C. Integration of additional restaurants, retail and other supportive services.
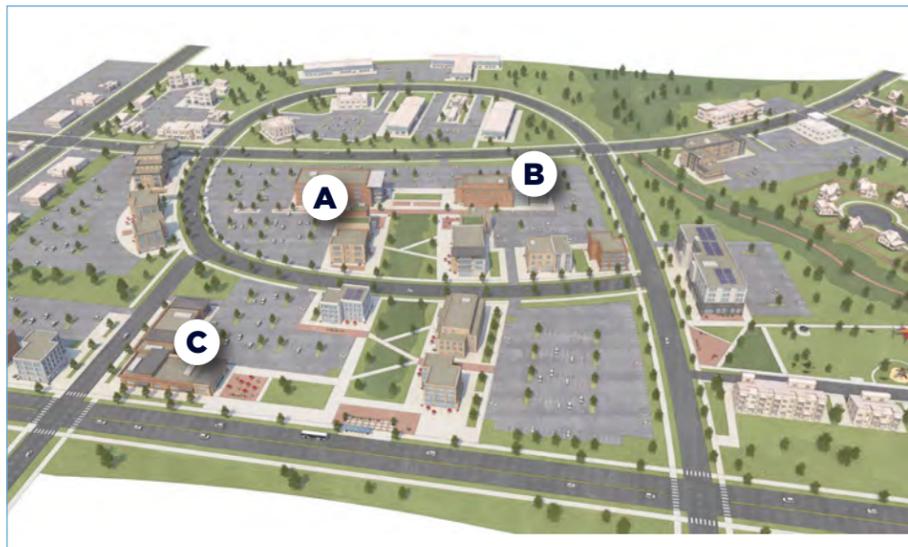
A BRT station along a main road provides regional connections to and from the office park. Plazas, green spaces and sidewalks create pedestrian-friendly environments outside the buildings.

Significant Infill/Redevelopment

Where substantial redevelopment of an existing Mixed-Employment District is planned, key considerations (in addition to those noted above) include the potential for a similar mix of uses at higher, more transit-supportive densities:

A. High-intensity uses are concentrated adjacent to BRT station (on former surface parking lot);
B. Parking structures are integrated into new development;
C. Additional mixed-use development extends along the transit corridor adjacent to the district; and
D. More significant progress is made toward achieving the City's climate action goals.
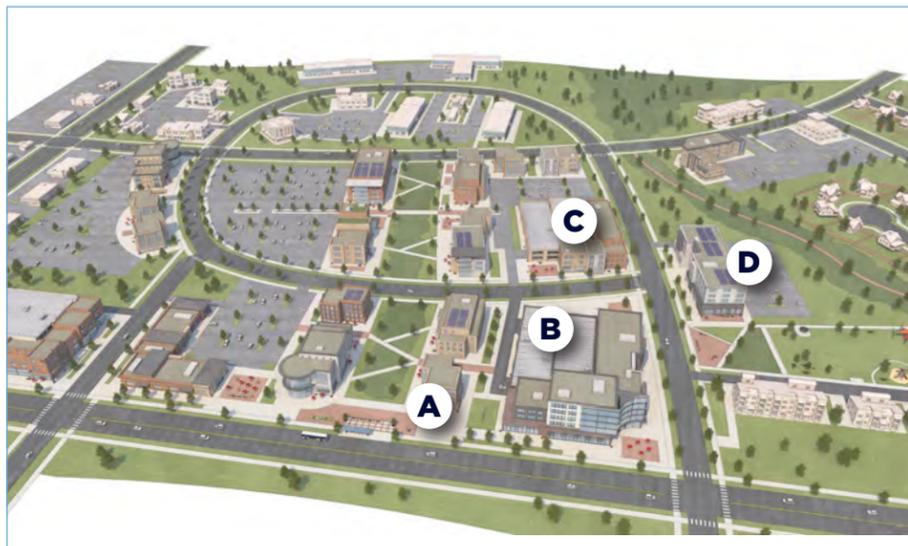
Three- to five-story office buildings with ground floor retail line major streets and are well connected to plaza spaces, crosswalks and sidewalks.

A Building Design
Design buildings to relate to the public realm through an emphasis on street-level design elements, variations in massing and form, and the use of complementary materials.

B Building Placement
Locate buildings near the street or greenway system to create an inviting and active public realm.

C Building Orientation
Orient buildings toward streets, plazas and parks.

D High-Frequency Transit
Concentrate higher-intensity uses adjacent to high-frequency transit stations.

E Structured Parking
Wrap parking decks with the uses they serve and activate at the ground level, where appropriate.

F Energy and Resource Conservation
Integrate solar panels and other green building technology, such as green or cool roofs, into new and existing buildings to support climate action goals.

Mixed-Employment Districts | MIX OF USES

A **Existing Office Park**
Existing office parks remain in some locations.

B **Retail/Commercial**
Retail, restaurants and other services, such as childcare centers, serve employees and residents.

C **Multi-Unit Residential**
Multi-unit housing adjacent to district is readily accessible to employees.

D **Parking Structures**
Parking structures are integrated into new development.

E **Mixed-Use Buildings**
Ground-floor retail with office or residential above activates pedestrian frontages.

F **Public Spaces**
Plazas and public spaces provide places for residents and workers to gather.

G **Transit Station**
High-frequency transit station should be centrally located within the district.

Mix of uses
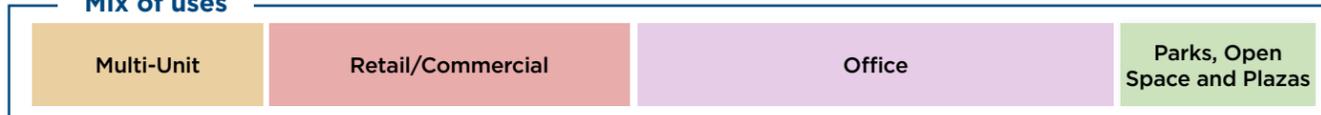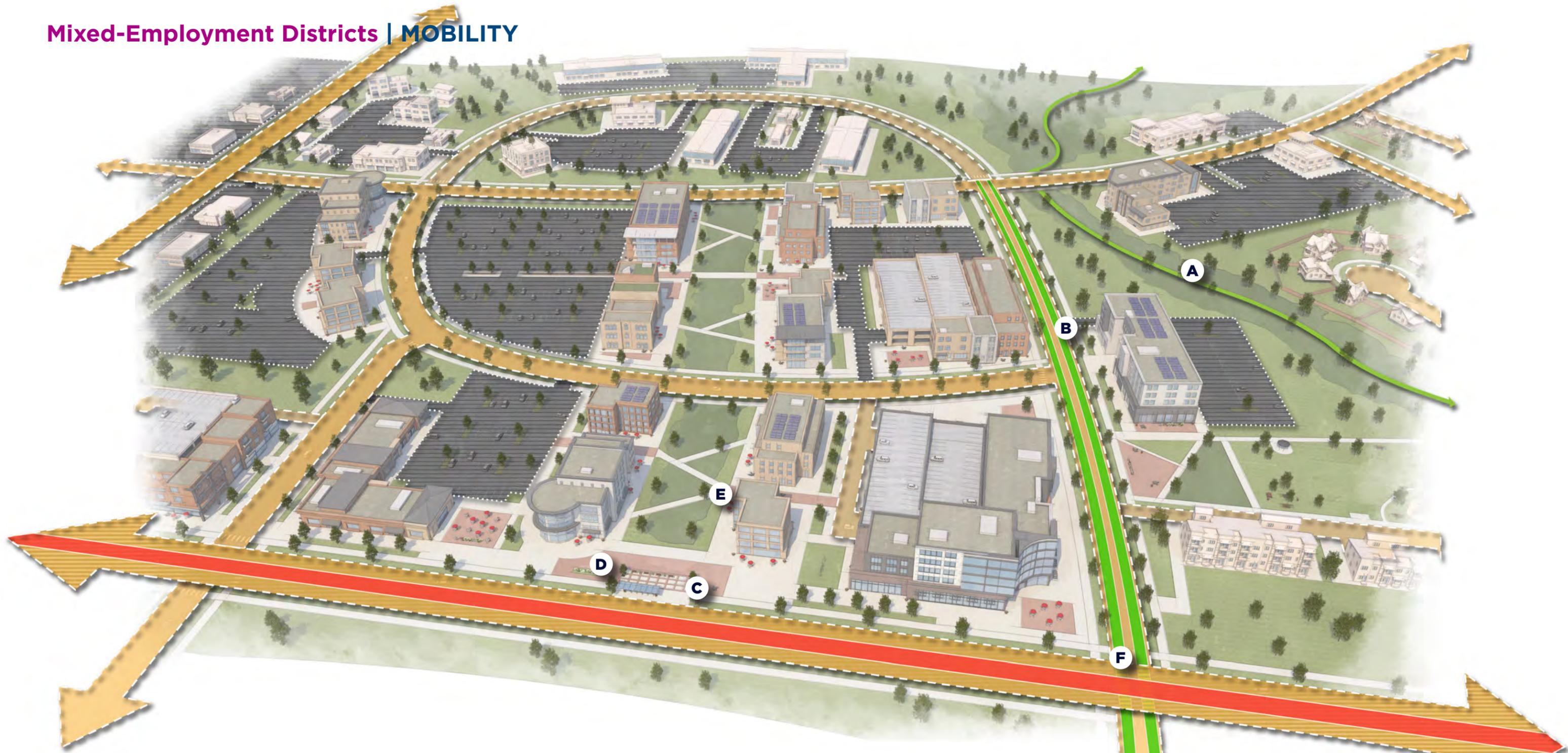
Multi-Unit	Retail/Commercial	Office	Parks, Open Space and Plazas

Mixed-Employment Districts | MOBILITY

LEGEND

▨ **Collector Road**	▨ **Regional Trail**
▨ **Local Road**	▨ **Protected Bike Lane**
▨ **Arterial**	▨ **Surface Parking Lot**
▨ **Bike/Transit Corridor**	

A **Regional Trail**
Wide bicycle/pedestrian trail connects district to citywide and regional facilities.

B **Protected Bike Lanes**
Protected or buffered bike lane provides a low-stress, connected bike facility.

C **Transit Corridor**
BRT with dedicated bus queue jump lanes and transit signal priority.

D **Mobility Hub**
Multimodal mobility hub connects bike, bus and other services, such as on-demand/microtransit service.

E **Pedestrian Zone**
Pedestrian-friendly area with amenities (e.g., street furniture, trees) and wayfinding.

F **Pedestrian Crossings**
Enhanced pedestrian crossings along high-volume, high-speed streets.

TRANSPORTATION MASTER PLAN

The Transportation Master Plan (TMP) establishes a vision for mobility in Fort Collins, achieved through a safe and reliable multimodal transportation network for all residents, visitors and employees. The City recognizes the importance of an integrated and balanced transportation network that supports access and mobility for all people. Current travel patterns where a majority of travelers drive alone is unsustainable. This pattern results in congested roads, poor air quality, high energy use, climate change impacts, and high costs to expand and maintain streets. The TMP seeks to upend this existing travel pattern by creating a better balance among modes to reduce driving alone. To achieve this outcome, this plan outlines a bold vision to improve the accessibility, mobility, reliability and safety of the transportation system for all modes.

"In 20 years, I hope Fort Collins will have been bold enough to have gone outside the box of car-centric living. We should start now-planning other ways of gathering and getting around besides the automobile. "

-Fort Collins resident

A Framework for Future Transportation

Transportation Vision Statement

The Fort Collins transportation system will move people and goods safely and efficiently, while being accessible, reliable and convenient.

Introduction

The previous Transportation Master Plan provided Fort Collins an effective roadmap toward a multimodal future. However, transportation has quickly evolved in the intervening years. New shared-mobility modes, support of the Moving Towards Zero Deaths initiative, and the Climate Action Plan represent just a few transportation developments changing mobility in Fort Collins.

This update highlights the progress Fort Collins has made toward advancing a well-connected multimodal transportation network. This update also recognizes that shifting social, technological, demographic and climate trends demand continued refinement in managing transportation. Fort Collins remains committed to maintaining community access through safe multimodal transportation, while expanding to include equity, sustainability and new technologies as additional core components of the planning process.

Recommendations and direction from the 2019 Transit Master Plan are reflected in this update, as well as guidance from the 2014 Bicycle Plan. In addition, the Transportation Master Plan incorporates elements from the North Front Range Metropolitan Planning Organization (NFRMPO) 2040 Regional Transportation Plan (RTP) that impact Fort Collins.

The Plan development process was a collaborative effort among City staff from several departments, key stakeholders and members of the public. Community input for the Transportation Master Plan was gathered as part of the community outreach process for the City Plan through several community workshops, in-person and online surveys, and numerous other events.

Ten core principles were developed to encapsulate, guide and develop policies to ensure that the transportation system is in line with the City's broader vision and goals:

1. **Coordinate transportation plans, management and investments with land use plans and decisions.**

2. **Build and maintain high-quality infrastructure that supports all modes of travel.**

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

4. **Pursue regional transportation solutions.**

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

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

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

8. **Manage the transportation system to ensure that reliable traffic and transit flow through travel demand management and transportation system optimization.**

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

10. **Support and enhance safety for all modes.**

The Transportation Master Plan's implementation strategies will allow Fort Collins to achieve a vision where the transportation system moves people and goods safely and efficiently. The system will also be accessible to everyone with reliable, convenient, innovative and intuitive travel choices that support the city's growing economy through sustainable infrastructure, programs and services.

PLAN ORGANIZATION

The Transportation Master Plan is organized into six sections focused on core components of a sustainable transportation network. Each section is guided by its own vision statement and underlying plan principle(s) to guide Fort Collins toward realizing the overall transportation vision. These sections provide an overview of the existing transportation network conditions as they relate to the section theme, as well as where Fort Collins can enhance its programs and investments to achieve better outcomes. In addition, the Plan provides both an overview of new trends and best practices, and a roadmap for how Fort Collins can leverage new approaches to transportation in each category.

1. TRANSPORTATION INFRASTRUCTURE

Planning a physical transportation network that supports multimodal travel.

2. MOBILITY & TRAVEL CHOICES

In-depth consideration of the role each transportation mode plays in shaping the Fort Collins mobility network.

3. HEALTH & EQUITY

Ensuring that the transportation network plays a key role in advancing social outcomes.

4. INNOVATION

Understanding emerging technologies and how new trends are influencing travel.

5. SAFETY

The full Plan vision cannot be achieved without an effort to eliminate serious injuries and fatalities on Fort Collins roadways.

6. SUSTAINABILITY & RESILIENCY

Shifting transportation away from creating harmful environmental impacts toward being a resource for improving environmental outcomes.

TRANSPORTATION INFRASTRUCTURE

INFRASTRUCTURE VISION STATEMENT

Fort Collins' transportation infrastructure will facilitate the safe and efficient movement of people, goods and services regardless of mode. The infrastructure will be improved in concert with land use development while being respectful of community values and the environment.

SUPPORTING PRINCIPLES

PRINCIPLE T1

Coordinate transportation plans, management and investments with land use plans and decisions.

PRINCIPLE T2

Build and maintain high-quality infrastructure supporting all modes of travel.

PRINCIPLE T5

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

Introduction

This section outlines priorities for future investments in Fort Collins' transportation infrastructure. Strategic infrastructure investment provides residents and visitors with safe, comfortable and intuitive choices for multiple modes that balance cost, time, environmental outcomes and health benefits. The core of this system is the "layered network." The layered network creates a cohesive and connected set of transportation connections for all modes to destinations in Fort Collins.

Where We Are Today

The number of vehicle miles traveled (VMT) in Fort Collins increases every year. With continued population growth, the amount of total VMT is predicted to further increase, despite miles driven per person decreasing. This means more vehicles on already-busy roads. In many parts of Fort Collins roads are already as wide as planned. As such, there is limited space to accommodate more traffic. The existing infrastructure needs to be managed effectively and efficiently to keep the high level of mobility that Fort Collins residents and visitors expect.

Opportunities for the Road Ahead

Although the citywide VMT is projected to increase because of population and employment growth, the per-capita daily VMT is projected to decrease by 6%, which aligns with the City's objective of reducing auto-dependency and increasing other mode shares. Establishing reliable and comfortable alternatives for traveling without a vehicle and promoting alternatives to driving alone to reduce VMT are essential components of the Transportation Master Plan.

The Layered Network

The Transportation Master Plan was developed using a layered network framework, which focuses on how the City's transportation network can function, as a system, to meet the needs of all users. The layered network concept is recommended by the Institute of Transportation Engineers and emphasizes safety for all modes of travel, while supporting key City principles and policies.

> **LAYERED NETWORKS PRIORITIZE ROADWAYS FOR DIFFERENT MODES OF TRAVEL, WHICH HELPS INFORM DIFFICULT INVESTMENT CHOICES.**

Introduction to the Layered Network Concept

Fort Collins is committed to planning and building complete streets. However, it is often a challenge for every roadway to meet the demands and needs of all modes.

The layered network concept envisions streets as systems; each street type is designed to create a high-quality experience for intended users. A layered network approach allows for certain streets to emphasize specific modes or user types, while discouraging incompatible uses. For example, a downtown street may be planned to provide a pleasant experience for shoppers on foot, recreational bicyclists and people wishing to park on the street, while discouraging use by "cut-through" traffic and regional trucking.

Fundamentally, the layered network is influenced by the land uses outlined in the Structure Plan. Increased land use density results in more trip-making activity and therefore demands more space-efficient forms of travel such as bicycling, walking, transit, scooters and longboards. In lower-density areas of the city, maintaining vehicle accessibility is important, while still providing key bicycle connections and pedestrian access on all streets.

The following sections of this chapter describe the individual modal network "layers" that have been developed for transit, walking, biking and vehicles. When all the layers are combined, the result is a complete, connected, and multimodal system that is in integrated with the underlying land use patterns. The following sections provide an overview of each layer, and full-layer maps can be found in the Mobility & Travel Choices portion of the TMP.
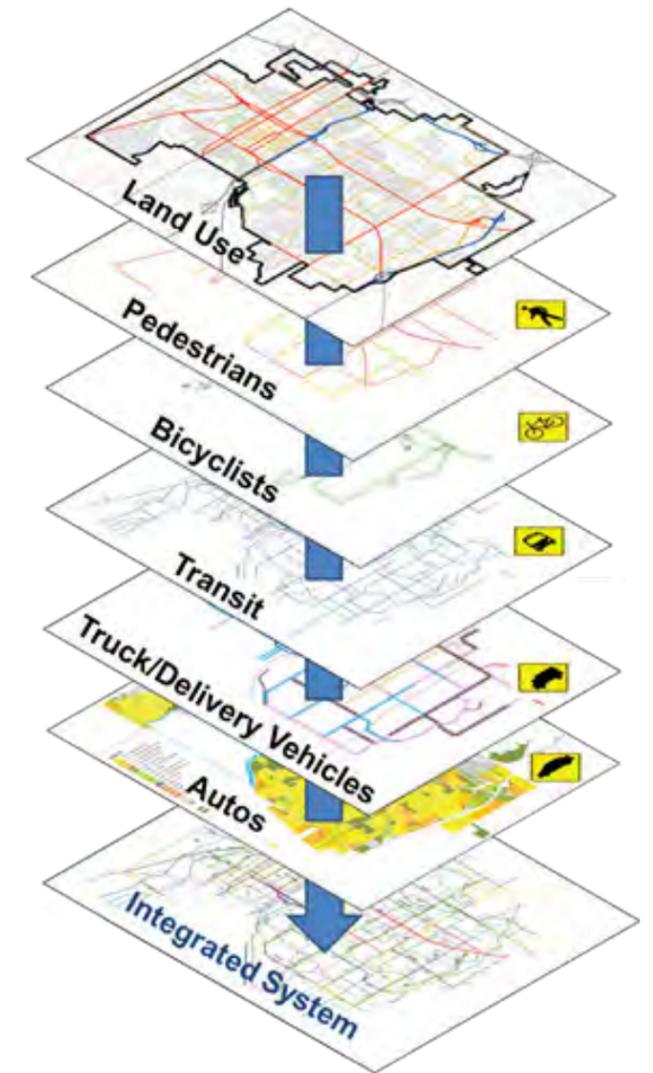
Source: Institute of Transportation Engineers, 2011

Transit Network Layer

The Transit Master Plan identifies specific corridors in the City where transit service will operate in the future. The transit network layer is planned to provide a balance between coverage (serving many areas of the City) and productivity (providing high-frequency service along high-ridership corridors). This will be achieved by expanding bus rapid transit (BRT) and high-frequency service to corridors with transit supportive land uses, including dense urban and mixed-use nodes and major activity and employment centers.

Future fixed-route bus service is categorized into four typologies: BRT, high-frequency, local and regional. The Transit Master Plan identifies a list of capital and operational improvements to facilitate the expansion of fixed-route service. For example, on future BRT and high-frequency routes, projects to speed up buses through traffic-signal improvements (transit-signal priority) and queue jump lanes are identified, as well as upgrades to passenger waiting areas.

To facilitate transit coverage as the City grows, new "mobility innovation zones" have been identified where new types of transit services, such as autonomous shuttles or partnerships with on-demand ride-hailing services, will be deployed to more efficiently connect the lower-density areas of Fort Collins to the fixed route backbone.

What Happened to Enhanced Travel Corridors (ETCs)?

The 2011 TMP prioritized transportation investment corridors through a designation of ETCs: corridors uniquely designed to incorporate a mix of automobile, transit, bicycle and pedestrian investments, which could include different prioritization of modes within these corridors. With the introduction of the layered network concept in the TMP, the ETC concept is replaced with the identification of priority transit, bicycle, pedestrian, and automobile corridors.

The most visible transformation of ETCs in this Transportation Master Plan update are the BRT and high-frequency transit corridors. These corridors are based on the expected land use intensification identified in the Structure Plan.

Pedestrian Network Layer

Everyone is a pedestrian at some point during their trip. Therefore, every street in the City should contain a sidewalk and curb ramps that are Americans with Disabilities Act (ADA) accessible. Certain areas in the City with higher pedestrian volumes prioritize the pedestrian experience, such as Downtown and near Colorado State University.

Unlike the layered network for bicyclists, transit and vehicles, the priority locations for pedestrians are not limited to certain corridors. Instead they are identified based on results from the City's Prioritization Model. This approach to the pedestrian component of the layered network acknowledges that comfortable pedestrian facilities are intended to be present on all streets, not just certain corridors.

Walk and Wheels Skills Hub

Bicycle Network Layer

While bicycles are welcomed and permitted on all streets in Fort Collins, the bicycle network layer identifies corridors with dedicated bicycle facilities, consisting of protected bike lanes, buffered bike lanes, standard bike lanes or neighborhood greenways. The 2014 Bicycle Plan states a key outcome of ensuring that "80 percent of residents will live within one quarter mile of a low-stress bicycle facility" and "all neighborhoods will have access to a low-stress bicycle route."

In line with the layered network concept, not every street needs to, or should, have a low-stress bicycle facility, but most residents should be reasonably close to a facility. For example, on streets with high speeds and volumes, or angled parking, it is not as appropriate or feasible to provide a low-stress bicycle

facility. However, determining a parallel facility that can provide bicyclists with a connected, low-stress network and access to key destinations is important. In a way, the low-stress bicycle network is similar to the arterials devoted to vehicle travel. Not every street is required (or appropriate) to be an arterial, but the streets are spaced at a reasonable interval to ensure good vehicle access.

The Transportation Master Plan references the 2014 Bicycle Plan to identify corridors prioritized for bicyclists through the identification of a designated bicycle facility. All designated bicycle facilities in the layered network will be low-stress, according to the Level of Traffic Stress methodology featured in the 2014 Bicycle Plan. The low-stress bicycle network is also intended to accommodate other users such as e-scooters and longboard users.

Bike to Work Day
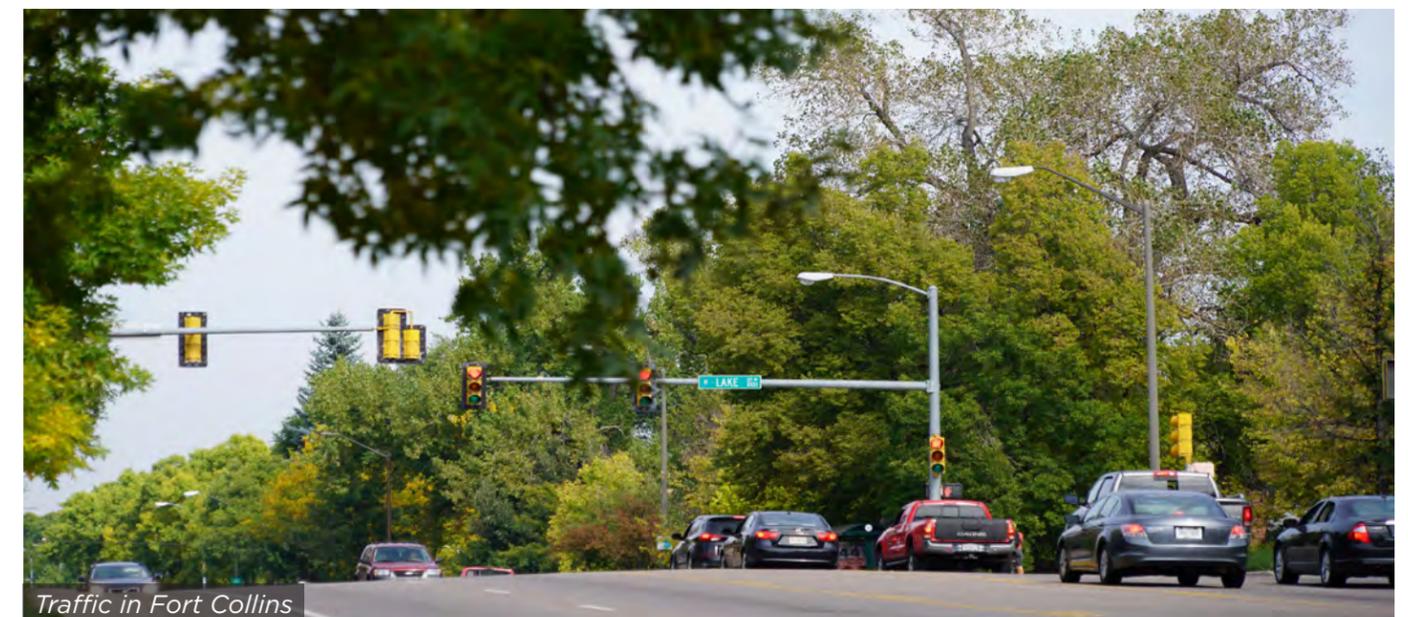
Vehicle/Truck Network Layer and Master Street Plan

Establishing reliable and comfortable alternatives for traveling without a vehicle and promoting alternatives to driving alone are essential components of this Plan. However motorized vehicles will continue to be one of the primary ways people travel in Fort Collins. Additionally, it is important to recognize the importance of providing efficient and reliable vehicle mobility for businesses, including deliveries.

The City's major street network (**Figure 5-1**) defines the primary vehicle and truck layer which is also compatible with the transit, pedestrian and bicycle network layers. This major roadway network helps guide transportation investments and serves as the overarching framework for transportation.

The major street network is defined by the Master Street Plan (MSP), which informs the development of the Capital Improvement Program. The MSP helps identify projects the City should undertake to support future travel needs and is updated to reflect demand, new infrastructure and planning.

The Master Street Plan will be updated as an early action item after adoption of the TMP. Updates to the MSP will reflect future travel needs identified by the regional travel model, input from stakeholder and public comment, and the adoption of the layered network concept.

Traffic in Fort Collins

LEGEND
— Collector (2 Lanes)
— Arterial (2 Lanes)
— Arterial (4 Lanes)
— Major Arterial (6 Lanes)
— Interstate

MULBERRY ST
PROSPECT RD
TAFT HILL RD
SHIELD ST
COLLEGE AVE
LEMAY AVE
TIMBERLINE RD
DRAKE RD
HORSETOOTH RD
HARMONY RD
TRILBY RD
EAST COUNTY ROAD 32
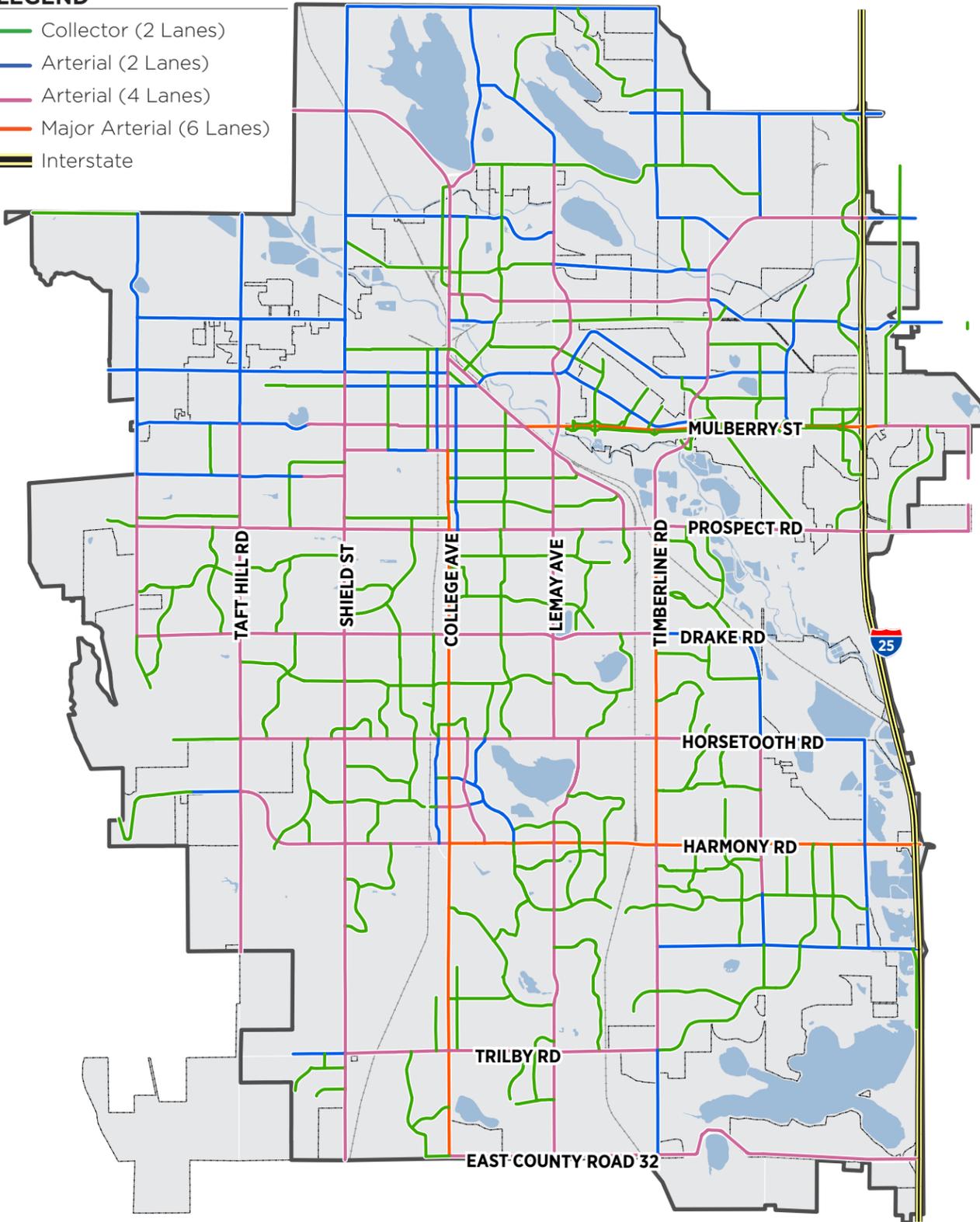
Figure 5-1: Major Street Network

Multimodal Level of Service (MMLOS)

MULTIMODAL LEVEL OF SERVICE IS A TOOL TO IDENTIFY WHAT TYPES OF FACILITIES SHOULD BE INCLUDED IN EACH LAYER OF THE TRANSPORTATION SYSTEM AND HOW TO IMPLEMENT THOSE FACILITIES.

Background and Purpose

Fort Collins was one of the first cities to adopt Multimodal Level of Service (MMLOS) standards to evaluate how projects serve pedestrians, bicyclists, transit riders and vehicles. Consistent use and implementation of MMLOS practices helped to achieve multimodal goals and objectives, meet community needs, and provides transparency for developers and the public.

To continue to create projects and developments that have high levels of service for all modes, the existing MMLOS standards are in need of updating. As the standards exist currently, some projects and developments fail to meet existing standards due to constraints and lack of flexibility. Additionally, current standards do not reflect best practices being used in capital improvement projects.

Another key objective in updating these standards is to streamline the development review process, providing clarity for both developers and City staff. Under the existing system, the MMLOS standards are helpful in identifying gaps in the transportation system, but they are difficult to apply and do not result in the consistent implementation of multimodal infrastructure improvements by developers.

Recommended Updates

Fort Collins intends to move away from MMLOS "standards" to a guideline-based system to inform City planning efforts, capital projects and the development review process.

Guidelines define an outcome or design that is desirable but allows deviations for exceptional circumstances. Moving from a standard to a guideline allows City staff to more easily implement improvements in areas with limited right-of-way or where other constraints limit the type of facility that can be built.

MMLOS updates are also expected to modify the Development Review process and change how City capital projects incorporate multimodal considerations. Additionally, there is a recommendation to enhance the current transportation dashboard to track and share Fort Collins' progress on MMLOS. More comprehensive details on the initial recommended approach can be found in Appendix H3.

MMLOS and Development Review

As part of an update to the standards and guidelines, it is recommended that the City streamline the MMLOS analysis requirements for development review. As described in Appendix H3, the proposed changes would have developers include an MMLOS analysis as part of their standard Traffic Impact Study to identify needed improvements.

Identified projects could be either built directly by the developer or potentially mitigated through a fee. One concept considers expanding the Transportation Capital Expansion Fee to include additional multimodal improvement projects.

This recommendation will be further developed as an early action item and will include a diverse set of stakeholders to ensure that the key details are discussed and well defined.

Updates to the Larimer County Urban Area

One part of this update process will be revisions to Chapter 4 of the Larimer County Urban Area Street Standards (LCUASS). This includes changing the title to "Multimodal Transportation Impact Study," to reflect the intent of the studies to be multimodal. This keeps the Transportation Impact Study process intact for vehicle level of service, but integrates the multimodal considerations into the process, revising

the project-impact text and strengthening language around Transportation Demand Management (TDM) mitigation.

Capital Improvement Plan & Infrastructure Improvements

The Capital Improvement Plan (CIP) is a list of multimodal transportation system improvements needed to achieve the TMP vision. Typically, the CIP is updated in conjunction with the Transportation Master Plan update to ensure that planned projects continually match the community's transportation vision.

CIP projects include categories such as:

- » Advanced Traffic Management System;
- » Bicycle;
- » Bridge;
- » Intersections;
- » Parking;
- » Pedestrian;
- » Railroad;
- » Roadway;
- » Trails;
- » Transit;
- » Grade Separated Crossings;
- » Pedestrian Program; and
- » Bus Stop Improvements.

The 2012 CIP identified $309.4 million in short-term (2013-18) project costs and approximately $1.3 billion in long-term (through 2035) projects costs. In the short term, transit projects make up the largest capital project category with one-third of projected short-term costs. For long-term projects, roadway projects account for the largest percentage of costs. Moving forward, the CIP will be updated every two years to reflect projects that are based on the layered networks identified previously in this plan. CIP updates will also revisit project prioritization by considering land-use changes, sustainability goals, evolving community values and equity.

In addition to the CIP, other improvement efforts are prioritized through programs such as the pedestrian program and arterial intersection prioritization study.

Modal Plan Update Schedule

To fully embrace the layered networks identified in the TMP, the modal plans should be periodically updated to reflect changing land use patterns. The 2014 Bicycle Plan should be updated in 2020 or 2021 to reflect refinements to the bicycle facility types and projects that have been implemented since the adoption of the 2014 Plan. The 2011 Pedestrian Plan should also be updated in 2020 or 2021.

This should include updates to the Pedestrian Priority Areas, changes to design standards based on best practices and changes in land-use, and updates to

the crossing guidelines in accordance with national best practices. The 2019 Transit Master Plan should be updated in 2024 to reflect land use changes and revise any BRT or high-frequency routes if the land use development pattern does not reflect what is currently envisioned in the Structure Plan.

The Bicycle and Pedestrian plans may be combined into an Active Transportation Plan. This would streamline the outreach process and result in increased coordination between biking and walking infrastructure.
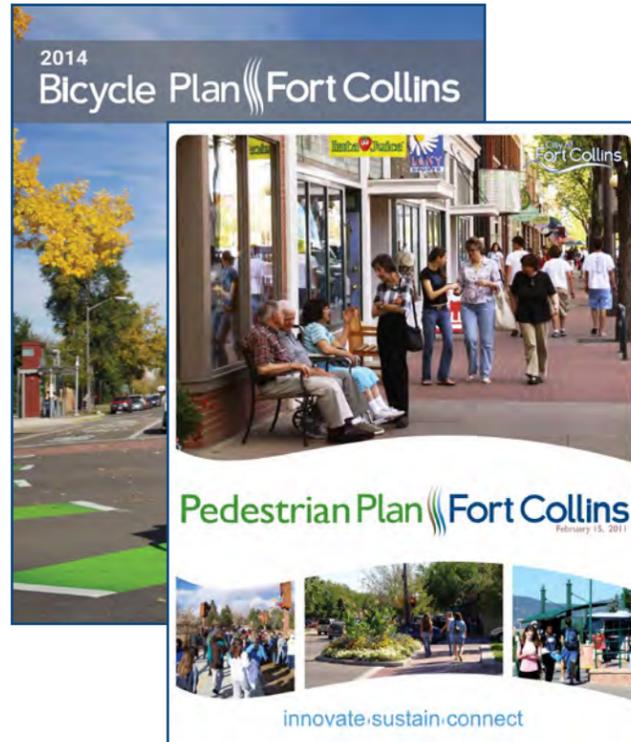
Infrastructure Maintenance

The City of Fort Collins is committed to maintaining the City's transportation infrastructure. Operation and maintenance cost should be integrated into planning efforts for all modes.

The City's annual Street Maintenance Program (SMP) is designed to prolong the life of streets through preventive maintenance. The program improves concrete curb, gutter and sidewalk; constructs handicap access ramps; repairs deteriorating asphalt; and reconstructs, overlays, or slurry-seals existing streets.

Additionally the City maintains bridges, traffic signals, street lights and more through constant monitoring and programmed upgrades and improvements.

Not only does the City repair and upgrade the streets, but it also ensures the system functions through timely snow removal and coordinated incident management.

Snow Clearing Operations

MOBILITY & TRAVEL CHOICES

MOBILITY VISION STATEMENT

Fort Collins will offer multimodal access and choices that are seamlessly interconnected and create a transportation system that is safe, efficient and reliable.

SUPPORTING PRINCIPLES

PRINCIPLE T4
Pursue regional transportation solutions.

PRINCIPLE T6
Support bicycling as a safe, easy and convenient travel option for all ages and abilities by building a connected network of facilities.

PRINCIPLE T7
Support walking as a safe, easy and convenient travel option for all ages and abilities by building a connected network of sidewalks, paths and trails.

PRINCIPLE T8
Manage the transportation system to ensure reliable traffic and transit flow through travel demand management and transportation system optimization.

Introduction

Due to investments in increased service, Fort Collins is one of the few communities in the nation that has experienced substantial transit ridership growth over the past five years. Additionally, Fort Collins' mode share for bicycling is among the highest in the nation. Despite these successes, the number of people driving alone continues to make up 73% of commute trips and 60% of all trips.

Where We Are Today

The City can continue building on efforts to expand transit, improve bicycle infrastructure and increase pedestrian connectivity. Leveraging the layered network to improve each travel mode will generate opportunities for travelers to choose from a variety of modes for each trip. Additionally, technology will make it increasingly easy for residents and visitors to choose travel options for all modes, combine trips (e.g., take a ride-hailing service to transit), and view the cost, health and environmental consequences of each modal choice.

Opportunities for the Road Ahead

A city with good mobility requires a multimodal approach that supports an interconnected transportation system. As Fort Collins nears build-out, there are fewer opportunities to widen streets to add vehicle capacity, so the street space must be more efficiently used in the future. To ensure the high level of mobility the community demands, there will be a need to shift trips from driving alone to more space-efficient modes such as transit, bicycling, and walking. It is with this desire for a more modally balanced system that the TMP update focuses on the development of a layered network.

Transit

Transit will play an increasingly important role in moving people around the City over the coming years. As the city gets denser, transit provides an efficient way to move large numbers of people in a small amount of space. A fully loaded MAX bus can easily carry 80 to 100 people, removing a comparable number of cars from the most crowded areas of the city.

Transit ridership in Fort Collins nearly doubled between 2013 and 2017 due in large part to the opening of the MAX in 2014, the City's first BRT line, as well as more frequent and efficient routing near the CSU campus.

The Transit Master Plan sets Fort Collins on a path to continue growing transit ridership and make significant transit system improvements by 2040 through a continued shift from a more coverage-based transit service model to one that is more focused on higher productivity (i.e., more riders per bus) (**Figure 5-2**). This may be achieved through a phased process that includes the following major transit service revisions:

» BRT and high-frequency service may be expanded along several key corridors where future land use and density are expected to support transit.

» Local routes may be realigned to provide more direct, reliable service, with higher frequencies and better opportunity to connect into the BRT and high-frequency network.

» Lower-density areas of the City may be served by "mobility innovation zones" that will capitalize on new mobility technologies. Service in these zones may be provided by on-demand, microtransit or other emerging technologies that allow for more flexible routing and may be provided through partnerships with the private sector.

» Mobility innovation zones should be connected into the BRT and high-frequency network at strategically spaced mobility hubs that can serve as multimodal transfer points between transit, bicycles, cars, scooters, shuttles, on-demand and other mobility services.

South Transit Center
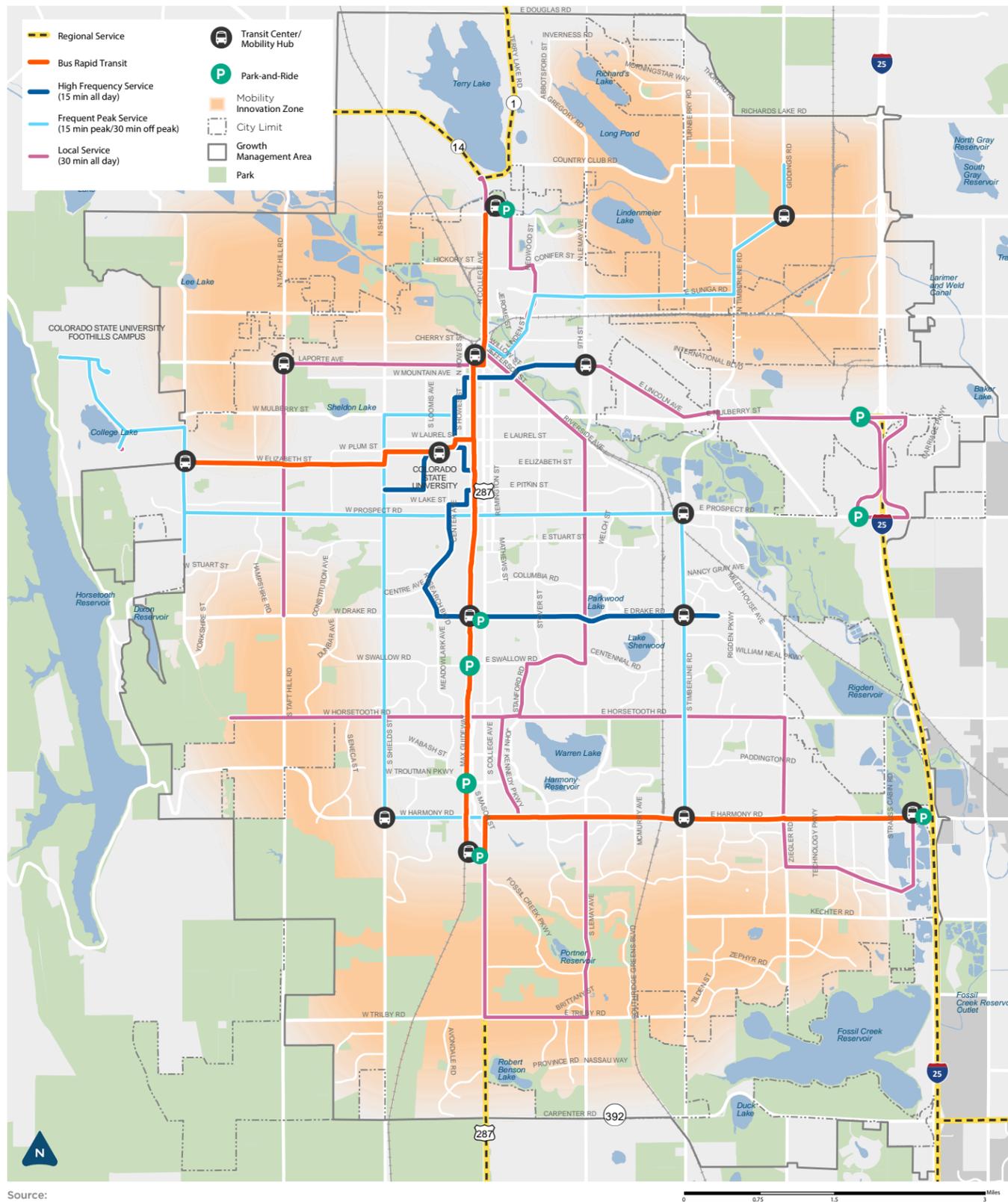
Figure 5-2: Transit Vision Network

Regional Transit Service

In partnership with nearby communities, Fort Collins will provide new service or support funding and planning for expanded regional transit outside the city. This will include continuing to enhance the FLEX route to Loveland, Longmont and Boulder, as well as potentially adding new service to Windsor/Greeley, Laporte and Wellington.

In collaboration with the Colorado Department of Transportation (CDOT), Fort Collins will support continued growth of Bustang service to Denver and provide seamless transfer opportunities from the Transfort system to Bustang. Also, Fort Collins is prepared to support CDOT on potential future commuter-rail service to Denver.

Additional Transit Supportive Elements

As part of restructuring the transit service to provide more BRT and high-frequency routes, the City will implement several additional supportive elements:

» **Fleet.** Achieving the 2040 vision for transit will require about a doubling of 2017 revenue service hours. The fleet will need to grow accordingly, including the addition of new high-capacity buses for the new BRT routes. Advances in technology will present the opportunity for the City to convert its fleet to electric vehicles in the near term and potentially autonomous vehicles in the long term, providing for long-term cost savings and environmental benefits.

» **Technology.** The Transit Master Plan provides guidance on integrating the system with emerging technologies. In addition to electric- and autonomous-vehicle fleet conversion, the City will work toward making transfers between regional services more seamless, integrating trip planning and fare payment across regional transit providers and other modes into a centralized mobility-as-a-service (MaaS) platform.

» **Capital improvements.** To implement the Transit Master Plan, several major capital improvements will be needed, notably an expansion of the existing transit-maintenance base, an expanded or new Downtown Transit Center, and new mobility hubs (which are similar to transit centers but will include additional infrastructure to support shared mobility devices, cars, bikes, scooters, and space for on-demand and microtransit connections). Capital investments to support the new BRT and high-frequency routes will also be required. Major capital improvements to technology and information sharing will be required to improve the transit rider's experience and integrate with the other digitally connected mobility options that will continue to grow in the future.

» **Access to Transit.** Access to transit is a cornerstone of this Transportation Master Plan, and the Transit Master Plan integrates the enhancements to the pedestrian and bicycle system into the overall structure of the transit network. More frequency is proposed in the denser areas that correspond with Pedestrian Priority Areas; mobility hubs are proposed near major intersections of the bike network and the transit network; and new mobility hubs with the potential for park-and-ride are identified where major regional roadways meet the transit system.

» **Equity.** Transfort will ensure that transit meets the needs of the most vulnerable users of the system while also growing in a way that makes transit a default choice of mobility where the system is the most robust. Disability rights experts will help to guide transit project selection and program implementation. More information about the role disability stakeholders will play in the transit planning process can be found in the Transit Master Plan.

» **Complementary Policies.** Transit will grow and thrive as the City implements complementary policies, most notably related to land-use density, transportation demand management, and sustainable transportation outcomes. Transit is in a strong position to help meet the City's overall land-use, transportation, and sustainability goals.

FLEX Bus

Flexible Approach to Implementation

The Transit Master Plan will be implemented in phases over time and provides for flexibility. The pace of implementation and flexibility of the Plan will depend in large part on three major factors and how these factors play out over the next 20 years. These factors are:

» **Land Use.** Land use will be the primary driver in determining when and where new services are added. High-frequency and BRT service may be added to corridors as infill and new development occur on those corridors. In addition, where BRT and high-frequency service occur may deviate from the Plan if dense, mixed-use development occurs in different parts of the City than anticipated. In this way, transit service will be added and upgraded along various corridors to respond to actual, as opposed to forecasted, land use. **Figure 5-3** illustrates how the City will plan and provide transit on various corridors based on adjacent land use and associated transit demand.

» **Funding.** Implementation of the Transit Master Plan will require a doubling of revenue service hours, as well as capital investments in: fleet, maintenance facilities, bus stops, and speed and reliability improvements along key corridors. When and how much additional funding will become available in the future will dictate the speed and extent to which improvements can be made. The Transit Master Plan provides a comprehensive overview of potential funding options and strategic opportunities to grow transit over time.

» **Technology.** New transportation technologies introduced in the past several years (including ride-hailing services, car/bike-share, and electric scooters) have had a significant impact on mobility and travel behavior, particularly in urban areas. Advances in future technology could have significant influences on transit demand, mobility options and the cost of providing different transit services. How and when various elements of the Plan are implemented will depend in part on future technologies and how quickly they take hold.

Bicycling

Bicycling provides residents and visitors of Fort Collins a fast and spontaneous mode of travel. With a bicycle-friendly climate and a strong City commitment to improved bicycle infrastructure, bicycling will continue to play a major role in future travel in Fort Collins.

The 2014 Bicycle Master Plan and Recent Implementation

The Fort Collins 2014 Bicycle Master Plan, as referenced in Appendix H5, serves as the current guide to support the bicycling culture and infrastructure in the community. The Plan sets forward-thinking short- and long-term goals, which address the creation of a connected and low-stress network, safety for all modes, increased bicycle ridership, a strong bicycle community, equitable access, increased comfort for all ages and abilities, and the creation of a physically active and environmentally healthy community.

The 2014 Fort Collins Bicycle Master Plan includes policy, program and bicycle network recommendations to achieve a community where people of all ages and abilities can safely and comfortably travel by bike to where they want to go. Many of the Bike Plan recommendations have been implemented, for example:

» Established an automated bike-share program;

» Expanded the city's Bicycle Ambassador and Safe Routes to Schools Programs;

» Completed a bicycle and pedestrian safety town (Walk & Wheel Skills Hub);

» Launched Fort Collins' Open Streets initiative (car-free events);

» Expanded the city's bicycle-related evaluation efforts, including installing automated bike counters;

» Developed a Bicycle Wayfinding Master Plan and installed wayfinding signage along the Phase 1 routes;

» Developed a Bicycle Friendly Driver Program and certified over 4,000 people ;

» Joined National Association of City Transportation Officials (NACTO); and

» Updated the Larimer County Urban Area Street Standards (LCUASS) to include bicycle infrastructure design recommendations.

> **Low-stress (or high-comfort) bicycle facilities are those where a bicyclist shares the street with low-volume, low-speed automobile traffic, is adjacent to such traffic in a bike lane of adequate width or is completely separated from traffic in a protected bike lane. Comfortable crossings of major streets are also necessary to complete a low-stress network. A connected network of low-stress bicycle facilities has been shown to attract those who are interested in bicycling but concerned about their safety.**

Land Use				
Land Use Type	**Example**	**Residents per Acre**	**Jobs per Acre**	
Downtowns & High Density Corridors		>45	or	>25
Urban Mixed-Use		30-45	or	15-25
Neighborhood & Surburban Mixed-Use		15-30	or	10-15
Mixed Neighborhoods		10-15	or	5-10
Single Family Neighborhoods		<10	or	<5

Transit		
Appropriate Types of Transit		**Frequency of Service**
BRT High Frequency Bus Local Bus		10 minutes or better
BRT High Frequency Bus Local Bus		10-15 minutes
Local Bus		15-30 minutes
Local Bus Micro-Transit		30 minutes On demand
Rideshare Micro-Transit		On demand

Figure 5-3: Level of Transit Service Need by Land Use Context

Fiesta de Movimiento Comunitario de Hickory Street

Infrastructure

The 2014 Bicycle Master Plan recommends a 2020 Network and a Full Build Bicycle Network **(Figure 5-4).** The 2020 Network focuses on facilities that can be implemented quickly such as primarily neighborhood greenways on low-volume residential streets, while providing a comprehensive network that gives all residents access to low-stress facilities.

The Full Build Bicycle Network requires significant investment by the City with potential impact on other modes, with a focus of protected bike lanes on busy streets. This network is proposed to be built out on an ongoing basis over the next 25 to 50 years. This network identifies the recommended facility type and a framework for facility locations that are to be implemented according to the Plan's design guidelines.

In addition to on-street bicycle facilities, the Plan recommends wayfinding and signage improvements, enhanced crossings of major streets, and grade-separated crossings at key locations. The goal underlying this network is to serve the person who would like to bike but is concerned about having a safe and comfortable place to ride. In order to attract these riders (which make up about 50 percent of the population)[2], the plan calls for a low-stress facility

at least every half mile, as defined by Level of Traffic Stress methodology (which is a component of MMLOS, described earlier).

Recommendations about the future low-stress network were made to achieve the goal of "network equity," which provides all neighborhoods with access to low-stress bicycle routes.

[2] Jennifer Dill and Nathan McNeil, "Revisiting the Four Types of Cyclists: Findings from a National Survey," Transportation Research Record: Journal of the Transportation Research Board, 2587: 90-99, 2016.

LEGEND

— Buffered Bicycle Lane
— Bicycle Lane
— Neighborhood Greenway
— Protected Bicycle Lane
‑ ‑ Existing Bicycle Trail
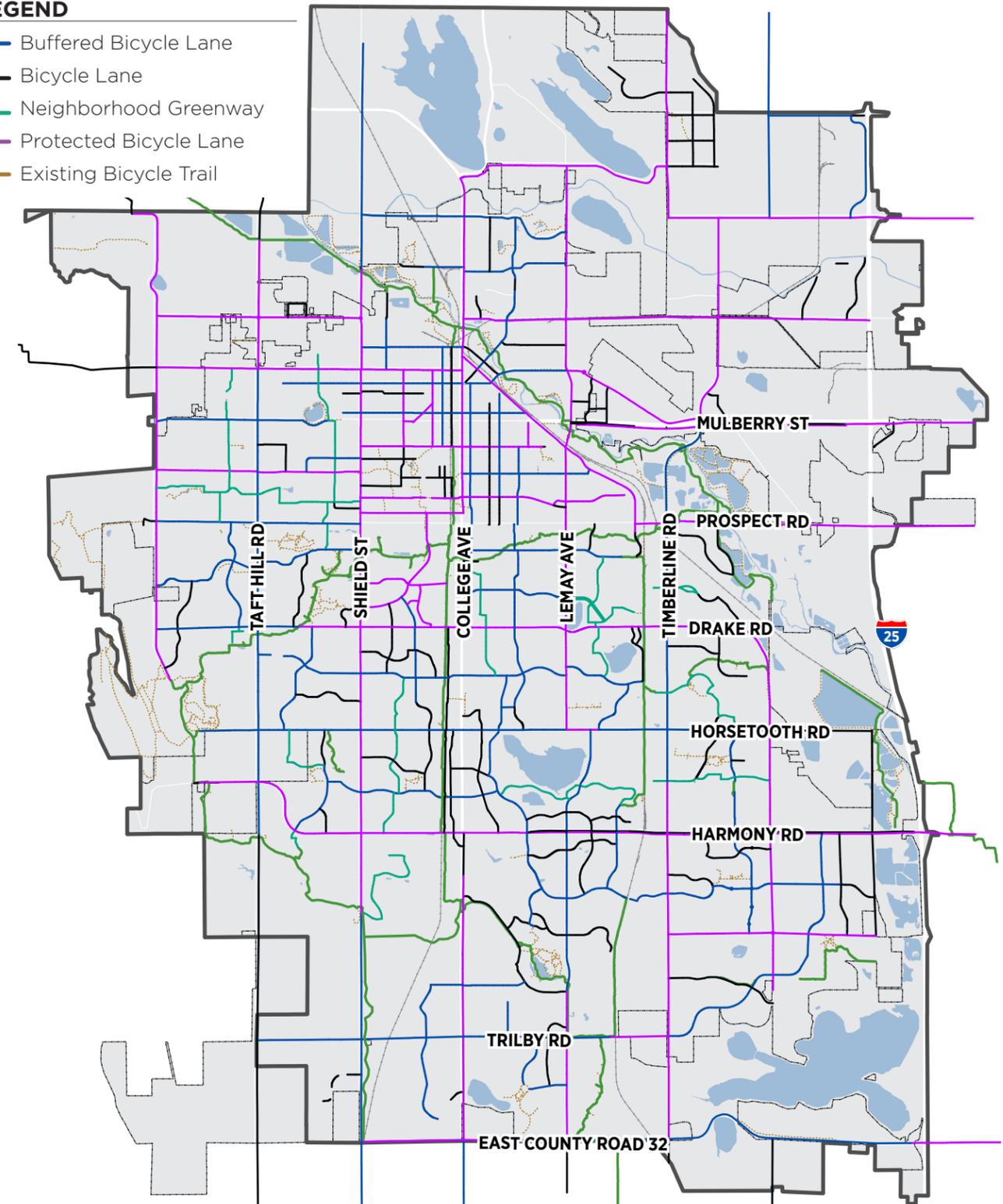
Figure 5-4: Full Build Bicycle Network

The City has made significant progress toward completion of the recommended 2020 low-stress bicycle network plan. Arterial-crossing improvements have been completed at 21 locations, 19 miles of buffered bike lanes have been installed, and the two protected bike lane pilot projects on Laurel and Mulberry Streets have been completed. A map of existing facilities is shown in **Figure 5-5**. The City has a goal of implementing one protected bike lane a year for the next five years under this pilot program. The pilot program includes a comprehensive evaluation component in order to apply lessons learned from a range of contexts and approaches to the implementation of future facilities.

This Plan makes recommendations for future updates to the Full Build Bicycle Network during the next update of the Bicycle Plan (which is recommended for 2020). These infrastructure updates should consolidate designated bicycle facilities in order to reduce redundancy in the low-stress network and lower the cost—and thus increase the feasibility—of implementation. The updated network should focus on neighborhood greenways and protected bike lanes. This shift will provide a more cost-effective option with a reduced impact on parking and adjacent land uses, while still implementing a connected, low-stress bike network. The updated network should distribute protected bike lanes across the City and ensure a comprehensive network

of neighborhood greenways between the grid of protected bike lanes. These updates should incorporate lessons learned from the Protected Bike Lane Pilot Program, including effective cross-sections and contexts for implementation.

To move toward the vision in the bicycle network layer, it is recommended that the City continue efforts toward completing the 2020 low-stress network plan and the Full Build Bicycle Network Plan. Other priority Bike Plan recommendations to move forward with include:

» Developing a neighborhood greenway program in connection with the low-stress bike routes;

» Continuing the protected bike lane pilot program with new project locations; and

» Developing best practice policies for bikeway maintenance.

The 2014 Bike Plan was planned to be updated on a five year schedule. While the plan is still actively being implemented, the city should consider an update in the next couple of years to refine and prioritize its low-stress and protected bike lane network plan.

Protected bike lanes on Mulberry Street

LEGEND

— Bike Lane
— Bike Route
— Shared Route
— Shared-use Trail
— Minor Shared-use Trail
---- Unpaved Trail
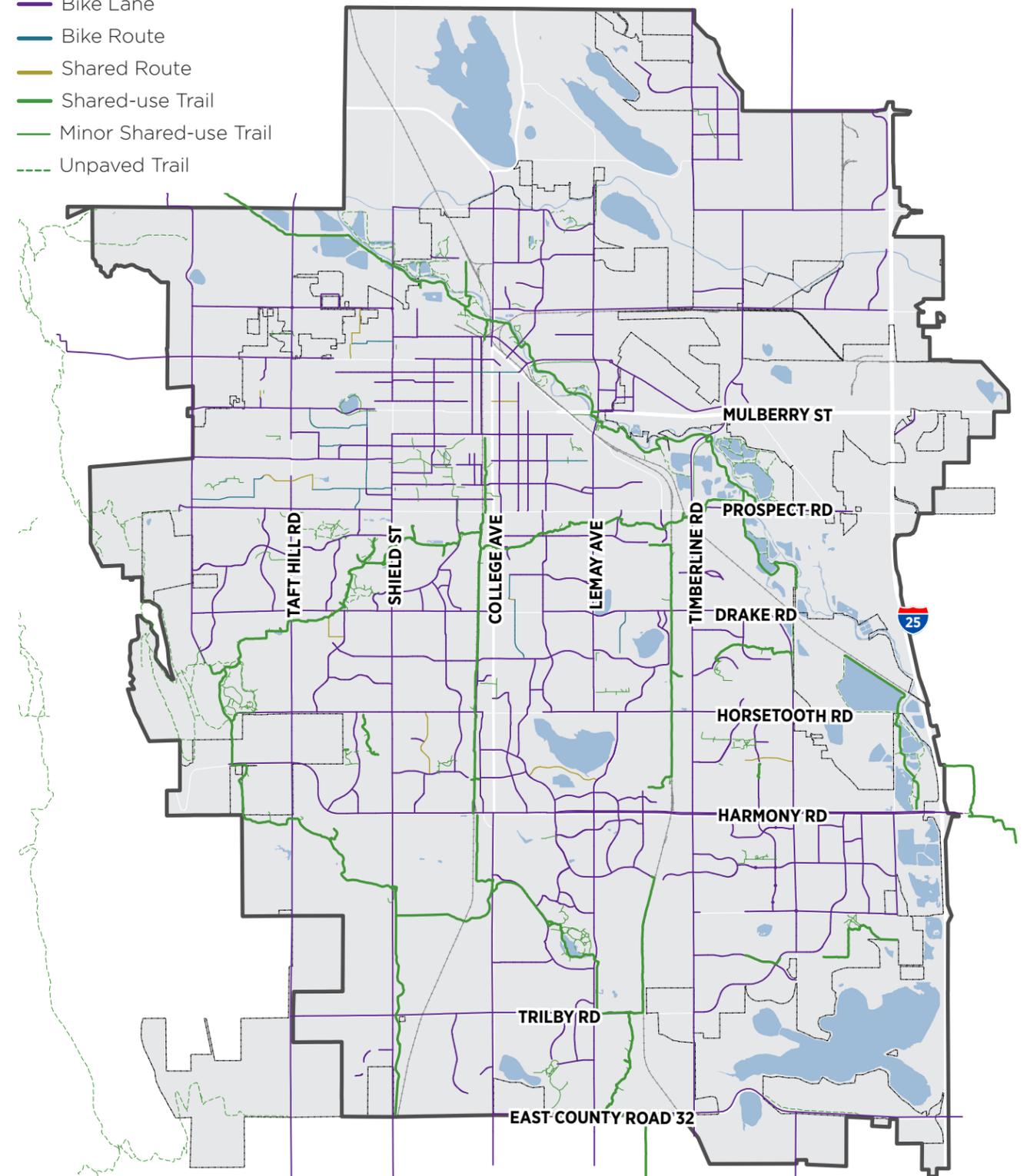
Figure 5-5: Existing Bicycle Network

Walking

Nearly everyone in Fort Collins is a pedestrian at some part of the day, even if it is just a short walk from a building to a car. Walking is the most basic (and inexpensive) form of travel available to most people, including those using mobility devices. Thus, walking is an important pillar of the layered network and represents an important component of accommodating future travel needs in an increasingly dense and diverse city.

The 2011 Pedestrian Plan

The Fort Collins 2011 Pedestrian Plan identifies and prioritizes pedestrian gaps in the city, including sidewalks, crossings and Americans with Disabilities Act (ADA) accessibility. As is the case with many communities, the key challenges related to the sidewalk network come from missing sections of sidewalk, inadequate street crossings, areas with no ADA accessibility, and dense areas with narrow or otherwise inadequate sidewalks. The Pedestrian Master Plan identified problems and respective solutions to make walking safe, convenient, comfortable, efficient and easy for all ages and abilities.

Safe Routes to School

Safe Routes to School (SRTS) is a nationwide effort to get more children biking and walking to school for their health, academic achievement, and the environment. The City of Fort Collins SRTS program is dedicated to getting at least 50 percent of local K-12 students biking or walking to school on a regular basis by focusing on education, encouragement, engineering, enforcement, evaluation and equity. The City partners with the Poudre School District on SRTS programming and works collaboratively with Larimer County to provide missing sidewalk

connections at the interface between City and County jurisdictions.

The City SRTS program is a model program for implementing change and influencing travel behavior and is key to reducing vehicle trips in Fort Collins. The SRTS program should serve as a foundation for continued efforts around encouraging more trips be made by bicycling, walking, transit or shared.

Crossing Policy

The 2011 Pedestrian Plan defines a crossing policy that will continue to guide the City of Fort Collins in making decisions about where crosswalks may be marked, where crosswalks with special treatments (such as flashing beacons and other special features) should be employed, and where crosswalks will not be marked due to safety concerns resulting from volume, speed or sight distance issues. Using findings from national best-practice research, this section provides guidance about the type of treatments, if any, that are appropriate on various streets and under various conditions. Preferred and enhanced options are provided for signalized locations, stop-controlled locations and uncontrolled locations. This crossing policy serves as the guide for ensuring that there are frequent crossings to create a connected, low-stress pedestrian network.

Implementation and Funding

The 2011 Pedestrian Plan recommends the implementation of pedestrian projects based on the following project-type categories:

» Sidewalk and ramp improvements to meet ADA standards;

» Proposed pedestrian priority project list consisting of items identified by citizens through a pedestrian survey, public comments and remaining Capital Improvement Program projects from 2004; and

» Pedestrian projects as identified in the most recent CIP.

The 2011 Pedestrian Plan recommends a combination of funding mechanisms to better leverage outside revenue sources such as state and federal grants. This will help supplement ongoing CIP revenues and help fund the implementation of larger projects and maximize money spent. Funding sources include money from developers, Urban Renewal Authority Tax Increment Financing, state and federal transportation grants such as from the NFRMPO and

CDOT, and a property-tax mill levy. Overall, these funding strategies continue to be relevant toward implementing the pedestrian network layer.

Sidewalk Prioritization Model

The Sidewalk Prioritization Model, last updated in March 2018, was developed to provide a data-driven and logical methodology for the prioritization of specific pedestrian facilities in need of rehabilitation. This model allows for a prioritization process that acknowledges limited funding and provides a structure from which to prioritize projects with the highest return on investment. This model includes an inventory of all sidewalks and curb ramps, including whether they meet ADA requirements.

Each segment is given a score based on three inputs: location (proximity to key destinations), health and equity (demographics and health characteristics of nearby populations), and safety (adjacent street, bikeway and sidewalk characteristics). The most recent prioritization scores are shown in the map in **Figure 5-6**, serving as a flexible guide as other projects are completed or as key missing sidewalk gaps are identified. These scores and the base map should be updated on an annual basis.

The Sidewalk Program, as currently funded, would take about 30 years to achieve full ADA compliance. However, the Streets Maintenance Program also fixes and repairs sidewalks and ramps. The combined efforts of both the Sidewalk Program and the Streets Maintenance Program could result in full ADA compliance within 10 to 15 years.

Sidewalks and ramps along the Remington Greenway

Annual Estimated Sidewalk Program Cost from 2018 City of Fort Collins Sidewalk Priortization Model

	Sidewalk Program Components					
	Total Cost*	20 yrs.	25 yrs.	30 yrs.	35 yrs.	40 yrs.
Missing Sidewalks	$21,000,000	$1,100,000	$800,000	$700,000	$600,000	$500,000
Non-compliant Sidewalks	$65,000,000	$3,200,000	$2,600,000	$2,100,000	$1,800,000	$1,600,000
Missing Ramps	$22,000,000	$1,100,000	$900,000	$700,000	$600,000	$500,000
Non-compliant Ramps	$26,300,000	$1,300,000	$1,100,000	$900,000	$800,000	$700,000
Totals	$134,300,000	$6,700,000	$5,400,000	$4,400,000	$3,800,000	$3,300,000

* Current Total Cost estimated from 2014 data

LEGEND

Low Priority
Medium Priority
High Priority

MULBERRY ST
TAFT HILL RD
SHIELD ST
COLLEGE AVE
LEMAY AVE
TIMBERLINE RD
PROSPECT RD
DRAKE RD
25
HORSETOOTH RD
HARMONY RD
TRILBY RD
EAST COUNTY ROAD 32
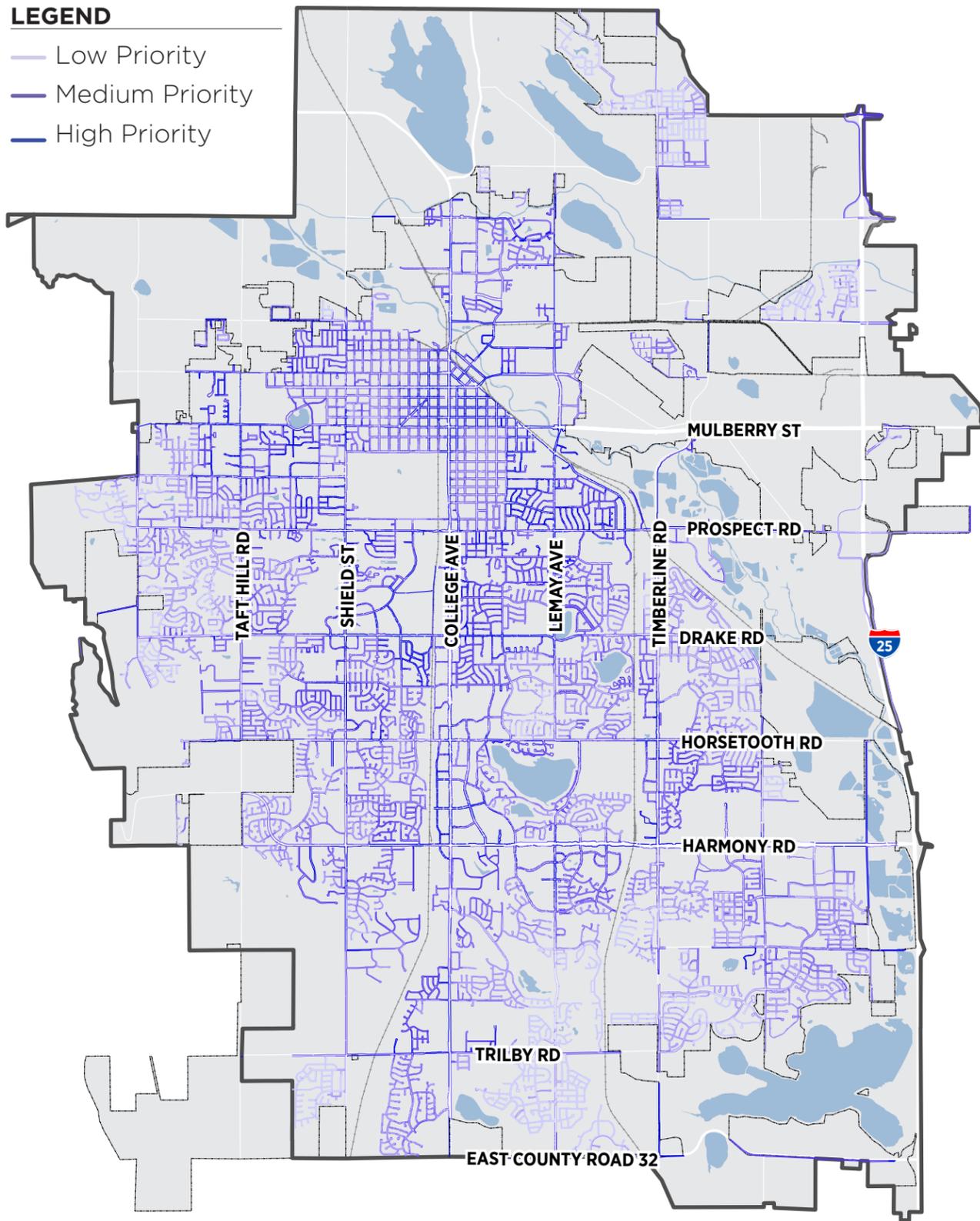
Figure 5-6: Sidewalk Prioritization

Pedestrian Priority Areas

The 2011 Pedestrian Plan identified Pedestrian Priority Areas (PPAs), which identify locations of high pedestrian use around the City that are held to a higher pedestrian LOS than other areas that are not PPAs. With a shift toward MMLOS being aligned with facility design standards, Pedestrian Priority Areas are not a necessary distinction. Instead, priorities for pedestrians are assessed through the Sidewalk Prioritization Model, which identifies high-priority segments based on access to key destinations, demographics of nearby residents, and safety considerations.

Walk Friendly Communities

Walk Friendly Communities, a national recognition program operated by the University of Northern Colorado (UNC) Highway Research Center and supported by the Pedestrian and Bicycle Information Center, awards communities that are working to improve a wide range of conditions related to walking, including safety, mobility, access and comfort. Fort Collins was designated as a silver-level Walk Friendly Community in April 2018, an advancement from the community's previous bronze award.

The silver award acknowledges Fort Collins' strong planning, engineering, education, and encouragement that focus on pedestrians. Strengths noted by the Walk Friendly Community program include a Pedestrian Plan with ambitious mode split targets and project prioritization, planning for 20-minute accessibility, bus stop design guide, community-driven approaches to planning, sidewalk maintenance, Open Streets events, and pedestrian accommodations at signals.

A gold-level designation could be obtained by focusing on:

» Expanding the bicycle wayfinding system with walking routes and distances to make the program more relevant to pedestrians as well;

» Launching a pedestrian safety outreach campaign that is tailored to specific audiences and behaviors;

» Identifying and improving pedestrian crossings of arterials;

» Conducting targeted yielding and speed enforcement operations; use a data-driven approach and crash analyses to inform the best locations to conduct these targeted efforts, including school crossing guard placement; and

» Performing regular evaluations of safety improvements by performing an evaluation before and after a pedestrian project is implemented.

WALK FRIENDLY COMMUNITIES
SILVER

Traffic Flow

While this Transportation Master Plan identifies a goal of reducing the number of vehicle trips per person in the future, the City recognizes that there are many trips that are best accomplished in a car. Additionally many businesses require reliable vehicle options for patrons, employees, and deliveries. Therefore, the goal of this Transportation Master Plan is to ensure that the system is functional for drivers (and for future autonomous and connected vehicles). Reasonable traffic flow depends on managing the transportation system rather than expanding the roads.

Local Congestion Management

The efficiency of the vehicular system in the city is a key component to supporting reduced emissions for the climate action plan and creating reliable travel options. Among other impacts, congestion can result in driver frustration, reduced air quality from excessive vehicle emissions, and safety concerns from increased crash risks. To help mitigate these impacts, the City has an advanced traffic management system that includes fiber-optic connections to most of the roughly 200 signals and hundreds of CCTV and detection cameras that allow staff to actively manage traffic flow from the Operations Center.

There are a number of existing and proposed strategies to congestion management:

» Citywide and localized retiming efforts, including the implementation of the first two adaptive signal corridors, support greater refinement of varying travel patterns;

» Improving high-priority intersections from the Arterial Intersection Prioritization Study (AIPS) and addressing parts of the roadway network that consistently present issues, including right-turn lanes, can significantly reduce high-congestion areas;

» Implementing plans to minimize work-zone and incident impacts;

» Shifting vehicle trips onto Transfort service, bicycles or the pedestrian network; and

» Supporting the Travel Demand Management programs described later in this section.

Regional Efforts

Regional travel with daily commuting patterns into and out of Fort Collins plays an important role in mobility for residents and visitors. In addition to local efforts, there are significant regional initiatives to help reduce congestion. The North Front Range Metropolitan Planning Organization (NFRMPO), the regional planning entity for Northern Colorado, has a set of congestion reduction goals, including:

» Improve efficiency by reducing congestion without widening roadways but instead deploying cost-effective traffic management, travel demand, and technology solutions;

» Increase mobility by making modes other than driving alone more available;

» Improve safety by reducing crashes for all modes, with a specific focus on bicycle and pedestrian safety; and

» Increase travel-time reliability.

Regional corridors are evaluated based on targets for six performance measures on factors such as travel time, VMT growth and transit ridership.

Fort Collins leads the region on meeting certain goals. For example, Transfort achieved a 37.4% increase in revenue hours and had a 30% increase in per-capita ridership between 2012 and 2015. This plan supports Fort Collins leading the mitigation of regional impacts from congestion such as increased travel times, air quality degradation and lack of access to multimodal transportation.

Travel Times

The City has in the past four years implemented a citywide Bluetooth system that gathers travel time data by direction on all major arterials in the city. This travel time data is used to calculate vehicle travel speeds citywide. The anonymous system provides constant, current and historical data around the clock. It is connected to the Traffic Operations Center, can send alerts to staff when speeds are reduced beyond a certain threshold and is interconnected to the signal system to automatically implement special timing plans when appropriate.

The system is used to actively manage traffic, to evaluate the performance of roadway projects, and to provide regular updates on average travel time to the community and City leadership. Overall, travel times in the City have remained largely constant over the past few years, despite significant growth in the city's population and VMT.

The City's capability to track travel reliability is relatively recent. Looking ahead, the City will continue to explore how the Bluetooth system can further inform transportation policy.

Fort Collins can continue leading the region in managing traffic congestion, attaining Congestion Management Process targets, and measuring/managing corridor travel times by making alternative transportation options more viable for trips that do not require a car. The City can enable a shift to more sustainable travel modes by implementing the layered network and facilitating the development of mobility as a Service (MaaS) programs.

MaaS is a relatively new concept in which a person can use a web-enabled trip planner (via a smartphone, computer or call-in) to select from a suite of travel options for a given trip. MaaS helps to break the cycle of travelers defaulting to an auto trip by better showing the monetary costs, health benefits and environmental consequences of different travel choices.

Reshaping Streets

Reshaping a street refers to the reduction of the number of general travel lanes to achieve system multimodal improvements. This "roadway right-sizing" may reallocate space from vehicles to dedicated transit right-of-way, a bicycle facility, on-street parking, and/or an enhanced pedestrian realm. Making capacity changes should be evaluated for impact and combined with community support before moving forward as a recommendation. The City has completed numerous reshaping projects and has shown that this is an important tool to implement the layered network and ensure a multimodal system.

Before

After
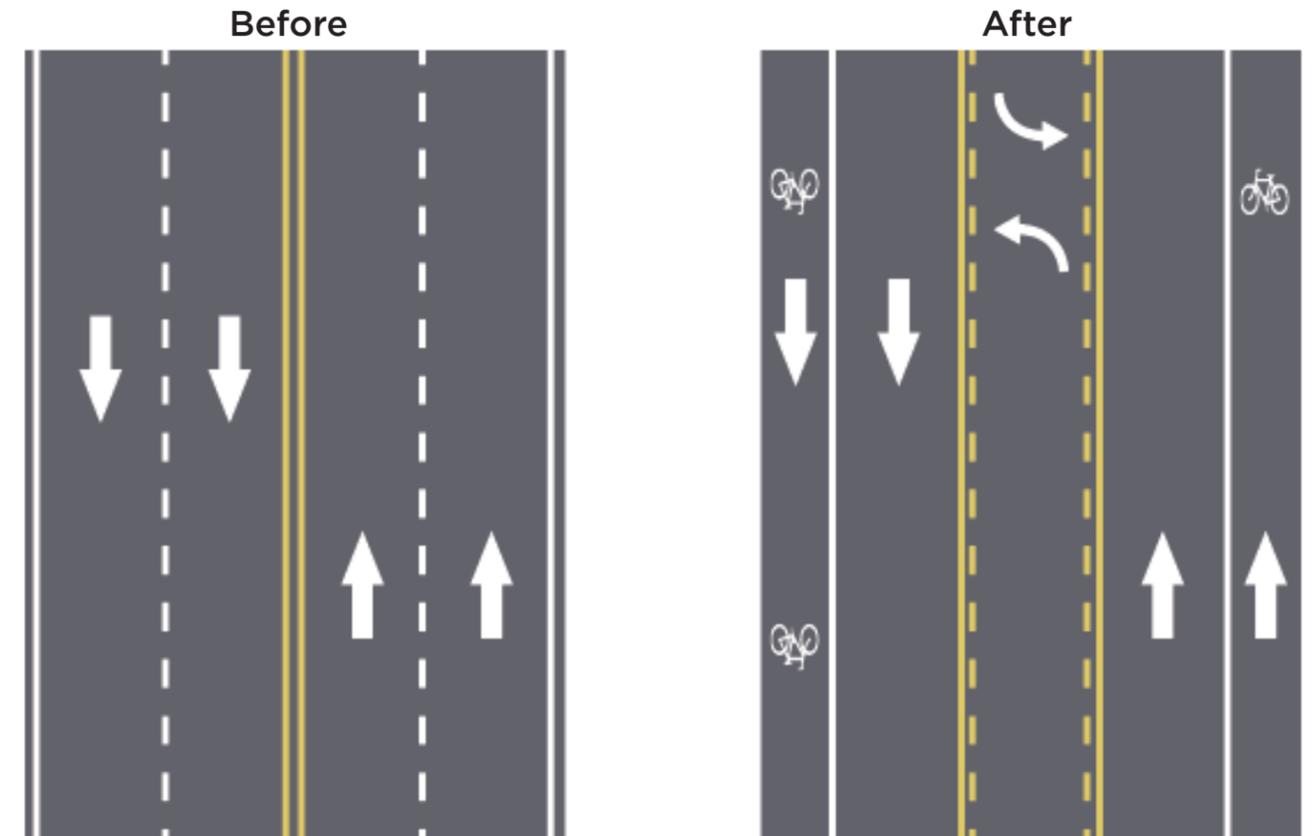
Source: FHWA Safety U.S. DOT

Transportation Demand Management

Transportation Demand Management (TDM) is a set of strategies that strongly support the layered network concept by encouraging people to shift from the most-congested time and/or mode of transportation to less-congested options. At its core, TDM is a way to increase the efficiency of the transportation system since it allows more people to move within the same amount of physical space. In addition to reducing automobile trips, TDM supports other community and environmental goals such as increasing physical activity, reducing air pollution and reducing the amount of energy expended on transportation. TDM strategies often require some trade-offs between personal travel freedom and greater network efficiency or utilization. On the other hand, TDM strategies also help to expose the externalities (the impacts that an individual imposes on others) of automobile use, which helps people make lower-impact transportation decisions.

TDM Measures → Walking · Transit · Bike · Mobile/Off-site · Flex-Time · Rideshare/Carpooling

Fiesta de Movimiento Comunitario de Hickory Street

Successful TDM plans require collaboration between public and private sectors to ensure that alternatives to driving exist and travelers are provided with the tools they need to believe a vehicle trip should be replaced with another mode. TDM is also most effective when multiple strategies are implemented together as part of a package of transportation options for end users. Broadly, TDM strategies fall into five categories:

1. LOCATION-BASED STRATEGIES

Targeting dense areas with transit services with incentives such as discounted transit passes, carsharing memberships and vanpool programs can help people find alternatives to driving to work since there are robust alternatives once they are there.

2. SITE ENHANCEMENTS

Providing better walking facilities, bike paths and transit stops will make those options more appealing in areas with less-robust infrastructure.

3. PARKING PRICING

Ensuring that drivers pay market rates for parking can change people's default behavior and make other modes more cost-effective. Alternatively, parking cash-out can be an effective strategy for areas with more-abundant parking by offering people a cash incentive to not drive and park.

4. TRANSIT

As Transfort continues to invest in more frequent service on key corridors, transit becomes a more viable alternative to driving. Transit usage can be boosted through employer-subsidized transit passes, paid parking, parking cash-out and transit passes that are bundled with rent.

5. MARKETING

Because traditional planning emphasizes driving, public knowledge about driving is often stronger than knowledge about other modes. Successful TDM programs promote transit, walking, biking and other emerging modes by showing travelers how to reach their destinations using those modes.

Different strategies yield different results; charging for parking and parking cash-out has reduced VMT up to 12.5% in some communities, while implementing mandatory commute-trip reductions (which typically includes a mix of strategies such as parking pricing, subsidized transit passes, vanpool incentives and marketing) has led to a 20% decline in VMT.

Existing Programs and Education Campaigns

The NFRMPO has been promoting TDM in Fort Collins since 1996 when the SmartTrips program debuted. SmartTrips was a family of TDM initiatives geared toward reducing the number of single-occupancy vehicle trips in the NFRMPO region 10% by the year 2015. Current TDM programs include VanGo vanpooling, ride-matching through an online portal and promoting more bicycle travel.

Fort Collins actively promotes TDM through the following existing programs:

» The City of Fort Collins administers FCTrip, a web application that informs travelers of traffic and weather conditions, provides road-construction updates that may impact travel, and offers visual feeds of major intersections.

» ClimateWise, a City-administered program, provides assistance to local businesses on lowering greenhouse gas emissions. Businesses that achieve lower emissions through changes in employee commute choices earn community recognition for their efforts.

» For eight years, the Fort Collins Bike Library provided low-cost bicycle rentals to Fort Collins residents.

» After forming a partnership with Zagster, the Bike Library became the Pace Fort Collins bike-share program. The transition occurred in order to better facilitate a focus on providing bicycles to community members for general transportation use and not just for recreation.

» FC Bikes promotes cycling in Fort Collins by sponsoring awareness events such as Bike to Work Day, striving to grow participation each year.

» The local Safe Routes to School program encourages Fort Collins students to access school by walking and bicycling instead of driving in with their parents, which helps lower VMT.

CSU has also implemented TDM programs to limit the transportation impacts of its nearly 40,000 students, faculty and staff. CSU seeks to limit the number of people driving to campus by providing easy access to bicycles and bike parking, free parking for vanpool vehicles, and free transit passes for all students, faculty and staff. This program has been very successful in reducing vehicle trips and boosting transit ridership over the past five years. One result has been high demand at park-and-ride locations such as the King Soopers site at College Avenue and Drake Road.

For TDM to be most effective, it is important to work closely with developers on the design and implementation of strategies. The City should consider providing funding and resources for the development of a mandatory TDM program for developers, employers and large multifamily property managers.

Ongoing monitoring is also a key element in the success of a TDM plan. Depending upon the goals of the specific project or citywide goal of focus, a set of TDM strategies can be focused to encourage lower VMT, reduce greenhouse gas emissions (GHG), lower rates of SOVs and reduce parking demand.

The City should consider developing a formal TDM monitoring-and-evaluation program. This will allow the City to determine how well-implemented TDM strategies are, to evaluate how effective TDM strategies are at impacting mode splits for new developments, and to modify TDM strategies accordingly. An effective monitoring program can track a number of different metrics, based on the City's goals. These metrics may include:

» Additional transit trips taken over baseline ridership as a result of TDM incentives;

» Parking occupancy in public parking facilities;

» Rate of commute trips taken by SOV (can be established using employer surveys);

» New bicycle trips taken as a result of TDM;

» Mode split of trips taken as a result of new development; and

» Annual average daily traffic (AADT) at specific cordon points or screenlines

Regional Transportation

Multimodal travel options are important not just within Fort Collins, but also into and out of the City. Fort Collins' location, job centers, destinations and high quality of life mean that its residents, visitors and employees are frequently traveling to and from neighboring communities such as Loveland, Denver and Greeley. More than a third of commute trips are to cities south and southeast of Fort Collins, underscoring the importance of multimodal connections to the surrounding communities.

Connections to Denver

Transit

Transfort operates the FLEX regional bus serving stops between Fort Collins, Loveland, Berthoud, Longmont and Boulder during peak hours. FLEX is collaboratively funded through regional partnerships and serves approximately 200,000 riders annually. FLEX also offers transfers to the Regional Transportation District (RTD) bus system in Longmont and Boulder. As Fort Collins grows, Transfort is looking for opportunities to increase the productivity and ridership of the FLEX route. Fort Collins will continue to collaborate with the cities along the FLEX route to refine and optimize service.

Flex Regional Bus stopped in Fort Collins

Rail

Currently, intercity transit service between Denver and Fort Collins is provided by CDOT's Bustang service. While Bustang is a popular and viable connection between Denver and Fort Collins, traffic congestion on the I-25 corridor continues to grow. The 2011 North I-25 Environmental Impact Statement (EIS) identified three potential rail projects to connect Denver to cities in the North Front Range. One project is an estimated $1.35 billion commuter rail line between Fort Collins and Colorado Boulevard, with a connection to RTD's light-rail line at 162nd Avenue, once the North Line is complete.

In 2017, a Colorado Senate Bill was passed to perform a feasibility study to implement passenger rail from Fort Collins south to Loveland, Longmont, Boulder, Denver, and onto Pueblo or Trinidad. This potential rail line would be contracted with Amtrak and use existing rail infrastructure.

An initial feasibility study considered the technical, financial and economic factors. Conclusions from this study, in addition to the work of designated committees, determined that high-speed rail along the I-25 corridor is feasible but further engineering studies should be conducted.

Interstate-25 Widening

CDOT is adding an Express Lane in both directions on I-25, which includes replacing multiple bridges and interchanges. This project began in late 2018 and is expected to be complete in 2022. The widening, when complete, will run from Johnstown to Fort Collins. In addition to serving passenger vehicles, the new express lanes will help increase bus speeds and reliability and will offer new bicycle and pedestrian connectivity under I-25 at Kendall Parkway and connect the Cache la Poudre River Regional Trail under I-25, as well as future trail access under I-25 at the Big Thompson and Little Thompson rivers. This project is an important interim step to provide more-reliable transit connections between Fort Collins and Denver, and the City strongly supports this project.

CDOT Bustang

CDOT operates daily Bustang service (the North Line) between Denver and Fort Collins, with stops at Loveland-Greeley Park & Ride in Loveland, and the Harmony Road and Downtown Transit Centers in Fort Collins. Bustang service began in July 2015. Due to high demand, additional Saturday and Sunday service was added to the route.

Bustang has proven to be a resounding success. The CDOT Bustang Ridership Report (2018) showed that monthly ridership increased from about 3,000 riders per month in 2015 to 8,000 riders per month in 2018. This high ridership growth rate suggests healthy demand for transit service between Fort Collins and Denver and supports additional intercity transit studies by CDOT.

Bustang

Connection to Greeley

Transfort is currently working with Greeley Evans Transit (GET) to connect Fort Collins, Greeley and Windsor with transit service. This regional route will be called the Poudre Express and is expected to be operational in 2020. A funding agreement between GET and Transfort, similar to how the FLEX service is funded, is being developed to operate this new route.

Regional Trails Connections

Several existing trails connect Fort Collins to other nearby regional destinations, serving as valuable facilities for transportation and recreation. These trail connections serve to extend Fort Collins' layered network well beyond the city limit and provide regional benefits. The Spring Creek Trail traverses Fort Collins from east to west, providing connections between Spring Canyon Community Park, the Mason Trail and the power Trail. The Mason Trail starts at the CSU campus and connects to the commercial portion of Fort Collins. The Fossil Creek Trail forms a connection between the southern end of the Mason Trail and the southeastern edge of the city.

Since the 2011 TMP, additional regional bicycle and pedestrian connections have been implemented. This includes the completion of the Front Range Trail West segment in 2017 that connects destinations in Larimer County, including Fort Collins and Loveland, and an additional trail segment connecting the Cathy Fromme Prairie Natural Area in Fort Collins with the Loveland Recreation Trail, which was completed in August 2018. The North Front Range MPO Non-Motorized Plan (2016) identifies twelve proposed regional trail connections that provide extensions to existing trails through Fort Collins, as shown in **Figure 5-7**. Future trail extensions will extend multimodal transportation options into the northeast, which is currently underserved, as well as south to Loveland.

The Poudre Trail provides a 12-mile shared use path that connects Bellvue and the CSU Environmental Center. A future section is planned to connect to the Poudre River Trail, forming a non-motorized option between Larimer County and Weld County. The section under I-25 will be completed by 2021 as part of the widening project.
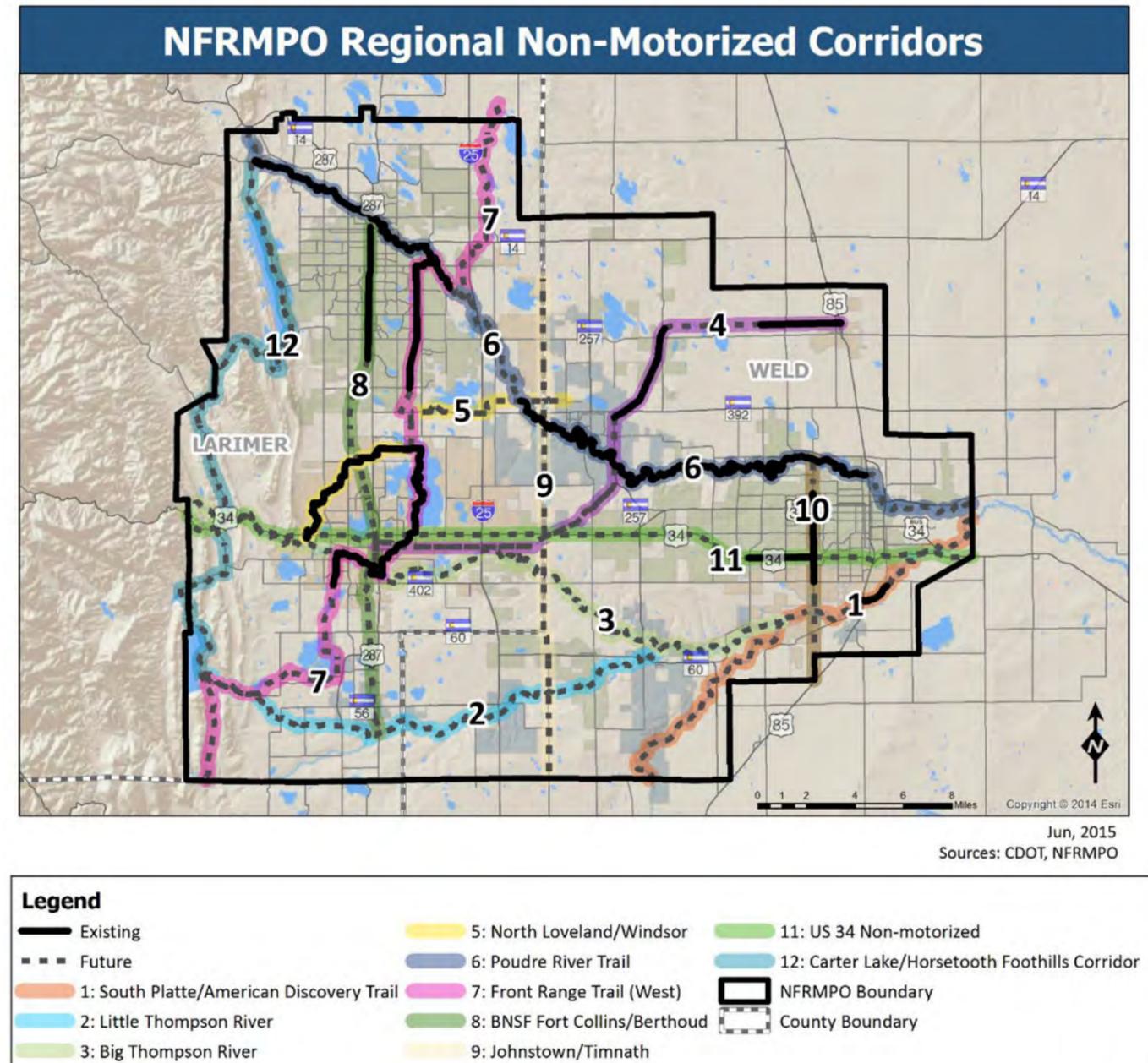

Figure 5-7: NFRMPO Regional Non-Motorized Corridors

HEALTH & EQUITY

HEALTH & EQUITY VISION STATEMENT

The transportation system in Fort Collins will foster a community that is healthy, environmentally sustainable and which promotes social equity through an inclusive transportation planning process that seeks to empower vulnerable communities and the equitable implementation of multimodal transportation enhancements.

SUPPORTING PRINCIPLE

PRINCIPLE T9
Utilize the transportation system to support a healthy and equitable community.

Where We Are Today

Promoting community health and equity is a core value for the City, as seen in targeted efforts such as the Climate Action Plan, the Neighborhood Traffic Mitigation Program and the work of the Fort Collins Social Sustainability Department. The transportation system plays a major role in the health of Fort Collins' residents and visitors since it influences activity levels and air pollution emissions.

Opportunities for the Road Ahead

Efforts to reduce greenhouse gas emissions, especially from transportation sources, must be accelerated to meet the City's Climate Action Plan goals. Improving multimodal transportation options and connectivity, particularly in lower-income neighborhoods and areas with poor access, will improve environmental outcomes while better connecting all residents to the City's economic, recreational and social resources. A transportation system with more active travel will also improve the health outcomes of people through greater physical activity.

Introduction

The quality and performance of the transportation system can be measured in many ways—including roadway capacity, travel times and transit ridership—but assessing network impact on quality of life is an equally important consideration. Transportation investments should not be made with the sole objective of moving as many people as possible. Instead, planning efforts unlock opportunities to help people access healthier travel modes, create cleaner air and diminish the negative impacts current transportation infrastructure has on community life. In addition to outlining strategies for improving public health outcomes through transportation, the Transportation Master Plan has a particular focus on planning with the community instead of for the community. Transportation provides access, which in turn can empower vulnerable populations. Planning in collaboration with all Fort Collins residents will ensure that the resulting layered network represents a transportation system that fosters a healthy and equitable city.

Health Impacts

Lack of Access

Lack of access to transportation options disproportionately affects people with disabilities. Without access to public transit and/or Dial-a-Ride, many people with disabilities have no way to get to work, church, school, shopping, friends, etc. Additionally, a missing sidewalk gap could result in someone with disabilities traveling much farther than necessary to reach a destination that is physically very close. The City is working through the sidewalk-prioritization program to reduce barriers in the pedestrian network and by prioritizing the implementation of bicycle facilities in areas with poor connectivity. The layered network approach to placing appropriate travel facilities to match the community context will ensure that connectivity for all modes is improved.

Air Quality

Vehicle emissions have a direct negative impact on air quality. Low air quality can result in respiratory illnesses, particularly among vulnerable populations such as children and older adults. Air pollutant and GHG emissions are closely related, as reductions in greenhouse gases also result in air pollutants such as ozone- causing emissions and particulate matter. Through the Climate Action Plan (CAP), Fort Collins is committed to reducing GHG:

Fort Collins uses a Transportation Air Quality Impacts Guidance Manual to consistently evaluate, analyze and document the benefits and tradeoffs of transportation investments as they relate to air quality. This was developed to clarify and standardize the process for analyzing air quality impacts of City-initiated transportation planning and construction projects, and to incorporate emissions reductions into the planning process.

Using the manual, Fort Collins can continue to:

» Differentiate air quality impacts of various alternatives;

» Determine better and more-consistent information to support triple-bottom-line decision-making;

» Optimize projects from an air quality perspective and to mitigate air pollution increases from certain projects;

» Meet requirements for air quality analysis associated with City requests to the Federal Transit Administration (FTA) for funding; and

» Be more competitive on City grant applications when seeking funding from sources such as the Congestion Management and Air Quality Improvement Program.

Relative to the region, Fort Collins is making active strides in achieving better air quality, but continued efforts to reduce emissions from transportation sources are needed to substantially improve air quality and subsequently reduce rates of chronic obstructive pulmonary disease and asthma.

↓ ↓ **20% BELOW 2005 LEVELS BY 2020**

↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ **80% BELOW 2005 LEVELS BY 2030**

↓ **ACHIEVING CARBON NEUTRALITY BY 2050**

Congestion

Vehicle emissions are the primary contributor to PM2.5 levels in the air. A Harvard School of Public Health study found that increased levels of PM2.5 contributed to 4,000 premature deaths in 83 U.S. cities in 2000 alone. In addition, congestion carries high monetary costs through loss of work time and excess fuel consumption.

Perceptions of congestion vary significantly. The ability to easily and reliably move around town is often a significant concern for residents. Congestion also impacts emissions and economic health. There are two basic types of congestion:

» **Travel Time.** The actual measurement of the amount of time it takes to travel between an origin and a destination, or on a segment of a roadway.

» **Delay.** Travel time in excess of estimated "free flow" travel time. This is calculated by multiplying the individual travel time by the traffic volume to estimate the total delay of the roadway segment. This measure correlates with fuel consumption, vehicle emissions and greenhouse gases.

It is important to acknowledge, recognize and work toward addressing both types of congestion. Historically, traffic volumes in Fort Collins have increased but at a slower rate than population growth. Impacts of congestion include:

» **Driver Frustration.** A measure of driver sentiment, as reflected in the City's annual Citizen Survey.

» **Vehicle Emissions.** Emissions from vehicles are the largest transportation contributor to the city's GHG emissions.

» **Quality of Life.** When arterials are congested, neighborhood cut-through traffic can negatively impact residents' enjoyment of their neighborhoods.

» **Economic.** Travel time reliability has a measurable impact on economic health and employee productivity.

» **Safety.** As traffic congestion increases, the risk of crashes also increases for all modes.

Measuring Congestion

The City utilizes a Bluetooth data system along all major arterials in the city that collects constant, anonymous travel-time data. It is used to provide accurate, comprehensive metrics for congestion, and can be used for real-time travel management and historical evaluation. The system can be used to develop average travel time by corridor,or total delay by corridor (to reflect both types of congestions discussed above).

Noise and Rail Quiet Zones

The connection between noise and human health is not an extensively studied field. However, recent studies suggest transportation noise can negatively impact health by modestly elevating the risk of hypertension and cardiovascular disease. The more-prevalent impact of noise is an increase in annoyance, which can cause stress reactions. In addition, transportation noise exposure can lead to loss of sleep, which in turn can lead to negative health outcomes and have harmful consequences for cognitive development in children, including diminished memory and reading-comprehension skills.

Increased adoption of electric vehicles in Fort Collins can help address noise impacts on local streets. However, freight rail activity still presents a quality-of- life issue due to its high level of sound emissions. The City has worked to address noise from freight rail by studying where quiet zones could be implemented. A rail quiet zone designates sections of track with consecutive crossings where train horns may be sounded only at the beginning of a zone, rather than at each crossing. The quiet zone must comply with the Federal Railroad Administration's (FRA) Train Horn Rule, which details requirements railroad operators must follow to alert motorists and pedestrians at railroad crossings that a train is
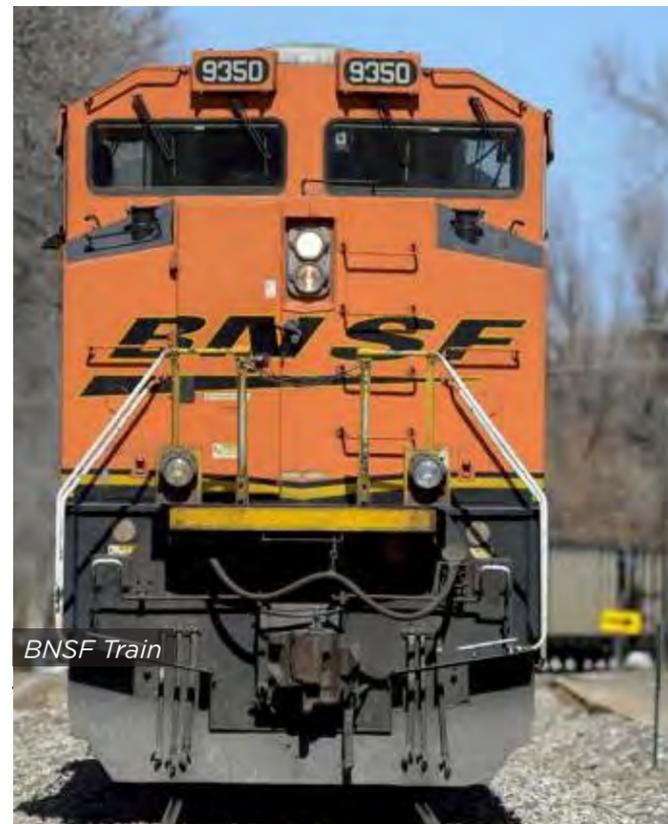
BNSF Train

approaching. In order to establish a quiet zone, each crossing in the zone must have a quadrant gate system or gates with raised medians.

The City completed a Quiet Zone Study that took place in two phases. Phase 1 was conducted in 2011 with the support of the Downtown Development Authority. The study identified the necessary improvements to meet federal railroad quiet-zone regulations in the Downtown area. Phase 2 was completed in 2013 and includes the Burlington Northern Santa Fe (BNSF) crossings from south of Laurel Street to Trilby Road. Fort Collins also submitted a request to the FRA in 2015 for a waiver to the train-horn rule for freight crossings near the CSU campus. The waiver included a set of possible improvements the City would make to the proposed zone that would ensure safety in the absence of a train horn. FRA denied the waiver but instead established a working group for Fort Collins representatives to work with the Federal Highway Administration and the Federal Transit Administration to determine strategies for addressing the quality-of-life problems that train horns pose for Fort Collins residents.

Fort Collins should continue to explore opportunities to work with the FRA and other stakeholders to create a healthy community that mitigates the impacts of freight noise as much as possible.

Lack of Exercise

Active transportation fulfills the dual purpose of connecting people with their community via non-driving modes while also increasing physical activity, which leads to positive health outcomes for individuals and the broader community. The 2011 City Plan envisions health and wellness as key aspects of a sustainable community. Transportation has proven central to helping more Fort Collins residents achieve an active lifestyle through biking and walking. Bicycling is a core component of active transportation in Fort Collins, which was designated as a platinum-level bicycle-friendly community by the League of American Bicyclists and ranked as the one of the best cities for riding by People for Bikes.

Organizations such as FC Bikes promote active living through initiatives including Bike to Work Days and bicycle-safety education programs. The local SRTS program also promotes active transportation among Fort Collins youth who live close to their school.

The City encourages active transportation through both programming and policies that promote the development and maintenance of walking and biking facilities to enhance community wellness.

The City should continue to promote active and healthy living through infrastructure, education and encouragement programs and policies that make biking and walking a comfortable, convenient and safe option for all ages and abilities. The modal plan updates described in the Mobility Section of the TMP outline the ways Fort Collins will make the biking and walking layers more user-friendly, and thus present opportunities for more active travel.

*People practice yoga at a 2018 Open Streets event.*

Equity in Transportation

The Planning Process

The location of transportation investments impacts not only the recipients of investments but also the communities that do not receive new infrastructure or service. Communities that experience lower levels of public investment have historically also reported worse air quality, lower access to community resources and less inclusion in the planning process. The impacts of marginalization are compounding, so it is important to bring in all members of the community early in the process. Recognizing the role of transportation in advancing social outcomes, equity must be a core consideration when deciding where to make investments in transportation assets and what form those investments should take.

A 2014 Social Sustainability Gaps Analysis identified the need for more transportation options as a common theme when evaluating the needs of vulnerable populations in Fort Collins. Lack of weekday evening and Sunday transit service was cited as a common barrier to community access. In 2017, City Council expanded Transfort funding for 365-day service to help address this concern.

The following charts from the Transit Master Plan show existing and future access to transit for various populations and demographics in Fort Collins. Access is defined as being within 1/4 of a mile of fixed-route transit and within 1/2 mile of high-frequency transit. Currently a good percentage of the identified populations have access to fixed-route transit, however access to high-frequency transit is much lower for all population groups. The proposed addition of high-frequency transit throughout the City will help address this imbalance.

Access to High-Frequency Transit

Categories: All Residents, Zero Vehicle Households, Households Experiencing Poverty, Limited English Proficiency Households, Hispanic Population, Employees

■ Current ■ 2040
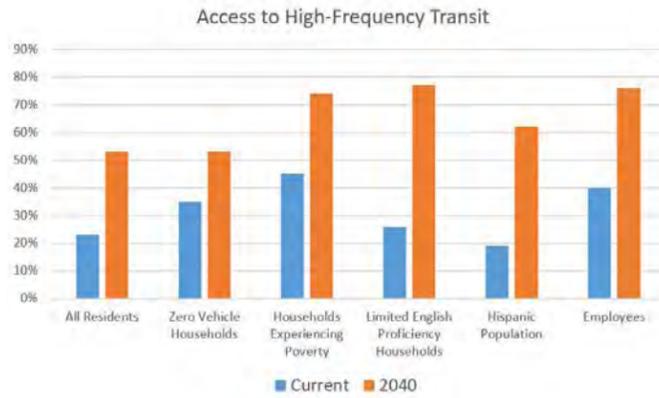
Additionally, while driving alone is the predominant mode in Fort Collins, nearly 2% of households in the City do not own a vehicle.

With portions of the population living under the poverty line, as well as inequality in wages, affordable and accessible transportation becomes a key resource for accessing employment, education and other resources for economic mobility.

The TMP presents an opportunity to address inequity by incorporating underresourced communities into the planning process, starting with the visioning and prioritization as a part of this Plan. Fort Collins has demonstrated a commitment to advancing social equity and the TMP outlines the role that transportation planning plays in promoting equal access to opportunity in the city. The introduction to City Plan outlines the thorough public outreach process used to develop this Plan. The recommendation and prioritization of transportation investments identified in this Plan considers geographic and social equity.

Unequal access to transportation infrastructure can also translate to inequity in access to educational, professional and social opportunities. Communities that are underserved by transit, sidewalk infrastructure or safe biking facilities have reduced access to employment centers and other tools for economic mobility. Low-income residents may not have access to a private vehicle and rely heavily on reliable transit, biking, and walking services and infrastructure.

Investment Choices

Larimer County and Fort Collins have a growing older adult population that faces additional travel vulnerabilities. Transfort offers discount passes for seniors 60 and older. Senior Alternatives in Transportation (SAINT), a nonprofit human-service provider, administers a volunteer driver program that transports adults 60 and older around the Fort Collins area.

Access to Fixed-Route Transit

Categories: All Residents, Zero Vehicle Households, Households Experiencing Poverty, Limited English Proficiency Households, Hispanic Population, Employees

■ Current ■ 2040

The City could consider investing in a publicly run program for providing older adults with community access through a reliable transportation option that can supplement SAINT. One potential opportunity for targeting the senior population could be through pilot projects and partnerships in the "mobility innovation zones" identified in the Transit Master Plan. These zones have a primary focus on connecting lower-density areas to the core transit network through on-demand, microtransit and micromobility options that could be implemented through public-private partnerships. As these partnerships are tested, they could be expanded to larger geographic areas for seniors in general or for low-income seniors to expand the ability to move across the city. The Larimer County Senior Transportation Needs Assessment (2017) provides additional recommendations for providing transportation options to seniors in the region; these recommendations include shuttles and public-private partnerships, which will require funding from partners such as Larimer County.

Efforts to improve access to transportation can run in parallel with planning efforts to improve environmental sustainability through transportation.

For example, while planning for electric vehicles, the City can make concurrent plans to site charging stations in lower-income neighborhoods.

To ensure that new transportation investments can further equity outcomes, the City could further develop the Health and Equity index and apply a scoring process that includes criteria such as race, ethnicity, median household income, average percentage of household income spent on housing, percent of the population that is non-ambulatory, and level of educational attainment. When determining where to prioritize investments, the scoring process can guide the City in making more equitable decisions that promote economic well-being within its communities.
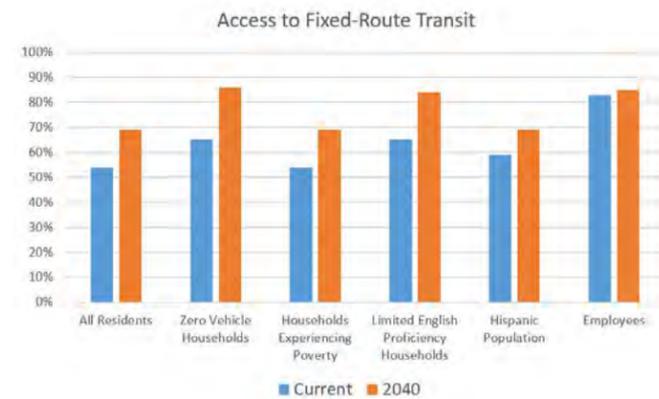
Neighborhood Night Out

INNOVATION

INNOVATION VISION STATEMENT

Fort Collins will be proactive in welcoming new travel options that offer the opportunity of traveling more efficiently while reducing negative environmental, infrastructure and social impacts of travel.

SUPPORTING PRINCIPLE

PRINCIPLE T3

Lead transportation innovation by exploring and utilizing emerging and transformative systems and technologies.

Where We Are Today

New technologies are emerging daily that are fundamentally changing the way people think about moving around the community. Some of the emerging technologies can have positive impacts in contributing to meeting Fort Collins' vision and goals: vehicles that are far less likely to crash and injure others; shared mobility options; signal systems that adapt to changing traffic patterns; and transportation modes that are more affordable and accessible to people who can't walk or drive themselves. At the same time, some of these technologies could threaten the quality of life in the city if not managed well, such as congestion from induced demand with driverless cars or drones making same-day deliveries.

Opportunities for the Road Ahead

At this pivotal point in transportation, Fort Collins will be proactive in welcoming new travel options that offer the opportunity of traveling more efficiently while reducing negative environmental, infrastructure and social impacts of travel. At the same time, the City will be vigilant in establishing regulations and incentives to ensure that these new transportation technologies do not degrade the quality of life or erode the City's vision for sustainable and equitable mobility. Fort Collins should use emerging modes to facilitate transit use by encouraging first-last mile solutions through means such as bike-share and scooter parking at Mobility Hubs and right-sizing transit through ride-hailing in mobility innovation zones, as identified in the TMP.

Introduction

The potential impact of evolving technologies on vehicle miles traveled and travel preferences is important to understand. In order to assess the impact such trends may have in Fort Collins, a workshop on the future of transportation was held with City staff in January 2017. **Figure 5-8** shows the results of a polling exercise with workshop attendees on the direction of potential trends and their implication on VMT in 2040. More details on these projections and results are located in Appendix H7.

Based on staff projections on trends, VMT will be about 9,600 VMT per capita, while the Climate Action Plan goal is 6,300 VMT per capita. A significant amount of the growth in VMT can be attributed to increased ride-hailing, increased deliveries of goods/services, and decreases in housing affordability (which pushes some people further from job centers and lengthens their commutes). Results of this Plan support the City's priority to be more proactive in funding transit and regulating/encouraging more sustainable travel behavior in order to meet climate action goals.
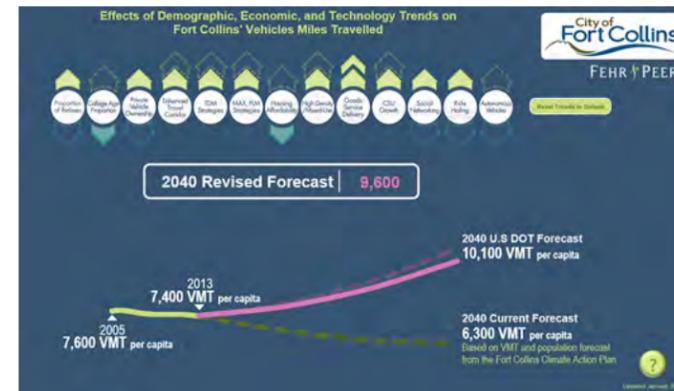
Figure 5-8: Results of Effects of Projected Future Trends on VMT

Shared Mobility

Shared mobility—the shared use of a vehicle, bicycle or other low-speed travel mode—is an innovative transportation strategy that enables users to have short-term access to a mode of transportation on an as-needed basis. It will be important for Fort Collins to prioritize shared mobility through programs and infrastructure in order to optimize the transportation system in consideration of environmental sustainability and limited space and resources. Shared mobility also provides a broader set of transportation options for users that reduces reliance on the private automobile, therefore mitigating congestion and carbon emissions. Shared mobility is a key component of a future transportation innovation (MaaS) that is beginning to emerge in Europe and that has the potential to fundamentally change how people pay for and access travel. MaaS is described in a later section of this chapter.

Bike-Share

On April 1, 2016, the Fort Collins Bike Library evolved into Fort Collins Bike Share provided by Zagster, a private bike-share operator. This bike-share system is a collaboration of Zagster, the City of Fort Collins and Bike Fort Collins, along with the sponsorship of numerous local businesses.

In June 2018, the Fort Collins Bike Share became Pace Fort Collins. Pace Fort Collins, a product of Zagster, is a modern, dockless bike-share system that allows riders to dock their bikes at any local bike rack to end a ride. The citywide fleet has 250 bicycles, and since debuting two years ago, the program has provided more than 22,000 rides.

This flexibility expands the destinations users can travel to on bike-share. In addition, the system provides equitable access by accepting ride/membership purchases using EBT cards preloaded with public-assistance funds. Further enhancements to the bike-share system could include full integration of the Transfort trip-planning web and smartphone applications, along with Pace. This integration with transit would also be facilitated by incorporating bike-share stations at Mobility Hubs to ensure that bike-share serves as a first-last mile solution for transit users.

Fort Collins Bike Share

Shared E-scooters

Shared e-scooters are a system where scooters with electric motors are available for rental and short transportation trips. They are generally operated and maintained by private providers. They do not require memberships but have a small flat fee and a per-minute rate. This new shared-use mobility option has become popular around the country and is available in cities around the country and in Colorado, including Denver. Shared e-scooters are expected to launch in Fort Collins in mid-2019.

In anticipation of the potential arrival of e-scooters, the City updated local regulations. This includes e-scooter parking and inclusion of e-scooters in Downtown dismount regulations. Additionally the City is preparing a Request for Proposal (RFP) to manage e-scooter activity by selecting a company (or companies) to operate in Fort Collins. This will allow the City to work with e-scooter companies on details of operations and to help mitigate potential issues.

Early anecdotal data suggest that e-scooter sharing gets more usage than similar bike-share systems.

Signage in the Downtown dismount zone

For some people, e-scooters are easier to ride and are less cumbersome to park than bikes. Cities that have planned for e-scooters by updating municipal codes to incorporate e-scooters and coordinating with e-scooter providers to negotiate the number of devices deployed onto city roadways have witnessed less disruption to their transportation networks than cities that had not prepared for the arrival of e-scooters.

Fort Collins is also reviewing its vehicle and bicycle codes, in anticipation of changes at the State level, to make sure it is clear where and how people should ride e-scooters (shared or not).

E-bikes

In addition to electric scooters, the use of electric bikes is also on the rise, in the form of privately owned and shared e-bikes. Fort Collins updated regulations that prohibit riders from using e-bikes on city trails with a one-year pilot to allow Class 1 and 2 e-bikes traveling 20 mph or lower on city paved trails. This pilot project is aligned with new state laws and the popularity of e-bikes.

E-bikes make biking accessible to many who otherwise would not feel comfortable biking while also expanding the range of how far some will bike to reach their destination. In a study at the University of Tennessee at Knoxville of its e-bike-share system data revealed that "with few exceptions, riders of e-bikes behave very similarly to riders of bicycles." However, it is also important that the City of Fort Collins educates users and collects and analyzes data to protect the real and perceived safety of other trail users.

E-Bike

Car-Share

Car-sharing is a model for car rental that allows users to pay for access to vehicles for limited periods of time. Car sharing can come in many forms such as publicly or privately provided, gig economy based, and app-based. Rental periods for car-share are typically in minute or hour-long increments, filling a temporary need for a vehicle and offering an alternative to the traditional car-rental model, which requires a rental period of at least one day. In addition, car-share systems tend to have vehicles dispersed throughout a service area, making the vehicles easier to access than traditional car-rental companies. Access to a car-share vehicle is also much quicker than a traditional rental: a person either walks up to a car and gets in via an access card or smart phone, or reserves a car with a few clicks on a web page or smartphone app.

At the time of this update to the TMP, there are three primary models for car sharing:

» **Point to Point.** This model consists of a fleet of vehicles that can be dropped off at any location within a designated service area. Point-to-point systems are designed for users traveling in one direction, do not require advance registrations and incentivize shorter trips by charging per minute of use.

» **Fixed Parking.** The most well-known Fixed Parking car-share company is Zipcar. The Fixed Parking model requires an advance registration and the vehicle to be returned to its origin point. Fixed Parking requires coordination with private landowners and municipalities as the vehicles require a permanent location in either a privately owned lot or in the public right-of-way. In Fort Collins, Zipcar has several locations on and near the CSU campus.

» **Peer to Peer.** The newest entrant in car sharing, peer-to-peer services provide a platform for people to rent their private vehicles out during times they are not in use. Rentals can be by the hour or by the day. Turo is an example of a popular peer-to-peer provider that currently operates in Fort Collins.

Fort Collins may continue to facilitate and support opportunities for car-share. This could be in the form of public-private partnerships, providing parking spaces or EV charging stations, or providing incentives and discounts as a part of Transportation Demand Management strategies. To better prepare for the continued growth of car-share services, the TMP recommends that the City formalize a permitting process that allows car-share operators to apply for a dedicated parking space or vehicle area permit through a streamlined process. The permitting process should clearly define the requirements that all vendors must meet, including required business licenses, insurance and operating permits. Unique permitting requirements should be identified for point-to-point and fixed-parking models.

Car sharing provides opportunities for people without access to a vehicle to enjoy increased connectivity when their travel needs cannot easily be met by walking, biking or riding transit. Car-share also tends to reduce overall vehicle use because the cost of operating a vehicle is no longer a hidden, sunk cost (as is the case with a privately owned car) and overall car ownership tends to decrease with car- share membership, which results in less driving overall. The availability of car-share models creates a more holistic landscape of transportation options and supports residents and employees who are unable or who choose not to own a vehicle.
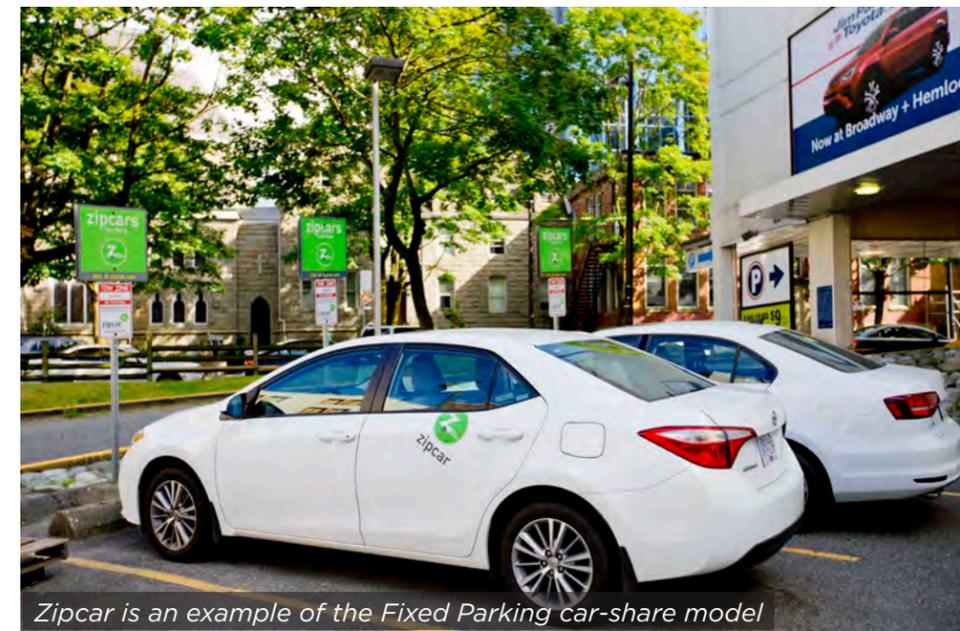
Zipcar is an example of the Fixed Parking car-share model

Ride-hailing

Ride-hailing, provided primarily by Transportation Network Companies (TNC), is a newer mobility service that has exploded in popularity over the past few years. At its most basic level, ride-hailing is simply the modern version of a taxi using a web-based platform that matches passengers with drivers in a simpler and more intuitive way. Drivers opt in to provide this service, and fees and wait time are determined based on supply and demand, as moderated by the platform owners. Uber and Lyft are currently the TNCs operating within Fort Collins and the surrounding region.

Uber - a popular TNC

Nationally, TNCs/ride-hailing represent the fastest growing transportation mode. Multiple studies have shown that people choose ride-hailing for many reasons, and as a result, ride-hailing has the potential to reduce the mode share for all modes, including walking, driving, biking and transit. Recent data also show that ride-hailing has the potential to increase overall VMT because of mode shifts from walking, biking, and transit and because of the amount of "deadhead travel" (travel with no passengers) required to pick up new passengers. On the other hand, a key market for ride-hailing vehicles is transit hubs—where TNCs serve as a first-last mile connection to transit and have the potential to increase transit ridership by expanding access to stops and stations.

Overall, ride-hailing presents some mixed opportunities for Fort Collins. Ride-hailing provides a niche in the travel market for many trips: late evenings when transit is less frequent; travel with bulky items; social travel; and more. Ride-hailing also can help to reduce the risk of impaired driving by providing an easy way home for people who shouldn't be driving. On the other hand, excessive use of ride-hailing can lead to increased VMT, energy use/greenhouse gas emissions, traffic congestion, and crowded curb spaces and loading zones.

The TMP recommends that the City work with TNCs to ensure that ride-hailing is part of the mobility environment, while also working to prevent increases in traffic congestion and negative environmental outcomes. Some potential strategies to balance the pros and cons of ride-hailing include:

» **Open data requirements.** Provide the city with more information to be able to more effectively regulate and create public private partnerships with TNCs; require that TNCs provide open access to real-time travel costs and travel times so that cost/travel time information for multiple modes can be aggregated into a single source.

» **Fees in highly congested areas and times.** While TNCs incorporate surge pricing to entice more drivers when demand is high, Fort Collins should consider congestion pricing ride-hailing vehicles when congestion threatens the reliability of transit operation.

» **Explore passenger occupancy levels or taxing low occupancy vehicles or deadhead time.** Particularly during congested times, higher vehicle occupancies may be charged a fee for low occupancies, to help mitigate the curb and roadway congestion caused by ride-hailing vehicles.

» **Operational improvements that prioritize transit such as transit signal priority or BRT service.** The popularity of ride-hailing has shown that people highly value short travel times and the ability to quickly access a vehicle. Improving the speed and reliability of transit will make this mode more attractive than ride-hailing when considering the cost differential.

» **Formalizing ride-hailing as a part of the transit system.** The Transit Master Plan has identified areas where ride-hailing can provide transit access in areas with minimal fixed route transit service, identified as mobility innovation zones, or to serve as first-last mile connections at mobility hubs.

Curbside Management

In addition to TNCs' potential impact on congestion and roadways, this type of travel also increases the demand for curbspace through pick-ups and drop-offs. Without designated curbspace and enforcement of pick-up and drop-off zones, TNC vehicles often block travel lanes; conflict with bicyclists and pedestrians; double park; obstruct loading zones; or block bus stops when picking up or dropping off passengers. This can result in safety conflicts and operational inefficiencies for private autos, freight and transit. In order to mitigate these impacts, managing the limited space at the curb becomes a critical piece of the transportation system. The Curbside Management Practitioners Guide describes this process as follows: "Curbside Management seeks to inventory, optimize, allocate, and manage curbspace to maximize mobility and access for the wide variety of curb demands."

In the short term (one to two years), a curbside management study could examines how well locations accommodate moderate- to high-volumes of passenger-loading activity amid other uses. As a part of this study, the City could collect, observe, and analyze video and traffic data, including activity data from TNCs to quantify loading demand. These results will help better understand curbspace demand and the efficiency with which different people use the curb, evaluate interactions between roadway users, and understand other behaviors and trends at and around the curb. In the short and medium term (three to five years), the City could then implement strategies to improve curb productivity based on the results of the curbside management study.

Potential actions could include creating designated pick-up and drop-off zones, especially in mobility innovation zones where ride-hailing is encouraged as a form of public transit. Some of these strategies are already being piloted at certain times in Downtown. Mobility hubs should all contain pick-up and drop-off zones to facilitate multimodal travel and first-last mile connections to high-frequency transit. Three additional strategies that may be implemented include:

» Relocating curbspace along a block;

» Converting the amount of curbspace dedicated to various uses; and

» Implementing flexible curbspace that applies technology and infrastructure to change the curb use as demand for that space fluctuates throughout the course of a day or week.

Electric Vehicles

The City of Fort Collins has an Electric Vehicle Readiness Roadmap that was completed in October 2018 and serves as a strategic plan for supporting the increased use of plug-in electric vehicles (EV) in the city. The Roadmap establishes a vision and a set of goals, and clearly defines roles for City Departments, the private sector and the community. EVs are a cornerstone of the City's Climate Action Plan because CAP assumes that a large proportion of future travel will still be carried out in smaller vehicles (either as privately owned autos or ride-hailing-type services) that are inherently more energy-intensive to operate than public transit, walking or biking. The EV Readiness Roadmap includes short, medium, long-term, and ongoing action items and strategies to achieve these goals **(Figure 5-9)**.

In the short term (one to two years), the Roadmap recommends that the City identify locations for EV charging stations in the public right-of-way, encourage installation of the stations and continue transitioning the City fleet vehicles to electric. In the medium-term (three to five years), the Roadmap includes strategies to revise building codes to incorporate EV charging into new developments, incentivize local residents to purchase EVs, and support EV drivers by adjusting their utility rate structures and increasing their access to renewable electricity for EVs. Over the long-term (within ten years), the Roadmap encourages the use of EVs for ride-hailing and car-sharing, upgrading electricity distribution infrastructure to accommodate increased demand from EVs, and pursuing emerging technologies that will further support the adoption of EVs such as wireless charging and battery recycling. Ongoing strategies include: providing resources for promoting public awareness on EV benefits, incorporating EVs into local planning efforts and advocating for EV adoption regionally.

To build on what is in the EV Readiness Roadmap, the City may work with state and federal legislators on further incentives for EVs or disincentives for traditional internal-combustion engines. These state and federal efforts, in conjunction with the strong local actions outlined in the EV Readiness Roadmap, will help to speed the transition to a more efficient electric-vehicle fleet.
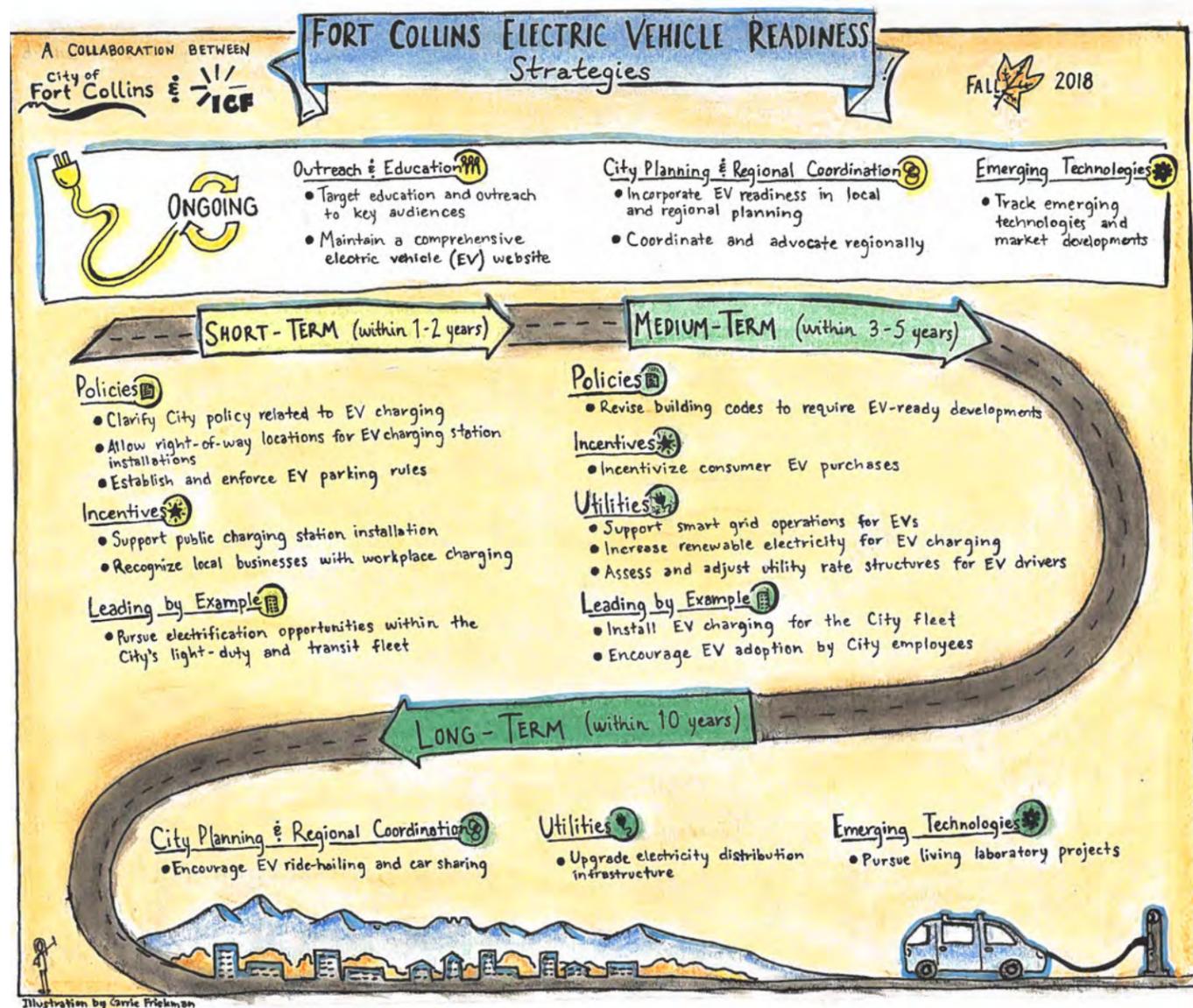
Figure 5-9: Strategies from the Fort Collins Electric Vehicle Readiness Roadmap

Autonomous and Connected Vehicles

Autonomous and Connected Vehicles (AV/CV), are two vehicle technologies that are rapidly evolving with the potential to impact travel patterns and trips choices in the future. AVs are capable of sensing the environment and moving through the street network with little or no human input. CVs are vehicles that communicate with other vehicles on the road, as well as connected infrastructure, to improve roadway use and safety.

AVs may increase the demand for travel due to the decreased opportunity costs for travel and decrease the demand for parking. In addition, research on travel behaviors suggests that AVs may decrease transit usage except for high-frequency transit services that operate in a separate guideway (e.g., BRT and rail). Some travel related to AVs has potential good outcomes by providing elderly and youth populations more mobility options and expected improvements in traffic safety.

Connected vehicles and connected infrastructure are currently in development and include various levels of connectivity, including:

- » Vehicle to Infrastructure;
- » Vehicle to Vehicle;
- » Vehicle to Cloud;
- » Vehicle to Pedestrian; and
- » Vehicle to Everything.

To address the potential impacts of AVs and CVs, strategies include:

- » **Curbside management (as discussed in the TNC section).** AVs could cause curbside congestion that impacts many other users and modes.
- » **Protect pedestrian safety.** The capability of AVs to adequately respond to pedestrian behavior presents a unique concern.
- » **Equity implications.** AVs may be more accessible to people with high incomes and the added congestion could negatively impact lower income populations.
- » **Land use impacts and policies to restrict potential sprawl.** When people don't have to drive, they might be interested in living further away from work.
- » **Opportunities for transit hubs and first-last mile connections.** AVs can serve as great connections to core transit services; Denver is about to get its first autonomous shuttle to connect a light rail station to an employment area.
- » **Transit implications.** Autonomous buses could improve the safety and reliability of the transit system and reduce operating costs.
- » **Support of Complete Streets principles and "Moving Towards Zero Deaths" goals.** AVs should not compete for space devoted to other modes (notably transit), though they can help achieve the "Moving Towards Zero Deaths" goals.
- » **Site planning and parking design that accommodates AVs and changes in demand.** The City could consider reducing minimum parking requirements in anticipation that AVs (and better transit service) will reduce the need for people to park at their final destination.
- » **Investing in smart infrastructure (e.g., dynamic traffic-control signals and multimodal sensor technology).** AVs can operate more efficiently and cities can better manage AV usage (through pricing, metering when trips can occur, etc.) if there is connected vehicle infrastructure. The City should monitor changes in connected vehicle technology.
- » **Developing data-management capabilities.** Fort Collins should work with state and federal legislators to ensure that the City can access relevant and anonymous data from AVs to help in understanding travel patterns and managing the traffic and curb congestion that could be caused by AVs

Drones

Delivery drones are remotely piloted vehicles that can deliver lightweight packages; they are currently in development and testing phases. In several examples across the world, drones are being used for delivering time-sensitive items, such as medicine, or for deliveries that would be difficult with traditional vehicle-based services.

Delivery drones have the potential to change last-mile delivery economics for smaller and lighter packages as they could replace many deliveries made by traditional delivery vehicles. The FAA issued regulations in 2016 that limit but allow the use of commercial aerial drones for deliveries. Current regulations require that a licensed pilot keep the drone within sight, the flight cannot be conducted from a moving vehicle, and the weight of the drone and package must be under 55 pounds.

Potential limitations include limited package weights; constrained operating times due to limited battery capacity; interference with other sidewalk and pathway users (for ground-based drones); difficulty in determining designated drop-off locations in dense urban areas; irregular or unpredictable events such as weather, wildlife or vandalism; and the need for airspace control regulation. In addition, aerial drones are a new source of noise pollution that is currently outside the scope of most city noise ordinances.

The potential limitations and impacts related to drone delivery, including concerns about privacy, noise, safety and vandalism, will need to be evaluated alongside the potential benefits of drone delivery. For example, drones could reduce the impact of "instant delivery" services and traditional vehicle-based delivery services in neighborhoods. Key actions to consider for both aerial and land-based drones include:

- » Size limits for land-based drones to ensure that sidewalk users can navigate around the vehicles;
- » Updates to the vehicle code to accommodate land-based drones;
- » Noise limits for aerial drones;
- » Operating hours to manage noise; and
- » Policies to address privacy concerns.

DHL delivery drone. Photo credit: Sam Churchill (fFlickr)

Mobility as a Service

MaaS describes the shift away from privately owned automobiles and toward transportation that is offered as a service. This includes both public and private providers that can work together to provide a holistic landscape of transportation options. MaaS provides reliable and comprehensive transportation options and information that can reduce the reliance on or eliminates the need for private automobiles. The average car costs more than $8,800 per year to own and operate. By comparison, MaaS reduces costs for the user, decreases congestion, reduces emissions and provides transportation providers with the data they need to be more cost-effective. MaaS can become increasingly appealing and viable through an integration of modes that includes payment integration, a trip-planning app and mobility hubs.

Fort Collins can encourage and facilitate MaaS by:

» Requiring open data from private providers to facilitate trip planning. This includes providing trip planning information and trip costs in a way that can be easily aggregated by a third party;

» Creating a platform for integrated payment that starts with Transfort and bike-share and later expands to include private providers. Ultimately, Fort Collins may seek to require that third parties participate in an integrated payment system as a condition of operating in the City; and

» Creating public-private partnerships that use private providers to complement and supplement public transit, particularly in the mobility innovation zones identified in the Transit Master Plan.

THEN

Loyal to Mode
Tend to use just one option and rarely switch

Perception of Limited Options
Personally owned car often the default option

NOW

More Options

Mobile Phone
Helps make choices, but each tool has separate app

New Options
Many people use just one or two new options (ride-hailing, bike-sharing) in addition to their primary mode

Ride-Hailing
Car ownership separated from car use

FUTURE

Even More Options
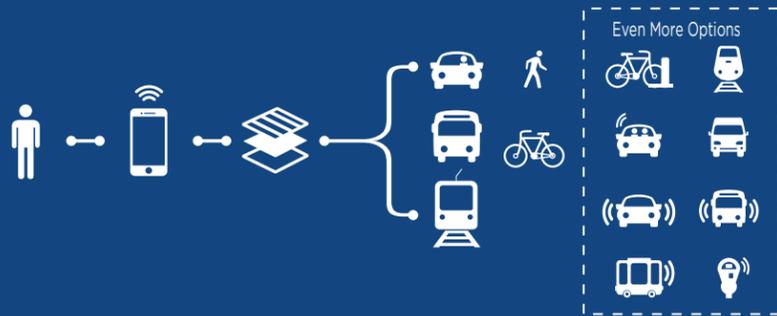
Mobility as a Service
Use mobile device to select among many options and seamlessly book and pay for them

More New Options
Including innovative, new, private-sector mobility tools

Choose the Right Tool for the Right Trip
Based on better information about cost, time and comfort

People explore a Transfort bus during an Open Streets event in 2018.

SAFETY

SAFETY VISION STATEMENT

Safety is a key priority when planning, implementing and operating transportation elements in the city, as exemplified through the City's Vision Zero commitment to reduce and eliminate serious injury and fatal crashes.

SUPPORTING PRINCIPLE

PRINCIPLE T10
Support and enhance safety for all modes.

Where We Are Today

The Traffic Operations Department enters every reported crash into a database and uses that information in a detailed review of the city's roadway safety. The review includes basic crash information and trends, as well as overall data; analyzes specific types of crashes; looks for trends; involves a statistical review; undertakes pattern recognition; and evaluates locations to identify higher-than-expected crashes, trends and specific patterns that can lead to mitigation strategies. This information is summarized in the City's Annual Safety Report.

Information from the Annual Safety Report is used in an overall safety program, informs numerous City projects (from planning through construction), supports enforcement efforts and identifies specific safety-related projects. The safety program also evaluates and monitors efforts to continuously improve safety for all modes of travel.

Typically, during an average year, there are about 4,000 reported crashes in the City, including 260 significant-injury crashes and anywhere from five to 10 fatalities per year. The societal cost of crashes is estimated to be more than $150 million per year as of 2018.

Opportunities for the Road Ahead

The City of Fort Collins strives to provides a safe and efficient transportation system for people using all modes of travel. Safety for roadway users is a top priority, and in 2016 the City became the first public local entity to join the Colorado Department of Transportation (CDOT) Moving Towards Zero Deaths initiative.

Trends

In the past three years (2016-18), the numbers of transportation-related crashes in the public right-of-way reported to Police Services have been on a slight downward trend. The total number of crashes, as well as the number of severe crashes, is similar to the number of crashes five years ago (2014) despite growth in both the city's population and overall VMT.

When comparing to peer cities of a similar population size throughout the country, Fort Collins has a fatal crash rate about 50% lower than the average.

Crashes involving cyclists and pedestrians are also on a downward trend. Over the past five years (2014-18), total crashes were down 23% for cyclists and 5% for pedestrians. Severe crashes for these vulnerable road users are down 35% for cyclists and about the same for pedestrians. Despite the downward trend, the reality is that vulnerable road users are overrepresented in severe crashes—for instance, bike crashes make up 3% of all crashes but 20% of severe crashes—because when crashes do occur, they tend to be more severe.

A significant concern involves motorcycles. In a crash, motorcyclists are more than three times as likely to be injured and 11 times as likely to be killed than people in vehicles. Fatalities involving motorcyclists exceed those involving pedestrians and cyclists combined.

A number of factors can be reviewed for safety trends. Examples include time of year (most bike crashes occur in September), day of the week (Fridays are overrepresented), and time of day (3 to 5 p.m.). The demographics of road users can also provide guidance for targeting safety concerns. For example, drivers under the age of 25 represent about 25% of licensed drivers but are involved in almost 40% of DUI crashes. Crash locations are also an important component of safety reviews. More than 70% of all crashes and 90% of bike crashes occur at an intersection or driveway.

The City uses the AASTHO Highway Safety Manual to complete statistical reviews of intersections to identify locations where more crashes are occurring than would be expected. Pattern recognition can further detail potential safety concerns.

These factors and additional information is used to inform all aspects of transportation in the City, from operations to planning, maintenance, construction, enforcement, outreach, programs, education, etc.
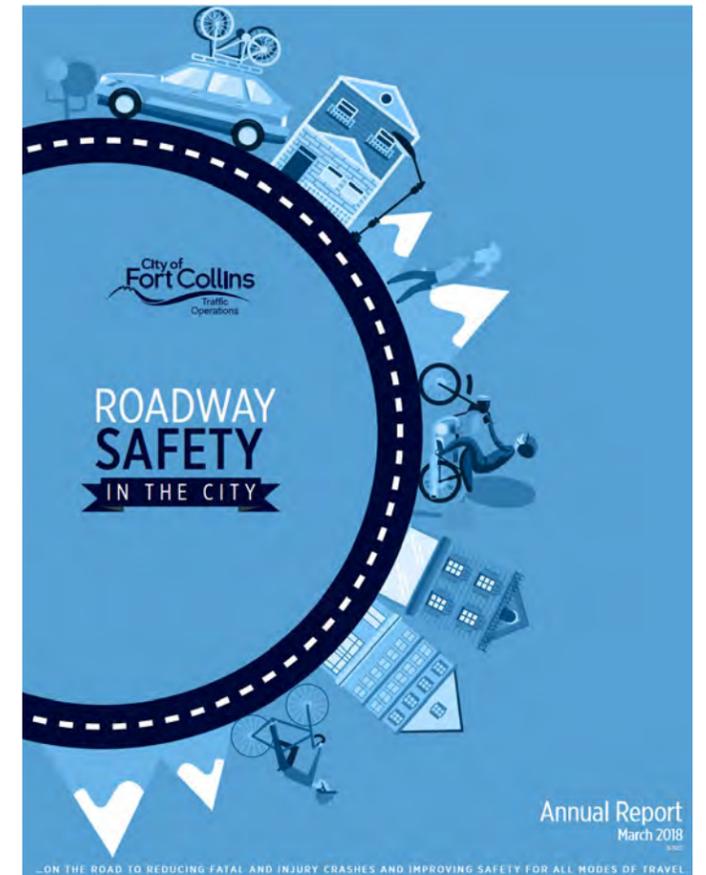
Vision Zero

In 2016, Fort Collins was the first public local entity to join the Colorado Department of Transportation (CDOT) Moving Towards Zero Deaths initiative. The proclamation reflects the City's commitment to the vision of zero traffic-related deaths. This CDOT initiative is related to the national, and international, Vision Zero safety project.

Making progress toward zero deaths requires a multifaceted, collaborative and focused effort. This includes ensuring that crash information and trends are understood and inform mitigation strategies as well as policies, standards, design and projects. The analysis is then applied to the various Es of roadway safety:

» **Engineering.** Physical changes such as signs, striping, signal timing and geometric changes.

» **Education/Encouragement.** Programs and outreach efforts for all road users to teach and support safer behaviors.

» **Enforcement.** Collaboration with police services and justice system to conduct targeted education and enforcement and provide alternative sentencing that is focused on changing behavior.

» **Evaluation.** Continue monitoring and evaluating all aspects of roadway safety in order to inform upcoming work and next year's report.

The City is working on an official Vision Zero Action Plan, which will outline a set of actions that are comprehensive, multidepartmental, and community-based to support safety for the traveling public. While related to the CDOT Moving Towards Zero Deaths Initiative, this Vision Zero Action Plan will take the City's committment one step further. The Action Plan will be based on a data-driven approach and will support efforts that demonstrate improved safety outcomes. Many efforts have been ongoing for years, which is reflected in the city's strong safety record and transportation trends, but the Action Plan will compile these efforts into a single source of safety review.

The City is also involved with the Federal Highway Administration (FHWA) and CDOT in their update of Colorado's Strategic State Highway Safety Plan (SHSP) and is a contributing partner in Toward Zero Deaths workshops.

Other transportation-related improvements are important and enjoy significant community interest and support, such as improving pedestrian curb ramps and making cycling infrastructure more comfortable. These improvements may not specifically "move the needle" on the city's number of crashes, but they play a crucial role in improving community mobility for all modes of travel. These priority improvements will be tracked and reported through the City's Annual Mobility Report. The Mobility Report is a companion document to the Annual Safety Report and reflects the critical importance of improving accessibility and mobility for roadway users of all ages and travel modes in addition to the focus on safety.

Law enforcment is a key stakeholder in traffic safety.

SUSTAINABILITY & RESILIENCY

SUSTAINABILITY & RESILIENCY VISION STATEMENT

Fort Collins will be a leader in achieving environmental sustainability outcomes by pursuing a transportation system that reduces greenhouse gas emissions and air pollutants. The transportation network will display resiliency by continuing to effectively serve the community in the face of a changing climate.

SUPPORTING PRINCIPLE AND POLICIES

PRINCIPLE T9
Utilize the transportation system to support a healthy and equitable community.

Where We Are Today

Fort Collins has set aggressive goals for reducing greenhouse gas emissions and improving citywide sustainability outcomes in the face of a changing climate. However, at 24%, the share of emissions generated by transportation remains considerable, creating a need for more targeted intervention.

Opportunities for the Road Ahead

New technologies provide a clear avenue for making transportation more sustainable. Whether by supporting more electric-vehicle travel or making bike-share and transit more accessible through enhanced smartphone applications, Fort Collins can facilitate travel solutions that will improve environmental outcomes while helping residents and visitors enjoy enhanced mobility.

Alignment with the Climate Action Plan

Recognizing the relationship between GHG emissions and climate change, Fort Collins developed a Climate Action Plan (CAP) in 2015 to help reduce community GHG emissions. The CAP outlines strategies for achieving the goal of reducing GHG emissions to 20% below 2005 levels by 2020, to 80% below 2005 levels by 2030, and to achieve carbon neutrality by 2050. While overall emissions have been reduced, the share of emissions generated by ground travel in Fort Collins has risen from 24% in 2005 to 25% in 2013. Moreover, while total emissions are down, total metric tons of CO_2 emissions from transportation sources in Fort Collins are at their highest levels since 2010. The

TMP provides a roadmap for ensuring that ground travel represents a shrinking share of emissions in the community.

Lowering emissions from the transportation system will be critical to achieving the overall CAP goals. For example, a full bus emits just 0.18 pounds of CO_2 per passenger mile, compared to 0.96 pounds for each mile of SOV travel. Any strategies that replace SOV trips will help lower overall emissions. CAP includes three strategies for lowering emissions from transportation:

1. Shift land use patterns to shorten trips or reduce the need to drive;

2. Increase use of multimodal options; and

3. Increase adoption of fuel-efficient and EVs.

The vision and action items in the Transportation Master Plan align with the CAP strategy of lowering emissions by increasing the comfort, convenience and reliability of multimodal travel options, including biking, walking and transit. CAP outlines the following strategies for reducing driving, which closely align with the Transportation Master Plan action plan items:

» Coordinating and expanding local and regional mass-transit commuting options;

» Allowing third-party developers access to transit data so they can make travel tools for transit riders;

» Facilitating car-share and ride-share growth;

» Expanding bike-share;

» Working with corporations to develop incentives for commuting by transit, walking and biking; and

» Increasing awareness of the environmental costs of driving.

Planning for sustainability must be coordinated with planning for other aspects of community life such as housing, public health and transportation. Preparing the community for electric vehicles, for example, is a planning effort that combines transportation, land use, livability and environmental concerns. By taking on initiatives such as hiring a TDM coordinator, Fort Collins can ensure that sustainability remains a constant consideration.

Resiliency in Transportation

Fort Collins is a nationally recognized leader in planning for climate adaptation. As an early adopter of the National Institute of Standards and Technology's resiliency-planning process and one of the 30 local communities that participate in the Colorado Local Resilience Project, Fort Collins understands the need to effectively prepare for hazards posed by a changing climate. While potential climate hazards such as increased storm severity and extreme temperatures do not have a direct link to transportation, resiliency planning considers the role that transportation networks play in climate adaptation and considers the secondary impacts of climate events on mobility.

Flooding can disrupt a road network; extreme heat can pose travel hazards to older populations; and wildfires can reduce air quality to the point

Environmental Indicators
Community Greenhouse Gas Inventory
2017
2 Million
Metric Tons CO2e   (-17%)

Down 17% since 2005
Down 34% per capita since 2005
Last updated 10.9.18

✓ **Emissions Down**

Community Carbon Inventory

Metric Tons CO2e — years 2005–2019

Legend: Water Related* | Solid Waste | Natural Gas | Ground Travel | Electricity
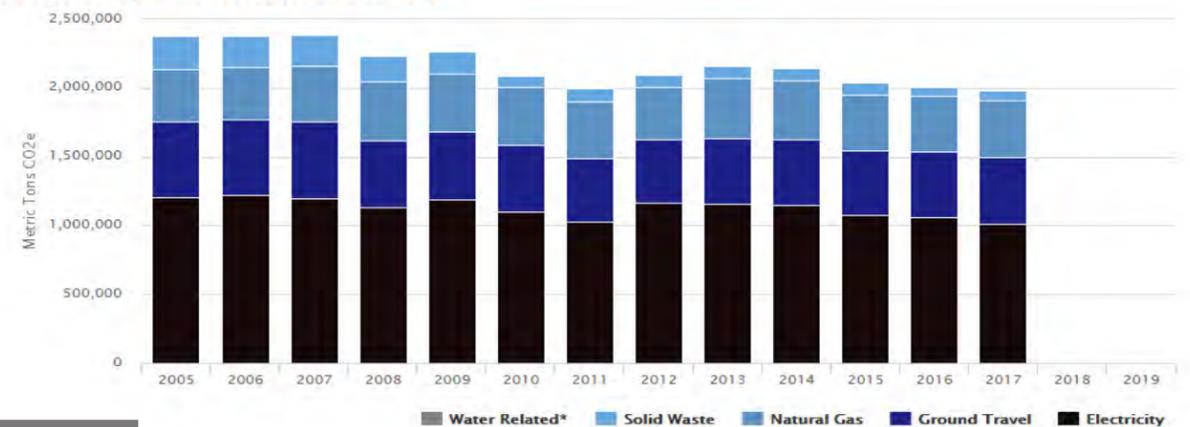
CAP Dashboard

where pedestrians and cyclists face major health risks. Planning for climate adaptation also requires developing strategic approaches to ensuring that people in Fort Collins have continued access to mobility during disruptive climate events.

Additionally, resiliency planning also requires stipulating a role for the transportation network in mobilizing people, goods and services during times of climate emergency. A high-capacity, well-maintained transportation network that is redundant in the necessary places is the crucial tool for safely evacuating a community during a major storm, for example. Resiliency planning requires assessing not just how proposed infrastructure might serve daily community needs, but also its ability to function during times of hazard.

To ensure that the transportation network is fully prepared for a changing climate, the TMP recommends regular monitoring of the following climate impacts on transportation infrastructure and operations:

» Assessing whether extreme heat, severe storms, and other discontinuous weather events impact the Travel Time Index (TTI) by incorporating weather into the TTI tracking methodology;

» Monitoring the impact of extreme heat days on transit vehicles and determining whether heat causes above-average maintenance issues;

» Tracking road closures caused by flooding or downed trees from severe storms; and

» Monitoring pavement quality and assessing whether unusual fluctuations in temperature negatively impact road surfaces.

Knowing when severe weather is most likely to impact transportation operations, the City can be prepared to implement mitigation strategies when forecasted weather suggests there will be negative impacts on the transportation network.

For example, if a severe storm is forecasted and data shows the storm is likely to result in road closures and other travel disruptions, the City can take preemptive measures. This could include free transit rides or coordinating with local employers to institute flexible work arrangements to keep people off the roads during the event. Using a data-driven approach to understand how a shifting climate impacts transportation will enable Fort Collins to have a resilient transportation network.

This statue stands outside the City of Fort Collins Traffic Operations Center.

2013 Fort Collins Flood

IMPLEMENTATION & MONITORING

This chapter contains strategies to help support the implementation of the Plan through 2040. It should be used as a tool to guide the City Council Strategic Plan; department-level strategic plans and work programs; capital improvement planning; the City's budgeting process; and the allocation of staff time and other City resources. Strategies are organized by the seven outcome areas that serve as a framework for the Plan and the principles and policies listed under each:
» Neighborhood Livability and Social Health
» Culture and Recreation
» Economic Health
» Environmental Health
» Safe Community
» Transportation
» High Performing Community
For each of the implementation strategies listed, anticipated responsibilities, timing and required resources are defined.

Roles and Responsibilities

City of Fort Collins staff play a critical role in helping to implement City Plan strategies in the course of carrying out their regular duties. For each strategy, the City Service Area responsible for leading the effort and any supporting partners are listed. Supporting partners may include other City Service Areas or Departments, as well as local, regional and state partners outside the City organization.

Anticipated time frames for completion of the implementation strategies are as follows:

» **Near-term:** already underway or to be initiated within six months to a year after plan adoption;

» **Short-term:** to be initiated within one to three years after plan adoption;

» **Long-term:** to be initiated within three or more years after plan adoption; and

» **Ongoing:** actions to be implemented by City staff as part of their routine job duties.

Actions may be implemented sooner than the time frames identified here if the opportunity to do so arises (e.g., staffing or grant funding becomes available) or as community priorities change.

Resources Required

The types of resources needed to implement each of the strategies in this chapter are noted to inform the planning and budgeting. Types of required resources include:

» **Regional Collaboration.** Some of the strategies will be implemented in partnership with others in the region, such as Larimer County, surrounding cities, the RAQC, PRPA, or others. In some cases, strategies will be initiated by the City. In other cases, strategies reflect ongoing partnerships or initiatives that the City is already engaged in.

» **Outside Support/Funding.** Some strategies will require outside support or other specialized services to supplement staff time and expertise. This could be achieved either through outside grants or other sources of funding, or through the dedication of City resources.

» **Staff Time.** Many strategies will require City staff time for completion or ongoing administration. Some build upon existing City initiatives and efforts currently underway, while others will require staff to allocate time in addition to their current work plans. Where existing hours are not available to be allocated toward implementation of City Plan, additional staff may be needed.

» **General Fund.** General Fund expenditures help to fund many of the programs and services typically associated with local government. The General Fund is also used to pay employee salaries, wages and benefits.

» **Capital Improvement Plan.** Revenues from all of the City's funds are used to support capital projects and the implementation of the City's CIP.

Amendments and Updates

Revisions to City Plan and elements thereof shall be conducted according to two distinct procedures: Comprehensive Updates and Minor Amendments.

Comprehensive Updates

A Comprehensive Update of City Plan will generally take place every seven to 10 years, unless otherwise directed by City Council. A prime consideration in whether a Comprehensive Update is warranted is the degree to which significant changes—in the economy, environment, housing affordability, local priorities or issues, projected growth or other factors—have occurred since the Plan was adopted. The results of City Plan monitoring will provide a good indication of the magnitude of these changes.

A Comprehensive Update will include a thorough re-evaluation of the community's vision and values, as well as updates to principles, policies and actions. The update should noting the principles, polices or actions that should be changed, those that should be removed, and whether additions are necessary to make sure that the Plan continues to be effective. A Comprehensive Update of City Plan will include extensive opportunities for involvement by the public, Boards and Commissions, City Council, City staff, and other interested stakeholders.

City Council will then approve, approve with conditions, or deny the Comprehensive Update based on its consideration of the recommendations from the Planning and Zoning Board, City staff, Boards and Commissions, and evidence from public hearings.

Minor Amendments

Minor Amendments to City Plan may include:

» Corrections to text or map errors;

» Revisions to one or a few sections of the Plan as a result of the adoption of subarea plans or a specific issue, policy or directive from City Council; and

» Changes to the Structure Plan map, including map designations and GMA amendments.

Minor Amendments will be considered by City Council after recommendations from the Planning and Zoning Board, City staff, and any Boards and Commissions that may have a legitimate interest in the proposed amendment, provided that such Board or Commission is duly authorized pursuant to Chapter 2 of the City Code to function in such an advisory capacity. Notice of such Council action will be given as required for resolutions pursuant to the City Charter. The City Council will then approve, approve with conditions, or deny the amendment based on its consideration of the recommendations from the Planning and Zoning Board, City staff, Boards and Commissions, and evidence from the public hearings. Approval of the amendments will be by resolution.

Requests for a Minor Amendment will be considered by City Council no more frequently than twice per calendar year unless directed by City Council upon receipt of a recommendation from the Planning and Zoning Board. Amendment requests based on proposed development projects that involve rezonings may be processed concurrently with rezoning applications.

Amendments initiated by City Council, City staff, Boards and Commissions, and annexations and initial zoning may be processed at any time.

All requests for City Plan amendments shall be submitted to the City's Planning, Development and Transportation Service Area at least 60 days prior to the hearing date for the Planning and Zoning Board. The 60-day submittal requirement is necessary in order to permit adequate public notice to be given and to allow adequate time to complete the background work for considering a plan amendment. A plan amendment will be approved if the City Council makes specific findings that:

» The existing City Plan and/or any related element thereof is in need of the proposed amendment; and

» The proposed amendment will promote the public welfare and will be consistent with the vision, goals, principles and policies of City Plan and the elements thereof.

If adopted by the City Council, City Plan will be revised to include the changes resulting from the amendment. A letter of notification will be forwarded to the appropriate Boards and Commissions when the revision(s) have been finalized.

Plan Monitoring

City Plan is intended to be a living document. Progress that is made toward achieving the community's vision is monitored using a series of performance measures. Performance measures for each of the seven outcome areas are tracked using the City's Community Performance Measurement Dashboard. The Dashboard is updated quarterly to provide a snapshot of the community's progress in attaining key outcomes. Monitoring changes in chosen performance measures provides a clear understanding of where progress is being made, and highlights areas where changes may need to occur in order to achieve desired results. This process reinforces the City's steadfast commitment to accountability and continuous improvement. Additional performance measures and indicators beyond those included in the Dashboard will continue to be tracked by City staff, as applicable, at a department level.

[This page intentionally left blank]

NEIGHBORHOOD LIVABILITY AND SOCIAL HEALTH

Strategy	Responsibility	Timing	Resources
Principle LIV 1: Maintain a compact pattern of growth that is well-served by public facilities and encourages the efficient use of land.			
Strategy LIV-1a. Work with Larimer County to update and align Structure Plan place types in unincorporated areas of the GMA with Larimer County's updated Comprehensive Plan.	**Lead:** Planning, Development & Transportation **Partners:** Larimer County	Near-term	Staff time
Strategy LIV-1b. Plan for potential redevelopment of the Hughes Stadium site consistent with City Plan principles and policies.	**Lead:** Planning, Development & Transportation **Partners:** City Council	Near-term	Staff time
Strategy LIV-1c. Collaborate with Larimer County to adopt Fort Collins design and development standards within the GMA.	**Lead:** Planning, Development & Transportation **Partners:** Larimer County	Short-term	Staff time
Strategy LIV-1d. Update the East Mulberry Corridor Plan to reflect land use and policy directions established as part of City Plan. Include a full assessment of annexation impacts as part of the plan update, or as a stand-alone effort, to help inform the annexation process and long-term service provision.	**Lead:** Planning, Development & Transportation **Partners:** City Council, Larimer County	Short-term	Staff time, General Fund
Strategy LIV-1e. Continue to purchase open lands and conservation easements, and use other tools such as development regulations, TDRs, and GMA planning for the purposes of defining and protecting community edges, establishing community separators, mitigating flood hazards, and increasing access to nature in underserved areas.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Principle LIV 2: Promote infill and redevelopment.			
Strategy LIV-2a. Review and update the Land Use Code as needed to align with the place types established in the Structure Plan.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time
Strategy LIV-2b. Update the TOD overlay to align with the updated Structure Plan, Transportation Master Plan and Transit Master Plan. As part of that effort, recalibrate existing regulatory incentives to reflect current market conditions.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIV-2c. Adopt minimum density and/or intensity requirements in areas that are served by or will be served by BRT in accordance with the Transit Master Plan.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time

Strategy	Responsibility	Timing	Resources
Principle LIV 3: Maintain and enhance our unique character and sense of place as the community grows.			
Strategy LIV-3a. Update open space and amenity requirements for urban and mixed-use development to support Nature in the City objectives and provide relief from higher densities supported in these locations.	**Lead:** Planning, Development & Transportation **Partners:** Community Services, Sustainability Services	Short-term	Staff time
Strategy LIV-3b. Update and refine the vision for I-25 gateways.	**Lead:** Planning, Development & Transportation **Partners:** CDOT, Larimer County, area municipalities	Short-term	Staff time
Strategy LIV-3c. Identify locations within the community in need of neighborhood or subarea planning to address area-specific issues and opportunities.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Ongoing	Staff time
Principle LIV 4: Enhance neighborhood livability.			
Strategy LIV-4a. Develop and adopt updated design standards to address transitions between areas desired for intensification and existing neighborhoods.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIV-4b. Evaluate the implementation of the Planned Unit Development process and determine if its use should be broadened to include smaller sites, especially for affordable housing developments.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIV-4c. Review and update allowable zoning districts for Mixed-Use Neighborhood Centers as necessary to support the revitalization of older centers and the diversification of services and amenities available.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIC-4d. Explore developing a conditional use permit process to allow a greater range of compatible uses.	**Lead:** Planning, Development & Transportation	Short-term	Staff time
Principle LIV 5: Create more opportunities for a range of housing choices.			
Strategy LIV-5a. Conduct an evaluation and community dialogue with existing neighborhoods to determine the feasibility of and reasonable requirements for expanding allowances for attached/detached ADUs, duplexes, or other housing options. Consider factors such as lot size, age and condition of existing housing stock, long-term attainability, proximity to services and amenities, and level of community support.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time
Strategy LIV-5b. Update development standards to require or encourage the inclusion of a greater range of housing product types.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIV-5c. Update acquisition and disposition strategies for the Affordable Housing Land Bank Program and incorporate into the next update of the Affordable Housing Strategic Plan.	**Lead:** Sustainability Services, Planning, Development & Transportation	Short-term	Staff time
Strategy LIV-5d. Develop parameters for the potential use of public financing tools (specifically metro districts) for residential projects that will provide a greater range of housing and affordable housing and advance other community priorities.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIV-5e. Review and update density requirements in residential zoning districts to encourage additional housing options in new development.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time

Strategy	Responsibility	Timing	Resources
Strategy LIV-5f. Complete a study of involuntary displacement within Fort Collins to understand driving forces and identify strategies for addressing displacement including addressing the role of manufactured housing. Develop tracking measures for involuntary displacement within the study.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Short-term	Staff time, General Fund
Strategy LIV-5g. Identify and pursue permanent funding source(s) for the Affordable Housing Land Bank Program.	**Lead:** Sustainability Services	Long-term	Outside support/ funding
Principle LIV 6: Improve access and reduce barriers to housing that meets the needs of residents regardless of their race, ethnicity, income, age, ability or background.			
Strategy LIV-6a. Continue to update the Affordable Housing Strategic Plan every five years.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation, City Council	Short-term	Staff time, General Fund
Strategy LIV-6b. Develop a menu of incentives available to affordable housing developments that can be utilized without special or additional approval.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Short-term	Staff time
Strategy LIV-6c. Establish flexible development standards for affordable housing projects.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Short-term	Staff time
Strategy LIV-6d. Identify and pursue dedicated, permanent funding sources for affordable housing programs. Consider impact fees or other similar mechanisms.	**Lead:** Sustainability Services **Partners:** City Council, Financial Services	Long-term	Outside support/ funding
Strategy LIV-6e. Continue to monitor housing affordability and provide public reporting of tracking data.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy LIV-6f. Update the City's Redevelopment and Displacement Mitigation Strategy, especially as it relates to mobile home parks in the GMA.	**Lead**: Planning, Development & Transportation **Partners:** Sustainability Services; Larimer County; Mobile Home Park owners, managers and residents	Short-term	Staff time, General Fund or Outside support/ funding
Principle LIV 7: Promote a more inclusive and equitable community that encourages and celebrates diversity.			
Strategy LIV-7a. Continue to use and update the Social Sustainability Strategic Plan as a way to prioritize available resources and advance specific initiatives. Review and update the plan as needed.	**Lead:** Sustainability Services **Partners:** All departments	Ongoing	Staff time
Strategy LIV-7b. Create an Equity Report and Strategic Plan to guide and support the City's efforts around diversity, equity and inclusion.	**Lead:** Sustainability Services **Partners:** All departments	Near-term	Staff time
Strategy LIV-7c. Continue to cultivate relationships with and build trust among Fort Collins' immigrant communities through the implementation of recommendations outlined in the 2018 Community Trust Report.	**Lead:** Sustainability Services & City Manager's Office **Partners:** Police Services, Information & Employee Services	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle LIV 8: Develop an equitable, comprehensive, coordinated and efficient system of health and human services that is accessible to all residents in need of assistance.			
Strategy LIV-8a. Expand Community Performance Measurement Dashboard metrics to include health and wellness considerations, building on those established as part of the Social Sustainability Plan.	**Lead:** Sustainability Services **Partners:** Financial Services; Planning, Development & Transportation; Larimer County	Short-term	Staff time
Strategy LIV-8b. Continue to grow the availability of resources to support charitable nonprofit organizations (NPOs) that provide services to low-income residents and populations with special needs.	**Lead:** Sustainability Services **Partners:** City Council, NPOs	Ongoing	General Fund, Outside support/ funding, HUD
Strategy LIV-8c. Develop/create a strategic plan to identify and prioritize communitywide human service needs in order to make a larger impact in these specific areas.	**Lead:** Sustainability Services **Partners:** All departments, NPOs	Short-term	General Fund
Strategy LIV-8d. Continue to collaborate with partner organizations on the implementation of Fort Collins' Plan to Make Homelessness Rare, Short-Lived and Non-Recurring.	**Lead:** Sustainability Services **Partners:** City Council, partner agencies, area businesses, volunteers, CSU social work department and others	Ongoing	General Fund, Outside support/ funding
Strategy LIV-8e. Continue to fund, participate in, and coordinate long-term solutions to homelessness, including Coordinated Assessment & Housing Placement System (CAHPS), housing navigation, supportive services and other identified strategies.	**Lead:** Sustainability Services **Partners:** City Council, partner agencies, area businesses, volunteers, CSU social work department and others	Ongoing	General Fund, Outside support/ funding
Strategy LIV-8f. Continue to fund and lead coordination of seasonal overflow shelters, emergency-shelter activation services, and connection to and services for people experiencing homelessness.	**Lead:** Sustainability Services **Partners:** City Council, partner agencies, area businesses, volunteers, CSU social work department and others	Ongoing	General Fund, Outside support/ funding
Strategy LIV-8g. Continue to fund and collaborate with community partners to provide outreach and connection to supportive services and pathways to long-term housing solutions.	**Lead:** Sustainability Services **Partners:** City Council, partner agencies, area businesses, volunteers, CSU social work department and others	Ongoing	General Fund, Outside support/ funding
Strategy LIV-8h. Continue to build internal capacity and partnerships to support Restorative Justice and Mediation programs.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, Larimer County	Ongoing	Staff time
Strategy LIV-8i. Support or collaborate with Larimer County on Mental Health Matters Initiative in order to better address mental health and substance-use disorders in our community.	**Lead:** Larimer County **Partners:** Sustainability Services, Police, PFA, Municipal Court	Ongoing	Staff time
Principle LIV 9: Encourage development that reduces impacts on natural ecosystems and promotes sustainability and resilience.			
Strategy LIV-9a. Continue to advance 2018-2022 Green Building Program Priorities.	**Lead:** Planning, Development & Transportation **Partners:** Utility Services, Information & Employee Services, Sustainability Services	Ongoing	Staff time
Strategy LIV-9b. Maintain and continue to expand Green Building resources that can help building owners, facility managers, tenants, and others build green and improve their buildings.	**Lead:** Planning, Development & Transportation **Partners:** Utility Services, Information & Employee Services, Sustainability Services	Ongoing	Staff time
Strategy LIV-9c. Monitor and periodically update building codes to advance sustainability in the built environment, focusing on the steady progression of standards and best practices, as well as an emphasis on addressing future risks and conditions, not current conditions.	**Lead:** Planning, Development & Transportation **Partners:** Utility Services, Sustainability Services	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle LIV 10: Recognize, protect and enhance historic resources.			
Strategy LIV-10a. Complete a Historic Preservation Building Survey to document the range of historic resources present in Fort Collins.	**Lead:** Planning, Development & Transportation **Partners:** Building Services	Near-term	Staff time
Strategy LIV-10b. Re-evaluate the landmark designation process and associated designation criteria.	**Lead:** Planning, Development & Transportation **Partners:** Building Services	Near-term	Staff time
Strategy LIV-10c. Consider historic overlay zoning and/or conservation districts as a way to better integrate preservation and zoning.	**Lead:** Planning, Development & Transportation **Partners:** Building Services	Near-term	Staff time
Strategy LIV-10d. Reevaluate the design, development and demolition review processes to increase consistency and predictability.	**Lead:** Planning, Development & Transportation **Partners:** Building Services	Near-term	Staff time
Strategy LIV-10e. Consider codifying general compatibility standards for new construction. Clarify the role of the adopted design guidelines and standards and develop guidelines for additional districts or general guidelines.	**Lead:** Planning, Development & Transportation **Partners:** Building Services	Near-term	Staff time

CULTURE AND RECREATION

Strategy	Responsibility	Timing	Resource
Principle CR 1: Build Fort Collins' identity as a thriving cultural and creative destination by supporting an inclusive and equitable arts, culture and creative community.			
Strategy CR-1a. Continue to provide support for Art in Public Places.	**Lead:** Community Services **Partners:** Utility Services, City Council	Ongoing	General Fund, Capital Project Budgets
Strategy CR-1b. Continue to seek opportunities to expand visitation and support for cultural venues and activities throughout the city.	**Lead:** Community Services **Partners:** City Council	Ongoing	General Fund
Principle CR 2: Provide a variety of high-quality outdoor and indoor recreational opportunities that are accessible to all residents.			
Strategy CR-2a. Continue the design and construction of new paved recreational trails throughout the city in accordance with the 2013 Paved Recreational Trail Master Plan.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Near-term	Staff time, General Fund, State & Federal Grants
Strategy CR-2b. Continue support for the maintenance and rehabilitation of existing parks and recreation facilities in accordance with increasing demand.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	General Fund
Strategy CR-2c. Collaborate with partner agencies and organizations within the region, as well as at state and federal levels, to continue to implement segments of the Colorado Front Range Trail located within the GMA.	**Lead:** Community Services **Partners:** Colorado Division of Wildlife, adjacent municipalities, Larimer County	Ongoing	Staff time, Outside support/ funding
Principle CR 3: Adapt and expand parks and recreation facilities and programs to meet the needs of a changing community.			
Strategy CR-3a. Update the Parks and Recreation Policy Plan.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Near-term	Staff time, General Fund
Strategy CR-3b. Periodically survey residents regarding parks and recreational facility programs and priorities.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy CR-3c. Continue to expand the number playground facilities that are ADA-compliant.	**Lead:** Community Services **Partners:** City Council	Ongoing	General Fund
Strategy CR-3d. Continue to support the development of community and neighborhood parks in accordance with the Parks and Recreation Policy Plan, as adopted.	**Lead:** Community Services **Partners:** City Council	Ongoing	General Fund, Recreation Fund Fees

ECONOMIC HEALTH

Strategy	Responsibility	Timing	Resources
Principle EH 1: Foster a vibrant, resilient and inclusive economy.			
Strategy EH-1a. Update the Economic Health Strategic Plan.	**Lead:** Sustainability Services	Near-term	Staff time, General Fund
Principle EH 2: Support entrepreneurship and innovation.			
Strategy EH-2a. Develop a strategy to market and connect businesses to the new high-speed internet network.	**Lead:** Utility Services **Partners:** Sustainability Services, Financial Services	Short-term	Staff time
Strategy EH-2b. Continue to support partnerships working on innovative efforts related to energy and water systems.	**Lead:** Sustainability Services **Partners:** Utility Services	Ongoing	Staff time
Strategy EH-2c. Support development of business resilience to climate impacts through the climate economy.	**Lead:** Sustainability Services **Partners:** Utility Services	Ongoing	Staff time
Strategy EH-2d. Continue to support and fund programs and events support that foster entrepreneurship.	**Lead:** Sustainability Services **Partners:** Innosphere, CSU	Ongoing	Staff time
Strategy EH-2e. Continue implementation of Smart Cities and City as a Platform initiatives to support the innovation ecosystem.	**Lead:** Sustainability Services **Partners:** Utility Services, Information & Employee Services	Ongoing	Staff time
Principle EH 3: Support local, unique and creative businesses.			
Strategy EH-3a. Expand outreach and services for supporting local business success in Fort Collins.	**Lead:** Sustainability Services **Partners:** Innosphere, Launch NoCo, Fort Collins Chamber, Small Business Development Center	Long-term	Staff time, General Fund
Principle EH 4: Ensure that an adequate and competitive supply of space and/or land is available to support the needs of businesses and employers of all sizes.			
Strategy EH-4a. Appropriately utilize public financing tools to spur redevelopment and infill in priority infill employment areas, including: » Downtown; » Midtown; » Mulberry Corridor; and » Old Fort Collins Airport.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Ongoing	Outside support/ funding
Strategy EH-4b. Update subarea plans and/or develop strategic investment plans in priority employment areas, including: » Harmony Corridor; » Mulberry Corridor; and » I-25 Interchange area.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Long-term	Staff time

Strategy	Responsibility	Timing	Resources
Principle EH 5: Engage and help shape regional economic development efforts.			
Strategy EH-5a. Work with regional partners to develop a regional economic development strategy that identifies objectives, common actions, and roles for regional entities and for municipal partners.	**Lead:** Sustainability Services **Partners:** Larimer County, Weld County, Upstate Colorado, Cities of Loveland and Greeley	Short-term	Staff time, Regional collaboration/ resources
Strategy EH-5b. Support the implementation and updating of the Northern Colorado Regional Airport Master Plan.	**Lead:** Financial Services **Partners:** Sustainability Services	Ongoing	Staff time
Strategy EH-5c. Work with regional partners to identify regional transportation-management solutions to address commute issues for workers and residents.	**Lead:** Sustainability Services **Partners:** Larimer County, City of Loveland	Long-term	Staff time, Regional collaboration/ resources
Principle EH 6: Support the development of a skilled and qualified workforce that is well-connected to employment opportunities in the city and region.			
Strategy EH-6a. Continue to implement and update the Regional Workforce Strategy – Talent 2.0.	**Lead:** Sustainability Services **Partners:** Larimer County, City of Loveland, Fort Collins Chamber of Commerce	Ongoing	Staff time
Strategy EH-6b. Continue to regularly engage the business community in identifying and addressing workforce gaps and issues.	**Lead:** Sustainability Services	Ongoing	Staff time

ENVIRONMENTAL HEALTH

Strategy	Responsibility	Timing	Resources
Principle ENV 1: Conserve, preserve, protect, create and enhance ecosystems and natural spaces within Fort Collins, the GMA and the region.			
Strategy ENV-1a. Update the City's Land Use and Building Codes to encourage new development to incorporate Nature in the City goals and concepts.	**Lead:** Planning, Development & Transportation **Partners:** Community Services	Near-term	Staff time
Strategy ENV-1b. Continue funding and other resources to help homeowners, homeowner associations, community groups and contractors implement Nature in the City on their properties.	**Lead:** Planning, Development & Transportation **Partners:** Community Services	Near-term	Staff time, Community Capital Improvement Program
Strategy ENV-1c. Promote understanding and enjoyment of local and regional open lands, natural systems, and urban wildlife through context sensitive and ecologically appropriate recreational activities, formal and nonformal education, and interpretive programs.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-1d. Monitor and periodically update maps and connectivity analysis of a 10-minute walk to nature and wildlife connectivity within the GMA.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-1e. Explore opportunities to partner on acquiring and managing various open lands for multiple uses (e.g., Community Services, recreation, stormwater, trails, agriculture/food production, etc.).	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-1f. Manage Natural Areas to conserve and enhance natural resources using best available data and relevant literature. Involve citizens in planning the management of public open lands, and collect, maintain and distribute up-to-date information about publicly owned open lands, including maps and reports on conservation values, current resource conditions, and the management needs of local and regional open lands.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-1g. Seek supplemental funding sources to further implement open lands and natural area policies and programs, including private funding, state and federal grants, and donations of money, property and in-kind services.	**Lead:** Community Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time, Grants, Private partnerships and donations
Strategy ENV-1h. Actively work with partners at all levels to acquire open lands, natural areas, and conservation easements to create community separators and/or help connect fragmented natural systems in the city.	**Lead:** Community Services **Partners:** Local, regional, state and federal agencies, as well as private entities	Ongoing	Staff time
Strategy ENV-1i. Manage natural areas and suitable open lands for biological diversity. Restore degraded lands and manage habitat to support native vegetation and wildlife.	**Lead:** Community Services **Partners:** Sustainability Services, Planning, Development & Transportation	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle ENV 2: Become a carbon-neutral community by 2050 and improve the community's resilience by preparing for and adapting to the impacts of climate change.			
Strategy ENV-2a. Develop and implement an updated and comprehensive CAP and Energy Policy to support policies adopted as part of City Plan. Develop a strategy to reach the 2030 climate action goals that integrates mitigation, resilience and equity.	**Lead:** Sustainability Services, Utility Services **Partners:** City Council, all departments	Near-term	Staff time, General Fund, Light and Power Fund
Strategy ENV-2b. Continue to implement and develop new, innovative approaches to community engagement to achieve the climate action goals that allow for all community members to participate and have impact on the goals.	**Lead:** Sustainability Services, Information & Employee Services, Utility Services **Partners:** City Council, all departments	Near-term and ongoing	Staff time, General Fund, Public-Private Partnerships
Strategy ENV-2c. Develop and integrate strategies to improve the community's resilience to climate change, including community engagement and outreach, regional partnerships and city planning (e.g., capital planning, policy development, etc.).	**Lead:** Sustainability Services **Partners:** All departments, community, Larimer County	Near-term and ongoing	Staff time
Strategy ENV-2d. Incentivize and support policies and programs that advance the adoption of low-carbon intensity vehicles (more fuel efficient, alternative and electric vehicles) in the community.	**Lead:** Sustainability Services **Partners:** All departments, community, Larimer County	Ongoing	General Fund, Outside support/ funding
Strategy ENV-2e. Support the development and implementation of advanced building and zoning codes with special emphasis on energy efficiency in existing building stock, and transit-supportive densities in priority locations.	**Lead:** Planning, Development & Transportation, Utility Services **Partners:** Sustainability Services	Near-term	Staff time, Public-Private Partnerships
Strategy ENV-2f. Collaborate with regional, state, and national peers and partners to advance carbon reduction and preparedness initiatives.	**Lead:** Sustainability Services **Partners:** City Council, all departments	Ongoing	Staff time
Strategy ENV-2g. Continue to implement programs that reduce community and municipal greenhouse gas emissions.	**Lead:** Sustainability Services **Partners:** All departments	Ongoing	Staff time
Strategy ENV-2h. Continue responsible climate planning and progress reporting across City Departments, reporting annually on community's progress toward adopted community carbon and 100% renewable electricity goals.	**Lead:** Sustainability Services, Utility Services **Partners:** City Council, PRPA, all departments	Ongoing	Staff time
Strategy ENV-2i. Update the Environmental Services Strategic Plan.	**Lead:** Sustainability Services, Utility Services **Partners:** Planning, Development & Transportation	Short-term	Staff Time
Principle ENV 3: Transition from fossil to renewable-energy systems.			
Strategy ENV-3a. Establish and incentivize a financing mechanism, such as utility on-bill financing, to enable Colorado C-PACE[1], solar, storage and energy-efficiency projects.	**Lead:** Sustainability Services, Utility Services **Partners:** Financial Services, Sustainability Services, City Council	Near-term	Staff time
Strategy ENV-3b. Consider updates to the City's building energy codes to transition toward zero energy ready and subsequently zero net carbon requirements.	**Lead:** Planning, Development & Transportation, Utility Services **Partners:** Sustainability Services	Near-term	Staff time
Strategy ENV-3c. Develop and provide options for buildings to access off-site renewable energy.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Near-term	Staff time

1 Colorado C-PACE is a financing tool that allows commercial and multifamily property owners to finance qualifying energy efficiency, water conservation and other clean energy improvements on existing and newly constructed properties. Financing is repaid through a voluntary assessment on their property tax bill.

Strategy	Responsibility	Timing	Resources
Strategy ENV-3d. Continue to provide a comprehensive portfolio of efficiency, conservation, demand response and distributed generation programs serving all customer segments.	**Lead:** Utility Services **Partners:** PRPA, Sustainability Services	Ongoing	Staff time
Strategy ENV-3e. Develop pilot initiatives, including battery storage, to ensure the successful widespread deployment of renewable energy throughout the community.	**Lead:** Utility Services **Partners:** PRPA, Sustainability Services	Ongoing	Staff time
Strategy ENV-3f. Incentivize the installation of electric heating, ventilation and air conditioning (HVAC), domestic water-heating equipment, and home electric-vehicle charging.	**Lead:** Utility Services **Partners:** PRPA, Sustainability Services	Ongoing	Staff time, State & federal tax credits, Utility Funds
Strategy ENV-3g. For houses and existing buildings, conduct targeted education campaigns on electrification, home energy-improvement programs, home-scale battery storage, and solar-installation opportunities, including financing and incentive opportunities.	**Lead:** Utility Services **Partners:** Sustainability Services	Ongoing	Staff time
Strategy ENV-3h. Support new and existing buildings with publicly available performance information to prioritize energy- and water-efficiency improvements.	**Lead:** Utility Services **Partners:** Sustainability Services	Ongoing	Staff time
Principle ENV 4: Protect human health and the environment by continually improving air quality.			
Strategy ENV-4a. Update the Air Quality Plan, including identification of priority air pollutants and sources.	**Lead:** Sustainability Services	Near-term	Staff time
Strategy ENV-4b. Promote lower-emission vehicles, reduce VMT and idling time, and collaborate regionally on strategies to reduce vehicle emissions.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Ongoing	Staff time
Strategy ENV-4c. Incentivize and promote use of electric or low-emission alternatives to non-road gas and diesel engines such as lawn and garden maintenance equipment, for residential, municipal and commercial use.	**Lead:** Sustainability Services **Partners:** Community Services, RAC	Ongoing	General Fund, Outside support/funding
Strategy ENV-4d. Support reductions in oil and gas production and development related emissions, update the local Operator's Agreement, and collaborate regionally on strategies to reduce emissions.	**Lead:** Sustainability Services **Partners:** Colorado Oil and Gas Conservation Commission, Colorado Department of Public Health and the Environment (CDPHE), local oil and gas operators	Near-term and ongoing	Staff time
Strategy ENV-4e. Implement programs designed to inform residents about potential indoor air quality concerns and mitigation opportunities, through programs such as the volunteer based Healthy Homes Indoor air quality assessments, radon awareness, testing and mitigation, and energy-efficiency programs.	**Lead:** Sustainability Services **Partners:** Utility Services, CDPHE, Larimer County Public Health, CSU	Ongoing	Staff and volunteer time, General Fund, Outside support/funding
Strategy ENV-4f. Develop and implement effective, enforceable air quality policies and regulations at the local level, where local regulations make sense to augment any federal, state or County regulations.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation Services	Ongoing	Staff time
Strategy ENV-4g. Support implementation and expansion of the air quality monitoring network to track and report on air quality indicators.	**Lead:** Sustainability Services **Partners:** Environmental Protection Agency, CDPHE, CSU	Near-term, long-term and ongoing	Staff time, CDPHE monitoring network, equipment procurement and maintenance
Strategy ENV-4h. Implement programs for adaption to potential air quality impacts from climate change impacts, such as increased risk of smoke from wildland fires.	**Lead:** Sustainability Services **Partners:** Utility Services, CDPHE, Larimer County Public Health	Near-term	Staff time, General Fund

Strategy	Responsibility	Timing	Resources
Strategy ENV-4i. Implement municipal policies to lead by example in efforts to reduce and mitigate emissions associated with City operations, such as energy-efficiency programs; anti-idling; and low-emission fleet and lawn and garden equipment purchasing policies.	**Lead:** Sustainability Services **Partners:** All departments	Ongoing	Staff time, General Fund, Outside support/funding
Principle ENV 5: Create a Zero Waste system.			
Strategy ENV-5a. Expand education campaigns about the City's goals and objectives for reducing waste at the source and diverting material from landfill disposal in collaboration with area partners. Strive for inclusivity and an engagement program that involves all sectors of the community.	**Lead:** Sustainability Services **Partners:** All departments, regional wasteshed partners	Ongoing	Staff time
Strategy ENV-5b. Use regionally generated compost in City applications and require its use in new construction and other activities.	**Lead:** Sustainability Services **Partners:** All departments, regional wasteshed partners	Ongoing	Staff time
Strategy ENV-5c. Create for the City and share with local businesses new purchasing policies that support sustainable-materials management.	**Lead:** Sustainability Services	Ongoing	Staff time
Strategy ENV-5d. Support economic incentives (e.g., TIF or enterprise zones for resource recovery industries) to help create local end-markets and support sustainable repurposing, recycling or composting business enterprises that provide an economic alternative to Colorado's low-cost landfills.	**Lead:** Sustainability Services **Partners:** Regional wasteshed partners	Ongoing	Staff time
Strategy ENV-5e. Update City building, municipal and land use codes to include effective environmental and resource conservation provisions that help promote waste reduction, recycling, efficient resource use, and the application of compost to soils.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation, Utility Services, regional wasteshed partners	Ongoing	Staff time
Strategy ENV-5f. Explore opportunities for deriving energy from waste using low-emissions technology after recyclable, compostable and reusable materials have been recovered.	**Lead:** Sustainability Services **Partners:** City Council, PRPA, Utility Services, regional wasteshed partners	Ongoing	Staff time
Strategy ENV-5g. Continue to coordinate with regional partners to increase local infrastructure and improve market conditions for recycling, composting and reuse industries.	**Lead:** Sustainability Services **Partners:** Private businesses, NPOs, CSU, PSD, and regional wasteshed partners	Ongoing	Staff time
Strategy ENV-5h. Support state and federal efforts to establish producer-responsibility systems that encourage manufacturers to invest in ways to reduce the lifecycle impacts of their products or to create options for "taking back" items such as electronics and household-cleaning items that impact public health and the environment.	**Lead:** Sustainability Services **Partners:** Larimer County, State of Colorado	Ongoing	Staff time
Strategy ENV-5i. Expand efforts to consider impacts of goods and food on the climate and human health through lifecycle assessment of materials-handling decisions and processes, including upstream impacts, intergenerational and international effects.	**Lead:** Sustainability Services **Partners:** Larimer County, State of Colorado	Ongoing	Staff time
Strategy ENV-5j. Update the Road to Zero Waste Plan, ensuring that the plan update emphasizes the highest and best use of recyclable materials.	**Lead:** Sustainability Services **Partners:** City Council, all departments	Near-term	Staff time, General Fund
Principle ENV 6: Manage water resources in a manner that enhances and protects water quality, supply, and reliability.			
Strategy ENV-6a. Continue to monitor the Water Supply and Demand Management Policy, as adopted, and update as needed to respond to drought conditions and other impacts of a changing climate.	**Lead:** Utility Services **Partners:** City Council	Ongoing	Staff time
Strategy ENV-6b. Employ best-management water treatment and discharge practices and procedures that provide the highest level of health protection that can be realistically achieved.	**Lead:** Utility Services **Partners:** Utility Services	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Strategy ENV-6c. Explore and pursue new opportunities to partner on watershed protection, stream restoration, enhancement and water quality projects.	**Lead:** Utility Services **Partners:** Planning, Development & Transportation, Sustainability Services	Ongoing	Staff time
Strategy ENV-6d. Continue to seek out state and federal funding support for critical infrastructure improvements, such as water distribution, wastewater collection and stormwater facilities.	**Lead:** Utility Services **Partners:** Sustainability Services, Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-6f. Develop master plans for future stormwater projects to consider the naturalization of stream corridors, piped conveyance and other methods to provide a balanced benefit to the citizens of Fort Collins and minimize the impacts of urbanization.	**Lead:** Utility Services **Partners:** Sustainability Services, Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-6g. Employ public/private partnerships to optimize the balance between stormwater management and compact development. Take advantage of opportunities to combine stormwater-management needs from both public and private lands.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time
Strategy ENV-6h. Implement the Water Efficiency Plan addressing indoor and outdoor water use for residential and commercial users through incentives, reporting requirements and codes. Coordinate with adjacent water districts to promote the availability of water-efficiency services to all Fort Collins residents.	**Lead:** Community Services, Sustainability Services **Partners:** Planning, Development & Transportation	Ongoing	Staff time, General Fund, Water Fund
Principle ENV 7: Manage the Poudre River's diverse resources and functions to create a sustainable river ecosystem.			
Strategy ENV-7a. Update the 2016 State of the Poudre River Assessment to assess progress toward a "B" grade for river health and identify specific opportunities to preserve or enhance the river's health.	**Lead:** Community Services **Partners:** Utility Services	Near-term	Staff time
Strategy ENV-7b. Maintain a natural area protection buffer along both banks of the Poudre River to protect natural features and scenic qualities and to account for the natural instability of the River channel.	**Lead:** Community Services **Partners:** Sustainability Services	Ongoing	Staff time
Strategy ENV-7c. Seek opportunities to perform restoration and enhancement projects to reconnect the river to its floodplain, reduce fragmentation of habitat, protect instream flows and create/restore/maintain wetlands.	**Lead:** Community Services **Partners:** Planning, Development & Transportation, Utility Services	Ongoing	Staff time
Strategy ENV-7d. Engage in regional projects and collaborative initiatives to positively influence watershed and river health and sustain critical ecological services provided by the Poudre River.	**Lead:** Community Services, Sustainability Services **Partners:** Utility Services	Ongoing	Staff time, General Fund, Water Fund
Principle ENV 8: Create and maintain a safe, healthy and resilient urban forest.			
Strategy ENV-8a. Develop a Fort Collins Urban Forest Strategic Plan to help plan for impacts and effects on the community's tree canopy related to climate change, pests and disease, and to guide ongoing educational campaigns and programs.	**Lead:** Community Services **Partners:** Utility Services, Planning, Development & Transportation	Short-term	Staff time
Strategy ENV-8b. Identify gaps in the urban forest and expand the urban canopy equitably throughout the community.	**Lead:** Community Services **Partners:** Utility Services	Ongoing	Staff time, General Fund
Strategy ENV-8c. Continue public outreach on the effects of and mitigation alternatives for emerald ash borer or other future invasive/epidemic insects or diseases.	**Lead:** Community Services **Partners:** Information and Employee Services	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Strategy ENV-8d. Continue to participate in Arbor Day celebrations that educate school groups on the importance of the Urban Forest, and contribute to the distribution and planting of seedlings on school campuses.	**Lead:** Community Services **Partners:** PRPA, PSD	Ongoing	Staff time
Principle ENV 9: Protect human health, safety, wildlife habitat and the environment by limiting light pollution and protecting our night sky.			
Strategy ENV-9a. Consider rebate opportunities for rehabilitating outdated outdoor lighting installations on residential, commercial and institutional properties.	**Lead:** Utility Services **Partners:** Community Services, Planning, Development & Transportation, Sustainability Services	Short-term	Light and Power Fund
Strategy ENV-9b. Encourage neighborhood-scale lighting retrofits to bring outdoor lighting into compliance with current standards and best practices through partnerships, grants, technical assistance, or other programs and techniques.	**Lead:** Planning, Development & Transportation **Partners:** Utility Services, Community Services, Sustainability Services	Ongoing	Staff time
Strategy ENV-9c. Develop a public outreach campaign that conveys the economic, social and environmental benefits of lighting best practices, including presentation to the development community and contractors on lighting best practices.	**Lead:** Community Services, Planning, Development & Transportation **Partners:** Utility Services, Sustainability Services	Ongoing	Staff time
Strategy ENV-9d. Continue to partner and monitor regional night-sky measures annually.	**Lead:** Community Services **Partners:** Utility Services;	Ongoing	Staff time
Strategy ENV-9e. Consider updates to the Land Use Code to better protect the night sky, conserve energy, reflect lighting best practices, address new energy-efficient lighting technology and provide more specific guidance for developers.	**Lead:** Planning, Development & Transportation **Partners:** Utility Services, Community Services	Short-term	Staff time
Strategy ENV-9f. Implement lighting best practices at City-owned facilities and for City-owned lighting, including street lighting.	**Lead:** Operation Services, Utility Services **Partners:** Information and Employee Services	Ongoing	Staff time
Strategy ENV-9g. Consider pursuit of certification from the International Dark Sky Association or other entities to recognize the communities' dark-sky efforts.	**Lead:** Community Services **Partners:** CSU, Larimer County	Long-term	Staff time

SAFE COMMUNITY

Strategy	Responsibility	Timing	Resources
Principle SC 1: Create public spaces that are safe and welcoming to all users.			
Strategy SC-1a. Continue to support and evolve programs—such as Neighborhood Connections, Sustainable Neighborhoods and others—that are designed to educate, connect and empower residents within individual neighborhoods and citywide.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, City Council	Ongoing	Staff time, General Fund, Outside support/funding
Strategy SC-1b. Support code-enforcement efforts citywide and work with property owners to address blighted properties and improvements that are not being properly maintained. Place a particular emphasis on addressing repeat offenders.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, City Council	Ongoing	Staff time, General Fund
Strategy SC-1c. Actively work with CSU to reduce the number of noise and party complaints associated with the off-campus student population.	**Lead:** Police Services **Partners:** CSU, Planning, Development & Transportation	Ongoing	Staff time
Strategy SC-1d. Continue to work toward the implementation of quiet zones at rail crossings in Fort Collins.	**Lead:** Planning, Development & Transportation **Partners:** FHWA, FTA	Ongoing	Staff time
Principle SC 2: Provide high-quality public safety and emergency response services.			
Strategy SC-2a. Evaluate the need for, and plan for adjustments to public safety and emergency response services associated with the future annexation of the East Mulberry Corridor.	**Lead:** Planning, Development & Transportation **Partners:** PFA, Police Services, Office of Emergency Management	Near-term	Staff time, General Fund, Regional collaboration/resources
Strategy SC-2b. Complete a Wireless Communications Plan and implement targeted Land Use Code amendments that address the design, location and required process for constructing for wireless telecommunication facilities.	**Lead:** Planning, Development & Transportation **Partners:** PFA, Police Services, Office of Emergency Management	Near-term	Staff time
Strategy SC-2c. Continue to explore long-term funding options to maintain the levels of service expected for police, fire and emergency management services	**Lead:** Police Services, PFA **Partners:** City Council, City Manager's Office	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle SC 3: Minimize risks to life, infrastructure and property from natural hazards or exposure to hazardous materials.			
Strategy SC-3a. Update Stormwater Basin Master Plans to manage flood potential, improve stormwater quality and promote stormwater as a resource for the City of Fort Collins.	**Lead:** Utility Services **Partners:** Sustainability Services	Near-term	Staff time, General Fund
Strategy SC-3b. Integrate updated 100-year floodplain mapping into day-to-day decision-making and planning efforts.	**Lead:** Utility Services **Partners:** All departments	Near-term	Staff time
Strategy SC-3c. Continue to monitor and fund developer-repayments program as a way to leverage available resources for regional stormwater projects.	**Lead:** Utility Services **Partners:** City Council	Ongoing	Staff time, Stormwater & Utility Fund
Strategy SC-3d. Continue to plan for and invest in capital improvements designed to improve safety and reduce the vulnerability of existing resources, infrastructure and development within the City's source watersheds and throughout the city.	**Lead:** Utility Services **Partners:** Sustainability Services, City Council	Ongoing	Staff time, Water & Utility Fund
Strategy SC-3e. Continue outreach efforts designed to increase awareness and preparedness in the community.	**Lead:** Information & Employee Services **Partners:** PFA, Police Services, Office of Emergency Management	Ongoing	Staff time
Principle SC 4: Provide opportunities for residents to lead healthy and active lifestyles and access healthy local food.			
Strategy SC-4a. Strengthen Community Performance Measurement Dashboard metrics related to parks and recreation access and availability.	**Lead:** Community Services **Partners:** Sustainability Services, Financial Services	Near-term	Staff time
Strategy SC-4b. Continue to support the implementation of key policies identified in the Nature in the City Strategic Plan.	**Lead:** Community Services **Partners:** Utility Services, Parks, Sustainability Services, Planning, Development & Transportation	Ongoing	Staff time, General Fund
Strategy SC-4c. Integrate access to nature considerations into the development review process for both greenfield and infill/redevelopment.	**Lead:** Community Services **Partners:** Utility Services, Sustainability Services, Planning, Development & Transportation	Ongoing	Staff time
Strategy SC-4d. Partner with local and regional agencies and organizations to support community gardens, food processing and distribution centers, and farmers' markets.	**Lead:** Community Services **Partners:** Larimer County, CSU, local food producers	Ongoing	Staff time, State & Federal Grants
Strategy SC-4e. Continue to explore new opportunities to partner on acquiring and managing various open lands for multiple uses (e.g., natural areas, recreation, stormwater, trails, agriculture/food production, etc.).	**Lead:** Community Services **Partners:** Utility Services, Sustainability Services, Planning, Development & Transportation	Ongoing	Staff time,
Strategy SC-4f. Support the development of a year-round community marketplace to increase access to healthy foods and expand opportunities for local food growers.	**Lead:** Planning, Development & Transportation, Sustainability Services **Partners:** Local and regional producers and organizations	Ongoing	Staff time, USDA Local Food Program Grants
Strategy SC-4g. Consider new incentives, programs and positions to help facilitate and monitor urban agriculture and access to local food within the broader region, such as partnering with Larimer County, CSU, and other stakeholders to fund and create a regional food coordinator position.	**Lead:** Sustainability Services, Larimer County, CSU **Partners:** Local food producers and distributors	Ongoing	Staff time, local, state, and federal Local Food Grants, General Fund

TRANSPORTATION

Strategy	Responsibility	Timing	Resources
Principle T 1: Coordinate transportation plans, management and investments with land use plans and decisions.			
Strategy T-1a. Update the Pedestrian Plan based on the updated Structure Plan map.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-1b. Update the Master Street Plan.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-1c. Adopt a system-completeness approach for MMLOS.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-1d. Update LCUASS Chapter 4 to incorporate MMLOS guidelines.	**Lead:** Planning, Development & Transportation **Partners:** Larimer County	Near-term	Staff time
Strategy T-1e. Develop a web-based dashboard that publicly displays multimodal transportation metrics.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Near-term	Staff time, Outside support/ funding
Strategy T-1f. Update the street-design standards so they are sensitive to land use; consider environmental, scenic, aesthetic, and historic values; and evaluate equity impacts.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services, Cultural Services	Long-term	Staff time
Principle T 2: Build and maintain high-quality infrastructure supporting all modes of travel.			
Strategy T-2a. Update bicycle facility maintenance policies to include protected bike lanes and low-stress bikeways.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-2b. Update the citywide CIP.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-2c. Identify priority modal corridors in the layered network and incorporate into the Master Street Plan and CIP.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-2d. Continue to apply for state and federal funding for infrastructure improvements for all modes of transportation.	**Lead:** Planning, Development & Transportation **Partners:** Financial Services	Ongoing	Staff time
Strategy T-2e. Continue implementation of various infrastructure improvements through capital projects, intersection improvements, and bicycle and pedestrian programs.	**Lead:** Planning, Development & Transportation	Ongoing	Staff time, CIP

Strategy	Responsibility	Timing	Resources
Principle T 3: Lead transportation innovation by exploring and utilizing emerging and transformative systems and technologies.			
Strategy T-3a. Form a committee of staff and stakeholders to ensures that the City's regulation of infrastructure for autonomous and connected vehicles considers safety, equity, land use impacts, transit access and fleets, Complete Streets, and data management.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time
Strategy T-3b. Develop drone regulations that address hours of operation, size, noise and privacy impacts.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time
Strategy T-3c. Facilitate MaaS with partnerships between Transfort and private providers that include integrated payment and require open data for all transportation providers.	**Lead:** Planning, Development & Transportation **Partners:** Private transportation service providers	Near-term	Staff time, Outside support/ funding
Strategy T-3d. Develop public-private partnerships that increase sustainable and active transportation options for residents and visitors.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time, Outside support/ funding, Regional collaboration
Strategy T-3e. Enhance the bike-share system, including full integration with Transfort trip planning, smartphone applications and fare integration.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Near-term	Staff time, Outside support/ funding
Strategy T-3f. Perform a curbside management study in areas with high passenger pick-up and drop-off activity to develop strategies for improved curb productivity.	**Lead:** Planning, Development & Transportation	Near-term	Staff time, General Fund, Outside support/ funding
Strategy T-3g. Support the use of electric vehicles (EVs) by identifying locations and incentivizing EV charging. Continue the transition of City fleet vehicles to electric.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time
Strategy T-3h. Continue to facilitate and support opportunities for car-share and EVs through incentives such as priority parking and EV charging stations.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term; ongoing	Staff time, Outside support/ funding
Strategy T-3i. Support the purchase of electric vehicles by revising building codes to incorporate EV charging, adjusting utility-rate structures and increasing access to renewable electricity.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term to long-term	Staff time
Strategy T-3j. Regulate autonomous vehicles to ensure they are in line with the City's vision and goals stated in the CAP. Prioritize AVs that are electricity-powered, shared or operated as a fleet.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Long-term	Staff time, Outside support/ funding, Regional collaboration
Strategy T-3k. Update design standards, municipal codes and operational strategies to support and manage new and emerging transportation options (e.g., AVs, neighborhood EVs, electric-assist bicycles, e-scooters, longboards, etc.).	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Long-term	Staff time, Outside support/ funding

Strategy	Responsibility	Timing	Resources
Strategy T-3l. Support the use of EVs by encouraging use of EVs for ride-hailing and car-sharing, upgrading electricity distribution infrastructure to accommodate increased demand from EVs, and pursuing emerging technologies that will further support the adoption of EVs, such as wireless charging and battery recycling.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Long-term	Staff time
Strategy T-3n. Invest in technological improvements and investment in traffic operations such as connected infrastructure, adaptive signal systems, etc.	**Lead:** Planning, Development & Transportation	Ongoing	Staff time, General Fund, CIP, Outside support/ funding
Principle T 4: Pursue regional transportation solutions.			
Strategy T-4a. Update the Bicycle Plan with opportunities for additional regional bicycle connections.	**Lead:** Planning, Development & Transportation **Partners:** NFRMPO	Near-term	Staff time, Regional collaboration
Strategy T-4b. Work with Greeley, Windsor, CSU and UNC to add new regional transit service between Greeley and Fort Collins.	**Lead:** Planning, Development & Transportation **Partners:** City of Greeley, Town of Windsor, CSU, UNC	Near-term	Staff time, General Fund, Regional collaboration
Strategy T-4c. Work with Wellington and Larimer County to explore new regional transit service to Laporte and Wellington.	**Lead:** Planning, Development & Transportation **Partners:** Town of Wellington, Larimer County	Long-term	Staff time, General Fund, CIP, Outside support/ funding, Regional collaboration
Strategy T-4d. Support the NFRMPO in the development of regional multiuse trails as identified in the Non-Motorized Plan.	**Lead:** Planning, Development & Transportation **Partners:** NFRMPO	Ongoing	Staff time, Regional collaboration
Strategy T-4e. Continue to improve service along FLEX route in collaboration with Loveland, Berthoud, Longmont and Boulder.	**Lead:** Planning, Development & Transportation **Partners:** Cities of Loveland, Longmont and Boulder, Town of Berthoud	Ongoing	Staff time, General Fund, Regional collaboration
Strategy T 4f. Support CDOT in planning, development and implementation of intercity transit service, including intercity passenger rail to Fort Collins and expansion of Bustang.	**Lead:** Planning, Development & Transportation **Partners:** CDOT	Ongoing	Staff time, Outside support/ funding, Regional collaboration
Strategy T 4g. Continue collaboration with CSU to implement transit and mobility enhancements.	**Lead:** Planning, Development & Transportation **Partners:** CSU	Ongoing	Staff time, General Fund, Regional collaboration
Principle T 5: Ensure that transit is a safe, affordable and convenient travel option for people of all ages and abilities			
Strategy T-5a. Conduct a funding study to identify long-term, dedicated funds to build the Future Transit Network identified in the Transit Master Plan, in phases over time.	**Lead:** Planning, Development & Transportation	Long-term	Staff time, General Fund, CIP
Strategy T-5b. Evaluate and identify future capital needs, including bus fleet, maintenance facilities, bus stops, multimodal mobility hubs, park-and-ride facilities, and on-street speed and reliability capital improvements	**Lead:** Planning, Development & Transportation **Partners:** Financial Services	Near-term	Staff time

Strategy	Responsibility	Timing	Resources
Strategy T-5c. Plan to expand and evolve the City's public transit system in phases, as funding and partnership opportunities are secured, to provide integrated, high-frequency, productivity-based transit service along major transportation corridors while providing coverage in lower-density areas through emerging technologies. This will be accomplished with a combination of feeder transit lines, on-demand transit and other MaaS technology to connect major destinations.	**Lead:** Planning, Development & Transportation	Ongoing, near-term to long-term	Staff time, General Fund, CIP, Outside support/ funding
Strategy T-5d. Plan to implement BRT and high-frequency transit service as shown in the Transit Master Plan along major transportation corridors as land use densifies and mobility demands increase, providing links between major activity centers and mobility hubs.	**Lead:** Planning, Development & Transportation **Partners:** Financial Services	Ongoing, short-term to long-term	Staff time, CIP, General Fund
Strategy T-5e. Connect public transit to other modes of travel through strategically located mobility hubs, to be located near activity centers, where one or more transit routes and bicycle facilities intersect. These hubs will provide shared multimodal facilities and may include elements such as bicycle parking, sharing of bikes, scooters and cars, multimodal information, park-and-rides and curbspace for shuttles and drop-off vehicles.	**Lead:** Planning, Development & Transportation	Long-term	Staff time, General Fund, CIP, Outside support/ funding
Strategy T-5f. Plan to integrate fixed-route transit service with mobility innovation zones to serve lower-density areas of the city with nontraditional transit service. Focusing on expanding mobility in a cost-effective way, the City will use existing and new technologies, including microtransit, partnerships with TNCs, other MaaS technologies and other innovations.	**Lead:** Planning, Development & Transportation	Long-term	Staff time, General Fund, CIP, Outside support/ funding
Strategy T-5g. Plan to 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.	**Lead:** Planning, Development & Transportation **Partners:** Private transportation service providers	Ongoing	Staff time, General Fund, Outside support/ funding
Strategy T-5h. Plan and implement the expansion and modernization of the transit infrastructure with the customer's mobility, comfort and security first in mind. This includes improvements to bus stops/shelters; expanded and upgraded transit centers with elements such as adequate lighting, ADA accessibility and protection from the elements; on- and off-board security and cameras. Maintain transit infrastructure per the Transfort Bus Stop Design Guidelines and update the document as needed.	**Lead:** Planning, Development & Transportation	Long-term	Staff time, CIP, Outside support/ funding General Fund
Strategy T-5i. Continue to lead transit services in the region by efficiently operating transit services in smaller communities, leading the development of new regional transit connections, and looking for opportunities to provide expanded and cost-effective regional mobility in the North Front Range Region.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Ongoing	Staff time, General Fund, CIP, Outside support/ funding
Strategy T-5j. Aggressively pursue technologies such as pedestrian blind spot detection and autonomous transit vehicles (e.g., buses and on-demand vehicles) to continue providing safe, modern and cost-effective transit service.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Ongoing	Staff time, General Fund, CIP, Outside support/ funding

Strategy	Responsibility	Timing	Resources
Principle T 6: Support bicycling as a safe, easy and convenient travel option for all ages and abilities by building a connected network of facilities.			
Strategy T-6a. Update the 2014 Bicycle Plan in 2020 or 2021.	**Lead:** Planning, Development & Transportation	Near-term	Staff time, Outside support/ funding, CIP, General Fund
Strategy T-6b. Implement the Bicycle Network Vision, prioritizing key gaps in the low-stress network.	**Lead:** Planning, Development & Transportation	Near-term to long-term	Staff time, CIP, General Fund
Strategy T-6c. Prioritize the implementation of bicycle facilities around high-frequency transit stops, stations and Mobility Hubs.	**Lead:** Planning, Development & Transportation	Near-term to long-term	Staff time, CIP, General Fund
Strategy T-6d. Implement additional bicycle safety education and enforcement programs for people of all ages, including expanding Safe Routes to School, awareness of traffic laws and share-the-road campaigns.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services, Police Services	Ongoing	Staff time
Strategy T-6e. Implement the 2015 Bicycle Wayfinding Master Plan.	**Lead:** Planning, Development & Transportation	Ongoing	Staff time
Principle T 7: Support walking as a safe, easy and convenient travel option for all ages and abilities by building a connected network of sidewalks, paths and trails.			
Strategy T-7a. Update the 2011 Pedestrian Plan in 2020 or 2021.	**Lead:** Planning, Development & Transportation	Near-term	Staff time, Outside support/ funding, CIP, General Fund
Strategy T-7b. Maintain a GIS inventory of pedestrian facilities, including sidewalk presence, width and condition; buffer presence, width and type; and ADA compliance.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Near-term, ongoing	Staff time, Outside support/ funding
Strategy T-7c. Implement and upgrade sidewalks to meet design standards to address missing gaps in the pedestrian network. Prioritize locations that provide connections between cul-de-sacs; to transit stops, schools and other key destinations; and to key areas that serve people with disabilities.	**Lead:** Planning, Development & Transportation	Long-term	Staff time, CIP, General Fund
Strategy T-7d. Develop a walking program that educates, encourages and promotes walking as a primary mode of transportation.	**Lead:** Planning, Development & Transportation	Near-term	Staff time, CIP, General Fund
Strategy T-7e. Implement additional pedestrian safety education programs for people of all ages with an emphasis on Safe Routes to School programs.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services, Information & Employee Services, Police Services, PSD	Ongoing	Staff time, General Fund, Outside support/ funding
Strategy T-7f. Enforce sidewalk maintenance and snow removal to ensure that residents and business owners maintain a safe and accessible pedestrian space for all users.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services, Information & Employee Services, Police Services	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle T 8: Manage the transportation system to ensure reliable traffic and transit flow through travel demand management and transportation system optimization.			
Strategy T-8a. Identify potential partnerships between transit and other mobility providers to pilot mobility innovation zones.	**Lead:** Planning, Development & Transportation **Partners:** Private TSPs	Near-term	Staff time, General Fund, Outside support/ funding
Strategy T-8b. Increase deployment of ITS, connected vehicle infrastructure and transit-signal priority.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Near-term	Staff time, CIP, Regional collaboration
Strategy T-8c. Support local and regional employer commute trip reduction programs.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time, General Fund, Regional collaboration
Strategy T-8d. Prepare a road-diet strategic plan.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-8f. Update performance measures, expanding beyond travel time. Instead of travel time, consider using travel delay, also measuring the duration of the peak period of delay.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-8g. Continue to implement congestion-management strategies to improve mobility for all modes.	**Lead:** Planning, Development & Transportation	Near-term	Staff time
Strategy T-8h. Implement a TDM evaluation and monitoring program that is tied to adoption of TDM strategies; use this program to track how effective the use of TDM strategies is on shifting travel behavior (measured in the form of VMT, SOV, or ADT).	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term, ongoing	Staff time, Outside support/ funding
Strategy T-8i. Expand travel-time tracking to additional arterials or citywide. Consider complementing Bluetooth data-collection technology with big data sources.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term, ongoing	Staff time, General Fund
Strategy T-8j. Establish policies and seek authority to develop and implement congestion pricing.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services, Financial Services	Long-term	Staff time, Regional collaboration
Strategy T-8k. Address high-priority intersections identified in the Arterial Intersection Priority Study (AIPS).	**Lead:** Planning, Development & Transportation	Near-term, ongoing	Staff time, General Fund
Strategy T-8l. Develop Access Management Plans for arterial roadways, prioritizing major arterials such as Harmony Road, Timberline Road, and College Avenue.	**Lead:** Planning, Development & Transportation	Long-term	Staff time, CIP, Regional collaboration
Strategy T-8m. Adopt a policy to discourage zero-occupant vehicle trips generated by AVs.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Long-term	Staff time
Strategy T-8n. Develop and implement a TDM program for new development.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Long-term	Staff time, General Fund, Outside support/ funding
Strategy T-8o. Launch a City TDM program to help reduce traffic congestion by reducing travel demand.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Long-term	Staff time, General Fund

Strategy	Responsibility	Timing	Resources
Strategy T-8p. Enhance the existing web-based dashboard with key transportation metrics.	**Lead:** Planning, Development & Transportation **Partners:** Information & Employee Services	Ongoing	Staff time
Strategy T-8q. Require MMLOS analysis for new development and redevelopment.	**Lead:** Planning, Development & Transportation	Ongoing	Staff time
Principle T 9: Utilize the transportation system to support a healthy and equitable community.			
Strategy T-9a. Develop an equity-scoring process for proposed transportation projects in order to prioritize projects in underresourced communities and for people with disabilities.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time, General Fund
Strategy T-9b. Prepare a strategic plan to ensure that zero-vehicle households have access to reliable and comfortable multimodal transportation options.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time, General Fund
Strategy T-9c. Deploy new transportation infrastructure, such as shared-use EVs, in historically marginalized and underresourced communities.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time, General Fund
Strategy T-9d. Coordinate with the Social Sustainability Department to identify issues discussed in the 2014 Fort Collins Social Sustainability Gaps Analysis that could be addressed through transportation-network improvements.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time, General Fund
Strategy T-9e. Adopt utilization of the Transportation Air Quality Tool for City-led planning projects to quantify GHG.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Near-term	Staff time
Strategy T-9f. Continue to explore opportunities to work with the FRA and other stakeholders to create a healthy community that mitigates the impacts of freight noise as much as possible.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services, FRA	Near-term	Staff time
Strategy T-9g. Prioritize bicycle and pedestrian safety infrastructure investments in marginalized and under-resourced communities and for people with disabilities.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Ongoing	Staff time, General Fund
Strategy T-9h. Implementation of congestion-management strategies to lower emissions.	**Lead:** Planning, Development & Transportation	Near-term	Staff time, General Fund
Strategy T-9i. Identify neighborhoods with lower rates of opportunity access (e.g., fewer jobs per capita, fewer neighborhood amenities, less access to schools) and prioritize transportation investments in those areas.	**Lead:** Planning, Development & Transportation **Partners:** Sustainability Services	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle T 10: Support and enhance safety for all modes.			
Strategy T-10a. Formalize a Vision Zero Action Plan to be incorporated into annual Safety Report.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, Information & Employee Services	Near-term	Staff time
Strategy T-10b. Complete an Annual Mobility Report to capture other important transportation-related improvements such as accessibility.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, Information & Employee Services	Near-term	Staff time, Outside support/funding
Strategy T-10c. Complete the update to the AIPS that identifies intersections for safety improvements.	**Lead:** Planning, Development & Transportation	Near-term	Staff time, General Fund
Strategy T-10d. Continue safety-education programs focusing on respect for traffic laws by all road users.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, Information & Employee Services	Near-term	Staff time, General Fund
Strategy T-10e. Continue the Safe Routes to School program in coordination with PSD to promote safe walking and bicycling for schoolchildren.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, Information & Employee Services, PSD	Near-term	Staff time, General Fund, Outside support/funding
Strategy T-10f. Strengthen partnership with Police Services for data sharing, incident management, enforcement, etc.	**Lead:** Planning, Development & Transportation **Partners:** Police Services, Information & Employee Services	Near-term	Staff time
Strategy T-10g. Identify a High Injury Network and prioritize investments along this network and at high crash/injury intersections.	**Lead:** Planning, Development & Transportation **Partners:** Police Services	Long-term, ongoing	Staff time
Strategy T-10h. Continued implementation of intersection improvement projects.	**Lead:** Planning, Development & Transportation	Long-term, ongoing	Staff time, General Fund
Strategy T-10i. Continue to contribute toward state and federal safety efforts	**Lead:** Planning, Development & Transportation	Long-term, ongoing	Staff time
Strategy T-10j. Develop a series of safety-related policies within the City to help consistently guide project selection, design, implementation, operations and maintenance.	**Lead:** Planning, Development & Transportation	Long-term, ongoing	Staff time

HIGH PERFORMING COMMUNITY

Strategy	Responsibility	Timing	Resources
Principle HI 1: Be a model for equitable, effective and transparent local governance.			
Strategy HI-1b. Update the City's Strategic Planning Outcome areas to reflect adjustments to City Plan's seven Outcome Areas as part of the 2020 Strategic Plan Update process.	**Lead:** City Manager's Office **Partners:** City Council	Near-term	Staff time
Strategy HI-1c. Update the City's Community Performance Measurement Dashboard to reflect adjustments to City Plan's seven Outcome Areas. Evaluate the need for updates to existing outcomes and measures and/or the addition of new outcomes and measures to help monitor progress in other key focus areas identified as part of the City Plan update process.	**Lead:** Financial Services **Partners:** All departments	Near-term	Staff time
Strategy HI-1e. Conduct a biennial review of progress made on implementation strategies outlined in City Plan, documenting the current status of each action and making targeted updates, as needed.	**Lead:** Planning, Development & Transportation **Partners:** All departments	Near-term, ongoing	Staff time
Strategy HI-1f. Explore creation of a Technology advisory group so that the City and its residents will be aware of, pursue and implement technological solutions that will ensure that technology in the City of Fort Collins is accessible, transparent and efficient.	**Lead:** City Manager's Office **Partners:** City Clerk's Office, Information & Employee Services	Near-term	Staff time
Strategy HI-1g. Develop/expand organizational capacity for triple-bottom-line decision-making and implement the TBL Scan tool for major City projects.	**Lead:** Sustainability Services **Partners:** All departments	Near-term	Staff time
Strategy HI-1a. Continue to align Citywide budget priorities with the seven outcome areas that serve as a foundation for City Plan.	**Lead:** City Manager's Office **Partners:** Financial Services, City Council	Ongoing	Staff time
Strategy HI-1d. Continue to monitor and refine existing tools designed to promote transparency to ensure that they are achieving intended outcomes and are accessible to a broader cross-section of the community.	**Lead:** Financial Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-1e. Lead by example through implementation of the 2019 Municipal Sustainability and Adaptation Plan. Update every five years.	**Lead:** Sustainability Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-1f. Continue to offer staff trainings on unconscious bias, privilege, being an ally and other applicable equity trainings.	**Lead:** Sustainability Services, Information & Employee Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-1g. Continue to support the efforts of the City of Fort Collins Equity and Inclusion Team and established committees as a resource within the City organization on issues related to equity and inclusion.	**Lead:** Sustainability Services **Partners:** All departments	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
Principle HI 2: Support an active, educated, and engaged community.			
Strategy HI-2a. Incorporate a stronger focus on social equity and underserved populations as part of outreach and volunteer initiatives.	**Lead:** Sustainability Services **Partners:** Planning, Development & Transportation, Community Services	Ongoing	Staff time
Strategy HI-2b. Explore the use of crowd-funding, crowd-sourcing and other tools or approaches to empower residents to brainstorm, organize and complete community projects or address community issues.	**Lead:** Information & Employee Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-2c. Continue partnering with local organizations to identify strategies to improve the accessibility and affordability of childcare and early-learning opportunities.	**Lead:** Information & Employee Services **Partners:** Sustainability Services	Ongoing	Staff time
Strategy HI-2d. Develop updated metrics for monitoring equity and inclusion in the City organization and community-wide.	**Lead:** Information & Employee Services **Partners:** All departments	Near-term	Staff time,
Principle HI 3: Provide opportunities for meaningful and inclusive community involvement in governance and decision-making.			
Strategy HI-3a. Continue to coordinate community engagement events among Departments to improve efficiency and reduce citizen fatigue.	**Lead:** Information & Employee Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-3b. Effectively engage with the community and promote a culture of inclusive engagement across all City Departments.	**Lead:** All departments **Partners:** City Council	Ongoing	General Fund
Strategy HI-3c. Implement updated hiring practices across the organization and monitor their effectiveness over time.	**Lead:** Information & Employee Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-3d. Investigate hiring a Spanish-speaking bilingual and bicultural staff member to enhance City engagement of the Hispanic/Latinx community and improve the cultural competency of the City organization.	**Lead:** Information & Employee Services, Planning, Development & Transportation	Short-term	General Fund
Strategy HI-3e. Continue to expand language resources throughout the City organization through training, interpretation and certified translation services.	**Lead:** Information & Employee Services **Partners:** All departments	Ongoing	Staff time
Strategy HI-3f. Translate key City resources and publications into Spanish and update these documents as needed. Conduct a needs assessment in consultation with Spanish-speaking residents and business owners to determine which documents should be translated.	**Lead:** Information & Employee Services	Short-term	Staff time
Strategy HI-3g. Conduct a needs assessment in consultation with residents and business owners who speak languages other than English and Spanish (e.g., Chinese, Arabic) to determine needs for translation and interpretation services.	**Lead:** Information & Employee Services	Short-term	Staff time

APPENDIX

A: Acknowledgments

The update to City Plan would not have been possible without the work and ideas from thousands of individuals – community members, elected officials, City staff, consultants, and many more. While we recognize the special efforts of the individuals and groups below, we wish to thank everyone who participated and contributed to this effort.

City Council 2019
Mayor Wade Troxell
Susan Gutowsky, District 1
Ray Martinez, District 2
Ken Summers, District 3
Kristin Stephens, District 4
Ross Cunniff, District 5
Gerry Horak, Mayor Pro Tem, District 6

Planning and Zoning Board
Jeff Hansen
Michael Hobbs
Per Hogestad
Christine Pardee
Ruth Rollins
Jeff Schneider
William Whitley

Transportation Board
Valerie Arnold
Karl Ayers
Ellen Boeke
Cari Brown
Jerry Gavaldon
Indy Hart
Nathalie Rachline
Eric Shenk
York

Core Staff Team
Melina Dempsey
Lindsay Ex
Cameron Gloss
Aaron Iverson
Tom Leeson
Seth Lorson
Amanda Mansfield
Ryan Mounce
Meaghan Overton
Paul Sizemore
Kelly Smith
Timothy Wilder

Working Groups
Climate Action Plan Community Advisory
    Committee
Housing & Economy
Land Use & Utilities
Outreach & Engagement
Public Lands & Water
Transportation & Mobility

Community Partner Organization Members
Arc of Larimer County
Bike Fort Collins
CSU Center for the Built Environment
Family Leadership Training Institute
Partnership for Age Friendly Communities
The Family Center La Familia
Wolverine Farm

Other Partners
City Plan Ambassadors
City of Fort Collins Board & Commissions
City of Fort Collins Communications & Public
Involvement Office
City Manager & Executive Lead Team
Colorado State University
CSU - Center for Public Deliberation
    Haley Blonsley
Fort Collins Chamber of Commerce
Front Range Community College
L'Ancla
Larimer County Planning Department
Larimer County Built Environment Team
Maura Velazquez-Castillo (Translation)
Poudre School District

Consultant Team
Clarion Associates
Fehr & Peers
Nelson\Nygaard
Economic & Planning Systems
MIG, Inc.
WSP

B: Glossary

Accessory Dwelling Unit
A smaller, subordinate residential unit dwelling located on the same lot as a single-family home. Accessory Dwelling Units may be located within or detached from another primary residential dwelling.

Active Transportation
Any self-propelled, human-powered mode of transportation, such as walking or bicycling.

Activity Center
Area of the community with higher intensity and a greater mix of uses and transportation options. Activity centers may be neighborhood, community, or regionally focused.

Adaptive Reuse
The act of re-purposing or utilizing an existing site or building for a purpose other than which it was originally designed or intended.

Affordable Housing
Subsidized or deed-restricted housing for those earning less than 80% or less of the area median income.

Americans with Disabilities Act (ADA)
Federal legislation passed in 1990 that prohibits discrimination against people with disabilities.

Area Median Income
Measurement score of the median or middle point of all households' income in a geographic area.

Attainable Housing
Housing in which occupants pay no more than 30 percent of their gross income.

Autonomous and Connected Vehicle
Vehicles that have various levels of self-driving (automation) and safety features, that have connectivity with other vehicles or surrounding infrastructure.

Bike-share
Bicycles are available for shared use on a short term basis for a price or free.

Budgeting for Outcomes
City of Fort Collins' budgeting process designed to allocating resources based on budget offers for services, programs and projects to achieve specific results.

Bus Rapid Transit (BRT)
Bus-based transit system that delivers fast, comfortable, and cost-effective services at high capacities.

Capital Improvement Plan
The City's list of transportation and infrastructure improvements needed to achieve stated goals and vision.

Car-share
Vehicles are rented for shorter periods of time ,usually on a per hour basis.

Climate Action Plan
Plan or framework for the measurement, goal-setting, and reduction of greenhouse gas emissions. Fort Collins' adopted Climate Action Plan seeks to reduce carbon emissions below 2005 levels; 20% reduction by 2020; 80% reduction by 2030, and to become carbon neutral by 2050.

Colorado Department of Transportation (CDOT)
The State of Colorado's transportation agency primarily tasked with construction, operation and maintenance of the state highway system.

Community Partner
Community organizations and non-profited provided resources and facilitation training by the City to lead City Plan outreach efforts with populations traditional underrepresented in City planning and decision-making processes.

Community Values
Shared beliefs that help define what it means to be part of the Fort Collins community.

Displacement
The involuntary movement or loss of housing by individuals and families from an established area, often resulting from redevelopment, higher property taxes, and the loss social connections.

Drones
A flying vehicle that can be remotely controlled or fly autonomously through software-controlled flight plan, for uses ranging from traffic monitoring to potentially delivery services.

E-Bikes
A bicycle with an integrated electric motor which can be used for propulsion in addition to pedaling.

Equity
The quality of being fair and impartial. In Fort Collins, equity is used as a lens to create and sustain an environment where residents and visitors feel welcome, safe, and valued and where a person's identity and opportunities does not impact their ability to thrive.

E-Scooter Share
Electric scooters are available for shared use on a short term basis for a price or free.

Greenfield Development
The development of vacant, agricultural, or unoccupied land. Typically occurs at the edge of the community.

Greenhouse Gases
Gases that trap heat in the atmosphere. Common greenhouse gases include carbon dioxide and methane. Greenhouse gas emission may commonly be caused by the burning of fossil fuels for transportation and power generation, livestock and agricultural activities, and heavy industry manufacturing or mineral extraction. (Source: U.S. Environmental Protection Agency)

Growth Management Area
Boundary approved between the City of Fort Collins and Larimer County in which future land may be annexed into the City. The geographic area represents locations that are more suitable for urban levels services, infrastructure, and development.

Health Equity Index
A tool and map to identify areas of the community with vulnerable populations and highest needs. The index is a composite measure of multiple health and equity factors such as disability status, leisure activity, or poverty levels.

High Frequency Transit
A bus route with service of 15 minutes or better.

Historic District
A defined geographic area designated by the City, State, or at the national level as an area possessing a concentration of significant historical, architectural or geographic heritage.

Infill Development
Development on vacant or underutilized lots within an area of existing or established development.

Innovation Zone
Concept in the Fort Collins Transit Master Plan for low-density areas of the community where smaller, more flexible transit service may be more appropriate or cost-effective compared to traditional fixed route service.

Intelligent Transportation Systems (ITS)
The application of sensing, analysis, control and communications technologies for ground transportation in order to improve safety, mobility and efficiency.

Intergovernmental Agreement (IGA)
An agreement between two or more government entities to solve problems of mutual concern. (Source: Colorado Department of Local Affairs)

Larimer County Urban Areas Street Standards (LCUASS)
Shared streets standards and specifications for City of Fort Collins, City of Loveland and urban areas of Larimer County.

Layered Network
A system that identifies the "priority" modes on a given roadway facility.

Level of Service (LOS)
A qualitative measure used to analyze roadways and intersections by categorizing traffic flow and assigning quality levels of traffic based on performance measure like vehicle speed, density, congestion, etc.

Level of Traffic Stress
A rating given to a road segment or crossing indicating the traffic stress it imposes on bicyclists.

Low Impact Development
Stormwater management techniques that seeks to mimic natural systems while offering functional stormwater run-off systems.

Low Stress Bike Network
The bicycle network defined in the 2014 Bicycle Master Plan of streets and trails that provides bicyclist a low-stress riding experience.

Master Street Plan
The City of Fort Collins map showing existing and future street alignments and street classifications.

Metro District
Authorized by Colorado State law as a type of special district for defined geographic areas to provide infrastructure and services. Metro districts may be authorized to tax or assess fees to provide services or construct improvements.

Missing Middle Housing
A range of different housing types that are often more compatible with and less costly than single-family homes. Examples include accessory dwelling units, duplexes, or townhomes.

Mixed-use Development
Development or a site or building that contains more than one type of land use, such as residential units located above offices, or a retail store adjacent to a civic building.

Mobility as a Service (MaaS)
A shift away from personally-owned modes of transportation and towards mobility solutions that are consumed as a seamless service.

Mobility Hub
Mobility hubs consist of major transit stations and the surrounding area connecting different modes of transportation (from walking, bike share, micro-mobility, car-share, etc.) seamlessly and where there is an intensive concentration of mixed-use developments.

Moving Towards Vision Zero
A safety program from Colorado Department of Transportation that with the stated goal of zero deaths for every individual, family and community using Colorado's transportation network. This program is related but different than the national Vision Zero program.

Multimodal
Refers to a transportation system that considers various modes (walking, cycling, automobile, public transit, etc.) and connections among modes.

Multimodal Level of Service (MMLOS)
A level of service tool to identify how well existing or proposed facilitates accommodate various modes.

Nature in the City
Adopted Fort Collins Plan to preserve and enhance natural spaces throughout the community and provide opportunities for resident access to nature.

North Front Range Metropolitan Planning Organization (NFRMPO)
The transportation and air quality agency for the urban portions of Larimer and Weld counties.

Permanent Supportive Housing
Housing model that combines affordable housing along with other supportive services to individuals and families transitioning out of homelessness in order to create a more stable living environment.

Place Types
Geographic areas of the community that share common land-use, transportation, and visual characteristics. Examples include types of residential neighborhoods or commercial districts.

Plan Ambassador
Community volunteers with facilitation training who held conversations, meetings, and events within their social circles to talk about City Plan throughout the planning process.

City Plan Policy
Provides direction as to how the vision, core values, and principles will be carried out through day-to-day decision-making

City Plan Principle
Articulates targets, desired outcomes, or objectives to work towards to achieve the vision.

Quiet Zone
A segment of a rail line within one or a number of consecutive public highway-rail (roadway) grade crossings at which locomotive horns are not routinely sounded, with the application of certain safety improvements.

Resiliency
The ability to recover readily from adversity such as natural disasters or other disruptive events.

Safe Routes to School (SRTS)
Safe Routes to School is a nationwide education and encouragement effort to get more children biking and walking to and from school.

Shared Mobility
A transportation strategy that allows users to access transportation services (vehicle, bicycle, or other) on an as-needed basis.

Signal Prioritization
A signal system that gives either passive or active special treatment to certain vehicles such as transit vehicles at signalized intersections, to increase speed and throughput.

Single Occupancy Vehicle (SOV)
A privately operated vehicle whose only occupant is the driver.

Strategies
Specific steps or actions that will be taken to implement City Plan Principles and Policies.

Structure Plan
A land-use and transportation framework map illustrating how different areas of the community may change or evolve over time.

Tax Increment Financing
The difference between property and/or sales tax collected before and after redevelopment; often used as a financial incentives tool.

Transfer of Development Rights
The transfer of development potential from one site or area to another. Often used as a conservation or incentive tool to direct development to appropriate areas.

Transit Oriented Development (TOD)
A type of mixed-use development adjacent to or nearby transit stations designed to create a walkable and transit-supportive environment.

Transportation Demand Management (TDM)
The application of strategies and policies to reduce travel demand, or to redistribute this demand in space or in time.

Transportation Network Company (TNC)
Sometimes known as a mobility service provider (MSP) or ride-hailing service, is a company that matches passengers with drivers via websites and mobile apps.

Urban Agriculture
Gardening, farming, animal raising, and the distribution of food in or near urban and suburban environments.

Urban Renewal Authority
Authorized by Colorado State law to encourage revitalization and the remediation of blight. The Fort Collins Urban Renewal Authority focuses on redevelopment in urban areas with unsafe conditions and aging infrastructure using special financing incentives, such as Tax Increment Financing.

Vehicle Miles Traveled (VMT)
A measures of the amount of travel for all vehicles in a geographic region over a given period of time, typically a one-year period.

Vision
Aspirational statement that collectively conveys our desire and intent for the future.

Vision Zero
A multi-national road traffic safety project that aims to achieve a highway system with no fatalities or serious injuries involving road traffic.

Zoning
The division of separate land-uses throughout a community, often using distinct zoning districts.

C: List of Acronyms

AADT – Annual Average Daily Traffic

ADT – Average Daily Traffic

ADU – Accessory Dwelling Unit

ADA – Americans with Disabilities Act

AIPS – Arterial Intersection Prioritization Study

AV – Autonomous Vehicles

BFO – Budgeting for Outcomes

BMP – Best Management Practices

BNSF – Burlington Northern Santa Fe

BRT – Bus Rapid Transit

CAP – Climate Action Plan

CCTV – Closed Caption Television

CDC – Centers for Disease Control and Prevention

CDOT – Colorado Department of Transportation

CDPHE – Colorado Department of Public Health and the Environment

CIP – Capital Improvement Plan or Program

CMP – Congestion Management Process

CO$_2$ - Carbon Dioxide

CO$_2$e - Carbon Dioxide equivalent

C-PACE - Commercial Property Assessed Clean Energy

CPD – Center for Public Deliberation at CSU

CSA – Community Supported Agriculture

CSU – Colorado State University

DIA – Denver International Airport

DOLA - Colorado Department of Local Affairs

EIS – Environmental Impact Statement

ETC – Enhanced Travel Corridor

EV – Electric Vehicles

EVRR – Electric Vehicle Readiness Roadmap

FAA – Federal Aviation Administration

FHWA – Federal Highway Administration

FLTI – Family Leadership Training Institute

FRA – Federal Railroad Administration

FRCC – Front Range Community College

FTA – Federal Transit Administration

GHG – Greenhouse Gas

GMA – Growth Management Area

HIN – High Injury Network

HOA – Home Owners' Association

IGA – Intergovernmental Agreement

ITE – Institute of Transportation Engineers

ITS – Intelligent Transportation Systems

LCUASS – Larimer County Urban Area Street Standards

LOS – Level of Service

MaaS – Mobility as a Service

MMLOS – Multimodal Transportation Level of Service

MUTCD – Manual on Uniform Traffic Control Devices

NACTO – National Association of City Transportation Officials

NFRMPO – North Front Range Metropolitan Planning Organization

NHTSA – National Highway Traffic Safety Administration

NPO – Nonprofit Organization

NRCS – Natural Resources Conservation Service

PFA – Poudre Fire Authority

PERF –Police Executive Research Forum

PRPA – Platte River Power Authority

PSD – Poudre School District

PPA – Pedestrian Priority Area

RAC – Regional Air Quality Council

RSC – Regionally Significant Corridors

RTE – Regional Transit Element

RTP – Regional Transportation Plan

SAINT – Senior Alternatives in Transportation

SMM – Sustainable Materials Management

SOV – Single-Occupancy Vehicle

TBL – Triple Bottom Line

TCEF – Transportation Capital Improvement Expansion Fee

TDM – Travel Demand Management

TDR – Transfer of Development Rights

TIF – Tax Increment Financing

TMP – Transportation Master Plan

TNC – Transportation Network Companies

TOD – Transit-Oriented Development

TTI – Travel Time Index

UCH – University of Colorado Health

UNC – University of Northern Colorado

URA – Urban Renewal Authority

VMT – Vehicle Miles Traveled