

Appendices



Fort Collins
CITY PLAN
Changes and Choices





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Appendix A:

Part I: Comprehensive Plan Elements

- ❖ **Introduction**
- ❖ **Issues and Policy Plans**
- ❖ **Subarea and Corridor Plans**



Introduction

Prior to the development of *City Plan* and as part of the 2004 update, an inventory was completed of existing and in-progress plans, policies, and regulations which were in place or adopted since 1977. Of the list of existing documents, three categories were developed: 1) existing adopted Comprehensive Plan elements; 2) approved or adopted related planning or policy documents; and 3) other related plans or programs. A brief summary was prepared of each document for incorporation into *City Plan*.

As part of each summary review, the format used for analysis included: plan status, who was involved in preparing the document, purpose, and key issues. Existing Comprehensive Plan elements fall into two categories: issues and policy plans; and subarea or corridor plans. The remaining existing documents fall within issues and policy plans, regional plans and utility plans.

While portions of these plans have been incorporated into specific sections of *City Plan*, users should refer back to these other documents for more detailed information. *City Plan* will evolve and be updated on a periodic basis. As new Comprehensive Plan elements and other related planning documents are prepared and adopted, they will become part of *City Plan* and a new summary will be incorporated into this section.



Issues and Policy Plans

- Air Quality Policy Plan
- Campus West Community Commercial District Planning Study Report
- CSU Surrounding Residential Neighborhood Parking Study
- Fort Collins Bikeway Program Plan
- Historic Resources Preservation Program Plan
- Master Street Plan
- Natural Areas Policy Plan
- Northeast Area Transportation Study
- Parks and Recreation Policy Plan
- Pedestrian Plan
- Priority Affordable Housing Needs and Strategies Report
- Sustainability Inventory
- Transportation Master Plan



Air Quality Policy Plan

Status:

The *Air Quality Policy Plan* was adopted on March 16, 1993 by City Council resolution as an element of the Comprehensive Plan. This document represents Phase III of the *Air Quality Strategic Plan*. In March 1994, the *Air Quality Action Plan* was adopted to implement the *Air Quality Policy Plan*. The Action Plan was revised in 1996. This document is currently being updated in conjunction with the 2004 update of *City Plan*.

Prepared By:

City staff, extensive public involvement, and the Air Quality Task Force appointed by City Council

Purpose:

To look to the future of Fort Collins' air quality by:

- Summarizing pertinent facts about air quality in Fort Collins in a section called Findings
- Establishing a community vision for air quality with a goal and measurable objectives to pursue and achieve that goal
- Setting specific policies to direct City programs and actions
- Continually improving Fort Collins' air quality as the city grows

Once adopted, these statements form the foundation of the City's position and approach to air quality. The Goals, Objectives, and Policies provide the official direction of the City regarding air quality and will be used to guide the development of the Comprehensive Plan elements, staff work plans, City programs, budget recommendations, and other implementation strategies.

Key Issues:

- Reduction of the growth rate of total vehicle miles traveled (VMT)
- Definition of air quality improvement
- Motor vehicle emissions
- Use of technology, regulations, and price
- Comprehensiveness and conformity of city plans and programs
- Commitment to checking progress
- Regional and global issues
- Coordination with other programs and agencies
- Land use
- Topography and climate



Campus West Community Commercial District Planning Study Report

Status:

This report was completed in December 2001. The bulk of the report explains issues and alternatives explored in the public process between 1999 and 2001. This material is intended to serve as a record of the process, and as reference material in the event of future interest in redevelopment.

The results of the planning process did not warrant adoption as an official subarea plan as originally intended. Instead, the report explains the differing perspectives in the context of a lack of consensus; and also explains redevelopment issues and ideas without recommending City actions to promote redevelopment at this time.

Prepared By:

Advance Planning staff, with the assistance of professional consultants.

Purpose:

This study was needed to tailor *City Plan* to the specific circumstances in Campus West, answering questions about whether and how the CC, Community Commercial District designation could work and be positive.

This report offers explanations of different perspectives and competing factors regarding redevelopment. In addition, it recommends specific street design standards to fit the area, along with a sidewalk/streetscape system that could be introduced into the area without redevelopment.

Key Issues:

- Explore issues raised by incongruence between *City Plan* policies and existing development.
- Analyze market potential and financial feasibility of redevelopment
- Identify and evaluate alternative approaches to continuing change or evolution
- Make recommendations to establish a consistent, workable approach toward a future vision
- This report recommends a tailored street design for West Elizabeth Street, and explains a possible new street design for Plum Street.



CSU Surrounding Residential Neighborhood Parking Study

Status:

The Colorado State University Surrounding Residential Neighborhood Parking Study, initiated in November 1995, was adopted by City Council resolution in September 1996 as a component of the Transportation Master Plan and as an element of the Comprehensive Plan. The development of this Study was completed in parallel with the Downtown Parking Plan.

Prepared By:

This plan was prepared by City Transportation Staff, a consultant team and a citizens' advisory group.

Purpose:

The major purpose of the study was to clearly identify existing parking problems in the neighborhoods adjacent to the University campus and to work with the residents of those neighborhoods to develop and evaluate alternatives for addressing their future parking needs. Coordinating the efforts to mitigate neighborhood parking problems with parking plans for the University campus was another important objective. The neighborhoods around the University campus currently provide parking for the residents as well as students, staff and faculty of the campus. Without adequately accounting for the role of the neighborhood streets to provide campus-related parking, it is difficult to define to extent of the unmet parking demand on campus. By studying the parking in the neighborhoods in conjunction with the parking issues on-campus, the City and Colorado State University were able to examine how potential changes in each area could impact the other.

The study area includes those neighborhoods that experience the most direct daily impact from University parking. These areas are close enough to the campus to experience regular parking impacts from students, faculty, staff and visitors.

Key Issues:

- Adequacy of University parking
 - High violation rate (critical violations)
 - Two enforcement entities and two different sets of rules
 - Neighborhood street maintenance
 - High parking demand created by residential use densities associated with CSU
 - Coordination between City and CSU, so that solutions benefit both the campus/neighborhoods
 - Low fines



Fort Collins Bikeway Program Plan

Status:

The Fort Collins Bikeway Program Plan (“Bikeway Plan”) was adopted by City Council resolution on October 28, 1995.

Prepared By:

City staff, consultant team, and a community focus group

Purpose:

This plan guides the development of a City bikeway program and facilities over the next twenty years. The goal is to build a city where bicycling for transportation is an easy choice to make, and is the primary purpose of this Plan. In addition, it provides recommendations that can help create a physical environment free of barriers for those who choose to bicycle -- a community where bicyclists, motorists and pedestrians are educated about their respective roles in traffic, where traffic laws are respected by all and where people are actively encouraged to bike to work, school, shopping or other destinations. The Plan incorporates and compliments the City’s Parks and Recreation Department’s trail system and recognizes that in order to encourage bicycling, the varied skill levels of cyclists must be recognized and planned for.

Key Issues:

- Impacts on land use and development
- Neighborhoods with “porosity,” oriented to local activity centers to encourage people to use alternative modes
- Changes suggested in City policies and regulations for traffic calming, street design, bike parking ordinance, etc.
- Improvement of bike system engineering and maintenance
- System continuity and directness
- Inclusion of regional connections
- Consideration of varied skill levels of cyclists
- Traffic education as part of a program
- Safety and enforcement of bicycle laws as high priorities
- Tourism promotion of a bicycle-friendly community as an amenity for vacationers



Historic Resources Preservation Program Plan

Status:

This Plan was adopted by City Council resolution in November 1993, as an element of the Comprehensive Plan.

Prepared By:

Advance Planning Staff, with the assistance of professional consultants, and the Landmark Preservation Commission

Purpose:

- Offers a process to identify which resources should be eligible for protection and to provide incentives
- Recommends what incentives and legal techniques would be appropriate to accomplish historic preservation
- Documents and communicates reasons for the choice of implementation strategies recommended

Key Issues:

The elements of the program, in order of priority, are:

- Survey, identify, and prioritize historic resources
- Develop education methods to place historic preservation as a high community priority
- Provide incentives for preservation
- Incorporate historic preservation into plans and regulations
- Utilize landmark designation as the best protection of historic resources
- Outline administration needs, including funding for staff

The Plan recognizes the close working relationship with affordable housing interests, the environmental movement (recycling of old buildings), neighborhood planning, economic development and transportation (ISTEA includes preservation as a goal).

The Plan identifies: potential conflicts between urban growth and the preservation of historic agricultural resources, e.g. barns; the economic revitalization of Downtown versus preservation; and the expansion of CSU's enrollment versus the preservation of historic neighborhoods. The Plan includes a timetable for implementation with possible outcomes.



Master Street Plan

Status:

The Master Street Plan was adopted as an element of the Transportation Master Plan on March 2, 2004.

Prepared By:

The Plan was prepared by City Transportation Staff, citizen advisory groups and committees, and the following consultants: PBS&J in Cooperation with LSA Associates, Coley/Forrest, and Intermountain Corporate Affairs.

Purpose:

The Master Street Plan (MSP) is a map-based representation of the City of Fort Collins' long-range vision of its major street network. First implemented and adopted in 1981, the MSP is intended to reflect the functional class (the category of street, e.g. arterial, collector, etc.) of the ultimate street network in the City of Fort Collins. The MSP also helps to guide the development of the future street system for the City and its GMA. The MSP provides a reference for planning and layout of existing and future development's key transportation and circulation connections.

Several amendments to the MSP are being proposed as part of this plan. Some of these proposed changes reflect road network changes that have come about as part of plans approved since 1997's original *City Plan* and TMP. Some changes reflect "clean up" items that address slight mapping errors or reflect changes in thought as to the feasibility of construction of particular facility types. In response to concerns voiced recently by the Transportation Advisory Board and members of City Council, the MSP map will suggest changing the way it portrays regional roadways outside of the GMA boundary to more clearly reflect that the City of Fort Collins is financially responsible only for those streets inside the GMA boundary. Finally, some of the recommended changes to the MSP are a result of new travel forecast model analysis as part of this update to the plan.

Key Issues:

- Correct mapping error on I-25 Frontage Road west of I-25 from Mulberry to Prospect.
- Change the way in which regional roadways outside of the Fort Collins GMA are represented on the MSP.
- Change Laporte Avenue, Wood Street to Taft Hill Road, from a four-lane arterial to a collector street.
- Change Country Club Road, State Highway 1 to Larimer County Road 11, from a minor arterial to a collector street.



- **Change McClelland Drive, Drake Road to Horsetooth Road, from a minor arterial to a collector street.**
- **Convert the Mason and Howes Street one-way couplet back to two-way, minor arterial streets.**
- **Change Carpenter Road (LCR-32), I-25 to College Avenue (US 285), from a four-lane arterial to a six-lane arterial street.**
- **Amend MSP to reflect road network recommendations from adopted local and regional plans. These improvements include:**
 - **Add a new collector street, from LCR-52 to Mulberry Road, to serve anticipated development east of I-25**
 - **Extend Carriage Parkway as a collector street south to Prospect Road**
 - **Upgrade Mulberry, Prospect, and Harmony Roads, from I-25 to LCR-5, from minor arterial to four-lane arterial designation**
 - **Upgrade LCR-5, from Mulberry Road to LCR-30, from a collector street to a four-lane arterial designation. Those portions of the LCR-5 Corridor outside of the Fort Collins GMA will be represented in a different line-style and are shown for regional context and consistency only.**



Natural Areas Policy Plan

Status:

The Natural Areas Policy Plan was adopted by City Council resolution in October, 1992.

A new Natural Areas Policy Plan, known as the Land Conservation and Stewardship Master Plan is being updated at the same time as *City Plan* and shares many of its' principles and policies. The Land Conservation and Stewardship Master Plan will go to City Council for approval in 2004.

Prepared By:

The Plan was prepared by City staff and the Natural Resources Advisory Board with extensive citizen involvement and volunteer work.

Purpose:

- Identify and evaluate important natural areas within the Urban Growth Management Area regarding ecological significance, sensitivity to impact and the need for conservation.
- Recognize interrelationships between natural areas.
- Recognize natural areas as an important resource.
- Review and revise existing City goals, objectives and policies to guide future programs for the protection, enhancement and management of natural areas within Fort Collins.
- Recommend alternative strategies and actions to implement the policy recommendations, adopted goals, and objectives.

Key Issues:

Key issues include:

- Public Land Acquisition
- Public Land Management
- Private Land Management
- Recreation, Education and Interpretation
- Public Information
- Program Funding

The Foothills, Poudre River and Fossil Creek areas are identified as especially significant natural resources areas.



Northeast Area Transportation Study

Status:

Portions of the Study were adopted by City Council resolution as an element of the Comprehensive Plan in September 1992.

Prepared By:

The Study was prepared by a consulting team, with the assistance of a Citizens' Advisory Committee and City staff.

Purpose:

The purpose of the Study was to develop a transportation plan supporting all modes of travel, taking into account environmental concerns based on an evaluation of alternative land use scenarios for the northeastern portion of the city. The planning effort was charged with developing proposed solutions to transportation problems, an implementation plan, and a financing strategy.

Key Issues:

- Significant physical and natural barriers have inhibited the development of more complete transportation facilities in the northeast area of the city. The Poudre River, the railroad tracks and the Dry Creek floodplain have restricted access to this area. Much of the existing transportation infrastructure is substandard. These issues have combined to inhibit development north of town.
- US Highway 287 now carries significant truck traffic through the heart of Downtown and along North College Avenue. The study was to identify a truck by-pass that would eliminate this traffic from Downtown. The Plan also defined a planned bicycle network for the area.



Parks and Recreation Policy Plan

Status:

The Parks and Recreation Policy Plan was adopted by City Council resolution in December 1996.

Prepared By:

The Plan was prepared by a team of City staff and a private consulting firm.

Purpose:

The Plan provides a comprehensive review and update of the Parks and Recreation Master Plan adopted in 1988. Staff recommended in the new Master Policy Plan that a more “balanced” system of parks, trails and natural areas be developed by the City.

Key Issues:

- Recommendations to three master elements were:
 - Definition of Neighborhood Parks and their locational criteria
 - Definition of Community Parks and their locational criteria
 - Funding for Community Parks and Special Recreational Facilities

- Other new issues addressed were:
 - Addressing non-programmed needs for all users within the Park system
 - Level of service standards for all types of recreational facilities, e.g. tennis courts, baseball fields, softball fields and soccer fields
 - Funding for renovation, overhead and maintenance of existing parks and recreation facilities
 - User fees and cost recovery policies
 - Phasing and priorities for major Capital Improvements for the next ten years



Pedestrian Plan

Status:

The *Pedestrian Plan* was adopted by City Council on August 20, 1996. This plan was passed by resolution as a component of the *Transportation Master Plan* and as an element of the Comprehensive Plan.

Prepared By:

This plan was prepared by a consulting firm, with the assistance of City staff and a focus group.

Purpose:

The City's *Congestion Management Plan*, adopted in February, 1995, establishes objectives for non-motorized travel. To meet these objectives, the pedestrian environment must be substantially improved. The goal of the *Pedestrian Plan* is to set a policy course to ensure that the City of Fort Collins is a walkable community. This plan is an important component of the City's transportation environment. As the city's population grows, a pedestrian network that creates a safe and efficient environment for those on foot becomes increasingly important.

The *Pedestrian Plan* is but one of many planning elements being prepared to help guide Fort Collins' growth from a city of 100,000 to 150,000 by the year 2015. This plan is integral to the *Transportation Master Plan*. Providing high quality pedestrian facilities both for local trips and for access to transit is critical. Combined with investments in public transportation, support for non-motorized modes of transportation can support long-term congestion relief and community livability benefits.

Key Issues:

- Design standards and guidelines for pedestrian facilities, mid-block crossings, etc.
- Missing links in the pedestrian system
- On-site design standards and guidelines for large commercial areas
- Clearly defined responsibilities for the sidewalk system, e.g. cost, winter maintenance, etc.
- Cost of funding options
- Facility design and system completion
- Education
- Sidewalks and walkways
- Maintenance and repair
- Enforcement
- Renovation of existing facilities and ADA compliance



Priority Affordable Housing Needs and Strategies Report

Status:

The Priority Affordable Housing Needs and Strategies Report was adopted as an update to the 1999 Report by City Council in October, 2003.

Prepared By:

The report was prepared by the Advanced Planning Department with assistance from multiple community and government organizations.

Purpose:

The report investigates and evaluates the City's affordable housing inventory; determines future and existing housing needs for low income families; and identifies populations with the most urgent need for affordable housing.

Key Issues:

- Analysis of demographic data
- Demand for rental and for-sale affordable housing
- Special populations needs for housing
- Economic development trends
- Benefits of affordable housing developments
- Financial resources, institutions, and housing providers
- Current City policies and regulations related to affordable housing
- Objectives for the City's affordable housing efforts
- Assessment of existing financial resources that support affordable housing
- Recommendations for the City's future roles, responsibilities, and programs related to affordable housing



Sustainability Inventory

Status:

The report was finished and distributed to City staff on July 1, 2003.

Prepared By:

The report was prepared by the Fort Collins City Staff and the International Council for Local Environmental Initiatives.

Purpose:

A Sustainability Inventory was undertaken for the City of Fort Collins to establish a profile of the quality of the City's social, economic and environmental resources and to describe current management practices developed to enhance or maintain those resources. The findings, collected through July 2002, provide a snapshot view of the sustainability of community resources; identifies positive strides made towards sustainability as well as highlights potential barriers. In addition, recommendations from City staff are outlined for advancing closer to sustainability.

Key Issues:

- Positive strides Fort Collins is making towards sustainability
- Challenges to the sustainability of Fort Collins
- Opportunities for advancing toward sustainability
- Goals, proposed actions and policies related to these topics:
 - Air Quality
 - Arts and Recreation
 - Biological Resources
 - Civic and Municipal Involvement
 - Demographics and Geography
 - Economy
 - Education
 - Energy
 - Health
 - Housing
 - Land
 - Safety
 - Transportation
 - Waste
 - Water



Transportation Master Plan

Status:

The process to create a Transportation Master Plan was originally initiated in mid-1995 in conjunction with the Master Street Plan, Bikeway Plan, Pedestrian Plan, Transit Plan, Parking Plans, and Regional Transportation Plan -- all of which have been adopted as elements of the Comprehensive Plan. The Transportation Master Plan was later adopted by City Council in 1997. The plan was updated again in conjunction with the 2004 update of *City Plan* and was adopted by City Council on March 2, 2004.

Prepared By:

City Transportation Planning Staff, citizen advisory groups and committees, and the following consultants: PBS&J in cooperation with LSA Associates, Coley/Forrest, and Intermountain Corporate Affairs.

Purpose:

The Fort Collins Transportation Master Plan 2004 serves a variety of purposes. It is a vision document that defines the long-term transportation system that Fort Collins needs in the future. The plan also provides policy direction for how decisions regarding the implementation of the transportation system should occur. It is also a framework document that serves as a comprehensive reference guide regarding transportation issues in Fort Collins. Additionally, the plan provides priorities for implementing projects to meet short-term deficiencies while working towards the ultimate transportation system the City is trying to achieve. Finally, the plan identifies transportation issues that need to be resolved as part of the next plan update or under specific department work plans.

As in the 1997 plan, the Fort Collins Transportation Master Plan 2004 reaffirms the City's commitment to providing a multi-modal transportation system. As the City continues to grow and mature, it has witnessed continued increase in vehicle trips, impacting the existing street network and causing severe congestion on many of the City's streets. Fort Collins remains committed to providing a balanced transportation system, providing citizens with transportation choices to continue maintaining its high quality of life. This plan also provides updates to the various modal plans that have been developed and also serves as a means to more clearly define other transportation ideas like the concept of Enhanced Travel Corridors.

The plan provides the goals, principles, and policies that will be used to shape the transportation system today and into the future. The plan provides a look at existing conditions, changes since 1997, and what the future may look like based on current practices.

The plan discusses issues facing the City in terms of limited funding, increased population growth, and policies that may need to be addressed to ensure the success of



the transportation system. The plan incorporated the most recent demographic data and used the City's comprehensive transportation demand model to test and evaluate alternatives. New methodologies were created to develop prioritized capital improvement project needs by mode. Existing and future financial issues were evaluated to provide a picture of how things look today and how things may look if the City is unsuccessful in developing other funding means.

Key Issues:

- Revisions to the Master Street Plan involve reviewing planned alignment and functional classification of future arterial and collector streets to support planned land uses with consideration of community concerns, e.g., topography and environment.
- Revised Streets Standards will be closely related to the Master Street Plan in that the major focus will establish standards for a broader array of functional street types.
 - Further refinement of the following concepts:
 - Travel Demand
 - Enhanced Travel Corridors
 - Environmental considerations
 - Mobility and Access
 - Implementation
 - Future Action Items



Subarea and Corridor Plans

- East Mulberry Corridor Plan
- East Side Neighborhood Plan
- Fort Collins Downtown Plan
- Fossil Creek Reservoir Area Plan
- Harmony Corridor Plan
- I-25 Subarea Plan
- Mason Street Transportation Corridor Master Plan
- Mountain Vista Subarea Plan
- North College Avenue Corridor Plan
- Northern Colorado Regional Communities I-25 Corridor Plan
- Old Town Area Plan
- Plan for the Region Between Fort Collins and Loveland
- Prospect Road Streetscape Program
- West Central Neighborhoods Plan
- West Side Neighborhood Plan



East Mulberry Corridor Plan

Status:

The *East Mulberry Corridor Plan* was adopted by the Fort Collins City Council on September 17, 2002 and by the Larimer County Planning Commission on September 18, 2002. This plan was amended 07-16-2003.

Prepared By:

Fort Collins City staff, extensive public involvement including a Citizen Advisory Committee, and the Larimer County Planning Department, and consultants including: EDAW, Felsburg Holt Ullevig, Leland Consulting Group, Resolve, and The Sear-Brown Group.

Purpose:

The East Mulberry Corridor study area encompasses about 2,500 acres. It is bounded by Interstate 25 to the east, East Vine Drive to the north, Lemay Avenue to the west and the Poudre River to the South. While most of the study area is outside city limits, it is within the Fort Collins GMA. The East Mulberry Corridor Plan focusing on making the area a main entryway into Fort Collins. The plan includes providing a unique mix of land use opportunities. There will be industry and commerce, housing and community facilities such as branch libraries, day care and recreational centers. It will be a healthy and prosperous commercial and industrial hub for the city, an area that remains viable for small business and industry. It will provide a range of commercial, industrial and housing opportunities. Neighborhood commercial centers will be located in appropriate proximity to neighborhoods in order to allow for convenient access to services and the day-to-day needs of households.

A safe, efficient, transportation system will be developed in the study area that provides travel choices to its users. The study area's irrigation canals and natural drainage ways will be enhanced along with established buffers to create a greenway system.

Recognized sensitive natural areas will be protected with minimal public access. The attractiveness and character of the study area will be enhanced through innovative site design, landscape improvements and new building design.

Key Issues:

- Traffic Congestion
- Costs and financing of upgrading infrastructure
- Storm Drainage
- Pedestrian Safety
- Recreation Connectivity
- Conservation of Visual Resources
- Land Use Patterns
- Conservation of Open Areas and Ecological Connectivity
- Economic Viability
- Impacts of possible City annexation



East Side Neighborhood Plan

Status:

The plan was adopted by City Council resolution as an element of the Comprehensive Plan in March 1986.

Prepared By:

The plan was developed by City staff with the assistance of a citizens' advisory committee and a planning consultant.

Purpose:

The purpose of the East Side Neighborhood Plan was to provide a tool to help preserve and enhance the existing quality of life in the neighborhood. The plan contained a policy plan and an implementation guide.

Key Issues:

- The plan divided the neighborhood into three general land use areas:
 - The Fringe Area -- including predominately non-residential uses along the boundary arterial streets
 - The Preservation area -- containing predominately lower density residential areas which make up the majority of the neighborhood
 - The Buffer Area -- providing a transition between the two other areas.
- The plan provides land use policies for each of these land use areas. These policies relate to review criteria, the historic district and signage.
- The plan outlines several transportation policies aimed at balancing neighborhood concerns with city-wide transportation interests.
- The plan recommends better enforcement of the Fort Collins Housing Code, as well as other policies aimed at helping existing residents improve the maintenance of their property.
- The East Side Neighborhood was one of Fort Collins' earliest neighborhoods; it includes the Laurel School Historic District. The plan recommends that the City establish preservation criteria for "contributing" structures, as well as initiating a variety of other measures related to historic preservation.
- The plan pointed out the neighborhood has limited open space within it, and that none of the existing parks meet the City standards for a Neighborhood Park.



Fort Collins Downtown Plan

Status:

The *Fort Collins Downtown Plan* was originally adopted by City Council resolution in September 1989 as an element of the Comprehensive Plan.

Prepared By:

This plan was prepared by City staff with the assistance from a team consisting of consulting firms, the Downtown Development Authority, and a steering committee.

Purpose:

This plan encourages the revitalization of Downtown Fort Collins through guidance of both public and private decisions affecting the area. This plan establishes a vision for Downtown, provides a market analysis of the area's strengths and weaknesses incorporates fifteen major policy statements relating to Downtown, and lists a number of recommended actions to support implementation of the adopted policies. In 2003, the City began to prepare a *Downtown Strategic Plan* focusing on recommended steps the City and business leaders should take together to protect and enhance the viability and success of Downtown from 2004 to 2009.

Key Issues:

- Establishing Downtown as a first-class, economically vital community center, providing for pedestrian oriented mixed-use development, perpetuating the unique character, and enhancing historic and architectural values
- Providing a mix of housing types and protecting existing stable neighborhoods
- Promoting and expanding facilities Downtown; encouraging art in public places; exploring creation of a Downtown campus
- Maintaining the focus of governmental activities and services in the Downtown area
- Improving the environment by reducing pollution; keeping Downtown "green;" providing opportunities to enjoy nature; creating a clean environment in which people feel safe
- Providing a traffic circulation system and aggressively promoting Downtown as a unique place to live, work and shop
- Providing convenient, affordable, economical and accessible parking to meet the diverse needs of Downtown
- Building the Downtown as the economic heart of the community and region



Fossil Creek Reservoir Area Plan

Status:

The Fossil Creek Reservoir Area Plan was adopted by the Fort Collins City Council on March 17, 1998 and the Larimer County Planning Commission on March 25, 1998. The plan was amended by the Fort Collins City Council on February 2, 1999, and the Larimer County Planning Commission on September 22, 1999. A second amendment was made by the Fort Collins City Council on June 15, 2000, and the Larimer County Planning Commission on October 5, 2000.

Prepared By:

Fort Collins City staff, Fort Collins Planning and Zoning Board, Citizen Advisor Committee, and the Larimer County Planning Department, and consultants including: Blayne Dyett; Feldsburg, Holt and Ullevig; and Dave Cooper, PhD.

Purpose:

The Fossil Creek Reservoir Area Plan represents a collaboration between Larimer County, the City of Fort Collins and citizens in developing a long-range plan for an area outside Fort Collins municipal and Growth Management Area boundaries. The primary objective of the Plan is to direct future urban development toward municipal boundaries, while balancing preservation of open lands and critical natural areas around the Fossil Creek Reservoir and areas between Loveland and Fort Collins.

This project is unique in that both jurisdictions – while operating under different land use regulations and planning environments – came together and worked through many complex issues and policy decisions, ultimately resulting in a jointly adopted Plan. The Plan is intended to balance urban development and environmental conservation by recommending a unique combination of City-County integrated implementation strategies. The key to the success of the planning effort is the formulation and adoption of a Transfer of Density Units program by Larimer County.

Key Issues:

- Land Use
- Transfer of Housing Density Units
- Transportation
- Conservation of Open Lands and Natural Areas
- Parks, Schools, and Other Public Facilities



Harmony Corridor Plan

Status:

The Harmony Corridor Plan was adopted by City Council resolution in March 1991 as an element of the Comprehensive Plan. Standards and Guidelines for design and land use were also adopted as an implementation action. The Plan, and Standards and Guidelines documents were updated in 1995. The area of the plan is approximately ½ mile north and south of Harmony Road, between Interstate 25 and College Avenue.

The Harmony Corridor Plan was amended through resolution 91-42, 2003 of the Fort Collins City Council as an element of *City Plan*, the Comprehensive Plan. City Council Ordinance No. 187, 1994 and resolution 2003-086 amended the plan.

Prepared By:

The City of Fort Collins Planning Staff, the Planning and Zoning Board, with the assistance of a Citizens' Advisory Committee.

Purpose:

The Harmony Corridor Plan provides a land use and urban design framework that protects community values, and at the same time recognizes the need for flexibility in response to market demand. Taking advantage of the Corridor's unique physical and cultural features, the Plan seeks to create a "vision" for Harmony Corridor that is dynamic, diverse, economically successful, environmentally sound and uniquely attractive.

Key Issues:

- Two activity center designations -- Employment and Mixed-Use --are identified
- Discourages strip commercial development by requiring all commercial development in shopping centers at designated locations, with limited convenience retail/service uses permitted in industrial/office parks
- Includes new definitions for development of regional, community and neighborhood shopping centers
- The design standards and guidelines address streetscape landscaping as well as new standards and guidelines for shopping centers emphasizing neighborhood identity issues, connectivity to surrounding neighborhoods, and human scale issues
- Attract business and industry that provides a strong economic base and is compatible with community values.
- Maintenance and enhancement of an attractive landscape along Harmony Road.
- Conservation of scenic vistas
- Urban Design
- Community Gateway



I-25 Subarea Plan

Status:

The *I-25 Subarea Plan* was adopted by City Council in August 19, 2003.

Prepared By:

This plan was prepared by Fort Collins City staff, and the Planning and Zoning Board, Citizen Task Force, and by the following consultants: Clarion Associates and LSA Associates.

Purpose:

The plan focuses on several key ideas. The I-25 subarea will have a well-planned and well-designed mixed-use corridor along I-25. The subarea will be recognized for its open spaces, Poudre River corridor, and green belt buffers along I-25, and well-preserved views of the western mountains. This subarea will be a place where commercial businesses thrive and residential uses are well integrated.

This subarea will be unique to Fort Collins, combining a mix of uses including residential and commercial development, and open lands in a way that is not seen elsewhere in the city. Care will also be given to incorporating land use patterns in the subarea into the larger Fort Collins community. The development pattern will be clearly thought out, allowing for a compatible mix of uses, both existing and planned, while avoiding the wall-to-wall commercial development commonly seen elsewhere along interstate corridors. Walkways, streetscapes, and public areas will be inviting due to their attractiveness and their pedestrian orientation and scale.

This subarea's commercial uses will combine a variety of business types and sizes, allowing for a range of commercial activity and job opportunities. This subarea will have planned commercial and employment centers, as well as areas for smaller business operations. Residential neighborhoods will provide a variety of housing types and price ranges, and will be mixed-use in nature, allowing residents to meet daily needs within the subarea. Most new residential development will be of an urban estate density (maximum 2 units per acre) to provide a land use transition from the edge of the GMA to rural uses outside the GMA. Areas outside the GMA will remain under the control of County land use planning and zoning regulations.

This subarea's transportation network will be well-balanced and safe, providing direct connections between various uses within the subarea as well as to I-25 and other local and regional areas. Walkways, bike paths, and efficient transit systems, with stops at focal points, will provide alternative transportation choices for visitors as well as subarea employees and residents.

The subarea's significant views and other natural resources will be preserved. Where appropriate, open lands will be incorporated into the subarea, this includes substantial



greenbelts along I-25, helping to preserve the existing rural character.

Key Issues:

- Land Use
- Transportation
- Preservation of Natural Resources
- Open Space
- Drainage
- Wetlands
- Urban Design
- Land Use Policy



Mason Street Transportation Corridor Master Plan

Status:

The Mason Transportation Corridor Master Plan was adopted by City Council in 2000. Design for key components of the plan is currently underway.

Prepared By:

The Master Plan was prepared by City staff, a technical advisory committee, and the following consultants: LSA Associates, Parsons Transportation Group, Citivas, Clarion Associates, Jacobs Engineering, Leland Consulting Group, Recreation Engineering and Planning, Sage V, Thermoretec, and Balloffet & Associates.

Purpose:

In 1997, Fort Collins voters approved Building Community Choices, which included the Mason Street Transportation Corridor Master Plan Improvements. The Master Plan contains conceptual designs and engineers plans for the corridor. Currently, Phase two of the corridor development is underway with the design of a bicycle and pedestrian way from Prospect Road to the Fossicle Creek Trail near Harmony Road. It is anticipated that the bicycle/pedestrian trail will be completed in 2004/05.

The Mason Transportation Corridor (MTC) is a 5.5 mile north/south transportation corridor within the City of Fort Collins designed as a viable solution to improve safety and mobility through choice, convenience, and connectivity of alternative transportation options parallel to South College Avenue (US 287). The vision for the MTC includes a bicycle/pedestrian trail linking the Poudre, Spring Creek, and Fossil Creek trails together as well as a high-frequency "Bus Rapid Transit" system. The initial Master Plan, preliminary design phase, and bicycle/pedestrian trail associated with the MTC has been funded by the 1997 "Building Community Choices" 1/4 cent sales tax and a grant from the Colorado Department of Transportation & North Front Range Metropolitan Planning Organization.

The City is continuing to look for other local, state, and/or federal funding to complete the overall project. The vision of the MTC is to provide a multimodal solution to long-term transportation needs, linking the City's major activity centers, districts, and existing multi-modal transportation system. It will integrate motor vehicles, bicyclists, pedestrians, and trains in a cohesive, attractive, and well-thought out corridor design. All areas of the Mason and McClelland streets that currently allow vehicular traffic will continue to do so. The goals of the MTC are to improve safety and enhance mobility for all modes of transportation as well as provide private and public mixed-use development opportunities, activity zones, public art, linear parks, and greenbelt areas



and encourage in-fill development, critical to the vitality of the City.

Key Issues:

- Rapid north-south transportation corridor through the City
- Safe north-south pedestrian and bicycle route
- Safety around the railway
- Air quality and noise
- Potential Impacts to railway operations
- Redevelopment of the spine of the City
- Future rapid transit using the railway
- Urban Design
- Automobile Interaction
- Environmental Impacts
- Land Use Compatibility



Mountain Vista Subarea Plan

Status:

The Mountain Vista Subarea Plan was adopted by the Fort Collins City Council on March 16, 1999. The plan was amended by the Fort Collins City Council on October 19, 1999, and second time on November 7, 2000.

Prepared By:

The Plan was prepared by Fort Collins City staff, and the Planning and Zoning Board, Mountain Vista Advisory Committee, and the following consultants: Balloffet & Associates, Clarion Associates, CIVITAS Inc., and Hook Engineering.

Purpose:

The Mountain Vista Subarea Plan study area is bounded by Interstate 25 to the east, East Vine Drive to the south, Lemay Avenue and County Road 11 to the west, and Douglas and Richard Lake roads to the north.

The Mountain Vista Subarea Plan focuses on a number of key objectives. The area will be an integral part of the City of Fort Collins, functioning as an extension of the greater community. This interconnectedness will be accomplished through links to existing neighborhoods and connections in all directions, particularly to the South and to Downtown. Mountain Vista will be an area of Fort Collins known for its impressive views of the mountains and recognized for its successful community design. The area will be distinct and attractive with a comfortable, town-like atmosphere that residents identify with and take pride in.

Mountain Vista will have a major Community Commercial District that serves as the focal point of the community and provides a broad range of services, including commercial and shopping areas, civic facilities, recreation areas, as well as employment and housing opportunities. The district will have distinctive and comfortable architectural design that incorporates attractive walkways and public areas. The design of the District will facilitate gatherings and interaction. The District will also serve as the public transit hub for the Mountain Vista area.

New residential neighborhoods in Mountain Vista will provide a variety of housing types and price ranges. Neighborhoods will be mixed-use in nature, allowing residents to meet daily needs at convenient locations close to home. The pedestrian-scale and attractive streetscapes of residential areas will create friendly neighborhoods in which residents enjoy a strong sense of community.

Mountain Vista's major employment and industrial districts will combine a variety of business types and sizes allowing for a range of job opportunities. The employment center will be designed so that it is compatible and blends with surrounding residential uses. Workplaces and supporting uses will be arranged to encourage car-pooling,



transit, and other modes of travel.

The transportation network in Mountain Vista will be well balanced and provide smooth flowing connections between the commercial center, employment and industrial districts, area neighborhoods, and other local and regional areas. Walkways, bike paths, and efficient transit systems with stops at comfortable focal points, will provide alternative transportation choices.

Residents and visitors to Mountain Vista will enjoy the amenities provided by the natural features of the area. Mountain Vista will have a network of greenways and trails that provide connections to community activity areas and open space. Existing natural areas within the subarea will be preserved and enhanced to protect these important natural resources and provide aesthetics to the community.

Key Issues:

- Land Use
- Housing
- Transportation
- Utilities
- Capitol Facilities
- Economic Development
- Public Safety
- Environmental Conservation
- Urban Design
- Open Space



North College Avenue Corridor Plan

Status:

The Plan was adopted on March 21, 1995 by City Council resolution as an element of the Comprehensive Plan.

Prepared By:

City of Fort Collins Planning Staff, along with a Citizens' Advisory Committee

Purpose:

Generally, to find ways to revitalize the North College area close to Downtown. Specifically, to retrofit basic public improvements to correct problems and improve the image of the area. Explore ways to address or at least improve the situation existing from interstate truck and train traffic in the area. Establish both zoning and development standards that would better fit the area.

Key Issues:

- A lack of storm drainage systems associated with the Dry Creek floodplain
- Lack of public capital improvements, such as streets, walkways, curbs and gutters
- Land use and zoning; how zoning fits with existing character; and zoning to achieve desirable future character
- Development along the Poudre River, other natural areas, and ditches
- Business development and a simplified, streamlined development review process
- Interstate truck and train traffic





Northern Colorado Regional Communities I-25 Corridor Plan

Status:

The I-25 Corridor Plan is a resource and policy document and was adopted by City Council in the fall of 2002.

Prepared By:

- City of Fort Collins
- Larimer County
- Weld County
- Town of Berthoud
- Town of Timnath
- Town of Jownstown
- Town of Windsor
- City of Loveland
- Colorado Department of Transportation
- North Front Range Transportation and Air Quality Planning Council

Consultant Team

- Clarion Associates
- LSA Associates
- Illustrations
- RNL Design
- Tim Dunn and Associates
- Hagman Architects

Purpose:

The Plan is intended to serve as a guide for land use decisions and actions. Implementation of the Plan will require a variety of strategies and resources over a number of years. Based on feedback received during the involvement process, a Preferred Vision was developed. The Preferred Vision blends elements of both the expanded frontage road concept and a north-south roadway concept. The framework for the Preferred includes the following key concepts:

Land Use Patterns

- Development is concentrated in mixed-use activity nodes to support use of alternative modes and reduce short-term land consumption.
- Development is organized to create a strong visual and physical connection to current and future transportation systems, to other development, and to I-25.
- Single-family detached residential development does not occur within $\frac{1}{4}$ mile of I-25 to minimize noise and visual impacts.
- Larger employers and industrial uses are clustered in a campus-like setting adjacent to activity centers, or are integrated with other uses into activity centers.

Transportation

- A multi-modal transportation system (transit, pedestrian, and bicycle) enhances access in the corridor.
- Development is served by a continuous north/south roadway system, set back $\frac{1}{4}$ to $\frac{1}{2}$ mile (where existing features allow) to provide a continuous, efficient north/south



- movement for local traffic between activity centers.
- At physically constrained interchange sites, exaggerated frontage road “bulb-outs” are used.
- Existing railroad right-of-way is converted to commuter rail over time and nodes are served by bus service in the near term.
- Pedestrian and bicycle mobility within and between nodes is enhanced with sidewalks and bike lanes.

Open Lands

- River corridors, natural areas, and other important features are preserved.
- Development is set back to help protect long-range views.
- Where opportunity exists, agricultural lands are maintained.

Key Issues:

Land Use

- **Pattern of New Development**—What development patterns are possible in the corridor and how do they affect the other issues?
- **Property Rights**—How should individual property rights be protected?
- **Agricultural Activities**—How does agricultural activity relate to regional character and will new development conflict with continuing agricultural use?
- **Market Considerations**—What type, intensity, and pattern of development is the market likely to generate in the corridor over the next 10-20 years, and how does this support or conflict with a regional vision?

Transportation

- **Capacity and Expansion**—How much capacity does I-25 have to accommodate new development and what are the effects of transit, roadway, or other possible improvements?
- **Right-of-way**—What are the ROW requirements for future expansion?
- **Access**—Where should access be provided or limited and how will individual community access control plans relate to regional goals?
- **Local Network**—What local network improvements will be necessary to serve the corridor in the future, and how will frontage roads and parallel service affect the network?
- **Interchange Design and Spacing**—What changes to existing interchanges are necessary? If there is a need for new interchanges, where should they be located, and how should they be designed to address safety and access goals?
- **Travel Modes**—What modes of travel will the corridor accommodate and what are the development and design requirements?
- **Linkages**—How should communities near the corridor be connected to I-25 and areas along the corridor?



- **Consistency and Coordination—How will recommendations of regional transportation plans and local and subarea transportation plans and studies be integrated with the Corridor Plan?**

Environment and Natural Resources

- **Preservation of Natural Resources—Where and how should natural resources be preserved?**
- **Drainages, Wetlands, and Watercourses—How should drainages, wetlands, floodplains, flood fringes, and watercourses be preserved and how will they be integrated into new development?**
- **Scenic Views—Where are the most significant views and how should they be preserved?**

Regional Character

- **Land Use Policies and Regulations—How should the plan deal with plans, policies, and regulations that may be in conflict with regional goals?**
- **Transferable Development Units—What role will TDU's play in implementation of the plan's objectives?**
- **Local Control and Regional Consistency—How should local control be balanced with regional consistency?**
- **Design Regulations—What is the appropriate level of design regulation for new development on a regional basis?**
- **Approved Development and Zoning—Are there conflicts between regional goals and approved or pending development and local zoning, and if so, how can those conflicts be resolved?**





Old Town Area Plan

Status:

The Old Town Area Plan was adopted by City Council resolution on August 5, 1980 as an element of the Comprehensive Plan.

Prepared By:

City of Fort Collins Planning Staff and a Citizens' Advisory Committee

Purpose:

The Plan focuses on preserving and economically revitalizing the Historic Old Town Area; it also serves to guide and improve decisions about the area's physical, social and economic redevelopment, and about preservation.

The Plan presents policies and outlines a future, long-term work program. The Plan forms the basis for providing City services and facilities in Old Town, educating the community of the area's importance, and assesses State and Federal grant monies.

Key Issues:

Historic preservation and aesthetics are the focus while setting specific policies for development in Old Town. Pedestrian-oriented use and circulation are emphasized with an intent to recreate the pre-automobile character of the area. Mixed use is encouraged, including residential -- with housing available for all income levels.

- **Identity.** Retain and enhance the Historic Old Town atmosphere and image.
- **Access.** Examine methods to facilitate traffic with destinations in the area while excluding through-traffic.
- **Parking.** Find solutions for immediate and long term parking needs for patrons and employees.
- **Revitalization.** Increase the economic and business potential in Historic Old Town.
- **Social.** Provide housing and other services for all income levels.



Plan for the Region Between Fort Collins and Loveland

Status:

This plan was adopted by resolution as an advisory policy document by Larimer County in May 1995, followed by the Cities of Fort Collins and Loveland.

Prepared By:

County and City staff, along with a consulting firm and a Citizens' Advisory Committee

Purpose:

The Plan determines a vision for the future character of the area and an open land buffer between Fort Collins and Loveland. In addition, the Plan represents the development of a land use plan and implementation strategies for the corridor, which extends into the Urban Growth Areas of both cities.

Key Issues:

- Maintaining the unique identity of each community
- Preserving the rural character of the land between urban areas
- Actually physically and visually separating the two communities
- Preserving significant open lands, mainly for views and habitat
- Integrating a regional framework of transportation roadways connecting both municipalities
- Coordinating implementation and constitutional property rights issues with Larimer County



Prospect Road Streetscape Program

Status:

City Council adopted this program in February 1993 by Ordinance as an element of the Comprehensive Plan. This is a program document and not a policy plan.

Prepared By:

City of Fort Collins Advance Planning Department, with input and guidance from City Council, Planning and Zoning Board, Storm Drainage Board, and citizen groups

Purpose:

Establishes an entry corridor streetscape plan reflecting the character and identity of this part of Fort Collins. These design standards and guidelines are being used during the review process of new development proposals in the area.

Key Issues:

- Community image, form, and character, in relation to a “gateway” concept -- including the Interstate 25 interchange
- Open space and natural areas with related soft uses such as storm drainage and environmental education
- Transportation -- custom standards for bikeways, roadway edges, and medians



West Central Neighborhoods Plan

Status:

The West Central Neighborhoods Plan was adopted by the Fort Collins City Council on March 16, 1999. The plan was amended on May 18, 1999.

Prepared By:

The Plan was prepared by Fort Collins City staff, extensive public involvement including a Citizen Advisor Committee, and the Planning and Zoning Board.

Purpose:

To maintain and enhance the diverse character of the West Central Neighborhoods, comprised of long- and short-term residents such as families, senior citizens, and students, as well as small businesses, schools, and public/private institutions and facilities. Strengthen the collaboration between the City, Colorado State University (CSU), and the West Central Neighborhoods. Continue to provide housing opportunities, infrastructure, and lifestyle options to meet the needs of this diverse group of neighborhoods. Facilitate and improve existing transportation systems to allow all residents to have good, safe, convenient, and multi-modal transportation options. Adapt to meet the needs of the dynamic and ever-changing West Central Neighborhoods and provide balanced opportunities in development, redevelopment, and maintenance.

Key Issues:

- The negative impact as a physical barrier to efficient transportation and utility patterns
- The release of large acreages of the former farm campus for private development
- Changing population including students, faculty, staff, employees of related agencies, and families of these groups
- Serving the cultural diversity of the area
- The University's role as the principal economic contributor to the area.
- The need for housing and services proximate to the CSU campus
- Character of the Neighborhoods
- Transportation



West Side Neighborhood Plan

Status:

This plan was adopted by City Council resolution as an element of the Comprehensive Plan in July 1989.

Prepared by:

City Planning Department staff, and private consultants under the general direction of a Citizens' Steering Committee

Purpose:

The West Side Neighborhood Plan was developed to preserve and enhance the neighborhood's quality of life and to provide guidelines for future development in the neighborhood. The Plan was designed to manage and shape the physical changes that will occur as the neighborhood continues to age and mature.

The Plan contains a series of goals, policy statements, maps, and implementation actions for: land use; housing and historic preservation; circulation and transportation; community facilities, services, and utilities; and urban design.

Key Issues:

- Changing character of the neighborhood
- Conversion of residential to non-residential land uses
- Increasing residential densities to satisfy the demand for student housing adjacent to Colorado State University, and the need for higher density housing adjacent to the Central Business District
- Parking supply and demand within the CSU/neighborhoods interface
- Transportation and circulation needs for automobiles, transit, bicycles, and pedestrians
- Preservation of historic architecture





Part II: Related Planning / Policy Documents

(City Approved/ Adopted)

- 2003 Buildable Lands Inventory and Capacity Analysis
- 2003 *City Plan* Update Characteristics Evaluation Report
- Access Management Plans
- Affordable Housing Policy
- City of Fort Collins Economic Development Policy
- City of Fort Collins Cultural Policy
- Consolidated Housing & Community Development Plan: 2000-2004
- City Plan* Monitoring Project Indicator Report
- Drinking Water Quality Policy
- Framework For Environmental Action
- Library Development Plan
- Master Plan for Wastewater Treatment Expansion Program
- Northern Colorado Community Separator Study
- Northern Colorado Regional Planning Study
- North Front Range 2025 Regional Transportation Plan
- North Front Range Transportation Demand Management Program and 2025 Regional Transportation Study
- Stormwater Master Plan
- Telecommunications Policy for the City of Fort Collins
- Transfort Strategic Operating Plan
- Transit Plan: Fort Collins, Loveland & Larimer County 1996-2002
- Transportation Alternatives Feasibility Study
- Unified Planning Work Program Annual Transportation Plan
- Watershed Approach to Stormwater Quality Management
- Water Demand Management Policy
- Water Supply Policy



2003 Buildable Lands Inventory and Capacity Analysis

Status:

The 2003 Buildable Lands Inventory Technical Report was submitted to the City on February 2, 2004.

Prepared By:

The 2003 Buildable Lands Inventory Technical Report was prepared by the Advanced Planning Department of the City of Fort Collins.

Purpose:

This report is a product of Fort Collins' Comprehensive Plan, *City Plan*, and the *City Plan* Monitoring Project. The Monitoring Project is a biennial reporting mechanism intended to monitor progress towards achieving certain *City Plan* goals. It reports on various indicators including "Land Absorption", which measures the capacity of the City's Growth Management Area (GMA).

Through the process of inventorying vacant, partially vacant, and redevelopable lands, the community can determine whether or not there exists an adequate supply of buildable land within the Growth Management Area. If it is determined that future housing or employment needs will require more buildable land than is available, the City Council can make informed decisions, and implement the appropriate measures to provide for the needs.

The report updates the buildable land capacity information from 2000. The report is intended to be informational in nature and not a policy document.

Key Issues:

- Initial Determination of Land Status
- Land Status Refinement
- Environmentally Constrained Land
- Development Assumptions
- Zone Districts
- Land Use Mix
- Land Use Ratio
- Density Assumptions
- Additions to Buildable Land Capacity
- Approved Housing Units
- Redevelopment



2003 City Plan Update

Characteristics Evaluation Report

Status:

In March of 2003, City Council adopted 29 characteristics that describe the future size and character of the City of Fort Collins. The characteristics were further analyzed in the Character Evaluation Report, 2003.

Prepared By:

These characteristics are the result of over 16 months of work by City of Fort Collins staff, a Citizens Advisory Committee (CAC), a Technical Advisory Committee, and a consultant team who was responsible for the *City Plan Update* and the Transportation Master Plan Update. The planning process included a “What If” work session workshop, public meetings, stakeholder interviews, a survey, an analysis report and monthly CAC meetings.

Purpose:

The characteristics describe the future size and character of the City of Fort Collins; and identify the qualities of the community that needed further development, were not fully implemented, or had emerged since the adoption of *City Plan* in 1997.

Key Issues:

- The Region and the Economy
- Open Space and Community Separators
- Transportation
- Development/Redevelopment Patterns
- Neighborhoods and Housing



Access Management Plans

Status:

The following state highways within the Growth Management Area have adopted Access Management Plans (AMP):

- South College & North College (US 287),
- Mulberry Street & Riverside/Jefferson streets (SH14)
- Harmony Road (SH 68)

Prepared By:

The 3 AMPs were developed and adopted by the City of Fort Collins, in conjunction with the Colorado Department of Transportation (CDOT).

Purpose:

These AMPs provide a framework for short-term and long-term improvements to these locally and regionally significant corridors in order to improve safety and mobility for all modes of transportation. The AMPs were developed collaboratively over the years based on the City's adopted Master Street Plan, Sub-Area Plans, and the Larimer County Urban Area Street Standards as well as CDOT's State Highway Access Code requirements. The AMPs provide a balanced approach between the needs of the City, CDOT, and the local property & business owner



Affordable Housing Policy

Status:

The Affordable Housing Policy was adopted October 6, 1992 by City Council resolution.

Prepared by:

City of Fort Collins, Advance Planning Department Staff

Purpose:

The primary goal is to strengthen community commitment to affordable housing. The objective is to define the City's role and responsibility with respect to the availability of affordable housing in the community. The policy provides a definition of "affordable housing."

Key Issues:

- A growing number of persons on the waiting list for Fort Collins Housing Authority subsidized units
- A very low rental market vacancy rate makes it more difficult for lower income people to find decent, affordable housing
- A very low vacancy rate for single room occupancy units makes it more difficult to assist people in the transition from homelessness to more permanent housing
- An increasing number of requests from people with handicaps for help in removing architectural barriers within their homes
- An increase in demand for services by homeless persons for emergency shelter
- An increase in the number of families needing transitional housing and services to move from a state of homelessness into one of self-sufficiency
- An increase in the difficulties faced by lower income people in attempting to find and purchase affordable housing, including a lack of available units and problems in accumulating down payments





City of Fort Collins Economic Development Policy

Status:

Current City of Fort Collins economics policy.

Prepared By:

Prepared by City staff.

Purpose:

The methods by which communities address the enhancement of their local economies vary widely. In some instances, the responsibility for leading a community's economic development effort falls to a single entity, whether it be local or regional, public or private. There are many models across the country ranging from government funded and directed programs, to privately sponsored programs with little or no municipal involvement, or collaborative models.

In Fort Collins, economic development can be best characterized as a partnership among the public and private sectors, and the citizens of Fort Collins. This partnership is based upon a continuum of services to existing and prospective business in which the City facilitates the processes and procedures required for site development, provide data and demographic information, invests in municipal infrastructure, and considers other initiatives on a case-by-case basis.

The private sector shares responsibility with the public sector for the retention and expansion of business or industry with Fort Collins. This may include marketing and promotion of the community, outreach to existing business, assistance in arranging project financing and small business counseling.

Key Issues:

- The City will work with other public and private entities to promote policies and programs which encourage education, training, workforce development, and basic and advanced/technological skills enhancement.
- The City will provide prospective businesses with information regarding municipal services, schools, recreational opportunities, health care, and other services available within the community.
- The City will make existing and prospective business aware of opportunities available through Colorado State University and the private sector in the areas of product and process development.
- The City will consider partnerships with other public and private entities such as the Fort Collins Virtual Business Incubator and Small Business Development Center to encourage entrepreneurial activity within a one-stop environment.



- **The City will continue to maintain and enhance utility and technological infrastructure and strive to provide consistently reliable and efficient service, at the best value possible.**
- **The City will strive to maintain a municipal tax and fee structure which is both reasonable and equitable.**
- **The City will provide assistance to business and industry with regards to City process and procedures.**
- **The City will continue to afford new and existing business and industry the opportunity to seek specific assistance pursuant to Council adopted Ordinances and other programs enabled by state and federal legislation.**
- **The City will monitor economic, community and environmental indicators on a periodic basis and consider actions that address a change in the local economy.**
- **The City will evaluate all programs and policies that are suggested for Council consideration to determine if there are unintended impacts on the business community.**



City of Fort Collins Cultural Policy

Status:

The City of Fort Collins Cultural Policy was adopted March 2, 1997 by City Council resolution. The policy document includes general and specific policies, programming services, facilities, and a work plan.

Prepared By:

Cultural Services and Facilities Department Staff and Cultural Resources Board members, with input from City Council

Purpose:

- Clarification of cultural policies
- Characterization of the cultural development strategy of the City as a partnership among the public and private sectors and the citizens of the City
- Representation as an accurate affirmation of the policy of the City with respect to cultural development

Key Issues:

- Provision of adequate staffing to sustain city owned facilities and city initiated programming
- Level of General Fund support for the cultural services and facilities' non-revenue generating divisions
- Maintenance and operations of existing facilities
- Capital improvement program for funding and construction of a future performing arts facility





Consolidated Housing & Community Development Plan: 2000-2004

Status:

Adopted by the Mayor and City Council in 2000.

Prepared By:

The City of Fort Collins Advance Planning Department prepared the Consolidated Housing and Community Development Plan.

Purpose:

The Consolidated Housing and Community Development Plan provides a strategic vision for community housing for the years 2000 through 2004.

Key Issues:

- **HOMELESS-CONTINUUM OF CARE.** The City of Fort Collins will work with for-profit and non-profit developers in the development or acquisition of additional transitional units by providing support and services such as technical assistance and funding and will also work with non-profit and for-profit agencies to fund projects and proposals which address the public services required to meet the needs of the homeless such as shelter and services costs.
- **SPECIAL POPULATIONS.** The City of Fort Collins will assist public service providers which propose projects to address the independence issues of special populations. This will be accomplished by providing services such as technical assistance and funding to projects which may include but are not limited to job coaching for disabled young adults, HIV/AIDS issues, and assistance to frail and at-risk elderly or other projects which meet community needs.
- **HOUSING.** The City will actively solicit the development of approximately 1,000 units of affordable rental housing including the retention of existing affordable rental housing for very-low-income families (30-50% AMI), the elderly and other special needs populations who pay more than 30% of their income for rent. The City will also actively solicit the development of approximately 355 units of affordable rental housing for low income families, elderly or special needs populations that earn between 50 and 80% AMI and pay more than 30% of their income for rent through the use of the City's allocation of Private Activity Bonds. In addition, the City will assist a minimum of 375 low- to moderate-income households to become first-time homebuyers.



- **PUBLIC HOUSING.** The City of Fort Collins will provide advice and support to the Fort Collins Housing Authority in the development of housing and services to meet the needs of the City's low-income population by providing technical and financial assistance for appropriate housing projects.

- **COMMUNITY DEVELOPMENT.** The City of Fort Collins will work to improve the community through the enhancement of non-housing facilities, services and amenities and by identifying and addressing community development needs on an ongoing basis. This may include such public service needs as job creation, funding to encourage the availability of child care or operations funding for direct services in addition to Public Facilities and Planning projects which address this objective.



City Plan Monitoring Project Indicator Report

Status:

The *City Plan* Monitoring Project 2001 Indicator Report was prepared in August 2001. This document followed the first Monitoring Report prepared in 1999.

Prepared By:

The *City Plan* Monitoring Project Indicator Reports were prepared by the Advanced Planning Department of the City of Fort Collins, with review by the Planning and Zoning Board.

Purpose:

The *City Plan* Monitoring Project is intended to report on progress made towards achieving the goals of *City Plan*.

A system of indicators was created to evaluate the performance of *City Plan*. The indicators are updated and assessed every two years in an indicator report. Certain indicators are linked to metrics which trigger the initiation of a special review process. The special review process is a method of assessing the condition or trend to determine if special actions are needed to implement *City Plan* policies.

Key Issues:

The primary conclusion that can be drawn from the indicator results is that several *City Plan* goals are beginning to be achieved through new development projects. For example, housing density, compact urban form, mixed-use activity, jobs housing balance, business activity, air quality and open lands management all show positive results in line with *City Plan*. Areas in need of more work include population projections, supply of buildable lands, redevelopment activity, housing affordability, growth in vehicle miles traveled growth, and transportation mode split.



Drinking Water Quality Policy

Status:

Beginning in April 1990, Council and staff began development of the framework for an Environmental Management Plan. The purpose of the plan was to identify the issues of concern in the community. One of the work program items included in the City's Environmental Management Plan is the development of a Drinking Water Quality Policy. The Drinking Water Quality Policy for the City of Fort Collins was adopted on October 5, 1993 by City Council resolution.

Prepared By:

Water Board, Planning and Zoning Board, Natural Resources Advisory Board, and City Staff

Purpose:

The people of Fort Collins established the City's water system to assure the effective delivery of services vital to the health and well being of the community. The goals of the Policy include:

- Provision of water services that meet or exceed customer expectations for quality, quantity and reliability
- Protection and maintenance of high water quality in the development of codes, policies, plans and specifications related to the acquisition, production and delivery of water services to customers
- Planning, design, construction, maintenance, staffing and operation of water supply, treatment, storage, delivery and laboratory facilities to assure safe, reliable and cost-effective service

Key Issues:

- Improving City standards for drinking water quality
- Meeting citizens' expectations for high quality drinking water
- Providing effective delivery of services
- Monitoring and testing
- Providing advanced treatment technology and operations
- Coordinating drinking water and wastewater treatment management



Framework For Environmental Action

Status:

In 1989, Council directed staff to develop a comprehensive Environmental Management Plan for the City. The Framework for Environmental Action was adopted January 15, 1992 by resolution and provides recommendations to improve environmental management in the City of Fort Collins. This document is not an element of the Comprehensive Plan.

Prepared By:

The document was prepared over a two-year period by the City of Fort Collins Planning Staff, Natural Resources Division staff, input from Council, many advisory boards, and interested citizens.

Purpose:

One of the goals established by the Fort Collins City Council is to enhance the environmental quality of our community. This report provides a framework for action to meet this goal. The framework has three purposes, including: summarizing environmental management responsibilities and programs in the City; identifying needed improvements in environmental management; and recommending an action plan for improving the City's environmental management policies and activities.

Key Issues:

- No general environmental policy statement is in place to describe the City's overall environmental management philosophy regarding financial management, economic development, etc.
- Concerns about the adequacy of existing policy direction and program implementation were identified as:
 - Environmental policies not being complete and comprehensive
 - Policies not being specific enough to allow objective evaluation of their implementation
 - The role of the City not being clearly defined
 - Action plans being needed to implement policies
 - Future environmental management programs need to be enhanced by:
 - Data collection
 - Impact assessment methods
 - Financial incentives
 - The need to increase public information and involvement by:
 - Increasing citizen awareness of existing policies and programs
 - Promoting community discussion about environmental issues.



Library Development Plan

Status:

The Library Development Plan represents a revised effort of the “Fort Collins Public Library: Exploring the Future” program which was prepared for City Council in 1988. Although this document was reviewed by City Council in 1996, it was not formally adopted. The Library Board has since developed an update to the original plan titled “Libraries Into the 21st Century: A Long Range Plan for Information Services and Library Facilities for the Fort Collins Area.” Anticipated adoption is in 1997.

Prepared By:

The report was developed by the Library Board with assistance from Library staff.

Purpose:

The purpose of the Plan is to provide Fort Collins City Council, the library staff and the community with a mechanism by which to measure success in reaching superior library services by the 21st century. The addendum includes documentation of the high use and inadequate resources compared to peer libraries, population and space projections, and a library service plan map for location of facilities.

Key issues:

- Location and size of expanded library facilities, including branch libraries
- Levels of service and programming
- Adequate customer parking
- Costs of providing library services



Master Plan for Wastewater Treatment Expansion Program

Status:

The Master Plan was adopted by City Council resolution in August 1990.

Prepared By:

A private consulting firm developed the Master Plan for Wastewater Treatment Expansion. City Council appointed a committee composed of three City Council members and three Water Board members to review the Plan and make recommendations back to City Council.

Purpose:

The purpose of the Plan is to provide the City with a strategic plan for wastewater treatment capacity development.

Key Issues:

In addition to a variety of technical issues related to wastewater treatment, the most significant issue -- from a land use planning perspective -- relates to the service area expected to be served by the wastewater treatment system and the location of future treatment facilities.





Northern Colorado Community Separator Study

Status:

The Northern Colorado Separator Study is used on a voluntary basis by Larimer County and the Municipalities in their community planning efforts.

Prepared By:

The Northern Colorado Separator Study was a joint effort between: Berthoud, Fort Collins, Greeley, Larimer County, Loveland, Milliken, and Windsor. EDAW served as a consultant on the project.

Purpose:

Northern Colorado is experiencing rapid growth. As this urbanization continues, communities that once seemed distant from each other are gradually but inexorably extending their boundaries toward each other. If this trend continues, the major communities in northern Colorado's Front Range will merge into an extended metropolitan area with no apparent boundaries or separations between them. The possibility of a nearly continuous metropolitan area in the region is not far-fetched. Urbanization of the planned growth areas adopted by northern Colorado communities would result in each community being contiguous or nearly contiguous to at least one other community. Very little non-urban area would remain between any of the communities. A continuation of the community growth trends reflected in the current urban growth boundaries, many of which have expanded dramatically in recent years, would absorb the remaining community separation areas in the near future.

This is not the future that residents of northern Colorado want. The great majority of residents in northern Colorado (82%) believe that avoiding continuous development between the region's cities and towns is an important objective. Furthermore, maintaining separation between our communities does not require limiting the growth and development of the region. The nearly 250 square miles of undeveloped area (1997) within adopted urban growth areas would accommodate more growth than can be anticipated in the foreseeable future. To put this in perspective, the amount of currently developed area within the region is just over 100 square miles.

In recognition of the importance of the issue, the majority of northern Colorado's communities entered into a cooperative planning agreement intended to maintain separation in a manner that is fair and equitable to landowners. This report documents the results of that effort. Chapter 2 of the report provides an overview of the region, including land use trends, planned urban growth and environmental resources. Chapter 3 focuses on the results of a comprehensive survey that was implemented to better understand the views of northern Colorado residents on a range of issues



associated with maintaining separation between communities. A regional system of community separators is defined in Chapter 4. The final chapter outlines further actions that are needed to achieve the long-term goals of maintaining community separation in Northern Colorado.

Key Issues:

- Community Separation
- Conservation of Open Space
- Conservation of natural resources
- Conservation of Agricultural Lands
- Conservation of Cultural Landscapes
- Maintenance of Community Identity
- Regional Policy and Regulation
- Regional Cooperation
- Land Use Planning and Controlling Sprawl



Northern Colorado Regional Planning Study

Status:

The draft of the Regional Planning Study was generated in April 1995. The final document was prepared in May 1995, and was adopted as a resolution by the affected entities, including Fort Collins, Loveland, Berthoud, Wellington, Johnstown, Evans, Milliken, and Larimer and Weld Counties.

Prepared By:

This study was prepared by a multi-disciplinary team of consultants. A technical team consisting of planners from the various jurisdictions was involved in the process.

Purpose:

Beginning in 1993, discussions among community leaders throughout the northern Front Range region determined a need for long term approaches to regional planning and coordinated efforts between counties and communities. A series of objectives was outlined, and led to the Northern Colorado Regional Planning Study in late 1994. Results from a number of community forums helped to identify issues and objectives, and contribute to recommendations. This study represents the beginning of regional coordination and collaboration on land use issues among the communities.

The main components include: identifying natural resource areas of common interest; policies and growth management issues that policies should address; and establishing a framework plan with recommended policies and actions. This study also provides a regional framework to better plan the lands between each community.

Key Issues:

- Can common natural and open space areas be defined and preserved while still providing future balanced growth of the cities?
- What are the possible approaches to preserving identified regional resource areas?
- How do different philosophies about settlement patterns and community boundaries affect possible outcomes described in this report?
- What are the implications of Urban Growth Areas and future annexations on the desire for preservation of common open spaces?





North Front Range 2025 Regional Transportation Plan

Status:

The North Front Range Regional Transportation Plan (RTP) was adopted by the North Front Range Transportation and Air Quality Planning Council (NFRT&AQPC) in December, 1994. It has not been adopted as an element of the Comprehensive Plan. The Plan was updated in December 2001 and renamed the “North Front Range 2025 Regional Transportation Study.”

Prepared By:

Transportation & Air Quality Planning Council, and extensive citizen outreach through topical focus groups with assistance from: Felsburg Holt & Ullevig, City Visions, Clarion Associates, LSC Transportation Consultants, Kimley-Horn and Associates.

Purpose:

The purpose of the Plan is to provide a long range transportation plan for the region containing both a vision and fiscal constraints for future State and Federal transportation funds. The Inter-Modal Surface Transportation Efficiency Act (ISTEA) mandated that local transportation planning efforts include an integrated evaluation of all travel modes and provide for significant public participation in any planning process. The Clean Air Act of 1990 mandated that Federal funds could not be used for transportation projects that negatively affect efforts to achieve air quality goals. This Plan ties together the requirements of these two acts and includes a vision and constraints.

Key Issues:

A major focus of the Plan provides residents with travel choices among different modes. It includes the goal of shifting 10% of single occupant vehicle trips to others modes of transportation by recommending a regionally coordinated, locally implemented Transportation Demand Management Program.

In addition to the regional elements, two sub-regional analyses were included in the Plan -- the Loveland Sub-Regional Study and the Fort Collin Congestion Management Plan. The Fort Collins Congestion Management Plan employed the same overall population and employment projections as this Plan, but used standards and guidelines based on activity centers and land use patterns.

The regional bikeway element of this plan identifies a network of both on-street bike lanes and off-street bike trails connecting cities in the region. The *Regional Transit Plan* includes assumptions about future transit service levels and mode split, but this plan does not provide a detailed transit service plan.



- To provide a safe, balanced, multi-modal transportation system that can move people, goods and information quickly and efficiently.
- To foster regional coordination and transportation system continuity.
- To connect modal systems.
- To minimize congestion on the transportation system.
- To meet the needs of the transportation disadvantaged.
- To ensure adequate maintenance of the transportation system.
- To minimize negative environmental impacts and improve air quality.



North Front Range Transportation Demand Management Program and 2025 Regional Transportation Study

Status:

Recommendations identified in the adopted Congestion Management Plan (CMP) are being implemented through the regional North Front Range Transportation Demand Management Program that began in May 1995. While the program is regionally coordinated, the implementation is handled locally. The program start-up phase was completed in December 1995. This Program was adopted by City Council resolution in March 1996. In December, 2001 the North Front Range 2025 Regional Transportation Study was completed to compliment this program.

Prepared By:

The 1996 Program was a cooperative effort between Larimer and Weld Counties; the Cities of Fort Collins (Lead Team), Loveland, Greeley, and Evans; the Towns of Berthoud, Windsor, Timnath, Lasalle and Garden City; the State Transportation and Air Quality Control Commissions; and the Colorado Department of Transportation. The 2001 study was completed by the Transportation & Air Quality Planning Council with assistance from: Felsburg Holt & Ullevig, City Visions, Clarion Associates, LSC Transportation Consultants, Kimley-Horn and Associates.

Purpose:

The Program acts as an implementation element for the Congestion Management Plan. Its purpose is to develop a measurable program to reduce vehicle miles traveled (VMT) by 10% by the year 2015, as specified in the Regional Transportation Plan. The "Mobility Report Card" is the measuring tool used to record changes. The Program allows municipalities to customize their TDM strategies to fit their local objectives and community character. Additional goals based on the new plan include providing an environmentally, socially and economically sensitive multimodal transportation system that protects and enhances the region's quality of life.



Key Issues:

- Evaluate existing programs by conducting an inventory and analysis of both private and public programs
- Synthesize with other programs in County
- Understand travel behavior
- Develop a survey throughout region, scheduled for July, 1995
- Conduct bike, traffic and pedestrian counts
- Analyze major corridors and the number of commuters
- Reduce VMT (10% over 25 years)
- Develop funding strategies

Key Issues in 2001:

- To provide a safe, balanced, multi-modal transportation system that can move people, goods and information quickly and efficiently.
- To foster regional coordination and transportation system continuity.
- To connect modal systems.
- To minimize congestion on the transportation system.
- To meet the needs of the transportation disadvantaged.
- To ensure adequate maintenance of the transportation system.
- To minimize negative environmental impacts and improve air quality.



Stormwater Master Plan

Status:

Basin Plans have been ongoing since 1980 with 13 separate drainageway plans. The Storm Drainage Design Criteria and Construction Standards were adopted in May 1984. The Erosion Control Reference Manual for Construction Sites was adopted in January 1991. Stormwater Quality: A Watershed Approach was adopted in January 1995. The Stormwater Master Plan was updated in 2003 and will be presented for adoption in March, 2004.

Prepared By:

Separate consulting companies and the City Stormwater Department and consultants.

Purpose:

Master planning enables the City of Fort Collins Utilities to identify stormwater management issues and create solutions to potential flood risks. Master plans are conceptual and serve to provide the general direction for stormwater management within the basin. Some of the factors considered in development of master plans include:

- Flood control
- Cost effectiveness
- Development criteria
- Water quality
- Riparian habitat
- Stream stability

Strategies for reducing flood damage typically include detention facilities, storm sewers, culverts, open channels and stream improvements. Enhancement of habitat and environmental corridors are an important consideration in planning for these projects. In some basins, excessive erosion and unstable, steep banks compromise water quality and habitat. When appropriate, proposed solutions include improvements that incorporate water quality, enhancements or expansion to wetland areas, as well as stream habitat and riparian vegetation.

Key Issues:

- Proposed projects to reduce flood damage to homes and businesses
- Proposed projects to reduce flooding of roads
- Guidance for new development
- Guidance for enhancements to the riparian habitat along stream corridors
- Improvements to water quality
- Guidance for stabilizing streams where necessary



Telecommunications Policy for the City of Fort Collins

Status:

A Council Public Access Committee was formed, and the City adopted a Public Access Policy in 1993, with the objective of creating usable and sustainable electronic community resources. The Public Access Policy was updated in 1995; Council identified telecommunications as an important issue to the City in its 1996 Legislative Policy Agenda. The current telecommunications policy initiative is an extension of these earlier efforts. The Telecommunications Policy for the City of Fort Collins was adopted on April 16, 1996 by City Council resolution.

Prepared By:

City Staff, Telecommunications Board, Council Public Access Committee, telecommunications consultant, interested community organizations and the public

Purpose:

The City should expect and plan to play a greater and more varied role in promoting and providing telecommunications facilities and services for the community. Consequently, the City needs a solid policy foundation to guide its discussions and decisions relating to telecommunications. This policy document includes policies and action steps in seven key areas:

- Public access to information
- Privacy and security
- Universal access to telecommunications services
- Expanding telecommunications service opportunities in Fort Collins
- The City's regulatory role
- Compensation for use of rights-of-way by telecommunications providers
- Fort Collins as a user and provider of telecommunications services
- The impact of State and Federal telecommunications reform legislation

Key Issues:

- What approach should the City take in charging telecommunications providers for their use of the public rights-of-way to engage in private, for-profit enterprise?
- What role should the City, particularly the Electric Utility, have in providing telecommunications infrastructure and/or services for the community?
- What is the impact of telecommunications reform legislation on the City's proposed Telecommunications Policy.



Transfort Strategic Operating Plan

Status:

Adopted by City Council in June, 2001.

Prepared By:

The Transfort Strategic Operating Plan was prepared by City Staff.

Purpose:

The Transfort Strategic Operating Plan is an effort on the part of the City of Fort Collins to more clearly define the purpose and goals and objectives of Transfort, the City's fixed-route bus system. The Transfort Strategic Operating Plan will guide Transfort's development in the immediate short-term (2001) as well as provide a long-range (2010) bus system.

The purpose of the Strategic Operating Plan is to

- Identify transit needs, opportunities and constraints, and service goals;
- Prepare a service plan for the system; and
- Develop an operating, implementation and funding plan to support the strategic plan.

Key Issues:

- The street and development patterns in Fort Collins have resulted in low-density growth and areas in which pedestrian access is limited.
- The layout, orientation, and location of the existing CSU Transit Center, coupled with required transfers for through-travel, reduces the overall efficiency of the system.
- Continuing growth on the south side of the GMA has created new travel patterns that are not served by the current system.
- The current route structure provides separate transit centers in the downtown and at the University with largely separate systems of routes emanating from both.
- The heavy reliance on timed transfers at all three transit centers requires unforgiving on-time performance.
- Increasing traffic congestion has reduced roadway speeds in some areas at varying times of day, affecting transit schedules.



Transit Plan: Fort Collins, Loveland & Larimer County 1996- 2002

Status:

The Transit Plan between Fort Collins, Loveland and Larimer County represents a continuation of the “City of Fort Collins Transit Development Program” (1991-1995), with a planning time frame between 1996 through the year 2002. The previous plan presented a program for operating public transportation in the City for fixed-route transit service (Transfort) from 1991 through 1995. The new Transit Plan was adopted by resolution on March 5, 1996. Unlike the previous Plan, which focused only on Fort Collins, the most recent Transit Plan incorporates a regional context and the development of a transit system as a true alternative to the automobile.

Prepared By:

The Transit Plan reflects a collaboration between Fort Collins, Loveland and Larimer County. A consulting team assisted in preparing the Plan, along with a citizens’ committee.

Purpose:

The success of the City of Fort Collins Transit Development Plan was measured by increased ridership. The goal of the new county-wide Transit Plan is to implement a sound operating program which will increase service by 80 percent and ridership by 100 percent.

Key Issues:

- Coordination of a 7-year comprehensive program -- collaborate with each of the separate planning programs in Fort Collins, Loveland and Larimer County to reach consensus on a unified transit plan.
- Assessment of existing services -- evaluate Transfort, Dial-A-Ride paratransit, Smart Trips, ESP Service, School District transportation services, air service, rail service, intercity bus service, taxis, and trolleys. In addition, complete assessments for service areas, fixed-route schedules and ridership needs.
- Transit demand analysis -- the three areas of study include: a quantitative transit demand analysis; a qualitative or perceptual assessment; and an overall evaluation of unmet transit needs.
- Regional preferred service alternatives -- related issues include: identification of options; selection of preferred service alternatives; and phasing between 1996 and the year 2002.
- Implementation/funding -- is specifically tied to each area for local services. Regional services would require a revenue sharing plan between city and county governments.



Transportation Alternatives Feasibility Study

Status:

The Transportation Alternatives Feasibility Study was completed in 2001 (check this date).

Prepared By:

The North Front Range Transportation Alternatives Feasibility Study (NFRTAFS) was a Major Investment Study sponsored by four public agencies:

- The Colorado Department of Transportation;
- The North Front Range Transportation and Air Quality Planning Council;
- The Upper Front Range Regional Planning Commission;
- The Denver Regional Council of Governments.

Purpose:

The study's purpose was to develop regional solutions to safety problems, traffic congestion, air quality issues, and mobility problems between the northern Colorado population centers and the Denver metropolitan area. Solutions recommended by this study were intended to correlate with projected funding constraints and with sensitivity to community needs and environmental regulations.

Key Issues:

- A projected population increase in the study area of 43% by 2020
- A projected employment increase of 36% by 2020
- Forecasts for above-capacity congestion on many study area roadways and highways if no major improvements are made
- No significant inter-regional transit services that exist in the study area
- Several communities being non-attainment areas for carbon monoxide and PM-10.
- Short List of alternatives:
 - Widen I-25
 - HOV/Bus Lanes on I-25
 - Four Passenger Rail alternatives





Unified Planning Work Program Annual Transportation Plan

Status:

Resolution No. 2003-17 of The North Front Range Transportation & Air Quality Planning Council was adopted during the 2004 Fiscal Year.

Prepared By:

The Unified Planning Work Program was prepared by the North Front Range Transportation & Air Quality Planning Council as the Metropolitan Planning Organization. Voting members of the North Front Range MPO Planning Council are the municipalities of Berthoud, Evans, Fort Collins, Garden City, Greeley, Johnstown, LaSalle, Loveland, Milliken, Timnath, Windsor, and the counties of Larimer and Weld. Membership is also held by the Colorado Transportation Commission and the Colorado Air Quality Control Commission.

Purpose:

The purpose of the Unified Planning Work Program (UPWP) is to provide a transportation planning work program for the North Front Range Transportation & Air Quality Planning Council (NFRT & AQPC) for Fiscal Year 2004 (October 1, 2003 - September 30, 2004). The UPWP contains an action plan that assigns responsibilities for tasks to the Metropolitan Planning Organization (MPO), its member governments, and to Colorado Department of Transportation (CDOT). The document reflects the goals of the Regional Transportation Plan and of the Memorandum of Agreement (MOA).

Key Issues:

- **Integration of Land Use and Transportation.** Cities/Towns in the MPO have land use policies and patterns that support and are supported by efficient and cost-effective local and regional transportation systems.
- **Decreased reliance on Single Occupancy Vehicles (SOVs).** People can choose from a number of viable options for transportation.
- **Transit and Alternative Modes.** All modes of transportation are inter-connected, and travel and transfers can be accomplished without inconvenient delays. Passenger rail connects the North Front Range and the Denver metro area.
- **The Role of the MPO.** The MPO plays an important role in the coordination of the multi-modal transportation system. There is a clear understanding of what the “regional” transportation system consists of, and of what transportation/ congestion improvements are planned for the future.
- **Resources.** A Rural Transportation Authority (RTA) provides funds for regional transportation improvements.



- Assist all member governments to achieve comprehensive planning goals to fulfill the statutory requirements of the Transportation Equity Act for the 21st Century (TEA-21).
- Assist all member governments in fulfilling their continuing responsibilities to their communities, including but not limited to:
 - Reviewing projects receiving federal transportation monies;
 - Using the products of the transportation planning process for other planning activities, and facilitating the integration of transportation planning with land use and other comprehensive planning;
 - Continuing to update and revise regional transportation data and plans;
 - Programming limited resources to address regional transportation needs.
- Carry out specific transportation planning functions required for the continued Federal certification of the NFRT & AQPC study area transportation planning process.



Watershed Approach to Stormwater Quality Management

Status:

The Watershed Approach to Stormwater Quality Management program was adopted by City Council resolution in 1995.

Prepared By:

City Stormwater Utility Department

Purpose:

Watershed management is suggestive of a holistic approach to managing drainage basins. It means looking for ways to prevent pollution on the land and considering the ecological effects of providing drainage services -- along with sound hydrologic analysis - so that water quality, public safety, and property protection objectives can all be met.

The Stormwater Utility's historic mission is to insure a drainage system which protects citizens from flooding. However, a drainage system designed to convey floodwaters can be planned to meet additional objectives including:

- Promoting clean water in creeks, lakes and wetlands
- Creeks, lakes and wetlands that support a variety of wildlife throughout the City
- Citizen participation in local natural areas enhancing a sense of community
- Trails supporting the use of alternative transportation
- Recreation opportunities associated with trails and natural areas

Key Issues:

- Flood plains
- Natural areas
- Water quality and use
- Restoration potential



Water Demand Management Policy

Status:

The Water Demand Management Policy was adopted by City Council resolution in 1992. This policy augments the Water Supply Policy adopted in 1988.

Prepared By:

Water Demand Management Committee

Purpose:

In reviewing the two initial reports developed in 1991 by the Committee and staff titled Demand Management & Water Conservation and Consideration of Additional Demand Management Measures, the purpose was to propose a policy statement, goals and objectives for the Committee's review. An additional purpose was to narrow down the vast list of possible demand management measures to those that seemed most appropriate, acceptable, and potentially effective for the Committee.

The 24 measures are grouped into "Measures Recommended" and "Measures Not Recommended" categories.

Key Issues:

- Demonstrate a water conservation "ethic"
- Increase public education
- Defer water treatment plant expansion
- Ensure permitting compliance
- Maintain the City's attractive landscaping



Water Supply Policy

Status:

The Water Supply Policy was adopted by City Council resolution in 1988.

Prepared By:

City Staff, Water Board, and members of City Council

Purpose:

This Policy acts to formalize extensive study and incorporate policy elements in the following areas: (1) Cooperation with Agricultural Community, (2) Reliability of Supply, (3) Timing of Acquisitions, (4) Process of Acquiring Water Rights and Storage, (5) Raw Water Requirements for New Development, (6) Regional Participation/Cooperation, and (7) Demand Management.

Other measures include increasing the raw water requirement by approximately 20% to better match the amount of water used by new development with the amount provided by new development. In addition, water service fees would increase by 7% - 8% over the next three years.

Key Issues:

- Fort Collins' population growth and increased water demand
- Increased competition and speculation for water resources along Northern Colorado's Front Range
- Changing water supply needs for the City and Region
- Water supply reliability, acquisition, and financing
- Increased cooperation with agricultural community





Part III: Other Related Plans/ Programs

- Colorado State University Master Plan
- Fort Collins-Loveland Water District Master Plan
- Fort Collins Police Services Strategic Plan
- Laporte Area Plan
- Larimer County Master Plan
- Larimer County Transportation Plan
- Poudre Fire Authority Strategic Plan
- South Fort Collins Sanitation District Master Plan for Wastewater Collection and Treatment



Colorado State University Master Plan

Status:

The Colorado State University Master Plan was written during the 1970's. An update was completed in November 1995. A document called the Campus Bikeway System Concept (1991) is also referenced. This plan is currently being updated and is expected to be amended in 2004. CSU is also preparing a New Foothills Campus Master Plan that is expected to be adopted in 2004.

Prepared By:

Pattern for the Eighties was coordinated by CSU's Office of University Planning and Budgets. The Campus Bikeway System Concept was written by the Engineering Service Group of CSU Facilities Services. The Plan was developed by the Campus Facilities Services Department.

Purpose:

The Physical Development Plan translated activities associated with educational experiences into physical concepts. The nature of the campus and its physical growth play an integral role in the presentation of stimulating educational experiences. Physical development was planned for a maximum enrollment of 20,000 FTE students. The University will continue to evaluate this projection against ecological site constraints relative to the preservation of the natural character of the original campus, and the economic and social interface between campus and community.

Key Issues:

CSU's goals include: establishing a design framework allowing creativity for individual projects; maintaining the integrity of historical structures; protecting the natural site and its ecosystems; facilitating pedestrian movement and discouraging use of automobiles in the inner campus; achieving a desirable interface with the community; phasing physical development; and allowing space and flexibility for future growth and change.

Transportation development is aimed at a campus circulation system that separates pedestrian, vehicular and bicycle traffic. The Campus Bikeway System Concept further identifies the need to: eliminate bikes and parking in the campus core; increase interconnections with TransFort; reduce on-street parking; provide all-weather bikeways; and promote clean air.



Fort Collins-Loveland Water District Master Plan

Status:

Approved by the Fort Collins-Loveland Water District Board of Directors, this Plan serves as an update of the 1986 Master Plan. The service area encompasses approximately 50 square miles.

Prepared By:

An engineering consultant, with input from District Staff

Purpose:

The purpose of the Plan is to: review the District's computer hydraulic model with staff to ensure that it reflects the current conditions; prepare an AutoCAD base map of the system and code the map for use with the TECLink graphics-based hydraulic analysis program; develop growth projections and projected demands for the District's service area and distribute the demands to the various locations in the system; identify future project problems resulting from anticipated growth in the district; analyze the system including proposed improvements; and develop a capital improvement plan which reflects current growth projections and patterns.

Key Issues:

- The projected land use and population densities are based on the land use plan adopted by the County. Generally, the Plan provides for densities of approximately four units per acre within the Urban Growth Area and 0.4 units per acre for rural areas. The main departure is the area bounded by Harmony Road, Fossil Creek Reservoir, the Union Pacific Railroad and ½ mile east of County Road 9. This area was projected to develop at urban densities. The Plan identifies some other departures including the McKee Trust property, located west of Shields and south of County Road 32.
- The ultimate tap count represented by these densities is 19,200. Assuming 3.2 people per tap, the ultimate population of the service area is projected to be 61,500. A spreadsheet is provided, which divides the service area into quarter-sections and develops a growth projection for each quarter-section.
- Growth in the District has been higher than the 3% projected by the Larimer County Land Use Plan and the Larimer-Weld COG. Historically, these entities have seen a 5.4% growth rate. A growth rate of 3.4% is projected through 2015.



Fort Collins Police Services Strategic Plan

Status:

The Police Services Strategic Plan is a result of a departmental effort which began in the Spring of 1993. The Plan was published in May, 1995 and established a five-year outlook intended to plan for growth and related policing services.

Prepared By:

The Plan was prepared by a team of staff members, primarily from Police Services. The Council Health and Safety Subcommittee reviewed the Plan and provided feedback. Several other City staff members reviewed the Plan to check for consistency and readability. A public review process was not conducted.

Purpose:

The intent of the Plan is to provide a framework for assisting Police Services in preparing for community growth and change. The Plan is useful in understanding major issues and corresponding strategies that Police Services may encounter in coming years.

Key Issues:

- Increased police services that will continue faster than population growth
- Increased desire of citizens to participate in decisions affecting service delivery
- Several funding, technology and staffing issues
- Development patterns and their impact on service delivery -- especially the growth to the south
- The need for adequate police facilities and community access to facilities



Laporte Area Plan

Status:

Adopted by Larimer County Commissioners in January, 2004.

Prepared By:

Larimer County planning staff, Larimer County Planning Commission, Laporte Area Advisory Committee, land owners and other citizens.

Purpose:

The purpose of this LaPorte Area Plan is to explore and propose strategies for land use and development issues in the LaPorte community, so it is critical to understand community views on the most important issues and potential solutions.

Key Issues:

- Character preservation.
- Appearance and image
- Preservation of core business area
- Community gateways.
- Housing mix.
- Preservation of transportation choices.
- Natural resource preservation.





Larimer County Master Plan

Status:

The Larimer County Land Use Plan was adopted as a resolution on January 20, 1988. The Larimer County Master Plan was later updated and adopted by the Larimer Board of County Commissioners on November 19, 1997.

Prepared By:

The Plan was prepared as a cooperative effort with representatives from the Larimer County Planning Commission, County Planning staff, Citizens Plan Review Committee, and eight subcommittees.

Purpose:

The Larimer County Master Plan is a policy document that establishes a long-range framework for decision making for the unincorporated area of the County. It includes criteria for development decisions, decisions on public services and capital facilities and decisions on environmental resources protection through its Guiding Principles and Implementing Strategies.

The Master Plan is also intended to be a living document. Implementation will be monitored and the Plan reviewed periodically and amended as necessary, to reflect changed conditions and current values.

The Master Plan applies to all Larimer County land located outside city and town boundaries, except for the Estes Valley which is part of a separate County/Town planning process. The Master Plan Location Map shows Larimer County, city and town boundaries and the Estes Valley Plan Area.

The purpose of a county Master Plan is to serve as a policy document for development decisions in the unincorporated area of Larimer County. The Master Plan can be considered the "constitution" for development in the County. It establishes Guiding Principles that should be achieved by all development. For each Guiding Principle the Master Plan outlines Implementation Strategies which provide the framework for staff work programs and for developing rules and regulations that govern land use decisions.

The Larimer County Master Plan has several purposes:

- To communicate the land use policy of Larimer County to citizens, landowners, developers and other governmental entities.
- To provide a policy basis for developing the Land Use Code and other land use regulations and procedures and to determine whether they are in harmony with the community's vision and implementation strategy.
- To provide a basis for intergovernmental agreements with the cities and towns of Larimer County, neighboring jurisdictions and the many public and quasi-public agencies that provide services to Larimer County residents.
- To encourage County departments, other agencies and private developers to design



projects in harmony with the natural characteristics of the land and the capabilities of public service and facilities.

- To provide a basis for setting priorities and funding mechanisms for public capital improvements in Larimer County.

Key Issues:

- A number of issues were identified influencing the direction and development of the Plan. Among them were: economic growth, mountain environment, rural areas, environmental resources, directing the pattern of development, and provision of adequate facilities and services.
-
- Other issues include: planning cooperation and coordination between jurisdictions, agencies and private and public land owners; intergovernmental agreements; growth trends; impacts of development; and property rights.
-
- Land use shall be suitability
- Natural and cultural resources protections
- Agriculture viability.
- Location of urban land uses.
- Open lands protection.
- Community separation.
- Adequate public facilities and services.
- Balanced, economically feasible multi-modal transportation system for safe and efficient travel in the County.
- Sustainable, balanced economy with equal access to housing opportunity, employment and upward mobility.
- Intergovernmental cooperation .



Larimer County Transportation Plan

Status:

The transportation Plan was adopted by Larimer County in February 1999. Revisions to the report were adopted by the Board of County Commissioners in September 2000.

Prepared By:

The Larimer County Transportation Master Plan was originally prepared in November 1998 by Larimer County Planning Department and Public Works Division; and by Felsburg, Holt and Ullevig consultants.

Purpose:

Larimer County has experienced increasing growth and development within the last ten years, and this growth is expected to continue. Between 1995 and the Year 2020, the number of households in the unincorporated part of the County is forecast to more than double, from approximately 25,000 to 57,000. Employment in the same area is forecast to increase by an even greater rate, from 18,000 in 1995 to 47,000 in the Year 2020. In an effort to plan and prepare for future growth and its associated travel demands, the County has undertaken a process to develop a comprehensive transportation plan.

The main purpose of the transportation plan is to coordinate existing zoning and proposed developments with the future transportation needs of the County. It is also used to support design of an impact fee system to assess developers for roadway improvements necessary to accommodate development. It is the goal of the County to plan for a balanced transportation system that fits with the surrounding land uses in the County.

Key Issues:

- Increased vehicular traffic
- Increased land development and land use change
- Development Impact Fees
- Alternative Transportation Options
- Coordination with Municipalities
- Road Improvements
- Safety



Poudre Fire Authority Strategic Plan

Status:

The Poudre Fire Authority Strategic Plan was adopted by the Poudre Fire Authority Board of Directors in late 1995. An update to the Plan is anticipated to be adopted by the Board in 1997.

Prepared by:

Poudre Fire Authority staff, including policy direction by the Poudre Fire Authority Board of Directors, a steering committee (as an outside perspective), and employee planning teams that were created and used during the plan development process.

Purpose:

To develop a future vision of community needs, with a defined plan outlining the most efficient and effective means to meet those needs

Key Issues:

- Population growth is one of the plan assumptions used. It recognizes the increased demands placed on the fire protection system each year.
- With regard to development patterns, the Plan assumes decentralization of employment and retail centers, with a trend toward higher density, multi-family development and regional centers within the Urban Growth Area. The Plan certifies this type of mixed-use growth pattern's continued difficult and variable demands upon the fire protection system.
- The projected growth in the next five years is predicted to continue in a pattern similar to the previous five years. The Plan identifies that "leap frog" development does not conform to desirable standards within the perspective of emergency services. Sprawl requires that the Poudre Fire Authority continually develop new standards and approaches in response criteria and in updating building and fire codes.
- As the region continues to grow, traffic congestion increases -- resulting in longer emergency response times. The Opticom was identified as the most cost-effective means of maintaining desired shorter response times, even when faced with continually increasing traffic congestion. The Opticom is a traffic signal system equipped in such a way, so as to allow firefighters to activate a light change during an emergency response.
- Fire stations are located in urban areas, causing response times to be longer in rural areas. Program strategies are reducing wildland fires and increasing Poudre Fire Authority's ability to respond to and combat fires.



South Fort Collins Sanitation District Master Plan for Wastewater Collection and Treatment

Status:

Approved by the South Fort Collins Sanitation District Board of Directors, this report serves as an update of the 1986 South Fort Collins Sanitation District Wastewater System Master Plan for a service area of roughly 26 miles of land situated between Fort Collins and Loveland.

Prepared By:

A consultant, along with input from District staff

Purpose:

- Review existing wastewater collection and treatment system under present conditions.
- Forecast growth within the District service area and develop future loads and flows.
- Analyze the existing collection and treatment system under future loads and flows.
- Develop and prepare estimates of cost for feasible conveyance and treatment alternatives to adequately handle future demands.
- Examine potential impacts and timing of future regionalization alternatives.
- Examine impacts of the cost of necessary improvements on plant investment fees.
- Define specific areas of development to be considered with associated growth rates.
- Prepare report, review with staff, and present to Board for consideration and implementation.

Key Issues:

- The report was prepared with growth projections which extend to the year 2015. The total of the individual quarter-section projections indicate a 5 percent growth rate for the District service area through the year 2000 and a 6.1 percent growth rate to the year 2015.
- The projected land use densities used in this report are, for the most part, based on the Larimer County Land Use Plan adopted by the County. Generally, the plan provides for densities of three to four units per acre within the urban growth area and 0.4 units per acre for rural areas





Appendix B:

Action Plan



Introduction

The *Action Plan* is designed as a framework for tracking *City Plan* actions and other related actions that are necessary to attain the *City Plan* vision. It is also designed to give decision-makers a useful tool for establishing future work programs and budgets. The *Action Plan* asks the question: “What do we need to do to make sure *City Plan* is successful over the next twenty years?” It lists action items stemming from this foundational *City Plan* document that are not otherwise contained in related plans.

In most cases, the vision, principles and policies of *City Plan* are complete and the *Action Plan* focuses on tasks necessary to make these concepts a reality. In other cases, the *Action Plan* focuses on suggested changes and adjustments to current programs that will ensure the desired outcome is achieved.

The intent of the *Action Plan* is to stay simple -- allowing users to obtain a “big picture” reference point and an indication of priority actions for the future. The *Action Plan* recommends tasks between now and the next *City Plan* Update as well as longer-range tasks. Since funding and other variables will change, this *Action Plan* will be periodically amended.



CITY PLAN - ACTION PLAN

TASK	PRINCIPLE/ POLICY REFERENCE NUMBER	IMPLEMENTATION STRATEGY	MANAGING/ COORDINATING DEPARTMENT	Implementation Starting Year			
				2004-2005	2006-2007	2008-2009	Ongoing
1. EXISTING SUBAREA/NEIGHBORHOOD PLANS As areas evolve, it is necessary to modify plans to reflect current concerns, ensure consistency with <i>City Plan</i> , and address the needs and wants of residents. A number of issues have arisen with neighborhood plans that pre-date <i>City Plan</i> redevelopment including issues that conflict with <i>City Plan</i> 's goal of neighborhood stability. Other issues center on the compatibility of infill and redevelopment with existing neighborhoods.							
Update existing neighborhood and subarea plans: • Eastside Neighborhood Plan • Westside Neighborhood Plan	Policy LU 4.6	Advance Planning Work Program	CPES/Advance Planning	✓			
2. FUTURE SUBAREA PLANNING Future subarea plans are needed to help implement <i>City Plan</i> by applying its general, city-wide policies to a specific subarea. Two quickly growing areas have become a priority. The Northside Neighborhood's area includes some of our most established neighborhoods located adjacent to lands that will soon undergo development. The Northwest area will experience increasing intensification of residential development due to its proximity to an expanding CSU foothills campus. Sensitive natural areas, such as the Poudre River, Cooper Slough and Boxelder Creek, would also benefit from direction provided within a subarea plan.							
Prepare subarea plans for the following areas: • Northside Neighborhoods • Northwest Subarea	Policy LU 4.5	Advance Planning Work Program	CPES/Advance Planning	✓			
3. CITY PLAN UPDATE A comprehensive update of <i>City Plan</i> will take place at least every five (5) years.							
Prepare a <i>City Plan</i> Update.	Principle GM -11	Advance Planning Work Program	CPES/Advance Planning			✓	



CITY PLAN - ACTION PLAN

TASK	PRINCIPLE/ POLICY REFERENCE NUMBER	IMPLEMENTATION STRATEGY	MANAGING/ COORDINATING DEPARTMENT	Implementation Starting Year			
				2004-2005	2006-2007	2008-2009	Ongoing
4. PERFORMANCE INDICATORS The City will monitor various performance indicators on a regular basis over an extended period of time as a means of evaluating the performance of <i>City Plan</i> . These indicators will be monitored after the adoption of <i>City Plan</i> in order to determine if the City's growth and development is consistent with the intent of <i>City Plan</i> . If conditions are inconsistent with <i>City Plan</i> , a special review may be initiated in accordance with Policy. To achieve this task, the City should examine existing indicators and evaluate their appropriateness to be used in subsequent evaluations.							
Refine indicators	Policy GM 10.2	Advance Planning Work Program	CPES/Advance Planning				✓
Produce biennial report as a mechanism for monitoring and evaluating impacts of <i>City Plan</i>	Policy GM -10.1	Advance Planning Work Program	CPES/Advance Planning	✓			
5. INTERGOVERNMENTAL AGREEMENTS The City will consider amendments to the GMA boundary to include the Fossil Creek CPA and CSU Foothills Campus District areas. These areas are logical additions to the City of Fort Collins GMA. The City will work with Larimer County to revise the Intergovernmental Agreement (IGA) to reflect any additions to the GMA.							
Evaluate the following GMA amendments: <ul style="list-style-type: none"> • CSU Foothills Campus • Fossil Creek Reservoir Area 	Policy GM -1.2	Advance Planning Work Program	CPES/Advance Planning				✓
Pursue a revised intergovernmental agreement (IGA) with Larimer County considering the following objectives: <ul style="list-style-type: none"> ▪ Amend the cooperative planning area concepts to reflect policy direction for the GMA ▪ Tighten restrictions on growth outside the GMA boundary ▪ Establish community influence area 	Policy GM 2.2	Advance Planning Work Program	CPES/Advance Planning	✓			



CITY PLAN - ACTION PLAN

TASK	PRINCIPLE/ POLICY REFERENCE NUMBER	IMPLEMENTATION STRATEGY	MANAGING/ COORDINATING DEPARTMENT	Implementation Starting Year			
				2004-2005	2006-2007	2008-2009	Ongoing
<p>6. INFILL AND REDEVELOPMENT EFFORTS</p> <p>Redevelopment and infill development will be encouraged in targeted locations. The purpose of these areas is to channel growth where it will be beneficial and can best improve access to jobs, housing and services with fewer and shorter auto trips. Infill and redevelopment tasks should also address compatibility issues with existing neighborhoods</p>							
<p>Develop a methodology and approach for redevelopment in targeted areas:</p> <ul style="list-style-type: none"> • Broadly define potential redevelopment areas in subarea plans • Develop criteria to be used to identify appropriate locations for redevelopment: <ul style="list-style-type: none"> ○ Underutilized land ○ Areas where public or private investment is planned or underway ○ Along identified travel corridors and in areas with high mobility for all travel modes • Develop a set of design policies and standards for redevelopment: <ul style="list-style-type: none"> ○ Neighborhood compatibility Design 	Policy GM 8.1	Advance Planning Work Program	CPES/Advance Planning	✓			
Perform opportunities and constraints analysis for each area (utilities, transportation etc.).	Policy GM -8.1	Advance Planning Work Program	Interdepartmental Team	✓			



CITY PLAN - ACTION PLAN

TASK	PRINCIPLE/ POLICY REFERENCE NUMBER	IMPLEMENTATION STRATEGY	MANAGING/ COORDINATING DEPARTMENT	Implementation Starting Year			
				2004-2005	2006-2007	2008-2009	Ongoing
7. LAND USE CODE UPDATES / DEVELOPMENT REVIEW The land use code and development review process are tools that implement the vision of <i>City Plan</i> . The land use code should be consistent with <i>City Plan</i> . In cases where inconsistencies exist, the code should be modified. The City should also continue to work to make the development review system more predictable and efficient by defining permitted uses that can be approved more quickly. These uses will be subject to specific design standards to ensure compatibility with existing neighborhoods, compliance with environmental regulations, and conformance with <i>City Plan</i> .							
Evaluate and modify the development review process to further streamline the process.	Policy GM 1.4	Current Planning Work Program	Current Planning	✓			
Update Land Use Code to reflect <i>City Plan</i> Vision and Principles and Policies. Specific tasks include: <ul style="list-style-type: none"> ▪ Continue the semi-annual land use code review process ▪ Modify zoning that is incompatible with existing neighborhoods. This should include areas that are not planned for intensification, but where current zoning provides for increased densities ▪ Zoning that permits infill in existing neighborhoods should also be examined ▪ New zoning classification should be developed to represent densities lower than current UE. This will be necessary to ensure preservation of existing neighborhoods and address the Fossil Creek Cooperative Planning Area and the County AP Zone. 	All Policies	Current Planning Work Program	Current Planning	✓			
Further explore effects of existing fire and emergency response standards on transportation and urban design of development projects.		Current Planning Work Program	Current Planning				✓
Research the effects of existing City regulations on in-home businesses and live/work units as they affect neighborhoods and transportation.		Current Planning Work Program	Current Planning		✓		



CITY PLAN - ACTION PLAN

TASK	PRINCIPLE/ POLICY REFERENCE NUMBER	IMPLEMENTATION STRATEGY	MANAGING/ COORDINATING DEPARTMENT	Implementation Starting Year			
				2004-2005	2006-2007	2008-2009	Ongoing
8. ECONOMIC DEVELOPMENT Economic sustainability and development plays a vital role in improving the quality of life of the community. Our community will foster economic development opportunities that encourage private investment within the community, provide employment that offers higher wage jobs, provide primary employment, and improve the quality of life for Fort Collins' residents. This requires proactive involvement to ensure we preserve and attract employers.							
Develop guidelines for evaluation of public investment projects, for both new development and redevelopment	Policy GM 8.4		CMO	✓			
Evaluate ways to expand the City's revenue base beyond growth in retail sales tax dollars.	Policy ECON 1.5		CMO	✓			
Determine the appropriate fiscal impact model to be used to evaluate the costs and benefits of any modification of the GMA boundary.	Policy GM 1.3	Advance Planning Work Program	Advance Planning		✓		
9. PLAN COORDINATION Other City planning projects should be consistent with and help implement <i>City Plan</i> .							
Participate in the development of plans for each enhanced travel corridor		Advance Planning Work Program	Transportation		✓		
Participate in the <i>Natural Areas Policy Plan</i> Update		Advance Planning Work Program	Natural Resources	✓			
Participate in the <i>Air Quality Plan</i> Update		Advance Planning Work Program	Natural Resources	✓			





Appendix C:

Process and Procedures for *City Plan* Revisions and Comprehensive Plan Elements Thereof



Introduction

City Plan, and the adopted plan elements which comprise the City's Comprehensive Plan, are policy documents used to guide decision-making within Fort Collins and the surrounding area. For the City's Comprehensive Plan to function over time, it must be able to be reviewed, revised, and updated on an as needed basis.

Revisions to *City Plan* will be conducted according to two distinct and different procedures: Comprehensive Updates and Minor Amendments. A Comprehensive Update will occur every five years. The purpose of the update is to thoroughly re-evaluate the vision, goals, principles and policies contained within the Plan, noting those that should be changed and those that should be removed, and develop new policies if necessary, to make sure that the Plan is heading in the right direction, and is being effective. A Comprehensive Update also ensures that the decision makers are aware of the directives contained within it.

A separate process has been established for minor amendments to *City Plan* and related elements. Minor amendments may include revisions to one or a few sections of *City Plan* as a result of adoption of subarea plans or a specific issue/policy plan or directive from City Council. Minor amendments may include changes to the *City Structure Plan*. Other minor amendments may be as small as correcting text or map errors.

The purpose of this section is to outline a process and procedure for revisions to *City Plan* and related Comprehensive Plan elements thereof (See Appendix A – Comprehensive Plan Elements). The process and procedure for making these are described below.



Comprehensive Update of *City Plan* Procedures

A Comprehensive Update of *City Plan* will take place every five (5) years unless otherwise directed by City Council. In making a determination of when a Comprehensive Update should be initiated, a prime consideration should include what changes have occurred since the Plan was last updated. These changes may be in the economy or the environment, housing affordability, traffic congestion, local priorities or issues, projected growth, other unforeseen opportunities, etc. The results from the biennial *City Plan* monitoring report will provide a good indication of these changes.

A Comprehensive Update will include a thorough re-evaluation of the vision, goals, principles and policies contained within the Plan, noting those that should be changed and those that should be removed, and develop new policies if necessary, to make sure that the Plan is heading in the right direction, and is being effective. A Comprehensive Update will also include a thorough review of the validity of all information contained with *City Plan*. A Comprehensive Update of *City Plan* will be led by the Advance Planning Department and will include extensive opportunities for involvement by the public, boards and commissions, City Council, City Staff and other affected interests.

The City Council will then approve, approve with conditions, or deny the 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 Amendment Procedures

Minor Amendments will be considered by the City Council, after recommendation by 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 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.

Citizen requests for a Plan Amendment will be considered by the 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, as stated in Policy GM-11.4 Decision-making. Plan amendment requests based on proposed development projects that involve re-zonings may also be processed concurrently with rezoning applications. Plan amendments initiated by City Council, City staff, boards and commissions, and annexations and initial zoning, may be processed at any time (Policy GM-11.1).

Requests will be submitted to the City's Advance Planning Department 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 plan 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.



Appendix D:

Our City's Future Size and Character



Introduction

In March of 2003, City Council adopted by Resolution 29 characteristics that describe the future size and character of the City of Fort Collins. For a full listing and evaluation of all 38 characteristics that were considered, see the Character Evaluation Report: An Analysis of our City's Future Size and Character, December 20, 2002.

The characteristics describe the future size and character of the City of Fort Collins; and identify the qualities of the community that needed further development, were not fully implemented, or had emerged since the adoption of *City Plan* in 1997.

They are the result of over 16 months of work by City of Fort Collins staff, City Council, a Citizens Advisory Committee (CAC), a Technical Advisory Committee, and a consultant team who was responsible for the *City Plan* Update and the *Transportation Master Plan* Update. The planning process included a "What If" work session workshop, public meetings, stakeholder interviews, a survey, an analysis report and monthly CAC meetings.



Adopted Characteristics

THE REGION AND THE ECONOMY

RE1b

Fort Collins strengthens its existing economic base while finding ways to strategically expand and diversify its employment options, including but not limited to a center for retail trade, cultural offerings, medical facilities, and educational institutions within its boundaries.

RE2

Fort Collins partners with nearby communities to develop regional solutions to land use, transportation, economic, environmental, open space, and habitat protection, fiscal sharing, and other planning challenges.

RE3

The ratio of jobs to housing must be considered in determining planning policies so that a balance between employment and housing can be maintained, as well as a balance between basic jobs (manufacturing, etc.) and non-basic jobs (retail and services, etc.).

RE4

The City of Fort Collins will remain fiscally healthy, and be able to sustain adopted levels of public services and facilities (e.g., police protection, street maintenance, parks, natural areas, library, and cultural arts, etc.).

OPEN SPACE AND COMMUNITY SEPARATORS

OS1

The City will actively pursue acquisition and/or protection of open spaces, community separators, natural areas, wildlife habitat, riparian areas, wetlands and valued agricultural lands, and provide for the appropriate use and enjoyment of these areas by the citizenry.

OS2

Adopted open space separators between Fort Collins, Loveland, Wellington, Windsor and Timnath will be implemented and expanded.





Existing conditions
(area north of Anheuser-Busch).



Photo simulation of potential
development.



Photo simulation of limited,
rural, development.

OS3

The Boxelder drainage will be protected and enhanced.

OS5a

The Poudre River corridor becomes the centerpiece of environmental stewardship.

OS5b

The downtown corridor of the Poudre River will be carefully managed and enhanced according to the vision, policies, and programs as described in the Downtown River Corridor Implementation Program.

TRANSPORTATION

TR1

Promote the development of a multi-modal transportation system (automobile, transit, bicycle, and pedestrian) that encourages mobility and a variety of safe, efficient travel choices.

TR2

Encourage the development of additional enhanced travel corridors (e.g. Mason Street corridor).



Mason Street corridor



TR3

Encourage partnerships among CDOT, FHWA, and private developers to build new and/or improve existing interchanges, overpasses, and/or underpasses on I-25 to increase mobility.

TR4

Recognize Transportation Demand management (Smart Trips) programs (carpool, regional vanpool, telecommuting, etc.) as transportation options.

TR5

Encourage regional transit between Fort Collins and northern Colorado communities.

TR6

Encourage interregional transit between Fort Collins and Denver.

TR7

Promote a local transit system.

DEVELOPMENT/REDEVELOPMENT PATTERNS**DRP1**

Character of the City becomes more urban within the Downtown, with sensitivity to the historic areas, and Community Commercial Districts.

DRP2

The planning and development of other Activity Centers (outside Downtown) is guided by principles that encourage “Small City” character and transit.

DRP3

As part of a functioning transit plan, increased density/intensity is encouraged in appropriate areas along High Frequency Transit Corridors (Mulberry Street, portions of West Elizabeth Street, Timberline Road, Shields Street, Lemay Avenue, and Horsetooth Road).

DRP4

As part of a functioning transit plan, increased density/intensity is encouraged in appropriate areas along designated Enhanced Travel Corridors (currently Mason Street, Harmony Road, and Conifer Street).

DRP5

The existing Growth Management Area (GMA) boundary is retained except for possible expansions to add the CSU Foothills Campus and the Fossil Creek CPA.



DRP7

The GMA boundary will be reviewed and, if necessary, modified according to pre-established criteria and/or procedures in conjunction with comprehensive updates of *City Plan*.

DRP11

Additional emphasis is placed on encouraging redevelopment and in-fill through the creation of public investment and policy changes, fostering high quality development projects within certain predetermined areas according to subarea plans.

DRP12

The Downtown and the University Districts will continue to maintain their role as a full service educational, entertainment, and cultural center for the region with restaurants, theaters, performing arts, and other venues.



Downtown Fort Collins.

DRP13

The Downtown is the heart and core of Fort Collins.

DRP15

The Downtown is a mixed-use district containing residential housing opportunities and supporting neighborhood services.

NEIGHBORHOODS AND HOUSING

HN1

The character of existing neighborhoods will be respected when infill and redevelopment occurs. Infill and redevelopment may result in the intensification and change of character within certain predetermined parts of existing neighborhoods as determined in a subarea plan.

HN2

New neighborhoods are developed within the limits of the GMA consisting of a mix of housing densities, neighborhood centers, and neighborhood commercial districts that closely follow *City Plan* principles and policies.

HN3

Additional programs to provide affordable housing within the community are actively promoted, increasing housing supply and variety.



Glossary of Planning Terms

AGRICULTURAL LAND -- Land in use for agricultural purposes such as pasturage, farming, dairying, horticulture, animal husbandry, and related activities.

BIG BOX -- See: "LARGE RETAIL ESTABLISHMENT."

CITY -- When the term City (capital "C") is used, it refers to the City of Fort Collins as a municipality. When the term city (lower case "c") is used, it refers to the built environment of Fort Collins including buildings, streets, parks, etc.

CLUSTERED DEVELOPMENT -- Clustered development provides for a close grouping of homes on the most buildable portions of a site while, at the same time, preserving a large portion of the parcel (including environmentally sensitive areas) as undeveloped open space. When properly designed, a cluster development offers advantages including:

- greater environmental sensitivity and responsiveness to environmental regulations;
- protection of neighborhood character by providing permanent open space for common use;
- enhancement of the environmental setting and potential dedication of historic or culturally significant features;
- creation of a wider variety of active and passive recreational uses;
- creation of a more diverse and architecturally interesting neighborhood;

- creation of a friendlier pedestrian environment, including walking and bicycling alternatives; and
- reduction in the need for and number of automobile trips.

(Source: *Site Planning and Community Design for Great Neighborhoods*, Frederick D. Jarvis, 1993.)

COHESIVE -- Having a natural or logical agreement of parts; connected; a *cohesive neighborhood*.

COMMERCIAL USES -- A commercial use is a non-residential activity carried out for pecuniary gain. Such uses are engaged in the exchange or buying and selling of goods and services. Commercial uses include an occupation, employment or enterprise that is carried on for profit by the owner, lessee, or licensee.

COMMUNITY -- This term refers to the built environment as well as the people who live, work, and have a stake in the future of Fort Collins.

COMMUNITY SEPARATORS -- Community separators define the area between more intensely developed urban areas of one municipality and the same of another. They provide visual and physical separation between communities by providing transitions from urban level development using rural/open lands (including agricultural uses and clustered residential development) and lower densities.

COMPACT LAND USE PATTERN -- A focused layout of developed and undeveloped land, emphasizing redevelopment and infill, and compatible new development, thus significantly reducing the demand for growth in outlying areas of the city, facilitating efficient pedestrian, bicycle, transit and car mobility, and conserving open lands and rural areas.

COMPATIBILITY -- Compatibility refers to the characteristics of different uses or activities or design which allow them to be located near or adjacent to each other in harmony. Some elements affecting compatibility include height, scale, mass, and bulk of structures. Other characteristics include pedestrian or vehicular traffic, and parking impacts. Other important characteristics that affect compatibility are



landscaping and architecture. "Compatibility" does not mean "the same as." Rather, compatibility refers to development proposals being sensitive to, and maintaining the character of, existing development.

COMPREHENSIVE PLAN -- A document which sets forth major policies concerning the desirable future and the physical development of the area.

Generally, its focus is long-term, and states goals and objectives as desirable ends. It is comprehensive in nature, and contains elements including: housing, economics, open space, natural environment, land use, growth management, transportation, and urban design. Inventory and analysis maps are also common components of the plan.

CONGESTION -- The level at which transportation system performance is no longer acceptable to the traveling public due to traffic interference. The level of acceptable system performance may vary by type of transportation facility, geographic location and/or time of day.

CONGESTION MANAGEMENT PROGRAM -- A systematic process that provides information on transportation system performance to decision-makers for selecting and implementing cost-effective strategies to manage new and existing facilities so that traffic congestion is alleviated and the mobility of persons and goods is enhanced.

CONVENIENCE SHOPPING CENTERS -- A shopping and service center situated on seven (7) or fewer acres with four (4) or more business establishments located in a complex which is planned, developed and managed as a unit, and located within and intended to primarily serve the consumer demands of adjacent employment areas. Principal uses include retail services, personal services, neighborhood convenience stores (with accessory gas pumps), standard or fast food restaurants (without drive-up windows), liquor sales (for on- or off-premises consumption), beauty or barber shops, dry cleaning outlets, equipment rental (not including outdoor storage), professional offices, limited banking services, multi-family dwellings, medical offices and clinics, small animal veterinary clinics, and child care centers.

DENSITY -- The number of dwelling units per acre of residential land development. Some typical densities for various types of housing are:

single-family is 3 to 5 units per acre, townhomes are 7 to 10 units per acre, and apartments are 10 to 25 units per acre (and higher).

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

DUPLEX -- See: "DWELLING, TWO-FAMILY."

DWELLING -- Dwelling will mean a building containing at least eight hundred (800) square feet of floor area and used exclusively for residential occupancy, including single-family dwellings, two-family dwellings, and multi-family dwellings, but not including hotels, motels, fraternity and sorority houses, and similar group accommodations, and; tents or other structures designed or used primarily for temporary occupancy.

DWELLING, MULTI-FAMILY -- Multi-family dwelling will mean a building occupied by three (3) or more families living independently of each other, not including hotels, motels, fraternity and sorority houses, and similar group accommodations;

DWELLING, SINGLE-FAMILY -- Single-family dwelling will mean a building occupied by not more than one (1) family and which has not more than one (1) kitchen and not less than one (1) bathroom.

DWELLING, TWO-FAMILY -- Two-family dwelling will mean a building occupied by two (2) families living independently of each other. Synonyms: duplex, paired housing.

DWELLING UNIT -- Dwelling unit will mean one (1) or more rooms and a single kitchen designed or occupied as a unit by one (1) family, for living and cooking purposes, located in a single-family or multi-family dwelling.

GROWTH MANAGEMENT -- Utilization by government of a variety of traditional and evolving techniques, tools, plans, and activities to purposely guide local patterns of land use, including the manner, location, and nature of development.



GROWTH MANAGEMENT AREA BOUNDARY -- An area identified through official public policy, within which urban development will be allowed.

HOUSING, ACCESSORY HOMES (UNITS) -- A second dwelling unit either in or added to an existing single-family detached dwelling or business, or in a separate accessory structure on the same lot as the main building. They are commonly known as “granny flats,” “mother-in-law apartments,” “alley houses,” or “secondary dwellings.”

HOUSING, EQUITABLE OPPORTUNITY TO -- A diverse housing stock that generates home ownership and rental opportunities which are affordable for all levels of income.

HOUSING, SPECIAL NEEDS -- Housing that is intended to meet the special needs of various populations, including older adults, physically and developmentally disabled, transitional housing, etc.

HOUSING TYPES -- Refers to the variety of buildings or structures that serve as living quarters for people. See also: listings under “DWELLING” definitions.

HUMAN SCALE -- See: “PEDESTRIAN SCALE.”

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

INTEGRATE -- To combine or coordinate separate elements (such as housing, recreation, jobs, and shopping), so as to provide a harmonious, interrelated whole; organized or structured so that constituent parts function cooperatively.

LARGE RETAIL ESTABLISHMENT -- Large retail establishment will mean a retail establishment, or any combination of retail establishments in a single building, occupying more than twenty-five thousand (25,000) square feet of floor area, with the exception of supermarket-grocery stores. Commonly referred to as “big box” stores.

METROPOLITAN COMMUNITY -- An area whose economic and social life is influenced by

a major city, and whose boundaries are roughly defined by the commuting distance to the city.

MIXED-USE -- A project or limited area of development which combines different land uses, such as housing, retail and office uses.

MULTI-FAMILY HOUSING -- See: “DWELLING, MULTI-FAMILY.”

NATURAL AREAS -- Areas of land or water that contain or support the continued existence of geological, paleontological, ecological, or other natural features that are: classified as endangered or threatened, sensitive to the impact from human activity, or otherwise in need of protection; important to the conservation of natural resources that provide environmental protection, recreational, educational, scientific, aesthetic, or economic benefits; unique or rare examples of our natural heritage.

NEIGHBORHOOD -- A neighborhood is the focus of residential uses, but also includes a mixture of activities that people need to live life. A neighborhood may include a diversity of housing types, schools, parks, shopping and jobs (frequently service-type).

NEIGHBORHOOD FACILITY -- Neighborhood meeting and social interaction spaces, including schools, government buildings and facilities associated with individual residential developments.

OPEN LANDS -- Open lands include natural areas, community separators, agricultural lands, view corridors, lakes, streams, ponds, riparian areas, wetlands, ridgelines, parks, trails, and drainageways.

PEDESTRIAN SCALE -- The pedestrian scale is an informal and relative standard. It suggests that the relationship between the person and his or her environment, whether natural or man-made, is comfortable, intimate, and contributes to the individual’s sense of accessibility. Synonym: human scale.

PARKWAYS -- The area between a detached sidewalk and curb where street trees are planted.

PLANNING -- The decision-making process in which existing resources and conditions are



analyzed and strategies are developed to achieve the identified goals and objectives as they relate to cities and communities.

POLICY -- A definite course or method of action selected to guide and determine present and future decisions.

POPULATION AND EMPLOYMENT

PROJECTIONS -- Population and employment for planning purposes were used to determine potential build-out populations for the City by the year 2025. Estimates were developed by Economic and Planning Systems utilizing information from the Department of Local Affairs and the State Demographer. A full market assessment and supporting information was provided to the CAC, TAC and City staff. Assumptions included that the City will assume a steady, sustained rate growth over the next 20 years. The City will assume that population will increase at a compounded annual growth rate of 2.0% and employment will increase at a compounded annual growth rate of 1.9% within the planning time horizon (Year 2025). The projected rate of growth is an average over a 20 year period of time, and does not represent a target or limit on the amount or rate of growth within the community. As demonstrated historically, individual years may see rates of growth that are higher or lower than the average rate

PRIMARY EMPLOYMENT (also known as Base Industry) -- Firms that produce goods or services which are produced for export to areas outside of the city, and thereby import income into the city. Such goods and services do not include retail sales activities, but may include manufactured goods, consulting services, research activities and the support services associated with a regional or national headquarters of a services-producing organization.

PRINCIPLE -- A general or fundamental rule, doctrine or assumption.

PUBLIC FACILITY -- Any land or physical structure, maintained or constructed for the benefit of the general public, such as transportation facilities, utility facilities, schools, libraries, fire and police stations, municipal and county buildings, recreational centers, parks, and public cemeteries.

PUBLIC SERVICE -- A variety of services such as fire protection and suppression, law enforcement, public health, transportation, environmental protection, etc. available to the public and provided by government, substantially funded by government, contracted for or by government, or provided by private entities subject to governmental regulations.

QUALITY OF LIFE -- The personal perception of the physical, economic, and emotional well-being that exists in a community.

SINGLE-FAMILY HOUSING -- See: "DWELLING, SINGLE-FAMILY."

SPRAWL -- Dispersed, low density development over large areas of landscape.

STREETScape -- The distinguishing character of a particular street, within the public right-of-way, including paving materials, and the adjacent space extending along both sides of a street including landscaping, sidewalks, medians, lighting, street furniture, and signage.

SUSTAINABILITY -- Refers to the long-term social, economic and environmental health of a community. A sustainable community thrives without compromising the ability of future generations to meet their needs. Sustainable cities use resources efficiently and effectively. They conserve, reuse and recycle. They use local resources where they can. They minimize exportation of environmental risk.

Sustainability requires integration of goals and policies. For example, economic development, affordable housing, public safety, environmental protection and mobility are interrelated and should be addressed in a holistic way. Similarly, the city's future is inextricably linked to that of the region, state, nation, and world.

Sustainability depends upon inclusion – bringing together different stakeholders to identify common values and goals and to work to achieve them.

Sustainability means thinking long-term – meaningful solutions to challenges transcend calendar years and electoral cycles. All decisions about how to meet present needs of the community should take into consideration potential impacts on the ability of future generations to meet their needs.



TRANSFER OF DEVELOPMENT RIGHTS (TDR) -- A TDR program typically permits owners of land in development-restricted areas called sending districts to sever the development rights from their property and sell those rights to property owners in specified receiving districts. Landowners who purchase development rights are then able to increase the amount of development that can be built on the receiver site. TDRs can be used to save historic structures from demolition, prevent urbanization of farmland, and preserve unique environmental areas and scenic vistas. (*Growth Management Principles & Practices*, Arthur C. Nelson & James B. Duncan, 1995.)

TRANSIT -- Public transportation, referring to bus, trolley, heavy rail, and light rail.

URBAN -- An area with physical characteristics, levels of service, and land uses typically associated with more densely populated metropolitan areas, such as paved streets; neighborhood parks; curb, gutter, and sidewalk; public water; sewer and storm drainage systems; and police and fire services.

URBAN FOREST -- The sum of all woody and associated vegetation in and around dense human settlements (Source: *Urban Forestry, Planning and Managing Urban Green Space*, Robert W. Miller, 1996.)





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