

# AGENDA ITEM SUMMARY

## FORT COLLINS CITY COUNCIL

**ITEM NUMBER:** 38  
**DATE:** August 19, 2003  
**FROM:** John Fischbach

### **SUBJECT:**

Resolution 2003-096 Adopting the City Council's 2003-2005 Policy Agenda.

### **RECOMMENDATION:**

Staff recommends adoption of the Resolution.

### **EXECUTIVE SUMMARY:**

Every two years, the City Council adopts a Policy Agenda that outlines the policy initiatives it wishes to undertake in the two-year Council term. This proposed Policy Agenda has been developed through discussions with and among Councilmembers during a Council retreat and subsequent study session.

The 2003- 2005 Policy Agenda includes major theme areas on which Council would like to focus its policy work during the coming two years. The themes are supported by a number of policy targets and objectives that will provide focus and guidance to staff over the next two years.

A few edits have been made to the Policy Agenda since the prior draft was distributed and discussed at the July 22, 2003 study session, including:

- Theme areas are now listed in a rank order of importance and urgency. This ranking was determined based on the combined input of Council members. This input was submitted to staff following the study session.
- Within each theme, the individual targets have been ranked according to priority. As with the themes, this ranking is based on the combined input of Council members.
- Additional wording changes were made throughout at the suggestion of individual Council members. These are intended to clarify, rather than change, the intent of some targets and objectives as needed.

After Council has adopted the Policy Agenda, the City Manager will work with staff and the boards and commissions to create work plans which support these themes. Staff will also work to share information with the community regarding Council's goals.

### **List of Attachments:**

- 2003-2005 Draft Council Policy Agenda (redlined version)
- 2003-2005 Council Policy Agenda (final document - attached as Exhibit "A" to the Resolution)

# City of Fort Collins

## 2003-2005 Council Policy Agenda Draft with Revisions Shown

August 19, 2003



**Policy Agenda Theme Areas  
Listed by Urgency and Importance**

- 1. Budget and Financial Policies**
- 2. Public Health and Safety**
- 3. Economy**
- 4. Transportation**
- 5. Water**
- 6. Environment**
- 7. Neighborhoods**
- 8. Land Use Plans**
- 9. City Governance**
- 10. Community Affordability**
- 11. Parks and Recreation**

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## Theme 1: Budget and Financial Policies

Budget and Financial Policies	Proposed Objectives
<b>Target 1:</b> Balance the 2004-05 budget using a variety of strategies	
<b>Target 2:</b> Develop and utilize the Council's budget priority policy	a. Form a budget advisory committee to review budget priorities
	b. Develop specific priorities within the primary, secondary, and support services model
	c. Define budget priorities within the service categories
<b>Target 3:</b> Examine the City's pay and benefit policies to ensure they are fair to citizens and competitive in the marketplace	a. Examine appropriate level of employee contribution to health care costs
	b. Reevaluate the 70 <sup>th</sup> percentile target for salaries within the market
<b>Target 4:</b> Review plans to extend Building Community Choices taxes	
<b>Target 5:</b> Review and update key financial policies and practices	a. Examine alternatives for use of revenues gained from property tax reassessments
	b. Reexamine reserve policies
	c. Assess fee structure for secondary services
	d. Examine potential for Library, Park and other special districts
	e. Revisit outsourcing opportunities
	f. Reexamine Art in Public Places policy for Utility projects

## Theme 2: Public Health and Safety

Public Health and Safety	Proposed Objectives
<b>Target 1:</b> Ensure appropriate Police staffing levels	a. Establish performance benchmarks that are appropriate, measurable and achievable
	b. Review financial resources to achieve target benchmarks
	c. Work with Police Services to understand the City's highest needs
<b>Target 2:</b> Improve traffic safety	a. Aggressively enforce traffic laws within neighborhoods and on city streets
<b>Target 3:</b> Examine availability of adequate facilities for Police Services	a. Review police capital improvement plans
<b>Target 4:</b> Examine efficiency and effectiveness of the community's emergency communication system	a. Promote interoperability between agencies
	b. Evaluate response time performance standards
<b>Target 5:</b> Enhance safety in the community for at risk populations	a. Explore options for a local Detox facility
	b. Support efforts to provide a homeless day shelter
<b>Target 6:</b> Ensure safety of citizens and businesses in the Old Town Area	a. Continue to address safety issues in Old Town through appropriate City actions
<b>Target 7:</b> Protect the health of citizens through aggressive anti-tobacco policies	b. Discourage smoking through disincentives
	c. Ensure enforcement of and education about existing smoking ordinances

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### Theme 3: Economy

Economy	Proposed Objectives
<b>Target 1: Determine actions the City can undertake to strengthen the economy.</b>	<b>a. Develop a sustainable economic vitality plan that:</b> <ul style="list-style-type: none"> <li>• Analyzes the impact of changing demographics and economic trends on Fort Collins</li> <li>• Identifies key indicators of a healthy community</li> <li>• Identifies key indicators of a diversified economy (large versus small business &amp; employment versus retail, etc.).</li> <li>• Identifies and defines opportunities for Fort Collins to capitalize on its market niches in creating primary jobs</li> <li>• Identifies policies to encourage job retention</li> <li>• Encourages redevelopment</li> <li>• Shows how to work with and utilize the expertise of CSU and community organizations</li> </ul>
	<b>b. Support appropriate efforts to strengthen the role of the Foothills Mall in our local economy</b>
	<b>c. Conduct a community forum to create awareness of all of the key issues important to maintaining a healthy local economy</b>
	<b>d. Enhance and revitalize the downtown with an updated Civic Center Master Plan and by examining enhancements such as a convention center</b>
	<b>a.</b>
	<b>b.</b>
	<b>c.</b>

**Deleted:** Utilize the knowledge of the greater community in identifying and addressing economic issues

**Deleted:** Work with multiple sources in the community to gather data and develop consensus on indicators of a healthy community

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**Deleted:** Hold a Community Livability Workshop to gather ideas and develop key indicators of a healthy and thriving community (including economic, cultural and environmental)

**Deleted:** Conduct a community forum or workshop to refine economic goals for the community

**Deleted:** Work with and utilize the expertise of CSU and business organizations

**Deleted:** Identify, define and review opportunities for Fort Collins to capitalize on its market niches

**Deleted: Target 2:** Develop an economic policy and implement related actions the City can undertake to strengthen the Fort Collins economy

**Deleted:** Enact policies to encourage job retention and development

**Deleted:** Encourage re-development efforts (See Land Use)

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Economy	Proposed Objectives
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- Deleted:** Develop key indicators for economic diversification
- Deleted:** Analyze the impact of changing demographics on the local economy
- Deleted:** <#>Focus on primary job production¶
- Deleted:** Target 3: Review the use of and update the fiscal impact model¶
- Deleted:** Target 4: Enhance and revitalize downtown Fort Collins
- Deleted:** <#> Explore enhancements to downtown such as a convention center¶
- Deleted:** Continue implementation of the Downtown Strategic and Poudre River Corridor plans
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- Deleted:** Target 5: Support efforts to strengthen the role of the Foothills Mall in our local economy¶

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## Theme 4: Transportation

Transportation	Proposed Objectives
<b>Target 1:</b> Re-examine long-term funding strategies for transportation capital needs	a. Explore additional funding strategies including such things as license fees, gas tax, etc.
	b. Re-assess street impact fees
	c. Examine role of Building Community Choices tax renewals in overall funding strategy
	d. Consider seeking voter approval to reallocate Building Community Choices funds to complete Timberline Road and Harmony Road projects
<b>Target 2:</b> Continue policies that encourage the use of alternative transportation modes	a. Continue and increase options and programs to reduce VMTs
	b. Review transit options and strategies, including transit system fare
	c. Make transit services available to citizens across the community and along all major transportation corridors, in accordance with established productivity goals
<b>Target 3:</b> Balance land use decisions with impact on the transportation system	a. Monitor impacts of increased density on congestion, mobility, and air quality vs. the alternative model
	b. Re-examine the adequacy of parking standards for larger developments
<b>Target 4:</b> Analyze the creation of a new Regional Transportation Authority to develop regional transportation planning and programs	
<b>Target 5:</b> Ensure that the community's transportation system is safe	a. Explore Homeland Security Funds for relocation of railroads
	b. Review pedestrian safety standards
	c. Explore additional off-street bike routes
<b>Target 6:</b> Examine the City's policies regarding street level-of-service standards	a. Evaluate the balance between the cost of those standards and quality



## Theme 5: Water

Water	Proposed Objectives
<b>Target 1:</b> Determine the community's need for expanded water storage capacity	a. Analyze water needs at population and geographic build out
	b. Study the environmental impact, economic costs and mitigation costs for expanded storage
	c. Continue and expand water conservation education programs
<b>Target 2:</b> Enhance understanding of on-going water issues	a. Establish an annual review of water pricing policies and practices, including sales to other entities and the concept of water budgeting
	b. Develop a reporting mechanism that will enhance Council understanding of water issues
<b>Target 3:</b> Create a process for monitoring upstream (river and stream) water quality	a. Work in partnership with upstream storage entities and developments to ensure maintenance of the city's water quality

## Theme 6: Environment

Environment	Proposed Objectives
<b>Target 1:</b> Develop a comprehensive Energy Policy for City operations and the community	a. Promote sustainable practices, including green building techniques
	b. Increase public education regarding energy consumption, compliance, etc.
	c. Review and implement the City's green purchasing practices
	d. Study and implement additional ways to reduce environmental impact of City operations
<b>Target 2:</b> Work with Larimer County to expand solid waste management efforts	a. Explore opportunities to expand curbside recycling program to include additional materials
	b. Implement multi-family, commercial, construction, demolition and yard waste recycling programs
	c. Explore opportunities to expand the City's drop-off recycling program
<b>Target 3:</b> Aggressively pursue Natural Areas and Open Space purchases	a. Acquire land and development rights as quickly as revenues allow
	b. Partner with Larimer County Open Lands Department
	c. Implement Community Separators Policy including Wellington community separator and acquisitions east of I-25
	d. Implement provisions of the "Open Space, Yes" ballot initiative, including the Open Lands Board and purchase procedures
	e. Increase frequency of progress reports to Council
<b>Target 4:</b> Enhance air quality policies	a. Explore active radon mitigation
	b. Explore possibility of establishing a local vehicle emissions control program
	c. Continue to evaluate sources of clean energy, especially hydrogen
<b>Target 5:</b> Strengthen enforcement of natural resources protection standards	a. Explore the appropriate role of City boards in reviewing modifications and variances to existing environmental standards

## Theme 7: Neighborhoods

Neighborhoods	Proposed Objectives
<b>Target 1:</b> Preserve the character, safety and beauty of the city's neighborhoods	a. Explore potential for rental licensing
	b. Reexamine policies on and increase enforcement of Health and Safety ordinances (i.e. noise, three unrelated, traffic mitigation)
	c. Develop a better Council understanding of needs and problems in neighborhoods
	d. Explore increased restrictions and enforcement on parking in neighborhoods
<b>Target 2:</b> Support neighborhood-based services and programs	a. Maintain programs through Neighborhood Resources Office
<b>Target 3:</b> Broaden support for youth by providing equal access recreational and employment opportunities	a. Assist the gymnasium addition to the Youth Activity Center
	b. Explore additional partnerships with agencies that can provide facilities and programs

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### Theme 8: Land Use Plans

Land Use Plans	Proposed Objectives
<b>Target 1:</b> Improve the City Development Review Process	<ul style="list-style-type: none"> <li>a. Examine and implement improvements to the development review process</li> <li>b. Streamline development review for qualified affordable housing projects</li> </ul>
<b>Target 2:</b> Examine policies for protecting neighborhood character while increasing density through infill and redevelopment	<ul style="list-style-type: none"> <li>a. Examine impact of alley houses, particularly regarding non-conforming uses and over abundance of variances</li> <li>b. Consider special zoning options that preserve neighborhood character</li> <li>c. Reexamine and identify strategic infill and redevelopment locations that support the City Plan vision</li> <li>d. Identify and address existing disincentives to infill and redevelopment</li> <li>e. Explore use of urban renewal districts for redevelopment and infill projects</li> </ul>
<b>Target 3:</b> Examine City policies regarding development at the edges of the GMA	<ul style="list-style-type: none"> <li>a. <b>Implement the Community Separators Policy</b></li> <li>b. Determine appropriate zoning east of I-25</li> <li>c. Complete the I-25 sub area plan</li> </ul>
<b>Target 4:</b> Continue regional planning efforts where appropriate	<ul style="list-style-type: none"> <li>a. Review and update intergovernmental agreements for Cooperative Planning Areas</li> </ul>
<b>Target 5:</b> Examine the role of the market in guiding land use plans	<ul style="list-style-type: none"> <li>a. Evaluate opportunities to balance the goals of the land use code with the needs of the current market</li> </ul>

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### Theme 9: City Governance

City Governance	Proposed Objectives
<b>Target 1:</b> Examine governance issues	<ul style="list-style-type: none"> <li>a. Explore optimum number of City Council Members</li> <li>b. Review conflict of interest provisions</li> <li>c. Re-examine City Code campaign laws and reporting requirements</li> </ul>

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## Theme 10: Community Affordability

Community Affordability	Proposed Objectives
<b>Target 1:</b> Pursue new strategies for making housing more affordable	a. Pursue regional strategies
	b. Examine inclusionary zoning
	c. Examine and implement incentives for production of affordable housing
	d. Review the impact of development costs (fee structure, review process)
<b>Target 2:</b> Pursue adopted production goals and strategies contained in the report "Priority Affordable Housing Needs and Strategies."	a. Review, update and analyze progress in meeting targets
	b. Support current policy to increase stock of affordable housing via the Land Banking Program
<b>Target 3:</b> Identify factors that contribute to affordable living	a. Examine transit routes for links to low income community and public facilities and services
	b. Create cost-of-living report (housing, utilities, food, wages, etc.)
	c. Examine impacts of implementing Living Wage Ordinance
	d. Review and compare Fort Collins affordable housing programs with other Colorado affordable housing programs

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## Theme 11: Parks and Recreation

Parks and Recreation	Proposed Objectives
<b>Target 1:</b> Build a new Northside Aztlan Community Center with Building Community Choices funds	
<b>Target 2:</b> Explore additional funding strategies for creating, operating and maintaining parks	a. Examine options for and impacts of increasing various fees
	b. Examine implementation schedule for developing and opening new parks
	c. Pursue additional GOCO funds for trails
<b>Target 3:</b> Continue to improve park design and construction to reduce operation and maintenance costs	a. Reevaluate park development and design standards to make them less expensive
	b. Consider modifications to trail system to enhance bicycle commuting opportunities
<b>Target 4:</b> Examine natural areas use policy regarding recreational uses	a. Include a variety of groups in reviewing this issue, including Parks and Recreation Board, Natural Resources Board and citizens

**RESOLUTION 2003-096  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
ADOPTING CITY COUNCIL'S 2003-2005 POLICY AGENDA**

WHEREAS, under Article II of the City Charter, the City Council is responsible for the determination of all matters of City policy and for the provision of all public services; and

WHEREAS, the Council has met with the City Manager to discuss the Council's vision for the Council's policy work over the next two years; and

WHEREAS, the Council has identified seven major theme areas in which it wishes to concentrate its efforts during the two-year period; and

WHEREAS, the Council has identified a number of policy goals and objectives that it will consider as it works to achieve this vision; and

WHEREAS, the Council wishes to formally establish a Policy Agenda which will provide a guideline for the Council and citizens of the community for tracking the goals established by the Council and evaluating the accomplishments of the organization.

NOW THEREFORE BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS that the 2003-2005 Policy Agenda, attached hereto as Exhibit "A", and incorporated herein by this reference, is hereby adopted to serve as the basis for such future legislative and administrative actions as may subsequently be deemed necessary and appropriate to address and resolve the various issues identified therein.

Passed and adopted at a regular meeting of the Council of the City of Fort Collins held this 19th day of August, A.D. 2003.

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Mayor

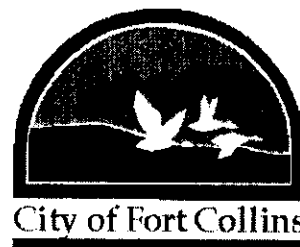
ATTEST:

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City Clerk

# City of Fort Collins

## 2003-2005 Council Policy Agenda

August 19, 2003





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	<p>b. Support appropriate efforts to strengthen the role of the Foothills Mall in our local economy</p>
	<p>c. Conduct a community forum to create awareness of all of the key issues important to maintaining a healthy local economy</p>
	<p>d. Enhance and revitalize the downtown with an updated Civic Center Master Plan and by examining enhancements such as a convention center</p>

## Theme 4: Transportation

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<b>Target 1:</b> Re-examine long-term funding strategies for transportation capital needs	a. Explore additional funding strategies including such things as license fees, gas tax, etc.
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<b>Target 6:</b> Examine the City's policies regarding street level-of-service standards	a. Evaluate the balance between the cost of those standards and quality

## Theme 5: Water

Water	Proposed Objectives
<b>Target 1:</b> Determine the community's need for expanded water storage capacity	a. Analyze water needs at population and geographic build out
	b. Study the environmental impact, economic costs and mitigation costs for expanded storage
	c. Continue and expand water conservation education programs
<b>Target 2:</b> Enhance understanding of on-going water issues	a. Establish an annual review of water pricing policies and practices, including sales to other entities and the concept of water budgeting
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<b>Target 3:</b> Aggressively pursue Natural Areas and Open Space purchases	a. Acquire land and development rights as quickly as revenues allow
	b. Partner with Larimer County Open Lands Department
	c. Implement Community Separators Policy including Wellington community separator and acquisitions east of I-25
	d. Implement provisions of the "Open Space, Yes" ballot initiative, including the Open Lands Board and purchase procedures
	e. Increase frequency of progress reports to Council
<b>Target 4:</b> Enhance air quality policies	a. Explore active radon mitigation
	b. Explore possibility of establishing a local vehicle emissions control program
	c. Continue to evaluate sources of clean energy, especially hydrogen
<b>Target 5:</b> Strengthen enforcement of natural resources protection standards	a. Explore the appropriate role of City boards in reviewing modifications and variances to existing environmental standards

## Theme 7: Neighborhoods

Neighborhoods	Proposed Objectives
<b>Target 1:</b> Preserve the character, safety and beauty of the city's neighborhoods	a. Explore potential for rental licensing
	b. Reexamine policies on and increase enforcement of Health and Safety ordinances (i.e. noise, three unrelated, traffic mitigation)
	c. Develop a better Council understanding of needs and problems in neighborhoods
	d. Explore increased restrictions and enforcement on parking in neighborhoods
<b>Target 2:</b> Support neighborhood-based services and programs	a. Maintain programs through Neighborhood Resources Office
<b>Target 3:</b> Broaden support for youth by providing equal access recreational and employment opportunities	a. Assist the gymnasium addition to the Youth Activity Center
	b. Explore additional partnerships with agencies that can provide facilities and programs



## Theme 8: Land Use Plans

Land Use Plans	Proposed Objectives
<b>Target 1:</b> Improve the City Development Review Process	a. Examine and implement improvements to the development review process
	b. Streamline development review for qualified affordable housing projects
<b>Target 2:</b> Examine policies for protecting neighborhood character while increasing density through infill and redevelopment	a. Examine impact of alley houses, particularly regarding non-conforming uses and over abundance of variances
	b. Consider special zoning options that preserve neighborhood character
	c. Reexamine and identify strategic infill and redevelopment locations that support the City Plan vision
	d. Identify and address existing disincentives to infill and redevelopment
	e. Explore use of urban renewal districts for redevelopment and infill projects
<b>Target 3:</b> Examine City policies regarding development at the edges of the GMA	a. Implement the Community Separators Policy
	b. Determine appropriate zoning east of I-25
	c. Complete the I-25 sub area plan
<b>Target 4:</b> Continue regional planning efforts where appropriate	a. Review and update intergovernmental agreements for Cooperative Planning Areas
<b>Target 5:</b> Examine the role of the market in guiding land use plans	a. Evaluate opportunities to balance the goals of the land use code with the needs of the current market

## Theme 9: City Governance

City Governance	Proposed Objectives
<b>Target 1:</b> Examine governance issues	a. Explore optimum number of City Council Members
	b. Review conflict of interest provisions
	c. Re-examine City Code campaign laws and reporting requirements

## Theme 10: Community Affordability

Community Affordability	Proposed Objectives
<b>Target 1:</b> Pursue new strategies for making housing more affordable	a. Pursue regional strategies
	b. Examine inclusionary zoning
	c. Examine and implement incentives for production of affordable housing
	d. Review the impact of development costs (fee structure, review process)
<b>Target 2:</b> Pursue adopted production goals and strategies contained in the report "Priority Affordable Housing Needs and Strategies."	a. Review, update and analyze progress in meeting targets
	b. Support current policy to increase stock of affordable housing via the Land Banking Program
<b>Target 3:</b> Identify factors that contribute to affordable living	a. Examine transit routes for links to low income community and public facilities and services
	b. Create cost-of-living report (housing, utilities, food, wages, etc.)
	c. Examine impacts of implementing Living Wage Ordinance
	d. Review and compare Fort Collins affordable housing programs with other Colorado affordable housing programs

## Theme 11: Parks and Recreation

Parks and Recreation	Proposed Objectives
<b>Target 1:</b> Build a new Northside Aztlan Community Center with Building Community Choices funds	
<b>Target 2:</b> Explore additional funding strategies for creating, operating and maintaining parks	a. Examine options for and impacts of increasing various fees
	b. Examine implementation schedule for developing and opening new parks
	c. Pursue additional GOCO funds for trails
<b>Target 3:</b> Continue to improve park design and construction to reduce operation and maintenance costs	a. Reevaluate park development and design standards to make them less expensive
	b. Consider modifications to trail system to enhance bicycle commuting opportunities
<b>Target 4:</b> Examine natural areas use policy regarding recreational uses	a. Include a variety of groups in reviewing this issue, including Parks and Recreation Board, Natural Resources Board and citizens