

AGENDA ITEM SUMMARY

FORT COLLINS CITY COUNCIL

ITEM NUMBER: 27

DATE: November 15, 2005

STAFF: Darin Atteberry

SUBJECT

Resolution 2005-122 Adopting the 2005-2007 Council 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 Council Members during two City Council retreats and a work session.

The 2005 - 2007 Policy Agenda includes results statements on which Council will focus its policy work during the coming two years. The results area missions are supported by a number of policy goals that will provide focus and guidance to staff over the next two years.

City Council also has developed a list of "Potential Approaches and Actions" for each of the Missions. These suggestions will offer staff some additional guidance as it develops work plans to achieve the Policy Agenda goals. The list of actions and approaches is included as Attachment 1.

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 goals. The City Manager will then report to Council on a quarterly basis regarding the organization's progress in achieving Council's stated goals. Staff will also work to share information with the community regarding Council's goals.

**City of Fort Collins 2005-2007 City Council Policy Agenda
Draft Potential Approaches and Actions**

November 15, 2005

Vision: Quality of life in Fort Collins is a careful balance between environment, community and economy.

<p>Mission: Improve Economic Health</p>	
<p>Policy Goals:</p> <ul style="list-style-type: none"> ◆ Develop a City economic vision and economic plan. ◆ Evaluate, prioritize and implement elements of strategic plans. ◆ Seek ways to capitalize on the assets that exist downtown and plans for downtown development. ◆ Improve the financial stability of the City organization. ◆ Reexamine select elements of City Plan and subarea plans for their impact on our economic health. ◆ Further the economic health of the region through partnerships with other governments and agencies. ◆ Retain quality jobs in the community and foster growth of new, quality jobs. ◆ Improve City outreach and communication with business and industries. ◆ Partner with CSU to foster economic vitality. 	<p>Potential Approaches and Actions:</p> <ol style="list-style-type: none"> 1. Create and implement an economic plan. 2. Hire an economic advisor. 3. Consider all recommendations of the EVSAG. 4. Consider appointing a City ombudsperson for business. 5. Utilize Economic Gardening concepts. 6. Pursue opportunities to strengthen retail sector, especially Foothills Mall. 7. Examine economic role of key gateways and interchanges into the city. 8. Review and evaluate missed opportunities related to the economy; be welcoming to economic development, economic diversity, and business retention; Seek methods of creating a business friendly attitude through efficient, and accessible City staff and processes. 9. Develop public/private partnerships. 10. Review elements of City Plan and the Land Use Code; consider concerns such as density requirements, distance requirements among uses (e.g. gas station/convenience store), parking requirements, impediments to small business, sign code. 11. Review and, where needed, improve policies re: infill and redevelopment. 12. Continue to implement process improvements in the development review system. 13. Review development fees and their impact on the economy, the environment and affordable housing. 14. Evaluate, prioritize and implement elements of strategic plans for Downtown; focus on economic goals and protecting the river. 15. Examine City's role in Liquor Licensing and our ability to influence the number and naming of bars in the downtown.

Draft Potential Approaches and Actions October 5, 2005

Potential Approaches and Actions (Continued):

16. Emphasize economic opportunities contained in new sub-area plans (e.g. Foothills, Highway 392/I25).
17. Examine City's revenue policies, including use tax policies and lodging taxes.
18. Ask for community input on how the City organization affects their businesses. Seek specific examples and solicit ideas about ways to improve City policies and practices. Some topics may include parking standards, development review, sign code, etc.
19. Partner with CSU to support successful business spin-offs from University activities
20. Encourage "green" industries.
21. Address financial stability of the organization; examine compensation and benefits policies; review revenue policies.
22. Examine impact of Poudre Fire Authority standards related to development.
23. Consider creating "Built Environment Awards" to reward positive environmental actions i.e. green building award, infill award, and historic preservation.
24. Seek opportunities to promote a regional, indoor, year-round Farmer's Market.
25. Build relationships with Federal and State agencies which have facilities located within Fort Collins and acknowledge their importance to our economic health and cultural fabric.
26. Build on the strengths of our water and air quality as assets to our local economy.

<p>Mission: Improve Environmental Health</p>	
<p>Policy Goals:</p> <ul style="list-style-type: none"> ◆ Evaluate, prioritize and implement key parts of environmental and sustainability plans. ◆ Improve our water and air quality. ◆ Anticipate and address future threats to our water and air quality. ◆ Improve our management of solid waste and recycling programs. ◆ Protect our supply of water by examining policies that improve the supply. ◆ Examine policies that affect water demand (water conservation, conservation pricing, and education). 	<p>Potential Approaches and Actions:</p> <ol style="list-style-type: none"> 1. Monitor and report on the quality of our rivers and streams. 2. Expand the Recycling Program: i.e. multi-family, commercial, composting, construction waste. 3. Publicize, monitor and enforce code provisions that prohibit Homeowner Associations from limiting environmentally friendly practices, e.g. use of clotheslines and Xeriscaping. 4. Revisit water rate policy, including various options such as water budgeting, tiered water rates and flat rates. 5. Move forward with Halligan Reservoir expansion. 6. Continue to seek clean energy sources and alternatives for the organization and the community. 7. Review the City's green building policies; ensure new and renovated City facilities are built using green building policies/standards: Lincoln Center renovation, Senior Center, Police Building, etc. 8. Clean up and restore Poudre River, for water quality, the environment and aesthetics.

Mission: Improve Neighborhood Quality

Policy Goals:

- ◆ Develop strategies to improve neighborhood quality of life.
- ◆ Review and evaluate existing land use and development policies as they affect neighborhoods.

Potential Approaches and Actions:

1. Review aspects of City Plan, i.e. opportunities for infill and redevelopment; opportunities to encourage housing that is affordable.
2. Address occupancy issues.
3. Continue to develop effective and responsive means of nuisance enforcement.
4. Educate residents and property owners about City codes and services.
5. Work proactively to improve relationships between students, landlords, renters and homeowners.
6. Continue to collaborate with Colorado State University administration and Associated Students of CSU to improve neighborhood quality.
7. Seek opportunities to improve neighborhood mobility, connectivity and accessibility.
8. Consider creating a comprehensive, long-range Neighborhood Quality Strategic Plan.
9. Convene parties to discuss public/private partnerships for the long term development of additional student housing.
10. Seek methods of addressing noise levels in the Downtown area.
11. Pursue methods of improving traffic safety within neighborhoods. Include options for developers to encourage traffic calming; efficient intersections; red light camera; traffic violation surcharge; camera radar etc.

Draft Potential Approaches and Actions October 5, 2005

Mission: Improve Community Safety

Policy Goals:

- ◆ Evaluate and improve efficiency and effectiveness of health, safety and emergency service providers.
- ◆ Develop Police strategic plan that focuses on safety outcomes and provides information to Council and the community for making strategic funding decisions.
- ◆ Ensure successful completion of the new Police building.
- ◆ Pursue regional partnerships to address safety issues, e.g. coordinated emergency services dispatch.
- ◆ Examine Police and Fire staffing, tasking and funding (e.g. utilize efficiently, focus on outcomes).

Potential Approaches and Actions:

1. Address a variety of topics in the Police Strategic Plan, i.e. Police staffing levels and tasking, clearance rates, role of traffic calming, red light camera and photo radar in traffic enforcement, equipment replacement schedules.
2. Ensure regional cooperation to reduce redundancies in service and equipment.

<p>Mission: Improve Cultural, Recreational and Educational Opportunities</p>	
<p>Policy Goals:</p> <ul style="list-style-type: none"> ◆ Evaluate, prioritize and implement existing plans that support cultural, recreational, open space/natural areas and educational opportunities. ◆ Support community efforts to develop new cultural opportunities. ◆ Pursue formation of the “cultural neighborhood” concept. ◆ Support passage of Building on Basics (Issue 2A). 	<p>Potential Approaches and Actions:</p> <ol style="list-style-type: none"> 1. Identify leadership responsibility for the various plans related to a downtown cultural district, including actions contained within the Cultural Facilities Plan and Civic Center Master Plan. 2. Implement capital facilities, including Northside Center, Southwest Community Park, Children’s Garden at Gardens on Spring Creek and Building on Basics projects (if approved). 3. Explore opportunity for alternative funding for the Library. 4. Nurture an active relationship with Colorado State University, maximizing opportunities for shared activities in culture and the arts. 5. Complete agreement with Comcast.

Draft Potential Approaches and Actions October 5, 2005

Mission: Improve Transportation

Policy Goals:

- ◆ Evaluate, prioritize and implement key elements of the Transportation Master Plan; focus on key actions based on the prioritization for implementation in the next 2 years.
- ◆ Reevaluate transit strategy.
- ◆ Encourage use of alternative transportation methods and provide safe alternate modes routes.
- ◆ Participate in all regional transportation issues (airport, connections to light rail to Longmont, regional congestion and mobility).
- ◆ Examine Transportation revenue sources and spending; pursue additional funding options for Transportation needs.
- ◆ Examine policy options that will enhance traffic safety.

Potential Approaches and Actions:

1. Work to eliminate railroad and roadway conflict within the city.
2. Evaluate opportunities for regional transportation partnerships.
3. Focus Transportation Plan implementation on multi-modal system, bike, pedestrian, and airport opportunities.
4. Pursue methods of improving traffic safety, possibly including options for developers to encourage traffic calming; efficient intersections; red light camera; traffic violation surcharge; camera radar etc.
5. Provide Council with additional information regarding transportation funding sources and needs.
6. Review Dial-a-Ride funding and pursue options for private funding for portions of service.
7. Examine possibility of moving toward a transit grid system prior to completing the Mason Transportation Corridor (phase two of the Transport Strategic Plan).
8. Update City Council on existing Transportation funding resources and options for future funding sources.

Mission: Improve the City as a High Performing Government

Policy Goals:

- ◆ Seek excellence in working relationships between City Council Members, between City Council and staff, and between the City Council and the Community. These relationships should be a model of civil, deliberative debate, and should model the pursuit of best practices.
- ◆ Direct staff to pursue and implement actions that ensure that the City of Fort Collins is a high performing government.
- ◆ Enhance the City Council's relationship with the municipal court.
- ◆ Improve the organization's efficiency and effectiveness.
- ◆ Develop and implement a collaborative budget process which aligns spending with desired outcomes and includes a transparent 10-year budget preview.
- ◆ Improve Council Governance structure and policies.
- ◆ Review City employee pay and benefit policies including health insurance and pension contributions.
- ◆ Improve methods for involving the community in City issues.

Potential Approaches and Actions:

1. Re-examine the City organizational structure.
2. Examine/balance the roles of Council, staff.
3. Continue to pursue efficient ways to disseminate City Council document.
4. Pursue ways to improve citizen involvement in local government issues.
5. Consider development of a reverse auction concept.
6. Review a variety of administrative policies to seek efficiencies, possibly including:
 - Purchasing policies
 - Use of consultants
 - Vehicle purchasing practices and policies (replacement schedules, number of vehicles, etc.)
 - Cell phone usage
 - Meals and credit card expenses
 - Travel
 - Take home vehicles
 - Marketing and promotion
7. Collect and examine data re: Council governance issues and discuss modifications if appropriate. Issues to examine may include:
 - 2 year mayoral model
 - Campaign contribution limits
 - Council compensation
8. Pursue options for reverse 911 via email.
9. Seek opportunities to enhance e-government services by providing access to data such as neighborhood crime date, etc.

RESOLUTION 2005-122
OF THE COUNCIL OF THE CITY OF FORT COLLINS
ADOPTING THE 2005-2007 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 and budgeting results statements around which it wishes to concentrate its efforts during the two-year period; and

WHEREAS, the Council has identified a number of missions, strategies and policy goals upon which to focus 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 2005-2007 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 City Council held this 15th day of November, A.D. 2005.

Mayor

ATTEST:

City Clerk

2005-2007 City Council Policy Agenda

November 15, 2005

Vision: Quality of life in Fort Collins is a careful balance between environment, community and economy.

Policy Goals

Mission: Improve Economic Health

Strategy: Fort Collins produces quality jobs, is economically diverse and builds on our core community strengths (such as educated workforce, higher education, K-12 education, downtown, natural environment, and arts & culture.)

- ★ Develop a City economic vision and economic plan.
- ★ Seek ways to capitalize on the assets and plans that exist for Downtown.
- ★ Conduct community outreach and dialogue to identify potential barriers to economic health contained within City Plan and the Land Use Code.
- ★ Aggressively pursue activities to enhance the health of our local retail economy, including business retention and new retail development.
- ◆ Evaluate, prioritize and implement elements of strategic plans.
- ◆ Stabilize the economic wellbeing of the City organization, especially regarding the balancing of revenues and costs.
- ◆ Further the economic health of the region through partnerships with other governments and agencies.
- ◆ Retain quality jobs in the community and foster growth of new, quality jobs.
- ◆ Improve City outreach and communication with business and industry.
- ◆ Partner with CSU to foster economic vitality.
- ◆ Review and, where needed, improve policies regarding infill and redevelopment.

2005-2007 City Council Policy Agenda

November 15, 2005

Policy Goals

Mission: Improve Economic Health

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- ◆ Evaluate, prioritize and implement elements of strategic plans.
- ◆ Stabilize the economic wellbeing of the City organization, especially regarding the balancing of revenues and costs.
- ◆ Further the economic health of the region through partnerships with other governments and agencies.
- ◆ Retain quality jobs in the community and foster growth of new, quality jobs.
- ◆ Improve City outreach and communication with business and industry.
- ◆ Partner with CSU to foster economic vitality.
- ◆ Review and, where needed, improve policies regarding infill and redevelopment.

City of Fort Collins 2005-2007 City Council Policy Agenda

Mission: Improve Environmental Health

Strategy: Fort Collins creates a clean and sustainable environment.

- ★ Protect our supply of water by continuing to pursue expansion of Halligan Reservoir.
- ★ Examine policies that affect water demand (water conservation, conservation pricing, and education).
- ◆ Evaluate, prioritize and implement key parts of environmental and sustainability plans.
- ◆ Improve our water and air quality.
- ◆ Anticipate and address future threats to our water and air quality.
- ◆ Improve our management of solid waste and recycling programs.

Mission: Improve Neighborhood Quality

Strategy: Fort Collins improves the safety, livability, and affordability of neighborhoods and the availability of housing choices.

- ★ Develop strategies to improve neighborhood quality of life.
- ◆ Review and evaluate existing land use and development policies to positively affect neighborhoods.
- ◆ Explore factors that impact housing affordability in the region.

Mission: Improve Community Safety

Strategy: People in Fort Collins are safer at home, work and play.

- ★ Evaluate the efficiency and effectiveness of health, safety and emergency service providers.
 - a. Develop a Police strategic plan that focuses on safety outcomes and provides information to Council and the community for making strategic funding decisions.
 - b. Examine Police and Fire staffing, tasking and funding (e.g. utilize efficiently, focus on outcomes).
- ★ Ensure effective disaster preparedness.
- ◆ Ensure successful completion of the new Police building.
- ◆ Pursue regional partnerships to address safety issues, e.g. coordinated emergency services dispatch.

City of Fort Collins 2005-2007 City Council Policy Agenda

Mission: Improve Cultural, Recreational and Educational Opportunities

Strategy: Fort Collins provides quality cultural, recreational, parks, open space/natural areas, and educational opportunities to enrich lives.

- ★ Pursue formation of the Downtown “cultural neighborhood” concept.
- ◆ Evaluate, prioritize and implement existing plans that support cultural, recreational, open space/natural areas and educational opportunities.
- ◆ Support collaborative community efforts to develop new cultural opportunities.
- ◆ Ensure appropriate Council oversight of open space and land conservation programs, including related recreational efforts.

Mission: Improve Transportation

Strategy: Fort Collins improves the safety and ease of traveling to, from and throughout the City.

- ★ Examine Transportation revenue sources and spending; pursue additional funding options for transportation needs.
- ★ Participate in regional transportation planning for the RTA.
- ★ Participate in all regional transportation issues (airport, connections to light rail to Longmont, regional congestion and mobility).
- ◆ Evaluate, prioritize and implement key elements of the Transportation Master Plan; focus on key actions based on the prioritization for implementation in the next 2 years.
- ◆ Understand options for implementation of transit strategies.
- ◆ Evaluate service options for public use of transit services for specific purposes (e.g. medical and employment.)
- ◆ Encourage use of alternative transportation methods and provide safe alternate modes routes.
- ◆ Improve traffic safety through a variety of policy approaches including engineering and design standards and enforcement.

City of Fort Collins 2005-2007 City Council Policy Agenda

Mission: Improve the City as a High Performing Government

Strategy: Support Fort Collins as a model for an entrepreneurial, high performing City government.

- ★ Direct staff to pursue and implement actions that ensure that the City of Fort Collins is a high performing government.
- ★ Review existing policies related to the two year mayoral term, campaign contribution limits, and City Council Member and Mayor pay rates.
- ★ Review City employee pay and benefit policies including health insurance and pension contributions.
- ◆ Seek excellence in working relationships between City Council Members, between City Council and staff, and between the City Council and the Community. These relationships should be a model of civil, deliberative debate, and should model the pursuit of best practices.
- ◆ Enhance the City Council's relationship with the municipal court.
- ◆ Implement and continue to improve the collaborative budget process, aligning spending with desired outcomes.
- ◆ Improve methods for involving the community in City issues, including pursuing excellence in electronic communication, the City web site and e-government services.