

## **SECTION 3.0 COMMUNITY VISION**

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## **Section 3.1**

## **2030 Vision Narrative**

The 2030 Vision Narrative presents a somewhat “idealized” vision of the Loveland community’s future.

### **Overview**

***What do the citizens of Loveland want the community to be in the year 2030?***

This narrative, which replaces the long-range vision statements contained in the *Agenda for the 90’s and Beyond* document adopted by City Council in 1992, answers that question. A companion document, the *General Plan Organizational Framework*, represents the recommended direction the community should follow in the next ten (10) years. The *Year 2030 Vision Narrative* is organized around the vision slogan and six (6) vision statements (adopted previously by the City Council, as recommended to be amended by the steering subcommittees), and the related guiding principles, also found in the *General Plan Organizational Framework*.

The 2030 Vision Narrative presents a somewhat “idealized” vision of the Loveland community’s future. The ideas presented herein are based upon the assumption that current trends will generally continue and that the City’s (and other community entities’/partners’) plans, policies and programs already in place, or now being considered, will have been implemented over time, as budgets and other constraints will allow. Future technologies, cited by current literature, are also assumed to have come to fruition within the next 25 years.

***The intent of this narrative is not to be definitive, nor should this document be interpreted as a mandate. Rather, this narrative is intended to stimulate further thought and provide a guide for future decision-making that will ultimately affect the growth and development of the Loveland community. The narrative is not just a story, but rather an interwoven set of future accomplishments desired by the community.***

### **Organization of this Document in Detail**

*A vibrant  
community –  
surrounded by  
natural beauty –  
where you belong!*

The narrative is organized into six (6) topic areas based on the six (6) vision statements, as recommended to be amended, that were adopted previously by the City Council in 2002 along with Loveland's vision slogan: *A vibrant community – surrounded by natural beauty – where you belong!*

### **Vision Statements**

***Loveland is a community that is characterized by welcoming neighborhoods with diverse housing opportunities that create a sense of individual belonging.***

***Loveland is a community that embraces the heritage and natural beauty of the region and values its strategic location.***

***Loveland is a well-planned and environmentally sensitive community where all citizens are safe, secure and have equal access to services and amenities, including recreational and cultural activities.***

***Loveland is a community with an integrated system of technology, utility and transportation networks that supports a vital economy; and that coordinates with the plans of other regional governmental entities.***

***Loveland is a community that is a continuously developing partnership of citizens, business, health and educational communities; with a stable and diverse economic base that offers ample employment and business opportunities to all.***

***Loveland is a community that encourages active public involvement and is responsive to the health and human services needs of its citizens.***

Each topic area is further divided into functional or component areas most closely related to the adopted vision statements, as amended, and framed as guiding principles. These functional areas generally align with the elements outlined in the Plan Organizational Chart. The topic areas form the basis for the hierarchical organization (guiding principles, goals, objectives, etc.) incorporated into the *General Plan Organizational Framework*.

*Note: This document, with the exceptions of the vision statements, is written in future perfect tense to convey a sense that the outcomes desired and described herein (and in the companion document entitled "General Plan Organizational Framework") have already occurred in the 25-year period leading up to the year 2030.*

## **Prologue**

According to staff estimates for 2005 and projections for 2030, the Loveland community (within the current Growth Management Area) will grow from approximately 31 square miles to 54 square miles...

*In 2030, about half of the buildings in which Americans live, work, and shop will have been built after 2000. Most US states and metropolitan areas have some idea as to the amount of growth they expect over the next several decades, based on estimates of projected demographic, household, market and industry trends. These estimates form the foundation of public policies and are vital for use in goal setting, planning, and implementation of a variety of growth and development strategies.*

- Dr. Arthur C. Nelson, Professor and Director of Urban Affairs and Planning, Virginia Tech.

According to staff estimates for 2005 and projections for 2030, the Loveland community (within the current Growth Management Area) will grow from approximately 31 square miles to 54 square miles; 72,000 people to 118,000 people; 29,000 housing units to 51,000 housing units; and 36,000 jobs to 59,000 jobs. What follows is a capsule view of what Loveland will be like in the year 2030 based on these projections, coupled with the vision of the participants in the process.

## **Vision Statement 1**

***Loveland is a community that is characterized by welcoming neighborhoods with diverse housing opportunities that create a sense of individual belonging.***

Despite growing to over 110,000 people, Loveland will have maintained a hometown feel and a high quality of life.

### **Community Design**

***Loveland will have attractive development that enhances its built environment. New development will be sensitive to the distinctive character of Loveland.***

Despite growing to over 115,000 people, Loveland will have maintained a home town feel and a high quality of life. Neighborhoods will be safe, livable, and aesthetically pleasing. Neighbors will still talk on front porches, walk down neighborhood streets, stroll or read in neighborhood parks, and visit the local barber or dry cleaner.

Tree-lined streets, planted medians, well-planned street networks, attractive streetscapes, pocket parks, and other aesthetic improvements will have made neighborhoods attractive. While Loveland will have sufficient water to irrigate all types of

The southern gateway to Loveland will have been enhanced through the strategic placement of sculptures...

landscapes, many lawns will have been Xeriscaped, which will have saved water while taking advantage of the beauty of Colorado's native plants and flowers. Over the years, many lawns and landscapes of bluegrass will have given way to landscapes of native plants. A green tree canopy will have covered the core area of Loveland.

Most impediments to mobility for persons with disabilities will have been removed. Adequate curb cuts will have been provided on pedestrian routes, and the ground floors of most new homes will have been made accessible to disabled visitors. As such, a significant amount of the community's housing stock will have been made fully accessible to persons with disabilities.

Older homes and neighborhoods will have remained well-maintained, while new neighborhoods will have continued to grow to the northwest, southwest, southeast and east of the Downtown as many new people will have come to call Loveland home. Thanks to proactive planning and sound community design, these new neighborhoods will have been well-integrated into the physical and social fabric of Loveland. Housing in new neighborhoods will not have seemed overly dense. Unique housing styles and types will have been found throughout the community. Lovelanders will have a sense of pride in their homes, their neighborhoods, and their community.

The eastern portion of the Highway 34 corridor will have become a parkway with arching trees and smoothly flowing traffic, given the number of vehicles that use this east-west arterial highway. Significant view corridors between I-25 and Highway 287 will have been maintained. The next generation of "big box" stores will have been appropriately screened and set back from rights-of-way, and will have been built with attractive, natural materials. Highway 402 will have become another gateway to Loveland, and will have been designed and re-constructed as a tree-lined parkway.

The southern gateway to Loveland will have been enhanced through the strategic placement of sculptures, the redevelopment of the Old Fairgrounds area, which will have included connections to the Big Thompson River and the Downtown, and redevelopment and renovation of uses at the southern end of the Downtown.

## **Housing**

***Loveland will have a full range of housing types and a mix of housing densities that will be convenient to employment and quality public and private facilities and that will have met the needs of all age and socio-economic groups.***

Collectively, Loveland's neighborhoods will have included housing for all income ranges, with a sufficient number of affordable housing units built to have met the needs of the community. All larger neighborhoods will have included a variety of housing in different styles and sizes for various preferences, budgets, and life stages. Newer housing options will have included loft apartments in the Downtown.

In 2030 Loveland will have over 51,000 housing units.

In 2030, Loveland (within the Loveland Growth Management Area) will have over 51,000 housing units. Of these units, almost 22,000 will have been built in the last 30 years. Trends toward smaller households will have continued, with median household size having decreased from 2.5 persons per household in 2005 to 2.3 persons per household in 2030. More households than ever before will have been comprised of singles, couples with no children, and dwelling units occupied by seniors. Loveland's popularity as a retirement choice, coupled with new technologies that enable independent living, will have meant that many seniors live in the same neighborhood as their children.

Meanwhile, Loveland's ability to retain young adults after they finish school will have increased demand for smaller homes and townhouses. Residential developers will have responded to these trends by creating a wider diversity of housing choices and innovative construction practices<sup>1</sup>, which will have been encouraged by city codes and policies. The use of sustainable practices and healthy building materials in home construction will have ensured that home quality is maintained well into the future and will have reduced the amount of construction waste hauled to landfills.

New homes will have smart mechanical systems that control heating, cooling, water and electricity usage, and provide security seamlessly and efficiently. Traditional energy efficient design principles such as passive solar will have been integrated with these state-of-the-art mechanical systems.

### **Redevelopment and Area Planning**

***The City will have formulated and implemented appropriate strategies and policies for geographic areas within the community needing redevelopment and renewal, such as the Downtown. The City will have also conducted more detailed planning analysis of its important districts, corridors, older neighborhoods, and near its transit stations and will have renewed planning efforts within identified community separators.***

The Downtown will have remained the cultural heart of Loveland.

The Downtown will have remained the cultural heart of Loveland. The Downtown will have been revitalized as a pedestrian-friendly area with shopping, restaurants, cultural facilities, employment,

and housing. Historic buildings in the city's core and elsewhere will have been preserved and rehabilitated. Patio cafes will be favorite meeting places. A variety of small, locally grown businesses and diverse restaurants will have thrived in the Downtown. Downtown apartments, lofts, condominiums, townhouses and live-work units will have provided urban living options for persons in various income ranges. Redevelopment of the Downtown will have kept pace with newer developments along I-25. A pedestrian mall near the Loveland Gallery/Museum will have become a favorite destination and a successful business location. Street lights will have continued to be installed on most streets, serving to enhance the evening ambiance in the Downtown.

Because the Downtown will continue to have a strong residential base, services such as banking, grocery, drug, and hardware stores will have been centrally located near transit stations, which will have been situated so as to be very accessible by pedestrians. While most people will have chosen to come to Downtown by transit, walking, or cycling, sufficient automobile parking will have remained available. Pedestrians will have found it easy to get around in the Downtown. Longer traverses across the Downtown will have been made possible by a historic streetcar.

The Downtown will have no longer turned its back on the Big Thompson River. The Big Thompson Riverwalk will have connected the redeveloped Old Fairgrounds to the Downtown, linked to the larger Loveland Trail system, and provided a lush green retreat. Benches, sculpture, common use patios, and interpretive displays will have adorned one of the community's favorite greenways, which will have been surrounded by significant natural areas where gravel pits were once a part of the landscape.

...cultural landmarks such as the Sugar Factory, where the buildings and silos that remain will have provided a link to Loveland's agricultural heritage.

Elsewhere, historic preservation efforts will have protected cultural landmarks such as the Sugar Factory, where the buildings and silos that remain will have provided a link to Loveland's agricultural heritage. Infill development will have been encouraged in substandard and blighted areas, and will have been designed to be compatible with surrounding neighborhoods. Because the Downtown district has proven extremely popular as a place to live and do business, a new, traditional, urban-style walkable neighborhood will have been built in the area of the revitalized Sugar Factory.

Because land suitable for development will have become less available in Larimer County and because dramatic changes in work patterns will have occurred, redevelopment and revitalization efforts will have become an even more important aspect of the city's growth and development. Redevelopment within the city's Urban Renewal Districts will have been

substantial. Contaminated brownfield sites, declining commercial centers, and other substandard sites will have been transformed into vibrant mixed-use areas or high-quality residential, office, or commercial developments.

## **Vision Statement 2**

***Loveland is a community that embraces the heritage and natural beauty of the region and values its strategic location.***

### **Historic Preservation**

***Features of significant architectural, scenic, cultural, historical, or archaeological interest will have been preserved and awareness and appreciation of Loveland's heritage will have been constantly promoted.***

...historic resources that exhibit social, cultural, environmental, or geographic significance and integrity will have been rehabilitated or preserved through the joint efforts of private property owners and the City.

In 2030, historic resources that exhibit social, cultural, environmental, or geographic significance and integrity will have been rehabilitated or preserved through the joint efforts of private property owners and the City. Through thoughtful planning, educational outreach, and cooperation with stakeholders, several historic districts and numerous individual landmarks will have contributed to Loveland's character and sense of place. These efforts will have also provided the physical base for successful heritage tourism, a revitalized Downtown, and unique neighborhood identities.

### **Natural and Sensitive Areas Planning**

***Regional lands and lands within the Loveland GMA that have important natural resource, recreational, agricultural, and viewshed values will have been protected from encroachment by the human-built environment.***

Loveland's location as the "Gateway to the Rockies," surrounded by natural features such as the Devil's Backbone, the Big Thompson River, and numerous lakes, will have made Loveland an ideal place to live. Many entities within Loveland will have taken numerous steps to ensure that Loveland will have remained a community infused and surrounded by nature.

The value of the Big Thompson River ecosystem will have been recognized. In-stream flows will have been protected in order to create a vibrant, functioning river and riparian system that will have provided abundant opportunities for recreation, having been surrounded by open lands.

Open lands in and around Loveland will have preserved their

Open Lands in and around Loveland will have preserved their natural diversity, cultural value, and scenic value.

natural diversity and cultural and scenic value. The Hogback and the First Ridge will have continually been cited as open land preservation success stories. Protected views of the snow-capped mountains and other important natural features will have been acknowledged as important assets to the community.

Strategic open lands preservation will have protected the quality and quantity of Loveland's water resources. Additional reservoirs will have been built when needed, which together with conservation efforts will have provided enough water for Loveland's citizens.

Open lands will have functioned as significant components of community separators between Loveland and neighboring communities. Conservation easements, coupled with a variety of other programs, will have been used to protect the most valuable agricultural lands, thereby preserving the region's heritage while promoting its economy. These preservation program efforts will have allowed farming to continue in the rural areas within Loveland's Growth Management Area. With the help of the Colorado State University Extension and other programs, the demand for locally grown produce will have inspired Loveland farmers to reinvest in orchards and vineyards and to produce local specialty foods.

Natural open spaces will have been incorporated into neighborhoods, providing a network of internal open and natural lands throughout the community. Thanks to all this open space, wildlife thrives and native birds will have remained a common sight.

### **Vision Statement 3**

***Loveland is a well planned and environmentally sensitive community, where all citizens are safe and secure and have equal access to services and amenities, including recreational and cultural activities.***

### **Parks and Recreation**

***The City's recreation facilities and programs, parks, trail system, and golf facilities and programs will have remained an integral part of the community. An abundance of offerings, both structured and unstructured, will have been provided that satisfy the community's leisure time needs.***

An abundance of offerings, both structured and unstructured, will have been provided that satisfy the community's leisure time needs.

Parks and trails will have played an important part in Loveland's quality of life, with recreational opportunities available for all. Programmed and drop-in use recreation for a variety of age groups will have remained affordable and accessible, thereby

allowing Loveland residents to lead healthy and active lives.

The Loveland Trail system will have remained just one example of drop-in recreational activity - providing places to jog, walk, and bike within all four quadrants of the City. The trail system will have supplemented commuter routes and connected recreational resources to other areas of interest in the city and surrounding area. A family bike ride to Boyd Lake or around the Loveland Trail will have remained a favorite weekend activity. Most parks and recreation facilities will have provided opportunities for Loveland residents to enjoy drop-in recreation use.

Loveland's recreational facilities, including parks, athletic fields, swimming pools, golf courses and golf facilities, playgrounds and recreational centers, will have met the needs of a growing Loveland population and will have continued to be clean and well-maintained. Many parks will have included areas for programmed sports as well as quiet places to relax. The City's recreation facilities will have continued to increase in capacity to provide Loveland residents with abundant recreational opportunities. These facilities will have also served as a social gathering place for residents of all ages. New facilities will have continually been built to serve both older and newer neighborhoods.

The planning, design, and use of public facilities since 2005 will have increasingly been community-driven. These facilities will have been designed as flexible multi-use, multi-generational facilities that will have used technology to deliver high-quality services and individualized wellness programs. Site selection will have continued to be assisted by GIS technology.

Boyd Lake, Carter Lake, Lake Loveland, and other lakes will have continued to provide identity to the community

Boyd Lake, Carter Lake, Lake Loveland, and other lakes will have continued to provide identity to the community. Lakes with public access, such as Boyd Lake and the swim beach at Lake Loveland, will have continued to be important recreational assets.

A full range of recreational and cultural classes, activities, and leagues for all ages will have been offered to encourage Lovelanders to take full advantage of these facilities. The City will have actively promoted citizen participation in sports and arts and cultural activities through the use of magazines and fliers showcasing parks and recreation programs. Loveland will have become an even more healthy community dedicated to a healthy lifestyle. Programs for seniors will have continued to be a highlight of the community.

Youth activities will have provided chances for all youth to enjoy recreation and cultural enrichment, and to participate in their community. Programs and activities, such as city-wide intramural basketball, and career and mentoring programs, will have brought

students together from different schools and neighborhoods.

### **Cultural Services**

***The cultural needs of Loveland's citizens and visitors will have been met through a variety of cultural, visual and performing arts facilities, programs and activities.***

In 2030, Loveland will have remained regionally and nationally renowned as a major arts community. Through public-private partnerships, volunteerism, and financial support, the City will have ensured that performing arts and visual arts programs remain well-funded, and that support will have been given equally to the visual and performing arts.

The Downtown will have remained the unquestioned center for arts and culture. A visual and performing arts center, as an adjunct to the Loveland Museum/Gallery, will have been located Downtown. The Loveland Symphony Orchestra, Chorale Society, and local performing arts groups will have regularly performed there. The Loveland Museum and Gallery will have been expanded, with dedicated space for its extensive museum holdings. The construction and/or expansion of these facilities will have provided the impetus for a wide variety of cultural activities that draw tourists from throughout the Northern Colorado region, metropolitan Denver, and the nation at large.

The Loveland Museum/Gallery will have state-of-the-art facilities - providing a personalized guided experience that incorporates interactive, hands-on, and virtual displays. Advanced technologies will have been used to a great extent to deepen understanding and provide a more personalized experience.

The Loveland Museum/Gallery will also have provided quiet spaces for people to enjoy art and reflect, with dedicated areas where patrons can enjoy displays of local interest. The museum/gallery will have continually adapted to Loveland's changing demographics, by appealing to the education and entertainment needs of Loveland's families, children and young adults, and seniors.

In addition to working in the traditional arts, artists will have explored new media such as interactive virtual installations that can be displayed at the museum/gallery. Bronze foundries will have been able to receive electronic models from sculptors around the world and cast them right here in Loveland.

A new outdoor amphitheater near the Big Thompson River will have hosted an annual summer concert series and summer play series.

Affordable performance spaces will have been provided for local students, community members, and performing arts groups. A new outdoor amphitheater near the Big Thompson River will have hosted an annual summer concert series and a summer play

series.

A noteworthy arts incubator will have supported beginning artists with affordable studio spaces. Live-work spaces will have remained popular with new and experienced artists. Rich and diverse cultural activities for all age groups and cultural groups will have been provided. Abundant opportunities to view and create art and perform theater and music will have also been provided.

**Staff Note:** The description on the right is an example of a narrative the Steering Committee has recommended be part of a creative writing contest to be held for high school-aged students during the 2005/2006 school year.

*At 7:30 on a Saturday night, many things are happening in the Downtown. Gathering places can be found just for teens. People of all ages are walking in the Downtown, enjoying the summer evening or the leaves in the Fall. People are window-shopping and having coffee with friends. Families are looking for a good place to have dessert after enjoying a family-oriented event held during the day. Young people, including students from the local art college, are waiting for an evening outdoor concert to begin. Seniors are enjoying a nice evening out or are going to a show at the performing arts center. Young painters and sculptors are enticing people to visit their galleries. A new youth center is open - providing safe activities for youth.*

Because the arts focus will have continued to contribute to the vibrancy of the community, Loveland will have remained nationally regarded as a place for artists to live, work, and study. The "Artists Teaching Artists" program will have been nationally recognized, with fledgling artists praising it as an important experiential learning opportunity.

The "Art in Public Places" program will have provided Loveland with a fine collection of community art. While space in the Benson Sculpture Garden will have been exhausted, other sculpture spaces, such as along the Riverwalk, at Centerra, and in the Downtown and Loveland's neighborhoods, will have flourished.

The sculpture industry and foundries will have continued to thrive. Sculpture shows will have been an important highlight of every year. New activities will have been introduced as well, including the Loveland Film Festival and special national exhibits held at the museum.

Community events will have adapted to Loveland's growth and will have continued to enrich residents' and tourists' lives. Events such as the Corn Roast, Loveland Valentine Re-mailing Program, A Fair of the Heart (Craft Show), Studio Walk, Annual Chamber Golf Tournament & Steak Fry, Old Timer's Rodeo, Ethnic Food Fest, Independence Day Celebration, Larimer County Fair, Sculpture in the Park, Stone Age Fair, Sculpture Invitational Show & Sale, Art in the Park, the Old-Fashioned Political Rally and the Pumpkin Festival will have continued to expand - proving to be

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popular community activities while maintaining an important link with Loveland's past.

Old and newer festivals will have continued to celebrate Loveland's diversity and inclusiveness. Newer events, such as the Cinco de Mayo festival, will have invited everyone to celebrate Loveland's diverse ethnic heritage. Because the whole community will have been encouraged to attend these shows and festivals, a sense of belonging will have been maintained. Fairs dedicated to health, environmental awareness, conservation, cultural awareness, and political participation will have also been organized. All of these activities will have made citizens feel connected to one another and to their community.

### **Police**

***Innovative community policing programs will have been sustained in accordance with nationally-recognized accreditation standards, and the facilities necessary to enable those programs will have been maintained.***

Loveland will have remained a safe community with a low crime rate. Residents will have continued to feel safe walking anywhere in town.

Loveland will have remained a safe community with a low crime rate. Residents will have continued to feel safe walking anywhere in the city.

Police Department personnel will have been trained in the use of life-saving medical devices such as AED's (automated external defibrillators) carried in all patrol cars and in their personal motor vehicles.

Loveland, like many communities, will have taken steps to balance new technologies for security with privacy and individual rights. Smaller surveillance cameras, for example, will have been mounted on lamp posts, buildings, even trees to ensure public safety. Securitysystems will have been able rely on thumbprints and retina scans for identification. Face recognition technologies and remote iris scans will have been implemented in public buildings in accordance with homeland security mandates.

### **Fire and Rescue**

***Life and property will have been protected through adequate and strategically located fire and rescue facilities coupled with a wide range of emergency fire and rescue services and programs.***

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Emergency response service provision will have been well-integrated between the various providers (Fire/Rescue, EMS, Police and Dispatchers), so as to continue to provide excellent service to all citizens. Emergency service districts will have formed strong partnerships, with mutual aid and auto aid

agreements remaining in effect.

EMS Fire/Rescue and Police will have instituted state-of-the-industry procedures, responding with treatments and equipment which will have been provided by professional, highly trained, and dedicated staff. Strict enforcement of building and fire codes will have continued to reduce the risk of fire and other disasters. Patient transport options, including Critical Care Transport services, will have been provided by both ground and air ambulances. Robotic devices will have been used in law enforcement, disaster response, hazardous materials response and cleanups, and fire response. A trained Loveland fire fighter will have been able to remotely navigate a fire/rescue robot into a dangerous situation to put out a fire or rescue someone. Further, the number of fires will have been reduced, because newer buildings will have been constructed to be more fire-resistant.

Governing boards of emergency services will have supported various community focused health and safety programs for the underserved and at-risk populations such as seniors and youth. Education services for professional responders and the public will have been provided through the Northern Colorado Emergency Services Training Center. Area emergency responders routinely will have provided injury, crime, and fire safety and prevention programs.

Emergency responders will have been able to instantly pinpoint the location of a cellular phone when a person dials 911 through Global Positioning System (GPS) technology.

### **Thompson Valley Emergency Medical Services (EMS)**

EMS specialists will have been able to rely on the help of remote medical experts to provide the best in emergency care...

*The necessary facilities and programs will have been provided to protect the citizens of the Thompson Valley Health Services District through Thompson Valley Emergency Medical Services (EMS).*

State-of-the-art interoperable communications technology will have allowed all public safety providers to easily communicate with each other. EMS specialists will have been able to rely on the help of remote medical experts to provide the best in emergency care so as to reduce the risk of long-term medical problems.

### **Natural Hazards and Emergency Preparedness Planning**

*The policies, programs, and procedures related to hazards risk assessment and mitigation will have been sustained. The community and region will have continued to engage in emergency preparedness planning through the integration of*

***the City's adopted emergency management notification and response procedures.***

The City will have continued to seek regional planning opportunities for emergency preparedness...

The City will have continued to seek regional planning opportunities for emergency preparedness and management and hazards mitigation and will have continued to integrate them into local planning efforts. The City will have continued to participate in the regional Emergency Preparedness Network (EPN) and will have enhanced procedures for the use of the Emergency Alert System.

In addition, the adequacy of existing transportation facilities and public buildings to accommodate disaster response and early recovery needs will have been continually monitored. Technically feasible and cost-effective measures for mitigation of identified hazards, based on the public determination of the level of acceptable risk, will have been formulated. Approaches and tools for post-disaster recovery and reconstruction that incorporate future risk reduction will have been identified.

**Land Use and the Environment**

***Development within the Loveland Growth Management Area will have been guided by policies and strategies that have met the present and future needs of the community, while protecting the health, safety, order, convenience, prosperity, energy and resource conservation, and the general welfare of the citizenry.***

Neighborhoods will have been designed to offer their residents a variety of amenities within walking distance.

Neighborhoods will have been designed to offer their residents a variety of amenities within walking distance. Informal gathering places such as parks, pocket parks and plazas will have been located in all newer neighborhoods, thereby providing important places to recreate and socialize with neighbors. Most large neighborhoods developed since the year 2000 will have included mixed-use neighborhood centers, pedestrian-friendly, neighborhood-scale shopping, recreation and cultural facilities, natural open spaces and trails, schools, and places of worship.

Innovative land use planning policies coupled with flexible zoning codes will have encouraged the creation of small clusters of shopping and employment accessible to transportation and neighborhoods. By integrating new neighborhoods and older, more traditional ones with the trail infrastructure, Loveland will have become a city that is truly walkable and aesthetically pleasing.

While work schedules and the spatial pattern of land uses will have become more flexible in the year 2030, the traditional employment settings in Loveland will not have been replaced – many jobs will still need to be conducted on-site or in office

buildings. Nonetheless, many workers will have taken advantage of flexible schedules, the communications technologies available at telecenters<sup>2</sup>, or will have mixed working at home with commuting to the office. These workers will have demanded greater amenities when choosing a home and neighborhood. As a result, residential neighborhoods will no longer have remained mostly vacant during the day. Coffee shops, restaurants, health clubs, neighborhood schools and child care centers, and senior centers will have continued to be very much in demand. Work-from-home options will have been increasingly desirable for families with young children and for semi-retired seniors.

Retail will have once again been transformed as on-line shopping will have grown in popularity. Having groceries and other goods delivered to one's home will have become commonplace. Some former retail centers will have been transformed into distribution centers. The City of Loveland, as well as other communities in Colorado, will have been successful in capturing sales tax from online purchases.

Residents will have remained able to live, work, shop and play within one centralized community

Centerra, a 3,000 acre multi-use master planned community located at the intersection of I-25 and U.S. 34, will have been nearly built out. Residents will have remained able to live, work, shop and play within one centralized community. Centerra will have successfully linked technology, commercial and residential development with educational and recreational opportunities. In fact, over 20 percent of the master planned area will have been dedicated to open space. The High Plains Environmental Center, also located at Centerra, will have acted as an interactive environmental education center with its 275 acres of habitat, which will have included Houts Reservoir and Equalizer Lake, wetlands, and prairie grasslands, plus an indoor facility that will have displays, interactive activities for children, and a research library.

Loveland will have maintained an outstanding and economically viable recycling program, which will have included important recycling programs for construction waste and discarded electronics.

By creating livable neighborhoods, redeveloping obsolete town centers, and encouraging the creation of rural cluster developments, the cooperative efforts of the City and Larimer County will have preserved the unique scenic and aesthetic quality of Loveland's urban and rural areas.

## **Vision Statement 4**

***Loveland is a community with an integrated system of technology, utility and transportation networks that supports a vital economy; and that coordinates with the***

***plans of other regional governmental entities.***

### **Regional Planning, Transportation, and Air Quality**

***Loveland will have been recognized for its importance and impact as a major urban area within the Northern Colorado region. The City will have fully supported and participated in regional multimodal transportation and air quality maintenance efforts.***

Regional planning will have resulted in the creation of an effective multi-modal transportation network.

Wherever possible, Loveland's staff and policy makers will have sought regional solutions to regional issues. Regional planning will have resulted in the creation of an effective multi-modal transportation network. The North Front Range Metropolitan Planning Organization will have evolved into a Regional Council of Governments, providing a vehicle for collaborative efforts in such areas as lobbying the state legislature, leveraging federal funds, and acting on regional transportation, air quality, water resource, economic development, and communications technologies (including GIS) issues. As a result of these collaborative efforts, Northern Colorado communities will have formed special taxing districts, with the shared tax revenue having been used to address regional issues.

Regionally, rail service and commuter buses will have fast and efficient routes to neighboring communities of the Front Range such as Denver and Longmont-Boulder<sup>3</sup>, and as far as north and south as Cheyenne and Colorado Springs. Main transit stations will have been located in the Downtown and at Centerra. These transit stations will be easily accessible to Loveland's residents, and will have proven to be popular. Commuter route providers will serve coffee for morning commuters, and will have become favorite ways to get to a Broncos or CU game. Park and Ride locations will have also served as terminal stops along rail and/or bus routes. The City's partnerships with surrounding communities will have helped make all this a reality.

### **Local Transportation**

***The City will have planned a safe, efficient, continuous, coordinated, and convenient multi-modal transportation system that will have served the current needs of the community and will have established the foundation for a transportation system that will be sustainable for future generations.***

Local transportation infrastructure, including roads, transit, and trails, will have been provided in a timely and efficient manner as Loveland grows.

Local transportation infrastructure, including roads, transit, and trails, will have been provided in a timely and efficient manner as Loveland grows. The policies that require that growth pay for itself will have enabled the City's finances to remain stable. Infrastructure provision will have kept pace with growth, and will

have served both older and newer neighborhoods.

Loveland will have developed an efficient, truly multi-modal transportation system providing quality and flexible transportation choices, both regionally and locally. Effective planning of the transportation system will have allowed the city to grow while maintaining appropriate transportation levels-of-service. The COLT bus system will have been transformed to an all electric system. The system increasingly will have implemented "on-demand" transit service rather than simple fixed routes. Further, people will have been taking advantage of expanded SmartTrips™ vanpools and "flex-car" options that will have allowed people to rent a car by the hour from a neighborhood car pool.

Intelligent transportation systems, including advanced and centrally controlled traffic signal timing, will have played a major role in smoothing the flow of traffic on arterial roads and highways, while reducing wait times and wasted fuel at intersections.

Intelligent transportation systems, including advanced and centrally controlled traffic signal timing, will have played a major role in smoothing the flow of traffic on arterial roads and highways, while reducing wait times and wasted fuel at intersections. In addition, intelligent transportation systems will have been able to give buses and emergency vehicles a "green light" as they approach intersections.

While infrastructure improvements will have been made to allow traffic to flow more smoothly, better land use planning and improved access to neighborhood amenities (schools, shops, etc.) will have kept traffic within the City's adopted level-of-service standards in most locations. Most through-traffic will have been confined to major roads and parkways, while residential areas will have remained relatively free of high volumes of traffic. This will have also allowed pedestrians to walk and bike safely within their neighborhoods.

The internal combustion engine will have been replaced by the next generation of cars that run on hydrogen fuel cells and/or rechargeable batteries. Solar cells will be found in parking lots to recharge electric cars while people go about their daily business. As a result, gas stations in Loveland will have become ripe for redevelopment. Working cooperatively with federal and state programs, as well as with the City, developers will have been cleaning the polluted soils at these sites and building new commercial and mixed-use developments.

Locally, people will have remained able to get around Loveland easily via public transit, foot, bicycle, or car as compared to other communities of its size. The Downtown, as well as the other cultural and employment centers in the community, will have remained well-served by public transit. The local transit agency will have partnered with the school district and senior center to provide efficient transportation. Parking in the Downtown will have remained convenient in most locations because the public

In 2030, the City of Loveland will have explored the use of Personal Rapid Transit <sup>4</sup> systems to alleviate congestion.

will have taken full advantage of multiple modes of transportation.

In 2030, the City of Loveland will have explored the use of Personal Rapid Transit <sup>4</sup> systems to alleviate congestion. Loveland's leaders will have visited demonstration projects built throughout the United States, and will have seen this technology as a promising new approach to intra- and inter-city travel. Together with its citizens, the City will have designed such a system with federal matching funds that links Loveland's established neighborhoods with the Downtown and Centerra to the east.

### **Fort Collins - Loveland Airport**

***The Fort Collins-Loveland Municipal Airport will have been developed and operated in a manner compatible with surrounding land uses and consistent with community goals and objectives.***

Growth in east Loveland and greater airport use will have meant that the Cities of Fort Collins and Loveland will have adopted creative solutions to maintain the airport's compatibility with adjacent land uses.

In 2030, total operations at the airport will have likely exceeded 160,000, up from just 102,000 in 2003. Commercial airlines will have made over 900 departures in 2030 to various points in the U.S. <sup>5</sup>. Because of its proximity to Loveland's medical centers, the airport will have played a role in bringing in passengers who seek advanced medical treatment. Emergency medical airlift and emergency services will have been provided. The airport will have remained easily accessible by transit, car, or bicycle for customers and employees. Growth in east Loveland and greater airport use will have meant that the Cities of Fort Collins and Loveland will have adopted creative solutions to maintain the airport's compatibility with adjacent land uses.

### **Community Facilities Planning - General**

***General government facilities necessary to support new development will have been provided that meet or exceed the level-of-service standards adopted by the City.***

A satellite service center will have been constructed in the eastern portion of the city.

The Municipal Center Complex and Fire Administration Building will still house many city departments. The Wilson Avenue Service Center will have been fully expanded. A satellite service center will have been constructed in the eastern portion of the city. The Loveland Cemetery will have been in perpetual care, with all lots having been sold.

### **Water**

***Community water facilities necessary to support new development will have been provided that meet or exceed the level-of-service standards adopted by the City.***

The City of Loveland will have continued to protect its infrastructure and water resources for the future.

The City's water utility will have continued to provide its customers with potable drinking water that meets or exceeds all federal, state, and local mandated standards. Innovative water treatment and maintenance technologies will have improved system reliability. The City of Loveland will have continued to protect its infrastructure and water resources for the future.

### **Power**

***Community power facilities necessary to support new development will have been provided that meet or exceed the level-of-service standards adopted by the City.***

The growth of hydrogen fuel cell and solar technologies will have meant that neighborhood level substations and individual generators for Loveland's residential, commercial and industrial customers will have increasingly been used to provide uninterrupted electric service.

The growth of hydrogen fuel cell and solar technologies will have meant that neighborhood-level substations and individual generators for Loveland's residential, commercial, and industrial customers will have increasingly been used to provide uninterrupted electric service. The fuel cell will have been used for local power generation well before it was capable of running a car efficiently. Newer homes will have featured their own hydrogen or solar photovoltaic cells. Loveland's Water and Power Department will have reinvented itself, serving increasingly to build, install, operate, and maintain these systems and neighborhood energy grids, providing energy audits, and generating the needed hydrogen through more centralized plants using clean coal, solar, wind and other technologies.

All new utilities, along with existing above-ground utilities in certain locations, will have been installed underground in many areas to increase the aesthetic quality of neighborhoods.

### **Wastewater**

***Community wastewater facilities necessary to support new development have been provided that meet or exceed the level-of-service standards adopted by the City.***

Application of new technologies coupled with ongoing maintenance activities will have strengthened system reliability.

The City's wastewater utility will have continued to provide its customers with environmentally-conscious wastewater treatment in accordance with local, state, and federal regulations. Application of new technologies coupled with ongoing maintenance activities will have strengthened system reliability.

### **Stormwater**

***Community stormwater utility facilities necessary to support new development will have been provided that meet or exceed the level-of-service standards adopted by the City.***

The City's stormwater utility will have continued to construct the necessary storm water collection system improvements...

The City's stormwater utility will have continued to construct the necessary storm water collection system improvements to

mitigate the impacts of flooding. Arterial, collector, and local streets, including those in the Downtown, will have continued to be swept on a periodic basis. Stormwater inlets will have remained properly maintained.

### **Communications Technologies**

***Community investment in the most advanced communications technologies will have been made available in an effort to stimulate economic development and meet the current and future needs of citizens, business, and government.***

Loveland will have facilitated the development of a community-wide telecommunication infrastructure...

Loveland will have facilitated the development of a community-wide telecommunication infrastructure, and will have ensured maximum quality and flexibility to the user. The City will have worked within the framework established by state and national regulations (including the Federal Communications Commission) to ensure that telecommunications providers will have been quick to address the communications technologies needs of Loveland's citizens. Communications technology will have been considered a standard community service and infrastructure. Lovelanders will have been able to communicate over ubiquitous high-speed networks.

### **Growth Management and Intergovernmental Cooperation**

***Loveland will have continued to exhibit a pattern of compact and contiguous development that directs growth to where infrastructure capacity is available, or committed to be available in the future. In approving development proposals, the City Council will have taken into account the adopted plans of, and agreements with, adjacent local governments to the extent that they reflect extra-jurisdictional interests.***

Northern Colorado communities will have come together in forging intergovernmental agreements that work to solve regional problems and enhance quality of life.

Northern Colorado communities will have forged intergovernmental agreements that work to solve regional problems and enhance quality of life. Loveland will have played a key role by entering into several intergovernmental agreements that benefit both the city and the region.

With the cooperation of surrounding communities, community separators will have preserved strategic geographic areas between Loveland and most of its neighbors, thus keeping the Loveland community physically distinct.

As the "Gateway to the Rockies," Loveland will have made good use of its location in relation to Denver and other Front Range communities due to its growth management practices.

## **Vision Statement 5**

***Loveland is a community that is a continuously developing partnership of citizens, business, health and educational communities; with a stable and diverse economic base that offers ample employment and business opportunities to all.***

### **Economic Development**

***Collaborative efforts between public and private entities will have sustained the economic health of the Loveland community and the Northern Colorado region which will have resulted in sufficient opportunities for those seeking employment.***

In 2030, Loveland will have continued to be a center of high technology, medicine, the arts, and tourism.

In 2030, Loveland will have continued to be a center of high technology, medicine, the arts, and tourism. McKee Medical Center, the Medical Center of the Rockies, and associated health service providers and medical education programs will have made Loveland an acknowledged center of health care and health education.

The City, along with other economic development entities, will have made an effort to foster and attract “clean” industries.

The Loveland community will have responded proactively to globalization, anticipating the educational and business needs of the global marketplace and easing the transition to new careers for the community's workers. In the world of quickly changing markets and technology, ongoing skills certification will have become ever more important. Regional workforce infrastructure policies will have been established to prepare Northern Colorado's workforce for the changing economy. Seizing professional development opportunities provided through schools, branch campuses, and interactive computer-based centers will have become a common part of one's work life. Through public-private partnerships, companies will have been encouraged to train their workers to use new technologies. Although international market competition and outsourcing will have reduced the traditional manufacturing in most cities the size of Loveland, other fields (such as renewable energy technology, transportation infrastructure, health care, resource conservation, and professional services) will have created new job opportunities. Additional employment opportunities will have been created in renewable energy, which will have provided a growing share of Colorado's energy and economy. The City, along with other economic development entities, will have made an effort to foster and attract “clean” industries. Educational partnerships forged with Aims and Front Range community colleges, Colorado State University, and others will have played an important role in fostering economic development.

A shortage of educated workers beginning in the 2010s will have placed an increasing emphasis on education and ongoing training. Older workers, healthier than in previous generations, will have opted to continue working part-time. As entrepreneurship will have become even more important in our economy, older workers will have found opportunities as mentors and consultants.

As individuals, companies, and work-related activities have become more mobile, economic growth will have been occurring in those areas that possess the natural and cultural quality-of-life amenities desired by an educated workforce. Because Loveland will have remained rich in both of these areas, networks of skilled professionals will have thrived here. Workers in high technology, the arts, media, and other creative professions will have found Loveland an attractive climate in which to live and work, with its mix of natural beauty, recreational opportunities, and cultural sophistication combined with a small-city quality of life. The vibrant Downtown and surrounding "urban villages" built on redeveloped sites will have served as hubs for creativity. Urban-style living, space to open new businesses, places to network or relax, and services such as arts and business incubators and telecenters will have allowed creative and techno-savvy individuals to flourish in Loveland.

Economic development initiatives such as the highly successful economic gardening program, coupled with fair city policies, will have given small businesses the ability to compete in the marketplace.

Economic development initiatives such as the highly successful economic gardening program, coupled with fair city policies, will have given small businesses the ability to compete in the marketplace. Small businesses will have continued to support each other through business networks. A more diverse population will have created many business and market niches. Neighborhood-scale retail and a vibrant Downtown will have also provided support to home-grown businesses. As a result, many local small businesses will have been able to grow, create jobs, and prosper.

At the same time, Loveland will have been able to attract regional and national companies. An emphasis will have been placed on attracting and retaining primary jobs and jobs that pay a living wage<sup>6</sup>. With the continued expansion of its facilities, the airport will have become a major economic development catalyst.

Because the Loveland business community will have provided opportunities for career advancement, many families will never have to find the need to leave.

Thanks to home-grown businesses and Loveland's ability to attract larger companies, Loveland will have achieved its jobs-housing balance goals and will have avoided becoming a "bedroom community." Loveland's diversified economy will have provided economic stability with a wide range of meaningful job opportunities having been made available. Entry-level jobs will have been available for youth and those new to the labor market, with ample opportunities for advancement. Because the Loveland business community will have provided opportunities for career advancement, many families will never have to find the

need to leave. More young people will have chosen to stay and make their homes in Loveland. Ample job opportunities will have existed for all groups, including women, seniors, youth, persons with disabilities, and new immigrants. Retirees will have found meaningful ways to remain in the job market if they wish.

The city will have two centers of commerce – a traditional downtown dedicated to arts, culture, and small business - and the I-25/Highway 34 area, which will be the location for new office, manufacturing, retail, health, and educational facilities. Loveland will have become a center for shopping in Northern Colorado and will have the necessary facilities to host mid-sized conferences.

### **Education - General**

***A system of education will have been provided that meets the needs of the entire community.***

While the Thompson R2-J School District, and various private schools, will have remained focused on pre-K-to-12 core education, other educational institutions within the Loveland community will have provided a variety of learning opportunities, including college preparation, cultural and athletic enrichment, high-quality trade, vocational, and continuing education, and business programs. Students will have been able to pursue a four-year, post-secondary education right in Loveland or enroll in a variety of vocational and professional programs – all leading to a smooth transition for students from school to further education, work, and life.

As students become more independent, experiential learning that involves students in their natural and social environment will have been incorporated into many programs.

As students become more independent, experiential learning that involves students in their natural and social environment will have been incorporated into many programs. Schools will have established partnerships with the community in several areas. With the guidance of teachers, students will have had the opportunity to complete a scientific study on the local watershed, design a house, learn about art, intern at a local firm, or plan and operate a summer business if they wish. At the same time, students will have learned the strong basic skill competencies – in literacy, math, and critical thinking – that will have allowed them to succeed in life. Students will have also had the opportunity to continue to participate in activities that provide shared experiences and promote social cohesiveness, cooperation, and respect for other cultures and viewpoints.

Computer-based interactive modules for math, language, and a variety of other subjects will have become increasingly common.

Computer-based interactive modules for math, language, and a variety of other subjects will have become increasingly common. “Distance learning” will no longer have meant sitting in front of a computer screen; rather it will have involved taking part in a “virtual environment.” Virtual conferencing will have allowed students and teachers to meet and interact. These innovations

Students will have been able to take advantage of a variety of community resources, individualized education, and distance learning, among other opportunities.

will have transformed the roles of students and teachers, giving students and parents more room to direct their education while assigning more leadership roles to teachers.

As the city has grown, newer neighborhood schools will have been dispersed throughout Loveland. Unique magnet schools will have opened in the community, serving students with specific interest in the arts and sciences. At-risk students will have been provided with the appropriate and necessary educational opportunities as well. Overall the Thompson School District and other elementary and secondary providers such as charter schools will have expanded their education offerings. Students will have been able to take advantage of a variety of community resources, individualized education, and distance learning, among other opportunities. The high-quality education provided in the Loveland community will have drawn educated workers, families, and businesses to Loveland.

### **Elementary and Secondary Education**

***A system of elementary and secondary education will have been provided that meets the needs of the entire community by teaching basic skills and creativity/critical thinking, creating a sense of safety and belonging, and facilitating the school-to-life transition.***

The Thompson R2-J School District will have remained among the top districts in the state - known for innovation and intelligent and effective delivery of elementary and secondary education. Neighborhood schools will have state-of-the-art facilities, with small numbers of students per classes and well-trained teachers, all of which will have helped to maintain a positive school environment. Arts and physical education programs will have been an even more important part of each student's curriculum – so much so that arts and athletics will have been equitably funded without compromising a school's strong academic base. Partnerships will have existed between the City, the school district, businesses, higher education, community members, community groups, and arts groups.

Loveland will have become the home to more multi-cultural students than ever before.

Loveland will have become the home to more multi-cultural students than ever before. Loveland schools, both public and private, will have met this challenge and will have served students of diverse cultural backgrounds well. The Thompson R2-J School District will have created partnerships and programs with various cultural groups to ensure the success of all students in schools. To enable all students to graduate and succeed in life, Loveland will have provided quality bi-lingual education programs in all schools. At the same time, multi-cultural experiences and

Issues related to racism, gangs, fights, and high school rivalries will have largely become things of the past

language learning will have been made available to all students. As a result of this proactive approach, Loveland will not have become a city of separate communities, but one where everyone will have felt a sense of belonging.

Issues related to racism, gangs, fights, and high school rivalries will have largely become things of the past. Youth will have access to a variety of after-school activities that connect students from different backgrounds and schools. Good channels of communication between adults and youth will have been maintained, thus allowing the community to address issues of teen pregnancy and drug use. The Thompson R2-J School Board will have further opened lines communication with students so their policies better support learning and citizenship. The Youth Advisory Commission will have played a vital role in recommending how the community's youth can best be served.

### **Post-Secondary and Continuing Education**

***A wide range of post-secondary and continuing education opportunities will have been developed that meet the academic, career technical, and lifelong education needs of the entire community.***

Loveland will have multiple post-secondary education campuses...

Loveland will have multiple post-secondary education campuses - an expanded AIMS Community College, a Front Range Community College campus, a CSU branch campus, and a private or public college offering career and graduate programs. Loveland will have also become the location of a four-year arts college that attracts students from the region and nation. The AIMS campus and the new arts college will have served as anchors to the Downtown while the other campuses will have been located at Centerra and other locations throughout the community. Post-secondary educational institutions will have forged partnerships with local schools and businesses, providing unique educational opportunities for youth and lifelong learning choices for adults in Loveland.

Continuing education and career education will have been an important part of Loveland's educational offerings.

Quality post-secondary education will have drawn business to Loveland, and post-secondary institutions will have partnered with the medical community to create medical programs. These educational institutions will have also partnered with the high-tech industry to create career programs and with the arts community to provide internships for fledgling artists. A premier academy will have offered Emergency Medical Services (EMS) and police training for EMS units and police forces throughout Northern Colorado.

Continuing education and career education will have been an important part of Loveland's educational offerings. Ongoing education opportunities in career education, ESL, and GED preparation will have helped Lovelanders advance in their careers

and enrich their lives.

### **Loveland Public Library**

***Adequate library facilities and services will have been provided that serve as the information center of the community, are accessible and active in outreach to people of all ages and backgrounds. The library will have also provided a diverse collection of resources and services that informs, educates, entertains, culturally enriches, bridges the past to the future, and connects one community resource with another.***

Access to an entire international library will have become available anywhere through wireless technology, thus reducing the need for physical storage of books at a central location. The Downtown library will have been expanded. Access to an entire international library will have become available anywhere through wireless technology, thus reducing the need for physical storage of books at a central location. Consequently, the Loveland library will have successfully adapted to newer technologies by focusing on a broad range of lifelong learning services including "traveling librarian" services for the homebound, research assistance, educational and cultural enrichment programming, practical training, book clubs and book recommendations, and other services. These programs and services will have been offered at a main location and at neighborhood branches, which double as neighborhood gathering places. These newer high-tech satellite libraries will have been located within walking distance of a majority of the city's elementary schools.

### **Implementation Program**

***The community recognizes that all levels of government, along with the nonprofit and private sectors, will have played an important role in creating and implementing those policies and strategies that support the responsible growth and development of the community.***

Creative and collaborative problem solving will have meant that tax money has been efficiently utilized. Loveland municipal government will have remained well-managed, innovative, financially stable, and supportive of the arts and education. The City will have a visionary council and a highly-skilled and professional staff committed to continuous improvement. Creative and collaborative problem solving will have meant that tax money has been efficiently utilized. As the population has grown, government services, along with the associated exaction and impact fee structure, will have kept pace with growth and development.

The Comprehensive Master Plan General Plan will have been thoroughly updated every ten years, with course corrections having been made on a regular five-year schedule. All plan elements will have been updated and readopted on a schedule

The development review process will have been continuously evaluated for their effectiveness and revised accordingly.

such that no plan element will have been more than five years old.

Building and development codes, regulations, and guidelines will have been continually updated. The development review processes will have been continuously evaluated for their effectiveness and revised accordingly. Implementation programs such as historic and open lands preservation, economic development initiatives, housing and human services programs, and Transportation System Management, to name a few, will have continued to be effective in addressing the community's needs as it has grown. The City of Loveland will have fully embraced the use of technology, having provided on-line processing of permit applications and development-related services for many years.

In governmental land use decision-making, private property rights will have been valued. Government agencies will have used the powers of eminent domain with restraint. Homeowners associations will have evolved, having remained instrumental in controlling the aesthetic aspects of new and old subdivisions alike.

The City will have continuously monitored the community's quality of life through the evaluation of a core set of community indicators. New policies and programs will have been instituted, and existing ones will have been modified in response to this indicator monitoring process.

## **Vision Statement 6**

***Loveland is a community that encourages active public involvement and is responsive to the health and human services needs of its citizens.***

### **Community Health Planning**

***Loveland will have remained a healthy community – a place where its citizens will have lived a healthy lifestyle, will have been well-informed about health issues, and will have access to quality preventive, medical, and mental health services.***

Loveland will have truly become a city that emphasizes health, recreation, wellness, and prevention. Passive and active recreation for all ages, including children and seniors, will have remained affordable and accessible, keeping Lovelanders active. Proactive neighborhood planning will have meant that neighborhoods remain walkable, active-living communities with an integrated system of trails. People will have been able to walk

or bike to many destinations. Seniors, in particular, will have enjoyed walking for many daily errands or to visit friends. Youth will have remained able to get around town easily, with many still using a bicycle on safe paths to get to school.

Trends in home health care and robotics will have allowed many more people to live independently.

Trends in home health care and robotics will have allowed many more people to live independently. Interactive “telehealth” systems will have allowed individuals to make informed decisions about their health care, monitor their health, and even receive medical consultations without leaving their home.

McKee Medical and the Medical Center of the Rockies will have provided quality acute health care for the community and the region. The combination of high-technology pioneering and the presence of these leading medical centers will have made Loveland a center of medical innovation. As a result, Loveland will have become a premier provider of leading-edge medical services in the Rocky Mountain region.

Loveland's population will have access to a full range of preventive, physical and mental health services. While health insurance will be almost universally available, medical clinics will have continued to ensure that all Lovelanders have access to basic health care services. Educational efforts will have focused on nutrition, exercise, alcohol and tobacco use, and other lifestyle choices. These efforts will have succeeded in reversing earlier trends towards increasing “lifestyle diseases” that had alarmed health experts in the early 2000s.

As more people have chosen Loveland as a place to retire, several retirement communities will have located within traditional neighborhoods...

As more people have chosen Loveland as a place to retire, several retirement communities will have located within traditional neighborhoods, where shops, parks, churches, transportation, and health services are readily available so that seniors will be able to remain as independent as possible.

### **Human Services Planning**

***The needed network of human services and outreach will have been provided to ensure that all citizens, including special populations, will be able to achieve their full potential, and will be self-sufficient.***

The City's human services programs will have strived to ensure, through a comprehensive social safety net, that all people will have adequate food, shelter, and clothing; that all children will have a caring parent, a nurturing environment, and preventive and health services; and that other services will have been made available to help people get through difficult times. A comprehensive case management system will have helped to meet these goals. The system will have also been responsive to Loveland's multi-lingual community, since there will be more

households than ever whose primary language is not English. Through extensive outreach and education programs, the community's citizens will have become more aware of the needs in their community. Human services providers will have made strides in addressing the emerging issues caused by the changing demographics in the Loveland community.

Sufficient human services will have been provided for all Lovelanders with special needs, enabling them to achieve their goals in life.

Sufficient human services will have been provided for all Lovelanders with special needs, enabling them to achieve their goals in life. A seamless system of service for the homeless will have been created, with emergency shelter, transitional housing, job training and support helping homeless people transition to self-sufficiency. Overall, these programs and services will have led to a reduction in the number of individuals affected by homelessness.

In addition, services and programs for youth will have significantly reduced the rate of teen suicide, accidental deaths, drug and alcohol use, and pregnancy. Services and facilities will have been made available to help troubled youth. Counseling services will have been offered to all youth needing to communicate with a caring adult. Sufficient, well-funded quality childcare will have been made available to Loveland's parents.

### **Public Participation**

***Meaningful public participation processes that engage, empower, inform, and educate citizens will have encouraged community and stakeholder collaboration in the decision-making process.***

Community groups will have continued to be active in all aspects of the community, including government, the arts, and education. Volunteerism will have continued at a high rate, allowing residents to be involved in their community and know one another. Sufficient volunteer opportunities will have been made available to meet the desires of those Lovelanders wanting to volunteer.

Boards and commissions will have continued to play an important and active role in city government. The Youth Advisory Commission and Senior Advisory Board, along with other boards and commissions, will have continued to play an important role in communicating with City Council. The City will have used innovative methods to encourage young and first-time voters to take part in the political process.

The planning, design, and use of public facilities in 2030 will have been an increasingly community-driven process. Architects will have been able use software tools to show the city multiple possibilities, while allowing citizens to take a "virtual walk-

through" and comment on what they see. As a result, the construction of public facilities such as plazas, parks, recreation centers, and transportation systems will have been more responsive to users' needs.

Widespread access to telecommunications will have created new means for public participation, including electronic polling and "virtual" council meetings.

Widespread access to telecommunications will have created new means for public participation, including electronic polling and "virtual" council meetings. All public meetings will have been recorded and archived, and minutes will have been able to be retrieved through a voice-activated searchable video-on-demand feature on home televisions. In 2030, city government information will have been even more readily available to citizens. Multi-lingual government services will have been provided for Loveland's non-English speaking population.

A Human Rights Office will have been in place, acting proactively to prevent human rights conflicts; to educate the public and city workers; to provide opportunities for multi-cultural dialogue and learning; and to respond to human rights complaints. Conflict resolution will also have been an important service provided to the community.

Loveland will have welcoming neighborhoods where people will know each other; where civility and respect for diverse perspectives, thought, and being will have remained the norm;....

Loveland will have welcoming neighborhoods where people will know each other; where civility and respect for diverse perspectives, thought, and being will have remained the norm; and where shared community assets will have been promoted, resulting in a strong sense of belonging among all ethnic, economic, and age groups.

## **Epilogue**

The city's high quality of life, vast open lands, abundant recreational and cultural opportunities, and effective and efficient delivery of services will have continued to make Loveland an ideal place to live.

By following these guiding principles, collaborative efforts among individuals, business, and government will have achieved, by the year 2030, many of the goals and objectives contained in the Comprehensive Master Plan General Plan adopted in 2005. In doing so, Loveland will have truly remained: ***A vibrant community – surrounded by natural beauty – where you belong!***

## **End Notes**

1. In 2030, newer homes will feature many pre-fabricated components, allowing them to be constructed on-site in twenty days, rather than the many months conventional home construction required in years past. Modular components, such as wall panels, and well-planned utility systems will allow owners to affordably reconfigure their homes, move walls, and change room configurations from year-to-year or even during the course of a day. Because of this, families will be less likely to outgrow their homes or move as they pass through various life stages. Consequently, families living in these newer units will be more likely to put down deeper roots in their community. Also, when owners decide to sell their home, the flexibility inherent in the home's construction will assure its marketability.
2. A freestanding telework center is a public or private office suite dedicated to supporting workers who "telecommute." Telecenters feature support services such as receptionists, conference rooms, and specialized equipment that may not be available at the home office, as well as workstations that may be rented by companies or workers themselves. Because these centers are used mainly by neighborhood residents, most traffic generated is by foot, bicycle, or over telecommunications networks. Conference rooms provide locations for needed face-to-face interaction, but are supplemented by convenient virtual-environment conference rooms. With the help of video cameras, microphones, and VR technology, participants are transported to distant conference rooms without leaving their office. By slipping on a head-mounted display or other VR device, their 3D image appears in the display alongside those of the other participants. Teleconferencing is an example of telepresence, which means "experiencing a real but remote environment."
3. In 2030, both cars and highways will benefit from the application of "smart" technologies. New electric and hybrid vehicles will be able to take advantage of the new "super-productive lanes" pilot project that could occur on Interstate 25 from Loveland to Denver. These lanes will use physical and/or remote-controlled "dual mode guide ways" that will allow for hands-free driving and will accommodate significantly more cars than a conventional lane. When a driver of a smart car reaches his or her exit, the dual-mode guide way will release them onto the local road system.
4. Personal Rapid Transit features a network of light monorails that transport small vehicles, each holding a few people. These vehicles act more like taxis than conventional mass transit – riders walk to a station and board their own vehicle that navigates its way to the rider's chosen destination, carrying them over road systems and other barriers on the monorail network.
5. Operations and departure estimates extrapolated from Fort Collins-Loveland Municipal Airport Master Plan Update Working Paper Four, dated April 2005, prepared by Barnard Dunkelberg & Company.
6. Living wage refers to the hourly wage that is deemed necessary for a person to achieve a basic standard of living. In the Loveland context, this standard is generally considered to require that a person working forty hours a week, with no additional income should be able to afford housing, food, utilities, transportation, health care, and a certain amount of recreation. This concept differs from "minimum wage" because the latter is set by law and may exceed or fail to meet the requirements of a living wage.



## Section 3.2

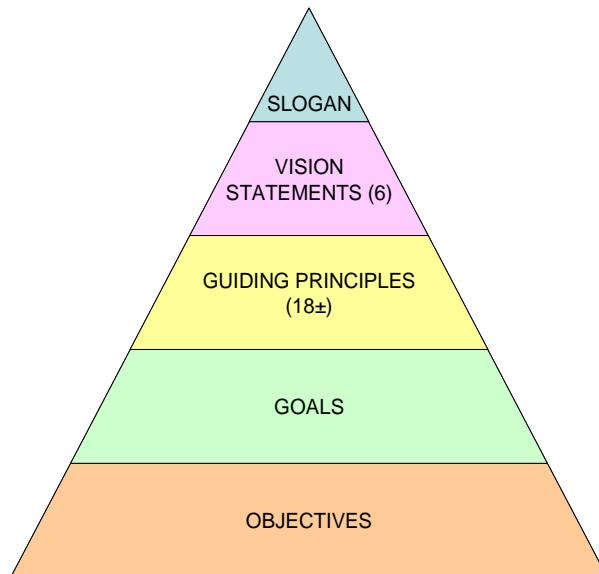
## City of Loveland General Plan

### Overview of the General Plan Organizational Framework

*Loveland – A vibrant community...surrounded by natural beauty...where you belong!*

The organization framework follows a hierarchy starting with the City's vision slogan: ***Loveland – A vibrant community...surrounded by natural beauty...where you belong!*** followed by the six (6) vision statements adopted previously by the City Council, as amended. This hierarchy is intended to replace the vision and goal statements contained in the *Agenda for the 90's and Beyond* document adopted by City Council in 1992. This new framework represents the direction the community should follow in the next ten (10) years.

Under each vision statement, guiding principles have been added. Each guiding principle aligns with the existing and proposed elements or components of the Comprehensive Master Plan (see bold and underlined headings). A companion document, the *2030 Visioning Narrative* contains these same guiding principles, and reflects the vision of the community in the year 2030. These two documents are the primary policy documents that represent the community's vision.



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## Comprehensive Master Plan Goals and Objectives

**Vision Statement 1:** Loveland is a community that is characterized by welcoming neighborhoods with diverse housing opportunities that create a sense of individual belonging.

### **Community Design**

*Vision Slogan:*  
*Loveland: A vibrant community – surrounded by natural beauty – where you belong.*

### **Community Design**

**Guiding Principle 1:** Foster attractive development that enhances Loveland's built environment and encourage development that is sensitive to the distinctive character of Loveland.

#### **General**

**Goal 1.1:** Review and periodically update the Community Design Element and other design-related documents.

**Objective 1.1.1:** Prepare a consolidated Community Design Element by updating and integrating the community design-related documents (Major Arterial Corridors Design Guidelines, US 34 Corridor Plan, Community Design Elements, and other planning documents) into a consolidated and amended Community Design Element.

**Objective 1.1.2:** Explore additional planning opportunities related to community design.

**Objective 1.1.3:** Formulate design goals using community image survey techniques and communicate design goals through illustrations.

#### **Attractive Development**

**Goal 1.2:** Foster attractive development that enhances Loveland's built environment.

**Objective 1.2.1:** Maintain and create residential neighborhoods that are attractive, distinct, and safe.

**Objective 1.2.2:** Enrich the overall visual appearance of a neighborhood by encouraging variation in the design of new developments.

**Objective 1.2.3:** Provide open space around and within neighborhoods which will compliment Loveland's existing and future parks and open lands system.

**Objective 1.2.4:** Maintain the character, structural integrity, and appearance of new and existing developments including the appropriate use of landscaping.

#### **Community Character**

### **Community Character**

**Goal 1.3:** Encourage development that is sensitive

**to the character of Loveland.**

**Objective 1.3.1: Be ecologically responsible** by making development compatible with natural features and the environment through complimentary project design.

**Objective 1.3.2: Create pedestrian/bike paths** that are safe and interconnected to points of attraction (school facilities, retail shops, parks, recreation centers, city and regional trail systems and open spaces) within and adjoining the development.

**Objective 1.3.3: Create a sensitive and aesthetically pleasing interface** between developed lots and the street.

## **Housing**

### **Housing**

**Guiding Principle 2:** Encourage the development of a full range of housing types and a mix of housing densities throughout the city that are convenient to employment centers and quality public and private facilities and that meet the needs of all age and socio-economic groups.

#### **General**

**Goal 2.1: Prepare, review, and periodically update a Housing Plan.**

**Objective 2.1.1: Prepare and adopt a Housing Plan** as appropriate.

**Objective 2.1.2: Develop a set of housing indicators** to monitor housing needs and market conditions.

**Objective 2.1.3: Set goals that promote an appropriate jobs-housing balance** in Loveland.

## **Affordable Housing**

**Goal 2.2: Increase the availability of affordable rental and for-sale units** in order to meet present and future housing demands.

**Objective 2.2.1: Increase availability of for-sale units affordable to moderate-income households** (50 to 80% AMI) to reduce the gap between demand and existing stock and to continue to keep up with new demand.

**Objective 2.2.2: Increase availability of rental units affordable to low-income households** (below 50% AMI) to reduce the gap between demand and existing stock and to continue to keep up with new demand.

## **Rehabilitation and Maintenance of Existing Housing Stock**

**Goal 2.3: Encourage rehabilitation and maintenance of existing housing stock.**

**Objective 2.3.1: Implement programs to assist in rehabilitation and maintenance of existing homes and neighborhoods.**

**Objective 2.3.2: Implement programs that assist the disabled in making their homes fully accessible.**

## **Housing Diversity**

**Goal 2.4: Maintain Loveland as a city that supports a mix of incomes with a diversity of housing types and choices.**

**Objective 2.4.1: Ensure sufficient land is designated and zoned for a full range of housing types and densities.**

**Objective 2.4.2: Encourage mixed-income and mixed-unit type development.**

## **Redevelopment and Area Planning**

### **Redevelopment and Area Planning**

**Guiding Principle 3:** Formulate appropriate strategies and policies for geographic areas within Loveland needing redevelopment, renewal, and/or more detailed planning analysis, such as the Downtown, districts, corridors, neighborhoods, community separators, and transit-oriented developments.

### **General Redevelopment Planning**

**Goal 3.1: Foster reinvestment in, redevelopment and adaptive reuse of, existing abandoned or underutilized buildings, and vacant and brownfield sites.**

**Objective 3.1.1: Provide incentives for developers to redevelop or rehabilitate older buildings in the Downtown and established neighborhoods.**

**Objective 3.1.2: Assess Capital Expansion Fees (CEF's) and other fees based on established criteria to determine whether they accurately reflect development impacts.**

**Objective 3.1.3: Identify and address brownfield redevelopment opportunities and pursue available grant funding.**

**Objective 3.1.4: Provide opportunities to retrofit aging single-use commercial and retail developments into walkable, mixed-use communities.**

**Objective 3.1.5: Assess the need to create a vacant properties program** by using code enforcement to maintain properties and by identifying infill opportunities.

### **Urban Renewal Area Planning**

**Goal 3.2: Use urban renewal as a means to revitalize areas with blighted conditions** which constitute an economic and social liability to the community.

**Objective 3.2.1: Continue to manage the Downtown and Block 41-Finley's Addition Urban Renewal Areas** in accordance with their urban renewal plans.

**Objective 3.2.2: Continue to manage the US 34/Crossroads Corridor Urban Renewal Area** in accordance with its urban renewal plan.

**Objective 3.2.3: Evaluate the condition of geographic areas within the community** to determine which areas may need an urban renewal plan or may need to be added to an existing urban renewal plan.

**Objective 3.2.4: Develop urban renewal plans for all appropriate areas of the city** where blighted conditions are identified.

### **Area Planning**

**Goal 3.3: Prepare district, corridor, neighborhood, separator, and transit-oriented development plans, as appropriate, to further detail and define the General Plan's goals and objectives.**

**Objective 3.3.1: Create a downtown area plan** in order to revitalize the Downtown, attract capital investment and assist in the retention and expansion of existing businesses.

**Objective 3.3.2: Evaluate the need to prepare and/or amend individual corridor plans** for US Hwy. 287, CO Hwy. 402, and US Hwy. 34 west, prioritize which is most important, and prepare appropriate plans.

**Objective 3.3.3: Prepare and/or amend appropriate community separator plans** in an effort to maintain Loveland as a physically distinct community and to preserve rural character while respecting private property rights.

**Objective 3.3.4: Prepare appropriate neighborhood plans** aimed at maintaining and enhancing quality of life within designated existing neighborhoods.

**Objective 3.3.5: Prepare a Transit-oriented Development plan component.**

**Vision Statement 2:** Loveland is a community that embraces the heritage and natural beauty of the region and values its strategic location.

## **Historic Preservation**

### **Historic Preservation**

**Guiding Principle 4:** Preserve features of significant architectural, scenic, cultural, historical, or archaeological interest and promote awareness and appreciation of Loveland's heritage.

#### **General**

**Goal 4.1: Review and periodically update the Historic Preservation Plan.**

**Objective 4.1.1: Update and adopt the Historic Preservation Plan as appropriate.**

**Objective 4.1.2: Explore additional planning opportunities related to historic preservation.**

**Objective 4.1.3: Collaborate with public and private partners** identified in the Historic Preservation Plan to achieve clean-up campaign goals; downtown revitalization, promotion, design, economic restructuring and organizational goals; arts industry goals; and administrative goals.

#### **Preservation, Restoration and Rehabilitation**

**Goal 4.2: Identify, designate, protect, and preserve several historic districts and individual landmarks** that contribute to Loveland's character and sense of place, thereby revitalizing the Downtown and creating unique neighborhood identities.

**Objective 4.2.1: Include preservation-related incentives programs** in long term capital improvements programming.

**Objective 4.2.2: Create a Downtown Cultural District** through rehabilitation, zoning, and other methods that encourage community and arts-related activities.

**Objective 4.2.3: Continue to conduct historical research and prepare surveys** to support the designation of historic landmarks and the creation of historic districts.

**Objective 4.2.4: Expand local incentive programs,** including the revolving loan fund, for property owners who undertake historic preservation.

## **Programs and Activities**

**Goal 4.3: Promote awareness and appreciation** of Loveland's historic, archaeological, and cultural heritage and celebrate its past based on a well-researched and documented history.

**Objective 4.3.1: Continue the public education and outreach programs** identified in the Historic Preservation Plan.

**Objective 4.3.2: Monitor and report the economic impact** of historic rehabilitation projects.

**Objective 4.3.3: Implement the Cultural Heritage Tourism program** for the Downtown and surrounding areas identified in the Historic Preservation Plan.

## **Natural and Sensitive Areas**

## **Natural and Sensitive Areas**

**Guiding Principle 5:** Protect regional lands and lands within the Loveland GMA that have important natural resource, recreational, agricultural, and viewshed values from encroachment by the human-built environment.

## **General**

**Goal 5.1: Review and periodically update** the Open Lands Plan and related natural areas inventory.

**Objective 5.1.1: Evaluate and amend, as appropriate, *In the Nature of Things*,** the City's natural areas inventory, and continue to use the overall habitat rating as the initial basis for establishing priority protection areas.

**Objective 5.1.2: Update, amend, and adopt the Open Lands Plan as necessary.**

**Objective 5.1.3: Explore additional planning opportunities** related to natural and sensitive areas.

**Objective 5.1.4: Continue to monitor the Capital Expansion Fee (CEF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the CEF calculations and collections as compared to other City CEF's.

**Objective 5.1.5: Seek additional funding sources for the Open Lands Program**, including state and federal sources, non-governmental organizations, private donations, and explore a potential Open Lands sales tax.

## **High-Value Habitat Protection**

**Goal 5.2: Protect high value habitat that allows wildlife movement** by protecting those lands, primarily

within the Loveland Growth Management Area, that are contiguous, and add new open lands to previously protected areas.

**Objective 5.2.1: Maintain and enhance cooperative efforts** with stakeholders and other entities such as the State, Larimer County, Fort Collins, Berthoud, and other cities in order to achieve the vision and goals contained in the Open Lands Plan.

**Objective 5.2.2: Protect open lands using a variety of protection techniques**, including: acquisition, conservation easements, zoning tools such as Rural Cluster Development, Transfer of Development Rights (TDR's), and the City's development review process.

**Objective 5.2.3: Allow wildlife movement and provide high-value habitat** by protecting contiguous open lands in accordance with the Open Lands Priority Areas Map and associated criteria.

**Objective 5.2.4: Preserve Loveland's identity** by establishing buffers or separators between Loveland and neighboring communities, similar to those identified in *A Plan for the Region Between Fort Collins and Loveland*.

## **Management and Access**

**Goal 5.3: Maintain open lands according to management type**, meaning that wildlife areas should remain relatively undisturbed; public access areas should be made available for recreational use; and restorative areas should be slated for enhancement.

**Objective 5.3.1: Maintain those open lands containing high-value habitat** as relatively undisturbed wildlife areas.

**Objective 5.3.2: Restore creeks, streams, and rivers, especially the Big Thompson River Corridor**, to their more natural state using best practices.

**Objective 5.3.3: Make open lands available for public use where feasible**, in accordance with the policy statements contained in the Open Lands Plan.

**Objective 5.3.4: Plan and create a system of natural soft-surface trails** within public access areas that link with other partnership trails while respecting wildlife and natural resources.

**Objective 5.3.5: Preserve working agricultural lands**, primarily within the Loveland GMA and identified community separator plan areas, using available implementation programs.

## **Development Impact Mitigation**

**Goal 5.4: Establish mitigation measures** (such as buffer standards) that may need to be taken in such areas as the Big Thompson River Corridor, designated

wetlands, and identified natural areas to offset or accommodate the impacts of development.

**Objective 5.4.1: Protect waterways, including the Big Thompson River, lakes, ditches, and individual wetlands** and their associated wildlife habitat from the impact of development while providing public access to waterways, lakes, and ditches where appropriate.

**Objective 5.4.2: Protect sensitive wildlife areas** and their associated habitat values from the impacts of development.

**Objective 5.4.3: Protect established viewshed corridors and establish new viewshed corridors** where appropriate, in concert with future Land Use Plan and/or area plan updates.

### **Programs and Activities**

**Goal 5.5: Foster awareness and appreciation of open lands** through citizen involvement and community education in order to promote stewardship.

**Objective 5.5.1: Involve citizens in educational, research, volunteer, planning, and management activities** that benefit open lands.

**Objective 5.5.2: Maintain partnerships between open lands and diverse user groups** and other non-governmental organizations in order to involve the public in open lands planning, in order to achieve the Open Lands Program's mission and resolve conflicts.

**Vision Statement 3: Loveland is a well-planned and environmentally-sensitive community where all citizens are safe, secure and have equal access to services and amenities, including recreational and cultural activities.**

## **Parks & Recreation**

## **Parks and Recreation**

**Guiding Principle 6:** Ensure that the City's recreation facilities and programs, parks, trail system, and golf facilities and programs remain an integral part of the community through an abundance of offerings, both structured and unstructured, that satisfy the community's leisure-time needs.

### **General**

**Goal 6.1: Review and periodically update the Parks and Recreation Plan.**

**Objective 6.1.1: Review and amend, as appropriate, the Parks and Recreation Master Plan.**

**Objective 6.1.2: Explore additional planning opportunities related to parks and recreation.**

**Objective 6.1.3: Continue to monitor the Capital Expansion Fee (CEF) program to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the CEF calculations and collections as compared to other City CEF's.**

**Objective 6.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 6.1.5: Have in place funding for depreciation programs** for equipment and facilities.

### **Parks**

**Goal 6.2: Maintain and establish parks** to provide recreational opportunities to the Loveland residents that have reasonable neighborhood access.

**Objective 6.2.1: Provide park facilities** necessary or desirable to meet the future needs of the community.

**Objective 6.2.2: Evaluate the established parks levels-of-service** to ensure that they meet the needs of the community.

**Objective 6.2.3: Ensure that parks facilities are provided** in a timely, orderly, and cost-effective

manner.

**Objective 6.2.4: Coordinate the provision of parks facilities** with other local governments, special districts, and the Thompson R2-J School District as appropriate.

**Objective 6.2.5: Provide the necessary programs and activities** to meet the identified parks-related needs of the community.

## **Trails**

**Goal 6.3: Complete the Loveland trail system** as an off-road, non-motorized path which is used by bikers, joggers and walkers, and that capitalizes on the natural environment.

**Objective 6.3.1: Provide trail facilities** necessary or desirable to meet the future needs of the community.

**Objective 6.3.2: Evaluate the established trails levels-of-service** to ensure that they meet the needs of the community.

**Objective 6.3.3: Ensure that trail facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 6.3.4: Coordinate the provision of trails facilities** with other local governments, special districts, state government and the Thompson R2-J School District as appropriate.

## **Recreation Facilities**

**Goal 6.4: Promote the health and welfare of the community by providing indoor recreational facility(s),** accessible by auto, city transportation, and/or the Loveland Trail, which offers structured and unstructured recreational opportunities as well as a social gathering place for Loveland residents.

**Objective 6.4.1: Provide recreation facilities** necessary or desirable to meet the future needs of the community by expanding the Chilson Recreation Center and/or developing a separate new facility at an additional site and examining options at other locations.

**Objective 6.4.2: Evaluate the established recreation levels-of-service** to ensure that they meet the needs of the community.

**Objective 6.4.3: Ensure that recreation facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 6.4.4: Coordinate the provision of recreation facilities** with other local governments, special districts, and the Thompson R2-J School District as appropriate.

**Objective 6.4.5: Provide the necessary programs**

**and activities** to meet the identified recreational needs of the community.

## **Golf**

**Goal 6.5: Maintain and enhance the golf program and golf facilities** as an important recreational and social component within the community.

**Objective 6.5.1: Provide golf facilities** necessary or desirable to meet the future needs of the community.

**Objective 6.5.2: Evaluate the established golf levels-of-service** to ensure that they meet the needs of the community.

**Objective 6.5.3: Ensure that golf facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 6.5.4: Coordinate the provision of golf facilities** with other local governments, special districts, and the Thompson R2-J School District as appropriate.

**Objective 6.5.5: Provide the necessary programs and activities** to meet the golf needs of the community.

## **Cultural Services Planning**

## **Cultural Services Planning**

**Guiding Principle 7:** Provide for the cultural needs of Loveland's citizens and visitors through a variety of cultural, visual and performing arts facilities, programs, and activities.

## **General**

**Goal 7.1: Explore opportunities to prepare a Community Cultural Plan.**

**Objective 7.1.1: Prepare and adopt a Community Cultural Plan.**

**Objective 7.1.2: Continue to monitor the Capital Expansion Fee (CEF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the CEF calculations and collections as compared to other City CEF's.

**Objective 7.1.3: Explore ways to fund provide a dedicated funding stream for the arts** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 7.1.4: Identify new sources** to sustain a dedicated funding stream for the arts.

**Objective 7.1.5: Have in place funding for**

depreciation programs for equipment and facilities.

## **Visual and Performing Arts Facilities**

**Goal 7.2: Provide the necessary or desirable community facilities** to support a broad mix of structured and unstructured cultural, visual and performing arts opportunities, including activities for all segments of the population that will further enhance Loveland's sense of community—locally and globally.

**Objective 7.2.1: Provide cultural, visual and performing arts facilities** necessary or desirable to meet the future needs of the community.

**Objective 7.2.2: Evaluate the established facilities levels-of-service** to ensure that they meet the needs of the community.

**Objective 7.2.3: Ensure that cultural, visual and performing arts facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 7.2.4: Coordinate the provision of cultural, visual and performing arts facilities** with other local governments, special districts, and the Thompson R2-J School District as appropriate.

**Objective 7.2.5: Facilitate the creation of a Downtown Cultural District** through the provision of affordable studio spaces, performing arts venues, and live/work spaces.

## **Programs and Activities**

**Goal 7.3: Encourage the development of programs and activities** that promote engagement in the arts and provide a range of arts education opportunities.

**Objective 7.3.1: Engage the community so that they are aware of, appreciate, and become involved** in the visual and performing arts and value the cultural uniqueness of all Loveland's citizens.

**Objective 7.3.2: Provide educational opportunities in the arts and humanities** for citizens of all ages and incomes so that the community continues to enjoy the benefits of diverse education.

## **Public Safety - Police**

## **Public Safety – Police**

**Guiding Principle 8A:** Provide, establish, and sustain innovative community policing programs in accordance with nationally-recognized accreditation standards and maintain the necessary facilities to enable those programs.

## **General**

**Goal 8A.1: Review and periodically update the Police Department Master Plan.**

**Objective 8A.1.1: Update, amend, and adopt, as necessary, the Police Department Master Plan.**

**Objective 8A.1.2: Explore additional planning opportunities related to policing and public safety.**

**Objective 8A.1.3: Continue to monitor the Capital Expansion Fee (CEF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the CEF calculations and collections as compared to other City CEF's.

**Objective 8A.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 8A.1.5: Have in place funding for depreciation programs** for equipment and facilities.

### **Police Facilities**

**Goal 8A.2: Provide police facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 8A.2.1: Provide police facilities and associated officer/population ratios** necessary or desirable to meet the future quality of service needs of the community.

**Objective 8A.2.2: Evaluate the established facilities levels-of-service** to ensure that they meet the needs of the community.

**Objective 8A.2.3: Ensure that police facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 8A.2.4: Coordinate the provision of police facilities** with other local governments, special districts, and the Thompson R2-J School District as appropriate.

### **Programs and Activities**

**Goal 8A.3: Provide programs and activities** that engage the community, enhancing public safety, and promote community-based problem solving.

**Objective 8A.3.1: Acquire and maintain the capacity** to deal with homeland security mandates.

**Objective 8A.3.2: Maintain National Accreditation** of the Police Department.

**Objective 8A.3.3: Continue to implement Restorative Justice Programs** in the community.

**Objective 8A.3.4: Continue to promote community-**

based problem solving and related programs.

**Objective 8A.3.5: Increase the community's perception of safety** by maintaining such programs as the "take home" car plan and by engaging in education campaigns.

**Objective 8A.3.6: Maintain resource officer and related programs** in schools.

## Public Safety – Fire and Rescue

### Public Safety – Fire and Rescue

**Guiding Principal 8B:** Protect life and property through adequate and strategically-located fire and rescue facilities coupled with a wide range of emergency fire and rescue-related services and programs.

#### General

**Goal 8B.1: Review and periodically update the Fire and Rescue Strategic Plan.**

**Objective 8B.1.1: Update, amend, and adopt, as necessary, the Fire and Rescue Strategic Plan.**

**Objective 8B.1.2: Explore additional regional planning opportunities** related to Fire/Rescue and Public Safety and integrate them into local planning efforts.

**Objective 8B.1.3: Continue to monitor the Capital Expansion Fee (CEF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the CEF calculations and collections as compared to other City CEF's.

**Objective 8B.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 8B.1.5: Have in place funding for depreciation programs** for equipment and facilities.

#### Fire/Rescue Facilities

**Goal 8B.2: Provide fire and rescue facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 8B.2.1: Provide fire/rescue facilities** necessary or desirable to meet the future needs of the community.

**Objective 8B.2.2: Expand and update the training center** to keep pace with needs of Fire Rescue

personnel.

**Objective 8B.2.3: Evaluate the established facilities levels-of-service** to ensure that they meet the needs of the community.

**Objective 8B.2.4: Ensure that fire and rescue facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 8B.2.5: Coordinate the provision of fire and rescue facilities** with other local governments, special districts and the Thompson R2-J School District as appropriate.

**Objective 8B.2.6: Maintain access** for emergency response, accessibility, and general transportation purposes in the existing community and in new developments.

## **Programs and Activities**

**Goal 8B.3: Provide programs and activities** aimed at fire suppression, proactive fire prevention, homeland security, regional training delivery, and emergency services.

**Objective 8B.3.1: Acquire and maintain capacity** to deal with potential Hazmat threats, technical rescue incidents, and homeland security mandates.

**Objective 8B.3.2: Maintain the volunteer fire fighter program.**

**Objective 8B.3.3: Continue to ensure that all Fire and Rescue Department personnel are well-trained, physically fit, and certified** for their rank; and that all equipment is properly maintained.

**Objective 8B.3.4: Pursue regional opportunities and maintain regional efforts** in programs and activities such as hazardous materials training, special response teams, and mutual/auto aid agreements.

**Objective 8B.3.5: Prevent fires** through adequate fire inspection and other prevention programs.

**Objective 8B.3.6: Encourage fire safety** by engaging in public education campaigns and fire prevention programs.

## **Public Safety – Emergency Medical Services (EMS)**

## **Public Safety – Emergency Medical Services (EMS)**

**Guiding Principle 8C:** Provide the necessary facilities and programs to protect the citizens of the Thompson Valley Health Services District through Thompson Valley Emergency Medical Services (EMS).

## **General**

**Goal 8C.1: Review and periodically update Thompson Valley Emergency Medical Services planning documents.**

**Objective 8C.1.1: Review and update** Thompson Valley EMS planning documents, as appropriate.

**Objective 8C.1.2: Explore other regional planning opportunities** for Emergency Medical Services and integrate them into local planning efforts.

**Objective 8C.1.3: Ensure financial stability of funding for Thompson Valley EMS.**

## **Emergency Medical Services (EMS) Facilities**

**Goal 8C.2: Provide the Emergency Medical Services facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 8C.2.1: Provide EMS facilities** necessary or desirable to meet the future needs of the community.

**Objective 8C.2.2: Evaluate the established facilities levels-of-service** to ensure that they meet the needs of the community.

**Objective 8C.2.3: Ensure that EMS facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 8C.2.4: Coordinate the provision of EMS facilities** with other local governments and special districts as appropriate.

## **Programs and Activities**

**Goal 8C.3: Provide quality EMS education programs and activities** for the Northern Colorado region and maintain high-quality emergency response services.

**Objective 8C.3.1: Continue to provide training** for emergency services agencies in Larimer County as well as for first response educators, professional rescuers, corporations, and individuals.

**Objective 8C.3.2: Continue to serve as a resource** for healthcare professionals to advance in their career and for the general public to become involved and learn more about emergency medicine.

**Objective 8C.3.3: Ensure that EMS staff is competent, flexible, and satisfied with their work environment.**

## **Public Safety – Natural Hazards and Emergency Preparedness Planning**

## **Public Safety – Natural Hazards and Emergency Preparedness Planning**

***Guiding Principle 8D:*** Sustain the policies, programs, and procedures related to hazards risk assessment and mitigation and engage in emergency preparedness planning through the integration of the City's adopted emergency management notification and response procedures.

### **General**

**Goal 8D.1: Review and periodically update** the Loveland Emergency Management Plan and the Northern Colorado Regional Hazards Mitigation Plan.

**Objective 8D.1.1: Update and amend the Loveland Emergency Management Plan**, as appropriate.

**Objective 8D.1.2: Continually evaluate vulnerabilities to hazards** and include them, as necessary, in the risk assessment component of the Northern Colorado Regional Hazards Mitigation Plan.

**Objective 8D.1.3: Explore other regional planning opportunities** for Emergency Preparedness and Management and Hazards Mitigation and integrate them in local planning efforts.

### **Emergency Response System**

**Goal 8D.2: Maintain an Emergency Response System** which delineates task assignments and responsibilities for the operational actions that will be taken prior to, during, and following an emergency or natural disaster affecting Loveland.

**Objective 8D.2.1: Continue to participate in the regional Emergency Preparedness Network (EPN)**, a broad-reaching telephone emergency notification service, as a tool for emergency responders and managers.

**Objective 8D.2.2: Continue to provide procedures for the use of the Emergency Alert System** in the Larimer/Weld County Operation Area as agreed upon by the broadcast industry, local government and participating agencies.

### **Hazards Mitigation**

**Goal 8D.3: Assess the risks and identify means to mitigate the effects of identified natural hazards** on the built and natural environment.

**Objective 8D.3.1: Continue to document** the physical characteristics, magnitude, severity,

frequency, causative factors, and geographic extent of all natural hazards resulting from the instability of geological features.

**Objective 8D.3.2:** Identify those elements of the built and natural environment and, as a result, **human lives**, that are at risk from the identified natural hazards, as well as the extent of existing and future vulnerability that may result from current zoning and development policies.

**Objective 8D.3.3:** Determine the adequacy of existing transportation facilities and public buildings to accommodate disaster response and early recovery needs.

**Objective 8D.3.4:** Develop technically feasible and cost-effective measures for mitigating identified hazards based on the public determination of the level of acceptable risk.

**Objective 8D.3.5:** Identify approaches and tools for post-disaster recovery and reconstruction that incorporate future risk reduction.

**Objective 8D.3.6:** Identify the resources needed for effective ongoing hazards mitigation and for implementing the plan for post-disaster recovery and reconstruction.

## **Land Use and Environment**

## **Land Use and Environment**

***Guiding Principle 9:*** Guide the development of the community within the Loveland Growth Management Area in order to meet present and future needs, while protecting the health, safety, order, convenience, prosperity, energy and resource conservation, and the general welfare of the citizenry.

### **General**

**Goal 9.1:** Review and periodically update the Land Use Plan.

**Objective 9.1.1:** Update and amend the Land Use Plan, as appropriate.

**Objective 9.1.2:** Seek additional planning opportunities related to land use.

**Objective 9.1.3:** Establish a system to monitor the supply of, and demand for, buildable lands within the city and its adopted Growth Management Area.

**Objective 9.1.4:** Address the need to integrate sustainable resource ideas into existing plan documents where appropriate.

### **Future Land Use Pattern**

**Goal 9.2:** Provide a general pattern for the location,

**distribution and character of the future land uses**  
within Loveland's Growth Management Area.

**Objective 9.2.1: Emphasize flexibility within the Land Use Plan** while building on the existing land use pattern.

**Objective 9.2.2: Place an equal importance on the quality and character of new residential neighborhoods in each quadrant of the city**, while at the same time maintaining or upgrading of existing neighborhoods.

**Objective 9.2.3: Include development of multi-use activity centers** at the regional, community (Downtown), and neighborhood levels as a part of the Land Use Plan.

**Objective 9.2.4: Concentrate existing commercial outlets** in strips along the two major arterials, US 34 and US 287, and encourage revitalization by upgrading facilities, reducing traffic conflicts, and improving parking where needed.

**Objective 9.2.5: Encourage the development of multi-use, high-quality employment districts** where campus-type settings are appropriate, particularly along the transportation corridors of I-25, US 34, and south side of SH 402.

**Objective 9.2.6: Provide sufficient lands for industry** in the Fort Collins- Loveland Airport area and along the I-25 Corridor.

## **Growth Management**

**Goal 9.3: Integrate the components of the Larimer County Master Plan** with the location, distribution, and characteristics of future land uses designated within the City's Growth Management Area. (See Guiding Principle 12 – Growth Management and Intergovernmental Cooperation for details.)

**Vision Statement 4:** Loveland is a community with an integrated system of technology, utility and transportation networks that support a vital economy; and that coordinates with the plans of other regional governmental entities.

## **Transportation and Air Quality Planning**

## **Transportation and Air Quality Planning**

**Guiding Principle 10A:** Recognize Loveland's importance and impact as a major urban area within the Northern Colorado region and support regional multi-modal transportation options and air quality maintenance efforts.

### **General**

**Goal 10A.1: Engage in regional planning** where appropriate in order to address problems of a regional nature and/or to seek efficiencies in service provision.

**Objective 10A.1.1: Assess the appropriateness of supporting** the formation of a regional council of government.

**Objective 10A.1.2: Seek opportunities to coordinate** with other local governments, special districts, school districts, and state and federal agencies on the provision of community facilities that have multi-jurisdictional impacts.

### **Regional Transportation and Air Quality Planning**

**Goal 10A.2: Coordinate the recommendations** of the region's 2030 Transportation Plan prepared by the North Front Range Metropolitan Planning Organization (NFRMPO) with the recommendations of the City's Transportation Plan.

**Objective 10A.2.1: Assist in defining the current transportation system** in the North Front Range and forecast the need to 2030.

**Objective 10A.2.2: Identify the regional transportation needs** of Loveland.

**Objective 10A.2.3: Anticipate the revenues available to the area** and assist in ensuring that monies are allocated according to Federal Highway Administration, Federal Transit Administration and Colorado Department of Transportation requirements.

**Objective 10A.2.4: Contribute to outlining the transit** needs for the region and developing a visionary plan to meet those needs.

**Objective 10A.2.5:** Coordinate and implement those aspects of a Congestion Management System that affect Loveland.

## Local Transportation

## Local Transportation

**Guiding Principle 10B:** Plan a safe, efficient, continuous, coordinated, and convenient multi-modal transportation system that serves the current needs of the community and establishes the foundation for a transportation system that is sustainable for future generations.

### General

**Goal 10B.1:** Review and periodically update all components of the 2020 Transportation Master Plan.

**Objective 10B.1.1:** Review and amend the 2020 Transportation Master Plan as appropriate.

**Objective 10B.1.2:** Engage in broad-based community involvement such that each individual in the community is aware of pertinent transportation-related issues and their role in finding solutions.

**Objective 10B.1.3:** Acknowledge the interdependent relationship between land use and transportation and attempt, through the process of ongoing review, monitoring, and revision, to negate the "cycle of impacts" one has on the other.

**Objective 10B.1.4:** Evaluate the costs and potential impacts associated with the various modes of surface transportation.

**Objective 10B.1.5:** Determine the purpose, time, destinations, physical improvements, and policies needed to achieve a given level-of-service and the costs and implication associated with that determination.

**Objective 10B.1.6:** Continue to monitor the growth patterns within the community in order to design and construct infrastructure improvements that address long-term needs concerning growth, land use, and sustainability.

**Objective 10B.1.7:** Investigate the impacts constructing new infrastructure has on maintenance and operations activities and costs.

**Objective 10B.1.8:** Investigate all reasonable options for financing capital, operations, and maintenance costs for transportation and develop an implementation strategy that recognizes current funding realities and limitations.

### Public Transit

**Goal 10B.2:** Establish a public transit system of a

size and quality commensurate with the needs of future Loveland residents and businesses (see also Transit-oriented Development in GP3).

**Objective 10B.2.1: Provide public transit facilities** necessary or desirable to meet the future needs of the community.

**Objective 10B.2.2: Evaluate the established facilities levels-of-service** to ensure that they meet the needs of the community.

**Objective 10B.2.3: Ensure that public transit facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 10B.2.4: Coordinate the provision of the street network** with other local governments, state and federal government, special districts, and the Thompson R2-J school district, as appropriate.

## **Traffic Circulation**

**Goal 10B.3: Maintain the overall ease of travel** as the city grows while meeting or exceeding the level-of-service expectations. **Objective 10B.3.1: Provide a street network** necessary or desirable to meet the future needs of the community.

**Objective 10B.3.2: Evaluate the established street levels-of-service** to ensure that they meet the needs of the community.

**Objective 10B.3.3: Ensure that streets are provided** in a timely, orderly, and cost-effective manner.

**Objective 10B.3.4: Coordinate the provision of the street network** with other local governments, state and federal government, and special districts, as appropriate.

## **Bicycle and Pedestrian Circulation**

**Goal 10B.4: Plan and implement improvements to existing street and trail facilities** that are presently suitable for pedestrians and bicycles and develop an expanded system of pedestrian and bicycle-friendly roads and trails for Loveland's future (see also Trails in GP6) .

**Objective 10B.4.1: Provide bicycle and pedestrian facilities** necessary or desirable to meet the future needs of the community.

**Objective 10B.4.2: Evaluate the established bicycles and pedestrian levels-of-service** to ensure that they meet the needs of the community.

**Objective 10B.4.3: Ensure that bicycle and pedestrian facilities are provided** in a timely, orderly, and cost effective manner.

**Objective 10B.4.4: Coordinate the provision of bicycle and pedestrian facilities** among various

government departments, and with other local governments, state and federal government, special districts, and the Thompson R2-J School District, as appropriate.

### **Freight Rail**

**Goal 10B.5: Coordinate planning of freight rail facilities** to serve the needs of the region while mitigating impacts on the Loveland community.

**Objective 10B.5.1: Create and adopt a freight rail plan section** of the Transportation Master Plan in future updates.

**Objective 10B.5.2: Take steps to ensure safety** at railroad crossings in Loveland.

**Objective 10B.5.3: Coordinate with the plans** of the North Front Range Metropolitan Planning Organization (NFRMPO), Colorado Department of Transportation (CDOT), and Boulder Northern Santa Fe (BNSF) railroad regarding the future of freight transit in Loveland.

### **Transportation Demand Management**

**Goal 10B.6: Plan and implement transportation demand management (TDM) programs** that seek to change travel behavior, encourage residents to recognize the impacts of driving alone, and encourage residents to choose alternative modes or means of travel.

**Objective 10B.6.1: Seek opportunities to reduce the proportion of trips** that are taken in single-occupancy vehicles.

### **Airport Area Plan**

### **Airport Area Plan**

**Guiding Principle 10C:** Formulate appropriate strategies and policies that ensure that the Fort Collins-Loveland Municipal Airport is developed and operated in a manner compatible with its surrounding land uses and community goals.

*Staff Note: The 1994 Airport Master Plan Update is currently in the process of being updated. The goals and objectives that result from that update will be added here when the new Airport Master Plan is adopted. The following is an anticipated outline of those goals.*

**Goal 10C.1: General**

**Goal 10C.2: Future Needs**

**Goal 10C.3: Future Development Guidelines**

**Goal 10C.4: Area Land Use Considerations**

**Goal 10C.5: Government Coordination**

**Community Facilities –  
General Government Facilities**

**Community Facilities – General  
Government Facilities**

**Guiding Principle 11A:** Ensure that the general government facilities necessary to support new development meet or exceed the level-of-service standards adopted by the City.

**General**

**Goal 11A.1: Review and periodically update the Facilities Master Plan.**

**Objective 11A.1.1: Update and adopt the Facilities Master Plan as appropriate.**

**Objective 11A.1.2: Explore additional planning opportunities for general government facilities.**

**Objective 11A.1.3: Continue to monitor the Capital Expansion Fee (CEF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the CEF calculations and collections as compared to other City CEF's.

**Objective 11A.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 11A.1.5: Have in place funding for depreciation programs** for equipment and facilities.

**General Government Facilities**

**Goal 11A.2: Provide general government facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 11A.2.1: Provide general government buildings** that are necessary or desirable to support the future land-use pattern of the community.

**Objective 11A.2.2: Establish levels-of-service** for general government buildings so they will meet the needs and requirements of the community.

**Objective 11A.2.3: Ensure general government buildings are provided in a timely, orderly and cost-effective manner**, including optimizing existing facilities as an alternative to building new facilities.

**Objective 11A.2.4: Coordinate with other governments and entities** on the provision of

government facilities that have multi-jurisdictional impact.

**Objective 11A.2.5: Maintain the Loveland Burial Park and Lakeside Cemetery** to serve the future needs of the community.

## Community Facilities - Water

## Community Facilities – Water

**Guiding Principle 11B:** Ensure that the community water facilities necessary to support new development meet or exceed the level-of-service standards adopted by the City.<sup>3</sup>

### General

**Goal 11B.1: Review and periodically update those planning documents related to water provision.**

**Objective 11B.1.1: Update and amend those planning documents related to water provision, as necessary.**

**Objective 11B.1.2: Explore additional planning opportunities related to water provision.**

**Objective 11B.1.3: Continue to monitor the System Impact Fee (SIF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the SIF calculations and collections as compared to other City fees.

**Objective 11B.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 11B.1.5: Have in place funding for depreciation programs** for equipment and facilities.

### Water Facilities

**Goal 11B.2: Provide water facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 11B.2.1: Provide water facilities** that are necessary or desirable to support the future land-use pattern of the community.

**Objective 11B.2.2: Establish levels-of-service** for water facilities so they will meet the needs and requirements of the community.

**Objective 11B.2.3: Ensure water facilities are provided** in a timely, orderly and cost-effective manner, including optimization of existing facilities as an alternative to building new facilities.

**Objective 11B.2.4: Coordinate with other governments and entities** on the provision of water facilities that have multi-jurisdictional impact.

### **Programs and Activities**

**Goal 11B.3: Ensure that the water system is designed**, constructed, and maintained at the lowest possible cost and a level of reliability is provided that is acceptable to customers, while complying with all applicable federal, state and local regulations.

**Objective 11B.3.1: Prevent the introduction of pollutants into the raw and treated water supply** that will interfere with operations and the ability to supply a clean, safe, and secure supply of treated water.

**Objective 11B.3.2: Plan for future growth** while at the same time maintaining the integrity of the existing aging infrastructure so reliability does not deteriorate.

**Objective 11B.3.3: Identify and implement** the actions that can be taken to reduce expenses so that the utility continues to be one of the lowest cost providers in the region.

**Objective 11B.3.4: Explore how improvements in technology** can be utilized to improve efficiencies and enhance water operations and maintenance programs.

**Objective 11B.3.5: Continue promoting conservation** of water supplies in order to ensure a lasting supply for the future.

### **Community Facilities - Power**

### **Community Facilities – Power**

**Guiding Principle 11C:** Ensure that the community power facilities necessary to support new development meet or exceed the level-of-service standards adopted by the City.<sup>3</sup>

### **General**

**Goal 11C.1: Review and periodically update those planning documents related to power provision.**

**Objective 11C.1.1: Update and adopt those planning documents related to power provision**, as necessary.

**Objective 11C.1.2: Explore additional planning opportunities** related to power provision.

**Objective 11C.1.3: Continue to monitor the System Impact Fee (SIF) program** to determine the appropriateness of when and how the fees are collected; the adequacy of the fees in covering capital costs; and the consistency of the SIF calculations and collections as compared to other City fees.

**Objective 11C.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 11C.1.5: Have in place funding for depreciation programs** for equipment and facilities.

## **Power Facilities**

**Goal 11C.2: Provide power facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 11C.2.1: Provide power facilities** that are necessary or desirable to support the future land-use pattern of the community.

**Objective 11C.2.2: Establish levels-of-service** for power facilities so they will meet the needs and requirements of the community.

**Objective 11C.2.3: Ensure power facilities are provided** in a timely, orderly and cost-effective manner, including optimizing existing facilities as an alternative to building new facilities.

**Objective 11C.2.4: Coordinate with other governments and entities** on the provision of power facilities that have multi-jurisdictional impact.

## **Programs and Activities**

**Goal 11C.3: Ensure that an electrical system is designed**, constructed, and maintained at the lowest possible cost and a level of reliability is provided that is acceptable to customers.

**Objective 11C.3.1: Identify and implement** the actions that can be taken to reduce expenses so that the utility can continue to be one of the lowest cost providers in the state.

**Objective 11C.3.2: Plan for future growth** while at the same time maintaining the integrity of the existing aging infrastructure so reliability does not deteriorate.

**Objective 11C.3.3: Explore how improvements in technology** can be utilized to enhance department operations and maintenance programs.

**Objective 11C.3.4: Promote energy conservation** by continuing to encourage the use of load management programs and evaluating the use of demand response programs.

**Objective 11C.3.5: Continue to inform the public** about the precautions that should be taken when they are around high voltage power lines by presenting our electrical safety demonstration program to schools and other public groups.

## Community Facilities - Wastewater

### **Community Facilities – Wastewater**

**Guiding Principle 11D:** Ensure that the community wastewater facilities necessary to support new development meet or exceed the level-of-service standards adopted by the City.<sup>3</sup>

#### **General**

**Goal 11D.1: Review and periodically update those planning documents related to wastewater services.**

**Objective 11D.1.1: Update and adopt those planning documents related to wastewater services, as necessary.**

**Objective 11D.1.2: Explore additional planning opportunities related to wastewater services.**

**Objective 11D.1.3: Continue to review and set of fees for the equitable distribution of costs resulting from the wastewater program.**

**Objective 11D.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 11D.1.5: Have in place funding for depreciation programs** for equipment and facilities.

#### **Wastewater Facilities**

**Goal 11D.2: Provide wastewater facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 11D.2.1: Provide wastewater facilities** that are necessary or desirable to support the future land use pattern of the community.

**Objective 11D.2.2: Establish levels-of-service** for wastewater so they will meet the needs and requirements of the community.

**Objective 11D.2.3: Ensure wastewater facilities are provided** in a timely, orderly and cost-effective manner, including optimizing existing facilities as an alternative to building new facilities.

**Objective 11D.2.4: Coordinate with other governments and entities** on the provision of wastewater facilities that have multi-jurisdictional impact.

#### **Programs and Activities**

**Goal 11D.3: Ensure that the wastewater system is**

**designed**, constructed, and maintained at the lowest possible cost and a level of reliability is provided that is acceptable to our customers, while complying with all applicable federal, state and local regulations.

**Objective 11D.3.1: Identify and implement** the actions that can be taken to reduce expenses so that the utility can continue to be one of the lowest cost providers in the region.

**Objective 11D.3.2: Plan for future growth** while at the same time maintaining the integrity of the existing aging infrastructure so reliability does not deteriorate.

**Objective 11D.3.3: Explore how improvements in technology** can be utilized to enhance our operations and maintenance programs.

**Objective 11D.3.4: Prevent the introduction of pollutants into the wastewater collection and treatment system** that may interfere with its operations.

## Community Facilities – Stormwater Utility

## Community Facilities – Stormwater Utility

**Guiding Principle 11E:** Ensure that the community stormwater utility facilities necessary to support new development meet or exceed the level-of-service standards adopted by the City.

### General

**Goal 11E.1: Review and periodically update the Master Drainage Plan.**

**Objective 11E.1.1: Update and adopt those planning documents related to stormwater services**, as necessary.

**Objective 11E.1.2: Explore additional planning opportunities** related to stormwater services.

**Objective 11E.1.3: Maintain a reasonable and equitable program to finance stormwater management capital projects and operation, maintenance and administrative activities.**

**Objective 11E.1.4: Explore ways to fund capital projects** outside of the resources available from Capital Expansion Fees, grants, donations, Enterprise funds, and dedicated revenue funds.

**Objective 11E.1.5: Have in place funding for depreciation programs** for equipment and facilities.

### Stormwater Facilities

**Goal 11E.2: Provide stormwater facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where

possible.

**Objective 11E.2.1: Provide stormwater facilities** that are necessary or desirable to support the future land-use pattern of the community.

**Objective 11E.2.2: Establish levels-of-service** for stormwater so they will meet the needs and requirements of the community.

**Objective 11E.2.3: Ensure stormwater facilities are provided** in a timely, orderly and cost-effective manner, including optimizing existing facilities as an alternative to building new facilities.

**Objective 11E.2.4: Coordinate with other governments and entities** on the provision of stormwater facilities that have multi-jurisdictional impact.

### **Programs and Activities**

**Goal 11E.3: Provide programs and activities** that lead to effective management of stormwater runoff in the community.

**Objective 11E.3.1: Minimize flood losses** and the inconvenience and damage resulting from uncontrolled and unplanned stormwater runoff.

**Objective 11E.3.2: Encourage and facilitate urban water resources management techniques**, including, without limitation, detention of stormwater, reduction of need to construct storm sewers, reduction of pollution and enhancement of the environment through best management practices and integrated management practices.

### **Community Facilities – Communications Technology**

### **Community Facilities – Communications Technology**

**Guiding Principle 11F:** Encourage community investment in the most advanced communications technologies available in an effort to stimulate economic development and meet the current and future needs of citizens, business, and government.

### **General**

**Goal 11F.1: Prepare, review and periodically update a Telecommunications Plan.**

**Objective 11F.1.1: Prepare and adopt a Communications Technology Plan** that contains the requisite goals, objectives, policies, and guidelines necessary to guide the city's future telecommunications initiatives.

**Objective 11F.1.2: Assess short- and long-term communications technology needs**, especially

regarding infrastructure and service technology, for the public and private sectors.

**Objective 11F.1.3: Map the location and determine the capacity of existing telecommunications infrastructure and services** within or potentially affecting the City's Growth Management Area.

## **Competitive Environment**

**Goal 11F.2: Seek to establish a competitive environment** in order to provide high-quality telecommunications services to the Loveland community.

**Objective 11F.2.1: Define the role of the City** in encouraging competition within the marketplace.

**Objective 11F.2.2: Establish a framework** for providing reasonable access to public rights-of-way and public structures and ensuring that the City receives fair and reasonable compensation for use of that access.

## **Infrastructure Investment**

**Goal 11F.3: Seek to create networks of physical and wireless telecommunications infrastructure** that meet the current and future needs of the community.

**Objective 11F.3.1: Ensure that investments in sustainable telecommunications infrastructure** are provided in a timely, orderly, and efficient, and secure manner that will minimize public inconvenience and disruption to expansion and new construction of facilities.

**Objective 11F.3.2: Work towards solving the "last mile"**<sup>1</sup> problem for small and medium-sized businesses and residences.

**Objective 11F.3.3: Ensure that wireless service facilities are compatible** with surrounding land uses and meet the purpose and intent of the personal wireless facilities ordinance, as may be amended.

## **Community Collaboration**

**Goal 11F.4: Collaborate with the community** in developing telecommunications services and promoting access to those services.

**Objective 11F.4.1: Collaborate with health care, education, economic development, business, and other government agencies**, including the library and emergency service providers, to formulate and implement a future telecommunications infrastructure strategy.

**Objective 11F.4.2: Increase access to information** technologies for all members of the community.

## **Growth Management and Intergovernmental Cooperation**

### **Growth Management and Intergovernmental Cooperation**

**Guiding Principle 12:** Encourage a pattern of compact and contiguous development that directs growth to where infrastructure capacity is available, or committed to be available in the future, and take into account the adopted plans of, and agreements with, adjacent local governments to the extent that they reflect extra-jurisdictional interests.

#### **General**

**Goal 12.1: Review and periodically update those plan documents** related to growth management and intergovernmental agreements.

**Objective 12.1.1: Review and periodically update the growth management component** of the Land Use Plan and related planning documents.

**Objective 12.1.2: Explore additional planning opportunities** for which intergovernmental agreements are necessary or desirable.

#### **Intergovernmental Agreements**

**Goal 12.2: Continue to implement** the Intergovernmental Agreement on Growth Management with Larimer County.

**Objective 12.2.1 Preserve the unique identities of communities in the Northern Colorado region** by establishing and maintaining buffers (separators) between Loveland and neighboring communities.

**Objective 12.2.2: Maintain and enhance areas of urban development** in a thoughtful and deliberate way through cooperation in land use and transportation planning, implementation of growth management policies, and the identification and preservation of open lands and natural areas.

**Objective 12.2.3: Concentrate urban development in areas** designated for such development.

#### **Growth Management**

**Goal 12.3: Coordinate growth with the provision of community facilities** and services within the Growth Management Area, and locate the city's growth within this boundary.

**Objective 12.3.1: Integrate the components of the Larimer County Master Plan**, including build-out and utility provision time-frame criteria, as applicable, with the location, distribution, and characteristics of future

land uses designated within the City's Growth Management Area.

**Objective 12.3.2: Continually monitor, and revise as necessary, the Growth Management Plan** to ensure that it is accomplishing the community's vision through managed growth while giving particular attention to the future community character, open space, financial, and natural resource aspects of the community.

**Objective 12.3.3: Provide appropriate areas within the GMA with a full range of urban-level services** within a 20-year time-frame by meeting the goals and objectives of Loveland's Growth Management Plan and associated Comprehensive Master Plan philosophies (policies) and principles.

**Objective 12.3.4: Maintain an intergovernmental agreement with Larimer County** that addresses the principles of Loveland's 1994 Comprehensive Master Plan, Larimer County Master Plan, and the growth management concerns of each jurisdiction.

**Objective 12.3.5: Engage in joint strategic planning efforts**, as appropriate, in identified Cooperative Planning Areas (CPA) with residents, landowners, adjoining municipalities, and Larimer County.

**Objective 12.3.6: Coordinate the review of development applications** within the Community Influence Areas (CIA) by maintaining a process where such applications are referred to the adjacent jurisdiction(s).

**Objective 12.3.7: Proactively annex all eligible areas**, including enclaves, within the Loveland Growth Management Area.

**Objective 12.3.8: Develop, and have Larimer County adopt, supplementary regulations** for the Loveland Growth Management Area, in order for the County to implement the Larimer County/City of Loveland Intergovernmental Agreement.

**Objective 12.3.9: Support Larimer County Government** in its effort to apply a Growth Management Area (GMA) Overlay Zoning District and supplementary regulations to the Loveland GMA.

**Vision Statement 5:** Loveland is a community that is a continuously developing partnership of citizens, business, health, and educational communities; with a stable and diverse economic base that offers ample employment and business opportunities to all.

## **Economic Development**

## **Economic Development**

**Guiding Principle 13:** Promote the adequate provision of employment opportunities in an effort to sustain the economic health of Loveland and the Northern Colorado region.

### **General**

**Goal 13.1:** Review and periodically update the City's Economic Development Plan and related documents.

**Objective 13.1.1:** Periodically review and amend, as appropriate, and adopt the City's Economic Development Plan.

**Objective 13.1.2:** Explore additional planning opportunities related to economic development.

### **Information and Analysis**

**Goal 13.2:** Gather, analyze, and disseminate the most comprehensive and current information on the community and regional economy.

**Objective 13.2.1:** Conduct a target and cluster industry study that assesses the needs of the community's workforce as a precursor to developing a comprehensive market study (for the purposes of promoting the community outside of its boundaries; developing the workforce; educating the public on the importance and activities of economic development; elevating the positive economic changes within the city and the region; and supporting local business achievements).

**Objective 13.2.2:** Collect information pertaining to industries, business changes, and economic trends by conducting an existing business study and by creating a business license process and program.

**Objective 13.2.3:** Recommend and implement a dynamic local economic impact analysis model as a means to determine the costs and benefits associated with a particular development project and/or program (such as the economic impact of the arts on the community).

**Objective 13.2.4:** Conduct a comparative analysis

of fees in competing communities to determine Loveland's competitive position so as to guard against pricing Loveland out of the market for quality development projects.

**Objective 13.2.5:** Provide the analysis necessary to promote an appropriate job-housing balance in the community.

### **Partnerships and Coordination**

**Goal 13.3:** Create, strengthen and maintain partnerships and collaboration among businesses, economic development organizations, the City, and other interested entities in order to facilitate networking and foster economic development.

**Objective 13.3.1:** Enhance business relationships by instituting innovative participatory programs (such as local business participation in government projects) and by holding special events (such as the Business Appreciation Luncheon) that would illustrate the City's commitment to, and support of, local business.

**Objective 13.3.2:** Coordinate economic-development related activities with the Loveland Center for Business Development (LCBD), the Northern Colorado Economic Development Corporation, the Loveland Chamber of Commerce and Visitor Center, the Downtown Loveland Association, and any other organizations and agencies as applicable.

### **Marketing and Attraction of Businesses**

**Goal 13.4:** Market the community to existing and potential businesses in order to attract industries and create new businesses that: a) fit with the community's future vision; b) increase well-paid primary job opportunities; and c) diversify the business base.

**Objective 13.4.1:** Prepare and implement a comprehensive marketing and retention plan, which would include the necessary promotional materials, such as a prospect packet, and retail project marketing strategies.

**Objective 13.4.2:** Formulate strategies for attracting large primary employers that satisfy the occupational needs of local residents.

### **Retention and Expansion of Businesses**

**Goal 13.5:** Retain and expand existing businesses by maintaining a positive business and entrepreneurial climate within the community, proactively supporting the development of local businesses, and strengthening any gaps related to business needs.

**Objective 13.5.1: Develop economic development programs** such as economic gardening, business and arts incubators, specialized business assistance (business liaison), and entrepreneurship training that foster economic opportunities for those engaged in “creative occupations.”<sup>2</sup>

**Objective 13.5.2: Work closely with the Larimer County Workforce Center** on expanding the Enterprise Zone program and other workforce development programs.

**Objective 13.5.3: Explore the potential of the use of innovative incentive programs** such as: an exemption of sales tax on machinery and equipment used in manufacturing; business incentive agreements; incentives for businesses to remain in the community; negotiated utility rates; and public-private partnerships and formulate strategies to remove economic barriers.

## **E-Government**

**Goal 13.6: Promote community planning initiatives such as communications technologies networks and E-Government programs** that give the community and region a competitive advantage.

**Objective 13.6.1: Assess short- and long-term telecommunications needs**, especially regarding infrastructure and service technologies, for the public and private sectors.

**Objective 13.6.2: Collaborate with health care, education, economic development, business, and other government agencies**, including the library and emergency service providers, to formulate and implement a future telecommunications infrastructure strategy.

**Objective 13.6.3: Formulate a comprehensive E-government plan** that incorporates strategies such as innovative website development and interactive Geographic Information Systems (GIS) to enable businesses and citizens to access and transact with government quickly and reliably.

## **Tourism**

**Goal 13.7: Formulate and implement a comprehensive tourism strategy** for Loveland.

**Objective 13.7.1: Prepare and adopt a Tourism Plan** component and integrate said plan component with the Economic Development Plan.

**Objective 13.7.2: Identify target markets and promote Loveland** as a tourist destination.

**Objective 13.7.3: Assess, develop, and take full advantage of Loveland's tourism resources and assets**, including its unique geography and close proximity to the Rocky Mountains.

**Objective 13.7.4: Explore various funding**

**mechanisms such as a lodging tax** to support the community's tourism marketing and promotional efforts.

**Objective 13.7.5: Incorporate and implement Cultural Heritage Tourism goals and strategies** identified in the Historic Preservation Plan into a Tourism Plan.

**Objective 13.7.6: Formulate and implement strategies** to develop high-quality hospitality and related industries including expanding existing resources such the Loveland Visitor Center and developing new venues like a convention center.

**Objective 13.7.7: Consider the impacts of tourism when preparing physical plans** so as to provide high-quality infrastructure that serves tourists well while minimizing impacts on residents.

**Objective 13.7.8: Link the community's tourism initiatives** with those on a regional and state level.

## **Education - General**

### **Education – General**

**Guiding Principle 14:** Foster a system of education that meets the needs of the entire community.

#### **General**

**Goal 14.1: Continue to seek opportunities for cooperation** among the City service providers, including the Loveland Public Library, and all public and private education providers.

**Objective 14.1.1: Continue to seek opportunities** for Thompson R2-J School District, Aims Community College, Front Range Community College, other education providers and partners, and the City to co-locate and share facilities at new and existing school sites.

**Objective 14.1.2: Continue cooperation on education programs** offered through the City, the school district, private education providers, and homeschool providers.

**Objective 14.1.3: Continue to promote partnerships** between the community's high schools and post-secondary education providers to create an interconnected learning community.

**Objective 14.1.4. Promote the adequate provision of high-quality, affordable childcare** by the community.

## **Elementary and Secondary Education**

## **Elementary and Secondary Education**

**Guiding Principle 14A:** Foster a system of elementary and secondary education that meets the needs of the entire community by teaching basic skills and creativity/critical thinking, by creating a sense of safety and belonging, and by facilitating the school-to-life transition.

### **Basic Skills**

**Goal 14A.1: Teach basic skills** with parent, staff, and community support.

**Objective 14A.1.1: Demonstrate appropriate growth in reading, writing, and mathematics** performance on the Colorado Student Assessment Program (CSAP) for all students.

**Objective 14A.1.2: Demonstrate proficiency on alternative assessments** beyond CSAP and become successful lifelong learners.

### **Creativity/Critical Thinking**

**Goal 14A.2: Teach creativity/critical thinking** with staff, parent, and community support.

**Objective 14A.2.1: Reach expected levels of performance** in problem solving on the CSAP; learn to think divergently and convergently; learn to identify problems; explore problem causes and develop problem solutions; and demonstrate progress in critical and creative thinking from level-to-level in all subject areas.

**Objective 14A.2.2: Fund arts, athletics and academics** to promote equal access for all students.

**Objective 14A.2.3: Provide educational options** that promote success for all students.

**Objective 14A.2.4: Promote the arts and arts education by maintaining partnerships** between Loveland's schools and the community.

**Objective 14A.2.5: Provide educational experiences** that promote environmental stewardship.

### **Safety and Sense of Belonging**

**Goal 14A.3: Create an educational environment that promotes safety and a sense of belonging**

**Objective 14A.3.1: Create an atmosphere where adults and students model high expectations** for positive behavior in all venues to enhance a sense of safety and belonging.

**Objective 14A.3.2: Provide educational support, including assistive technology, for the persons with disabilities.**

**Objective 14A.3.3: Develop educational programs and cultural supports that improve the educational attainment of minorities.**

**Objective 14A.3.4: Encourage the community to accept the responsibility for developing the means by which each child will arrive at school ready to learn.**

**Objective 14A.3.5: Identify the social conditions that affect education and take the necessary steps to respond to them.**

**Objective 14A.3.6: Develop ongoing channels of communication between youth and the Thompson R2-J District School Board.**

**Objective 14A.3.7: Capitalize on every child's innate desire to learn by ensuring success in early educational experience.**

### **School-to-Life Transition**

**Goal 14A.4: Facilitate school-to-life transition through school-to-life education programs.**

**Objective 14A.4.1: Guide and support students as they participate in community service projects at all levels by forging partnerships among staff, parents, and the community.**

**Objective 14A.4.2: Establish a school career interest pathway and prepare students for two- and four-year colleges/universities, other post-secondary experiences, and work, using technology for gathering, analyzing, managing, and reporting information effectively at all levels.**

**Objective 14A.4.3: Create a mentorship program to connect students to persons with special expertise.**

**Objective 14A.4.4: Facilitate more youth employment opportunities, including job shadow, apprenticeship, and on-site learning.**

**Objective 14A.4.5: Promote educators working with business by facilitating business education via a downtown liaison between the Thompson School District and the business community.**

**Objective 14A.4.6: Expand the range of vocational and career education opportunities provided by the public and private sector.**

**Objective 14A.4.7: Maintain flexibility in school programs to keep pace with local and global market needs.**

### **Educational Facilities**

**Goal 14A.5: Provide the elementary and secondary education community facilities desirable and**

necessary to support the existing and future land use patterns and the overall needs of the community.

**Objective 14A.5.1: Keep the Thompson R2-J Facilities Master Plan up-to-date.**

**Objective 14A.5.2: Alleviate imbalance in school enrollments** through larger-scale actions that remove the need for minor boundary and other changes each year.

**Objective 14A.5.3: Provide funding for long-term maintenance needs** of school district physical facilities.

**Objective 14A.5.4: Create and monitor educational facility specifications** for all schools.

**Objective 14A.5.5: Coordinate educational opportunities** among all public and private educational providers.

**Objective 14A.5.6: Consider neighborhood standards and character when planning school sites.**

**Objective 14A.5.7: Incorporate sustainable building standards**, such as Leadership in Energy and Environmental Design (LEEDS), when designing and/or retrofitting schools.

**Objective 14A.5.8: Promote safe walking routes to schools** by working with appropriate agencies.

**Objective 14A.5.9: Explore opportunities to co-locate and share facilities** with the City, other educational institutions, corporations and non-profit groups.

## **Post-Secondary and Continuing Education**

## **Post-Secondary and Continuing Education**

**Guiding Principle 14B:** Foster the development of post-secondary education opportunities that meet the academic, career technical, and lifelong education needs of the entire community.

### **General**

**Goal 14B.1: Facilitate the location of interested educational institutions** in Loveland and encourage access to that education by the citizens of Loveland.

**Objective 14B.1.1: Maintain on-going dialogue between the City and Loveland's community colleges** in order to facilitate expansion of Aims' downtown Loveland campus and Front Range Community College's facilities as needed to provide more programs offerings.

**Objective 14B.1.2: Promote cooperation between the City and post-secondary educational institutions** seeking to locate or expand their presence in Loveland.

**Objective 14B.1.3: Promote outreach programs** to non-traditional and disadvantaged students, at-risk youth, and non-native speakers of English to encourage their educational and career advancement.

### **Academic/Associate Degree Programs**

**Goal 14B.2: Maintain and foster a variety of associate degree program offerings** to meet the needs of the Loveland community.

**Objective 14B.2.1: Facilitate the provision of associate degree programs** through Aims and Front Range Community Colleges and other providers, as appropriate, to prepare students for transfer to four-year institutions or for career opportunities.

**Objective 14B.2.2: Expand the offering of approved classes** that meet the absolute state guarantee for transferability.

**Objective 14B.2.3: Promote ease of transfer through partnerships and articulation agreements** between the region's community colleges and four-year institutions.

### **Career and Technical Programs**

**Goal 14B.3: Maintain and foster post-secondary career and technical education opportunities** in Loveland that meet the needs of residents and employers.

**Objective 14B.3.1: Facilitate the provision of career and technical certificate programs** through Aims and Front Range Community Colleges and other providers, as appropriate, to meet the needs of the Loveland community.

**Objective 14B.3.2: Assess the needs of area residents and employers** for specific career and technical programs, including certificate programs, continuing education and specialized training.

**Objective 14B.3.3: Encourage cooperation between employers and education providers** to develop those career and technical education programs that meet the needs of local residents, employers, and industry clusters.

**Objective 14B.3.4: Offer educational programs that enhance entrepreneurial skills** within the Loveland community.

### **Lifelong Learning**

**Goal 14B.4: Maintain and foster community and lifelong learning opportunities** for the personal enrichment of Loveland's citizens.

**Objective 14B.4.1: Promote the offering of a wide variety of lifelong learning opportunities** in the arts, music, culture, sports, recreation, and other areas of

personal enrichment.

**Objective 14B.4.2: Promote the offering of a wide range of lifelong learning opportunities** in practical areas such as computer and financial literacy.

**Objective 14B.4.3: Promote programs that increase literacy** and prepare individuals to achieve high-school equivalency or an alternative high school diploma.

**Objective 14B.4.4: Support English as a Second Language (ESL) programs** that are made available at convenient times and locations to meet the needs of the community.

**Objective 14B.4.5: Encourage families to attend parenting classes** and participate in early childhood development activities and programs to help ensure that children are prepared to begin school.

**Objective 14B.4.6: Expand volunteer and mentorship opportunities and programs.**

### **Expanded Educational Opportunities**

**Goal 14B.5: Expand educational opportunities** to address gaps in the community's current education provision and meet future needs.

**Objective 14B.5.1: Expand the presence of career-oriented public and/or private educational institutions in Loveland**, as needed, including satellite and virtual campuses.

**Objective 14B.5.2: Expand the offerings of career-oriented degree programs** for working professionals.

**Objective 14B.5.3: Expand the offerings of career-oriented continuing education programs.**

**Objective 14B.5.4: Assess the need for undergraduate academic education opportunities** beyond the associate degree level, including specific four-year programs.

**Objective 14B.5.5: Assess the feasibility of a four-year fine arts college in Loveland.**

**Objective 14B.5.6: Assess the need for expanded education programs** in nursing and medical technologies.

### **Loveland Public Library**

### **Loveland Public Library**

***Guiding Principle 14C:*** Provide adequate library facilities and services that serve as the information center of the community, are accessible and active in outreach to people of all ages and backgrounds, and provide a diverse collection of resources and services that informs, educates, entertains, culturally enriches, bridges the past to the future, and connects one

community resource with another.

## **General**

**Goal 14C.1: Keep the Loveland Public Library Master Plan current.**

**Objective 14C.1.1: Update, amend, and adopt the Public Library Master Plan.**

**Objective 14C.1.2: Explore additional planning opportunities to achieve library goals.**

**Objective 14C.1.3: Explore the creation of a special district or other means to provide stable funding for the library.**

**Objective 14C.1.4: Develop adequate service level criteria as the city grows and undergoes demographic changes.**

## **Library Facilities**

**Goal 14C.2: Provide library facilities** in a timely and cost-effective manner to meet the needs of the community in accordance with established levels-of-service and in coordination with other entities, where possible.

**Objective 14C.2.1: Provide library facilities** necessary or desirable to meet the future needs of the community.

**Objective 14C.2.2: Evaluate the established facilities levels-of-service** to ensure that they meet the needs of the community.

**Objective 14C.2.3: Ensure that library facilities are provided** in a timely, orderly, and cost-effective manner.

**Objective 14C.2.4: Coordinate the provision of library facilities** with other local governments, special districts, and the Thompson R2-J School District as appropriate.

## **Programs and Activities**

**Goal 14C.3: Provide a diverse collection of resources, services, and activities** that inform, educate, entertain, culturally enrich, bridge the past to the future, and connect one community resource with another.

**Objective 14C.3.1: Continue to acquire, maintain, and make accessible a high-quality collection of library materials** in a variety of forms for persons of all ages and diverse backgrounds.

**Objective 14C.3.2: Strive to provide convenient and ready access** to timely and accurate information

needed for decision-making.

**Objective 14C.3.3: Continue to promote literacy, reading, and lifelong learning** as well as access to information technology.

**Objective 14C.3.4: Continue to appeal to and serve all ages** and provide family-oriented programs at convenient hours.

**Objective 14C.3.5: Enhance marketing of the library and its programs**, especially to newcomers to Loveland.

**Objective 14C.3.6: Provide convenient hours of operation** for all ages and groups.

**Objective 14C.3.7: Maintain outreach programs and services** for diverse populations, including the home-bound.

**Objective 14C.3.8: Provide assistive technology resources and support** to persons with disabilities.

## **Implementation Program**

## **Implementation Program**

***Guiding Principle 15:*** Recognize that all levels of government, along with the nonprofit and private sectors, play an important role in creating and implementing those policies and practices that support the responsible growth and development of the community.

### **General Plan Implementation**

**Goal 15.1: Achieve the goals and objectives, policies, and programs established in the Comprehensive Master Plan** through both a short- and long-range program of implementation of specific public and private actions.

**Objective 15.1.1: Include a Program of Implementation section in the General Plan Element** that describes all public and private implementation tools available, or potentially available, to the community and how they are applied.

**Objective 15.1.2: Include an Implementation Schedule in the General Plan Element** that sets forth the responsibilities, costs, resources, and timeframes to accomplish the objectives contained in the Comprehensive Master Plan.

**Objective 15.1.3: Ensure that all public implementation tools (codes, regulations, programs, etc.) and development-related processes are constantly monitored for their effectiveness** and revised as necessary.

## **Plan Element Implementation**

**Goal 15.2:** Ensure that each element of the Comprehensive Master Plan (the Plan) is consistent with the guiding principles, goals and objectives established in the General Plan; is updated in a timely fashion; is formally adopted in accordance with the City's approved adoption and amendment procedures; and contains an implementation schedule of actions to be taken.

**Objective 15.2.1:** Recommend that all plan elements (except those noted as exceptions in the Plan) **be adopted by the City Council** in accordance with the approved amendment process.

**Objective 15.2.2:** Ensure that individual plan element purpose statements, goals, objectives, strategies, policies and programs are consistent with those in the General Plan.

**Objective 15.2.3:** Establish a consistent organizational framework for all adopted plan element documents, including purpose statements, goals, objectives, strategies, policies and programs and apply this framework when such plan elements are substantively amended.

**Objective 15.2.4:** Establish a consistent implementation schedule framework for all adopted plan element documents and apply this framework when such plan elements are substantively amended.

## **Community Indicators**

**Goal 15.3:** Develop a core set of community indicators for the purpose of assessing the community's progress toward achieving the goals and objective contained in the Comprehensive Master Plan.

**Objective 15.3.1:** Enhance the City's data gathering and evaluation capabilities through participation in the Larimer County COMPASS program.

**Objective 15.3.2:** Monitor community quality of life and community indicators using the City's annual community survey instrument and individual surveys conducted by departments, boards, commissions, and other agencies.

**Objective 15.3.3:** Establish a benchmark system for monitoring progress toward the goals and objectives contained in the General Plan.

**Vision Statement 6: Loveland is a community that encourages active public involvement and is responsive to the health and human services needs of its citizens.**

## **Community Health Planning**

**Guiding Principle 16:** Ensure that Loveland is a healthy community whose citizens live a healthy lifestyle, are well-informed about health issues, and have access to preventive, medical, and mental health programs and services.

### **Active and Safe Living**

**Goal 16.1: Encourage all citizens to lead an active and safe lifestyle** by incorporating active and safe living concepts into land use, transportation, community facilities, and parks and recreation policies, guidelines, codes and regulations.

**Objective 16.1.1: Integrate active living concepts and pedestrian safety into transportation planning** by implementing the pedestrian and bicycle components of the Transportation Master Plan and related policies found in other documents.

**Objective 16.1.2: Continue to consider active living and pedestrian safety** in land use planning and community design decisions.

**Objective 16.1.3: Integrate active living concepts and pedestrian safety** into the access to, design, and siting of community facilities, including school sites.

**Objective 16.1.4: Continue to develop programs and activities** that promote active living and enhance pedestrian and bicycle safety.

### **Community Health Provision**

**Goal 16.2: Support the ability of all Loveland citizens to have access to the necessary healthcare resources** that will enable them to achieve the maximum level of wellness in the physical, emotional, spiritual, mental, and social aspects of their lives.

**Objective 16.2.1: Include healthcare providers and interested parties in partnerships** to identify health care gaps and plan to achieve optimum community health.

**Objective 16.2.2: Develop and monitor appropriate health care indicators** to identify gaps in the community's healthcare provision.

**Objective 16.2.3: Support efforts to provide basic physical and mental health care access** to the

uninsured and underinsured by non-profit, community, and other governmental organizations.

**Objective 16.2.4: Ensure that people with ongoing physical/mental health issues or disabilities and their support systems have resources to achieve optimal quality of life.**

### **Health Care Facilities – Acute Care**

**Goal 16.3: Facilitate the provision of high-quality, technologically advanced health care by Loveland's acute care health providers.**

**Objective 16.3.1: Consider the future needs of healthcare providers in city planning decisions.**

**Objective 16.3.2: Facilitate the provision of all needed services and technologies by Loveland's healthcare providers.**

### **Programs and Activities**

**Goal 16.4: Continue to create and implement innovative preventive health and wellness programs.**

**Objective 16.4.1: Create and support innovative preventive healthcare and wellness programs and partnerships** that target health promotion, prevention, education, safety, wellness, and disease management for all ages and communities.

**Objective 16.4.2: Provide education and intervention** to prevent and reduce abuse, domestic violence, and rape.

**Objective 16.4.3: Educate the community** on issues of teen sexuality and pregnancy.

## **Human Services Planning**

### **Human Services Planning**

**Guiding Principle 17:** Provide the needed network of human services and outreach to ensure that all citizens, including special populations, can achieve their full potential and be self-sufficient.

### **General**

**Goal 17.1: Review and periodically update those planning documents related to Human Services.**

**Objective 17.1.1: Update and adopt the Community Development Block Grant (CDBG) Consolidated Plan as appropriate.**

**Objective 17.2.2: Explore opportunities to prepare a Human Services Plan.**

## **Grant Programs**

**Goal 17.2: Promote community well-being, enhance stability, create a sense of belonging, provide crisis prevention, and lead to self-sufficiency** through an organized system of partnerships with not-for-profit and faith-based human services providers supported by the City's grant programs.

**Objective 17.2.1: Use the Human Services Commission (HSC) Grant Program to financially support services** such as the immediate need for food, shelter, and physical and mental health, and the provision of services that prevent crisis, assist in sustaining independent living, and promote a reasonable quality of life.

**Objective 17.2.2: Use the HSC Grant Program to support services** that value diversity, foster self-sufficiency and self-esteem, treat people with dignity, build self-respect, address issues of safety, and allow people to live free of fear.

**Objective 17.2.3: Use Community Development Block Grant (CDBG) funds** to meet the stated goals of the Consolidated Plan.

**Objective 17.2.4: Evaluate and seek to meet the current and future needs** of the community through continued public, private and non-profit human services activities.

**Objective 17.2.5: Strengthen and build social competencies of children, families and the community** so that families and individuals are able to thrive, have enough resources to attain food and clothing, and achieve the highest level of self-sufficiency they can.

**Objective 17.2.6: Participate in a network of human service providers** for the purpose of sharing information, delivering, and monitoring human services/resources, and identifying emerging or unmet needs.

## **Community Belonging**

**Goal 17.3: Promote a sense of safety and belonging** for all sectors of Loveland's community, particularly those limited or marginalized by age; by economic disadvantage or mental or physical health disabilities; by citizenship status, by gender and sexual orientation; or by cultural, educational or language barriers.

**Objective 17.3.1: Ensure that human services reach diverse populations** through continuing outreach, including efforts to reach "hidden" or less visible populations.

**Objective 17.3.2: Identify barriers to full participation in the community** and access to

amenities and services, including public transportation which makes access possible.

**Objective 17.3.3: Raise awareness of barriers and develop innovative strategies to promote inclusion** by working with service and amenity providers.

**Objective 17.3.4: Promote community integrity and strength** by opposing all forms of illegal discrimination and all expressions of disrespect, bias, or hatred based on an individual's or group's racial, ethnic, religious, or gender identity, or age.

## **Homelessness**

**Goal 17.4: Provide homeless Loveland residents with a seamless system of support to achieve self-sufficiency.**

**Objective 17.4.1: Develop and adopt a continuum of care plan for the homeless.**

**Objective 17.4.2: Plan and develop facilities for all ages to provide emergency shelter, safehouse shelter, day shelter, and transitional housing along with appropriate services and support.**

**Objective 17.4.3: Encourage the building of very low income housing** based on 30% of Area Median Income (AMI) or below.

## **Community Awareness and Involvement**

**Goal 17.5: Educate the community-at-large** of the acute and chronic needs which can afflict people of all ages and limit their ability to live independently, to attain self-respect and self-sufficiency, and to fully participate and contribute to community life.

**Objective 17.5.1: Ensure that the public is aware of human service needs**, is involved in problem-solving, and knows how to give or receive help.

**Objective 17.5.2: Develop relationships and establish communication with community groups** to build and maintain awareness of emerging needs and developing risks to full community membership and participation.

## **Public Participation**

## **Public Participation**

**Guiding Principle 18:** Engage, empower, inform, and educate citizens through meaningful public participation processes that encourage community and stakeholder collaboration in the decision-making process.

## **General**

**Goal 18.1: Keep the Public Participation Plan current.**

**Objective 18.1.1: Adopt, update, and amend the Public Participation Plan and related Public Participation Toolkit as needed.**

**Objective 18.1.2: Continue to use the Public Participation Plan to inform public participation activities of individual departments.**

**Objective 18.1.3: Explore additional planning opportunities related to public participation.**

## **Community Engagement**

**Goal 18.2: Engage the public in active participation in planning-related initiatives.**

**Objective 18.2.1: Provide effective information to the public in a proactive, timely, clear, concise, visually appealing, and jargon- and acronym-free manner.**

**Objective 18.2.2: Involve a wide cross-section of the community through outreach efforts.**

**Objective 18.2.3: Involve citizens in all phases of the planning and/or plan update process so that they have a chance to give meaningful and informed input.**

**Objective 18.3.4: Seek opportunities for staff to join decision-makers when they formally engage the public in two-way communication.**

**Objective 18.3.5: Involve neighborhoods in planning-related initiatives.**

## **Community Empowerment**

**Goal 18.3: Empower the public (individuals, institutions, and organizations) to form partnerships with government and take the lead in solving problems.**

**Objective 18.3.1: Continue to foster leadership in the community by actively promoting Leadership Loveland activities and programs.**

**Objective 18.3.2: Use public participation to encourage volunteerism and community partnership for developing solutions to challenges in the community.**

**Objective 18.3.3: Strive to increase the diversity of Lovelanders engaged in leadership so that diverse populations in the community are accurately represented.**

**Objective 18.3.4: Affirm the rights of Loveland residents and visitors to be free of illegal acts of bias, discrimination and hatred with the adoption of a Human Rights Ordinance.**

**Objective 18.3.5: Form a Human Rights Office and**

hire sufficient support staff in order to promote open, effective communication between all segments of the community; support cultural activities which affirm the diverse heritage of our community; develop dialogue as a resource to address community relations problems as they arise; and affirm the essential rights of all community members to be free from bias.

### **Community Awareness and Understanding**

**Goal 18.4: Inform and educate** the community on relevant issues and government activities affecting the community.

**Objective 18.4.1: Encourage city departments to prepare annual reports** that document development and/or planning-related activities.

**Objective 18.4.2: Engage in on-going education activities** so that City employees serve as information ambassadors to the community.

### **Public Participation Tools**

**Goal 18.5: Maximize the use of those tools** that allow for two-way communication between the public and city government.

**Objective 18.5.1: Expand and maintain city contact lists.**

**Objective 18.5.2: Use community surveys** for citizen input and to monitor community indicators

**Objective 18.5.3: Improve the quality and quantity** of the current level of information services provided on Channel 16.

**Objective 18.5.4: Evaluate all the information mediums** in terms of potential audience and cost per thousand in that audience to assist with choices on frequency of medium use and resource allocation.

**Objective 18.5.5: Develop a matrix of population demographics** to increase the City's understanding of the community audience and types of news that might be important to those audiences.

**End Notes**

1. Last mile problem: In a telecommunications context, the last mile problem is defined as the inconvenience and lack of ease in getting broad bandwidth within the "last mile" of a home or business on the information highway.
2. Creative occupations: Based on his book *The Rise of the Creative Class and How It's Transforming Work, Leisure, and Everyday Life*, Richard Florida and others have chronicled the emergence of a new socio-economic and demographic group and class of occupations that he and others claim has become the principal driver of economic productivity, affluence, and ingenuity in contemporary society.
3. The guiding principles, goals, and objectives reflected in this framework apply only to the City of Loveland Water and Power Department and may not apply to other utilities that provide, or may provide in the future, water, power, and wastewater services to customers within the Loveland Growth Management Area.



## ***General Plan Appendix A: Compilation of Strategies***

This appendix documents citizen and steering committee input that did not reach the objective level in the General Plan hierarchy. These “strategies” have been documented below where it was determined that such a strategy or policy:

- should be considered for future use in a plan element/component that is not currently in place;
- was too discrete to be included as an objective; and/or
- would likely be implemented well beyond the General Plan’s 10-year horizon.

The numbering system used below mirrors the one used in the organizational framework so that the strategies can be aligned with their respective guiding principles, goals, and objectives in future area and functional plan documents or updates.

### **Community Design**

**Strategy 1.1.2.1:** **Ensure that new commercial developments** at the neighborhood, community, and regional level are appropriately scaled and well-designed.

**Strategy 1.1.2.2:** **Recognize and control light pollution.**

**Strategy 1.1.2.3:** **Incorporate appropriate Crime Prevention through Environmental Design (CPTED) concepts** in current or future implementation tools including the building code, housing code, facilities plan, residential and commercial design elements, and zoning codes.

**Strategy 1.2.1.1:** **Create identifiable neighborhoods** through the use of visual cues and by managing densities through zoning techniques or design guidelines.

**Strategy 1.2.1.2:** **Include gathering places** such as open space, pocket parks, small business, or other amenities within neighborhoods or groups of neighborhoods.

### **Housing**

**Strategy 2.2.1.1:** **Develop an integrated program** of pre-qualification and homeownership assistance.

**Strategy 2.2.1.2:** **Consider the use of regulatory approaches** to meet identified housing needs.

**Strategy 2.2.1.3:** **Maintain, assess, and enhance incentives** for the creation of qualified affordable for-sale housing.

**Strategy 2.2.1.4:** **Continue to monitor and remove regulatory barriers**, where possible, that serve to restrict the production of for-sale housing, including affordable housing.

**Strategy 2.2.1.5:** **Educate developers about incentives and best practices** for affordable for-sale housing.

**Strategy 2.2.2.1:** **Assess capital expansion and other fees** to create incentives for affordable housing and/or establish a more equitable distribution of fees.

**Strategy 2.2.2.2:** **Establish dedicated funding sources** for the Affordable Housing Fund in order to meet identified housing needs.

**Strategy 2.2.2.3:** **Maintain, assess, and enhance incentives** for the creation of qualified affordable rental housing.

**Strategy 2.2.2.4:** **Continue to monitor and remove regulatory barriers**, where possible, that serve to restrict the production of rental housing, including affordable housing.

**Strategy 2.2.2.5: Educate developers about incentives and best practices** for affordable rental housing.

**Strategy 2.2.2.6: Support the provision of a seamless system of support for homeless residents** by coordinating between City housing policies and service providers.

## **Redevelopment and Area Planning**

**Strategy 3.3.1.1: Obtain Main Street Status for the Downtown** as more specifically outlined in the Historic Preservation Plan.

**Strategy 3.3.1.2: Expand the geographical area of the Downtown Urban Renewal Area**, as appropriate, based on an analysis on existing conditions relative to blight.

**Strategy 3.3.1.3: Explore the creation of a plan** for Downtown special events and street festivals.

**Strategy 3.3.1.4: Utilize the unique art identity and history of Loveland** in creating a downtown image.

**Strategy 3.3.1.5: Seek planning opportunities** to connect the Downtown to the Big Thompson River.

**Strategy 3.3.1.6: Facilitate the continued location of human service providers in the Downtown** and encourage co-location and the upgrading of their facilities as the Downtown redevelops.

**Strategy 3.3.1.7: Finalize the Old Fairgrounds Area Plan** once the Big Thompson River Floodplain study is complete.

**Strategy 3.3.2.1: Assess the feasibility of expanding the boundaries of the US 34 Corridor Plan** to the extent of the boundaries of the Loveland Growth Management Area to ensure that a high level of visual quality is preserved.

**Strategy 3.3.2.2: Formalize the recommendations contained in the Major Arterial Corridor Design Guidelines** document through development standards and regulations.

**Strategy 3.3.2.3: Prepare and/or amend individual corridor plans** for US 287, CO 402, and Hwy 34 west in accordance with the needs assessment.

**Strategy 3.3.2.4: Seek opportunities for turning arterial roadways (such as US 402) into tree-lined boulevards** through corridor planning and/or partnership with CDOT.

**Strategy 3.3.3.1: Update A Plan for the Region between Fort Collins and Loveland** as needed to continue to provide a land use plan and implementation strategies that maintain geographic and visual separation between the two communities.

**Strategy 3.3.3.2: Identify other opportunities to plan community separators** that provide visual and geographic separation between Loveland and neighboring communities.

**Strategy 3.3.4.1: Engage citizens in local government planning and decision-making** that affect the development of their neighborhood.

**Strategy 3.3.4.2: State neighborhood issues, problems, opportunities, and priorities** that arise from the process of preparing the neighborhood plan(s).

**Strategy 3.3.4.3: Create and implement a neighborhood enhancement program** committing city and private financial resources to carry out neighborhood proposals and programs, especially capital projects.

**Strategy 3.3.4.4: Adopt those planning tools** which carry out the proposals contained in neighborhood plans.

**Strategy 3.3.4.5: Develop programs aimed at community beautification**, including volunteer cleanups, incorporation of public art into public places, and identification of public and private opportunities for landscaping.

**Strategy 3.3.4.6: Identify opportunities to create fully-accessible pedestrian networks**, including sidewalks, trails, pedestrian pass-through connections, and safe street crossings in existing neighborhoods.

**Strategy 3.3.5.1: Concentrate land uses of appropriate intensity and density** in the area of transit station(s) and along transit routes that will generate transit ridership in peak and off-peak periods.

**Strategy 3.3.5.2: Encourage a mix of uses** within the area of transit station(s) and along major transit routes at a scale, intensity, and density that will produce a high level of pedestrian activity and reduce dependence on the automobile.

**Strategy 3.3.5.3: Enhance the physical and aesthetic quality of the area** surrounding the transit station(s), with specific attention given to the needs of pedestrian and transit users.

**Strategy 3.3.5.4: Provide for increased and improved pedestrian circulation** in the area of transit station(s) that encourage walking and bicycling as alternative forms of transit station access.

**Strategy 3.3.5.5: Improve the ability of passengers to transfer** easily between transportation modes.

**Strategy 3.3.5.6: Encourage parking location and design** that provide shared or joint-use facilities.

**Strategy 3.3.5.7 Provide appropriate information** to transit users to orient them quickly to areas surrounding the transit station(s) or stop(s) and to advise them about the location and times of transit services.

## **Parks and Recreation**

**Strategy 6.3.1.1: Plan and create a secondary system** of fully accessible soft-surface trails that link with partnership trails as trail corridors, resources, and priorities permit.

**Strategy 6.3.1.2: Ensure that the Loveland trail system** encircles the City, provides convenient access to many neighborhoods (residents), and connects recreational resources and areas of interest in the City and surrounding area.

**Strategy 6.5.1.1: Ensure that the golf program is financially self-sustaining** through user fees and other golf revenues. Confine long-term borrowing to major capital improvements, but do not overburden future users.

**Strategy 6.5.1.2: Assess the need for new golf course(s)**, and if needed, facilitate the creation of new courses in accordance with the zoning ordinance and the recommendations of the Land Use Plan.

**Strategy 6.5.5.1: Make golf affordable and accessible** to the community, especially for youth and seniors.

## **Cultural Services**

**Strategy 7.2.2.1: Assess the need to expand existing performing arts facilities** (e.g., Rialto Theater.)

**Strategy 7.2.2.2: Assess the need to expand existing cultural and visual arts facilities** (e.g. Museum/Gallery).

**Strategy 7.2.2.3: Assess the need to add other cultural institutions** (e.g., science museum, arts center/performing arts center, children's museum, archaeology museum).

**Strategy 7.2.2.4: Assess the feasibility of a 5<sup>th</sup> street pedestrian plaza.**

**Strategy 7.3.1.1: Ensure that Loveland continues to be respected for open and generous presentation of, participation in, and support of the visual and performing arts** through the

Loveland Museum/Gallery, the Rialto Theater, the Art in Public Places Program, and the public/private partnerships with Loveland High Plains Arts Council and Loveland Sculpture Guild.

**Strategy 7.3.1.2: Continue to assess the arts' contribution to Loveland's economy** and examine ways to promote the arts as an economic development strategy.

**Strategy 7.3.1.3: Identify ways to market Loveland's cultural activities**, to build audiences and encourage tourism visits.

**Strategy 7.3.1.4: Encourage the continuation of existing celebrations, festivals and community events** that tie citizens to our history and community.

**Strategy 7.3.1.5: Develop culturally diverse celebrations, festivals and community events** that draw the entire community, and celebrate Loveland's diversity through the visual and performing arts.

**Strategy 7.3.1.6: Continue to promote volunteerism and public involvement** in support of the arts.

**Strategy 7.3.1.7: Continue to develop partnerships** with other community organizations in order to be responsive to new events that tie citizens to their history and community.

**Strategy 7.3.2.1: Assess the feasibility of a secondary and/or post-secondary fine arts school** in Loveland.

**Strategy 7.3.2.2: Promote arts education and hands-on learning opportunities** by maintaining and expanding partnerships between local and regional education providers, cultural institutions and the arts community.

**Strategy 7.3.2.3: Educate the community through the Museum's collection** and preservation of Loveland's material culture.

**Strategy 7.3.2.4: Promote educational programming** by working with local and regional historical entities (such as the Loveland Historical Society, the Loveland Historic Preservation Commission, and the Archaeology Society).

## **Fire and Rescue**

**Strategy 8B.2.1.1: Ensure that all fire stations are strategically located** so as to maintain response times in accordance with criteria established in the Plan and ensure the construction of new fire stations when development occurs outside of the established response time area.

**Strategy 8B.3.5.1: Review the appropriateness of implementing a residential sprinkler system program.**

## **Emergency Medical Services (EMS)**

**Strategy 8C.2.2.1: Locate future stations in all geographic areas so as to maintain a 6-8 minute response time.**

## **Land Use and Environment**

**Strategy 9.1.3.1: Inventory the supply of buildable lands** within the City and its adopted Growth Management Area on a regular basis to determine its adequacy.

**Strategy 9.1.3.2: Evaluate the impact of City goals and policies** on the price, supply, and demand for buildable land.

**Strategy 9.1.3.3: Propose changes, as necessary, to the Land Use Plan Map to ensure the supply of buildable land meets projected needs** for residential, commercial, and industrial development, and supporting public and community facilities within the City and its Growth Management Area.

**Strategy 9.1.4.1: Assess the costs and benefits** of building new community facilities and/or retrofitting existing facilities in accordance with standards for sustainable building.

**Strategy 9.1.4.2: Continue to reduce or eliminate the purchase of non-recyclable/reusable materials** and adopt or continue procurement policies that give priority to recycled materials.

**Strategy 9.1.4.3: Develop public education, interest, and action** in conservation, and improve public access to environmental information.

**Strategy 9.1.4.4: Maintain and enhance recycling programs**, including programs for construction waste, green waste composting, hazardous waste collection, community large item disposal and continue to increase the amount of Loveland's waste which is recycled in an economically viable manner, all in an effort to extend the life of the Larimer County Landfill.

**Strategy 9.1.4.5: Partner with private sector environmental firms** to reuse and/or convert green waste materials into valuable soil amendments and landscape mulches.

**Strategy 9.1.4.6: Encourage energy efficiency and the use of renewable energy** include passive solar in the building and/or retrofitting of offices and homes for

**Strategy 9.1.4.7: Develop conservation education programs** for builders and developers.

**Strategy 9.1.4.8: Review all new policies and programs** for their environmental impact.

**Strategy 9.1.4.9: Encourage local businesses to incorporate environmentally sound practices** into their businesses, and recognize businesses that do so.

**Strategy 9.1.4.10: Continue to promote water conservation** through implementation of the Water Conservation Plan and related activities.

**Strategy 9.1.4.11: Assess the need for a centralized city position**, commission and/or task force that focuses on conservation issues.

## **Local Transportation**

**Strategy 10B.6.1.1: Continue to participate in regional SMARTTrips™ programs** such as vanpool and carpool programs.

**Strategy 10B.6.1.2: Engage in coordinated regional transportation demand management (TDM) marketing and education campaigns.**

**Strategy 10B.6.1.3: Encourage and support voluntary employer-based transportation demand management (TDM) programs.**

**Strategy 10B.6.1.4: Encourage local development of bicycle and pedestrian facilities and TDM-friendly land use planning.**

**Strategy 10B.6.1.5: Encourage regional transit service improvements** and regional subsidies for transit and ridesharing.

## **General Government Facilities**

**Strategy 11A.2.5.1: Establish City cost recovery goals and requirements** that recover a portion of cemetery operating costs without jeopardizing recommended service levels (maintenance and perpetual care).

**Strategy 11A.2.5.2: Explore, identify and implement options** to extend the service (useful) life of the Loveland Cemetery.

## **Library**

**Strategy 14C.2.1.1: Expand the Loveland Public Library space** according to the Public Library Master Plan and Facilities Master Plan.

**Strategy 14C.2.1.2: Upgrade the library computer system** as needed.

### **Community Health Planning**

**Strategy 16.1.1.1:** **Assess pedestrian and bicycle safety** and make specific improvements to unsafe areas.

**Strategy 16.1.1.2:** **Seek new funding sources** for capital improvements that promote active living and pedestrian safety.

**Strategy 16.1.1.3:** **Provide safe and convenient pedestrian access** to all transit stops, using the concept of “pedestrian sheds” to assess pedestrian access.

**Strategy 16.1.2.1:** **Incorporate fully accessible and unobstructed pedestrian ways into planning for residential neighborhoods and commercial developments**, using the concept of “pedestrian sheds” to assess pedestrian access.

**Strategy 16.1.2.2:** **Accommodate persons with disabilities and citizens of all ages** through appropriate design of traffic crossing signals and pedestrian facilities.

**Strategy 16.1.3.1:** **Incorporate fully accessible and unobstructed pedestrian ways** into school facilities planning through cooperation between the Thompson R2-J School District and the City.

**Strategy 16.1.3.2:** **Promote safe walking routes to schools** by working with appropriate agencies, including the Thompson R2-J School Board.

**Strategy 16.1.3.3.: Provide persons with disabilities easy and unobstructed access** to sidewalks, crosswalks, parking lots, streets, parks, restrooms, and other public and private facilities.

