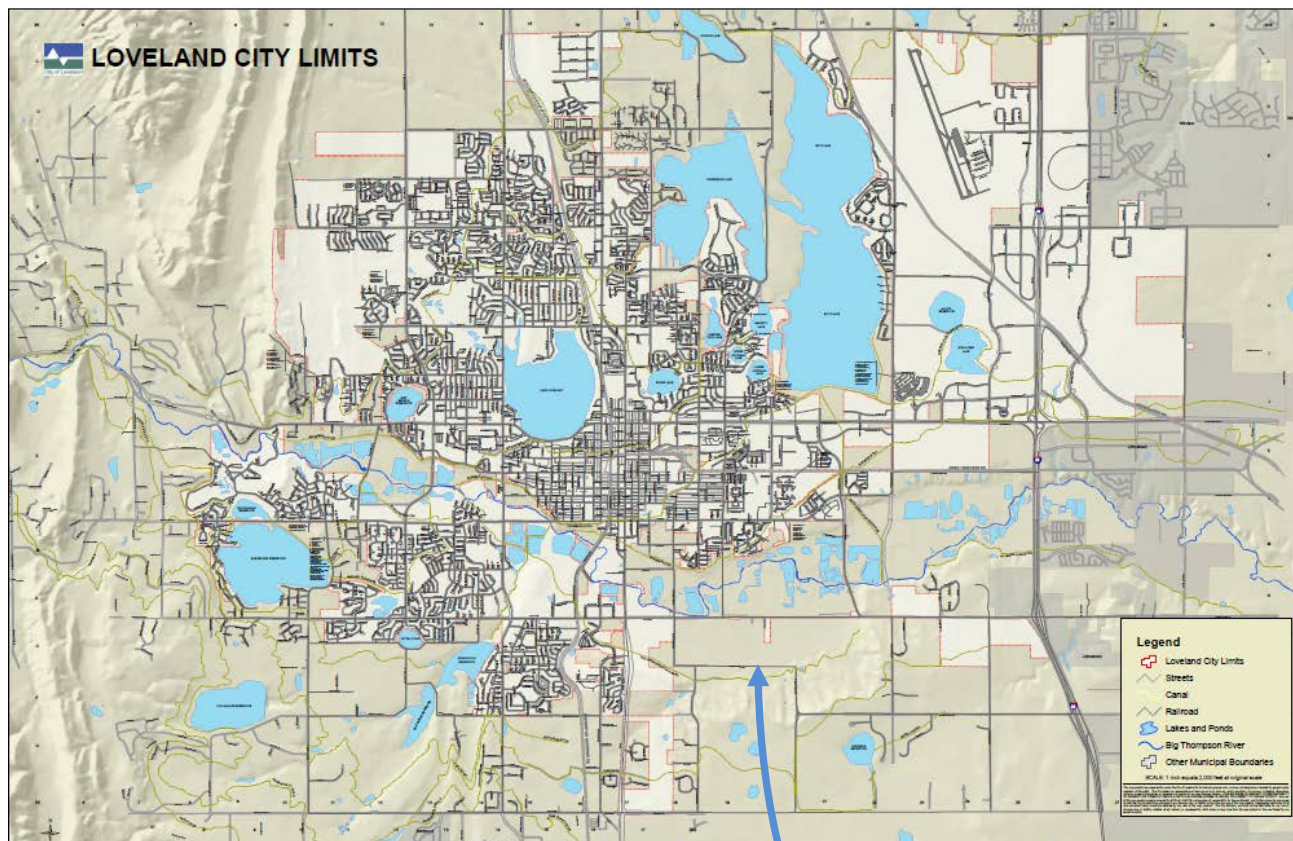


## Columbine



# Introduction

# City of Loveland, Colorado

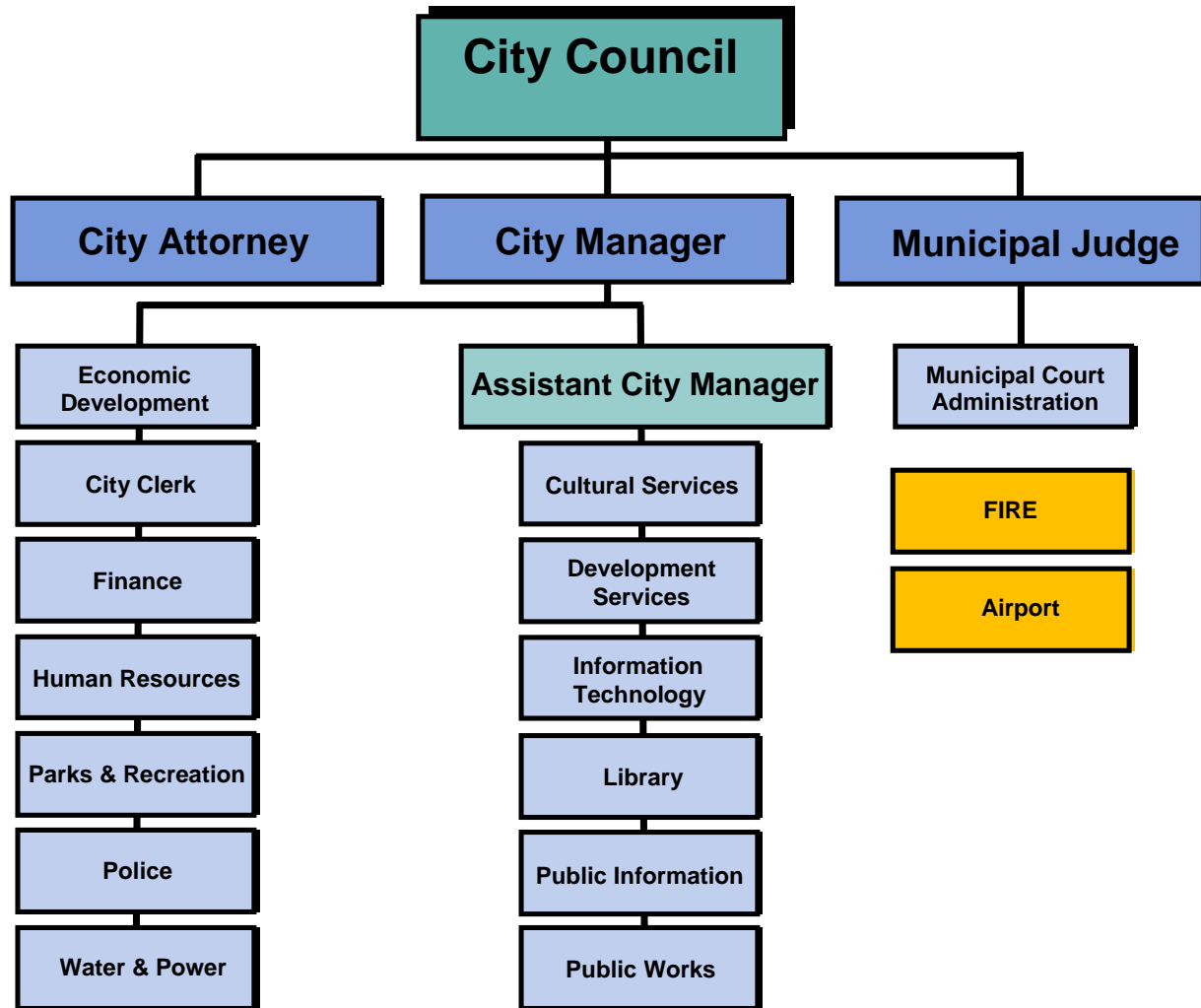


Larger map can be found at

<http://logic.ci.loveland.co.us/Maps/CityLimits2000Scale.pdf>



# City Organizational Structure



## Citizens' Finance Advisory Commission

Jason Napolitano, Chair  
 John Case, Vice Chair  
 Carolyn Grulke  
 David Hallet  
 Ryan Lundquist  
 Bradley Pierson  
 Jeremy Lynch  
 Roger Weidelman  
 Steve Olson

**City Council Liaison**  
 Don Overcash

## Loveland's Boards & Commissions

Affordable Housing Commission  
 Citizens' Finance Advisory Commission  
 Community Marketing Commission  
 Construction Advisory Board  
 Cultural Services Board  
 Disabilities Advisory Commission  
 Fire Rescue Advisory Commission  
 Golf Advisory Board  
 Historic Preservation Commission  
 Housing Authority

Human Services Commission  
 Library Board  
 Loveland Utilities Commission  
 Open Lands Advisory Commission  
 Parks and Recreation Commission  
 Planning Commission  
 Police Citizen Advisory Board  
 Senior Advisory Board  
 Transportation Advisory Board  
 Visual Arts Commission  
 Youth Advisory Commission

# General Information

Loveland is located in the emerging and dynamic Northern Colorado region. With a 2016 population of 74,427 within a 35 square mile area, Loveland has enjoyed a steady population growth of approximately two percent annually over many years. The community is located 46 miles north of downtown Denver on the I-25 Corridor. Nestled in a valley at the entrance to the Big Thompson Canyon with a short ride to the Rocky Mountain National Park, Loveland is known as the Gateway to the Rockies. Loveland is the 14<sup>th</sup> largest city in the state of Colorado.

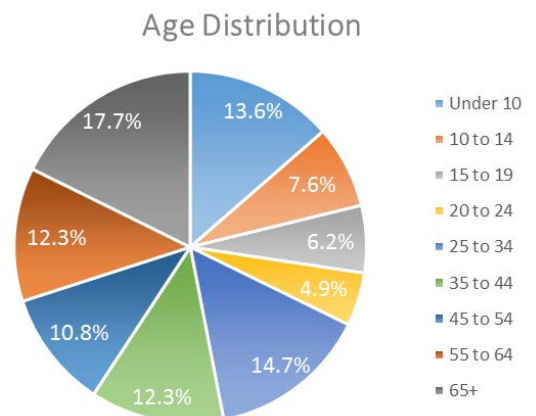
## City of Loveland Snapshot

Data below is from the City's Community and Strategic Planning Office's Annual Data and Assumptions Report – June 2016.

- Incorporated: 1881
- Government Type: Home Rule Municipality
- County: Larimer
- Population: 74,427
- Land Area: 35.32 Square Miles
- Housing Units: 30,979
- Education and Schools:
  - Thompson R2J School District
  - Aims Community College
  - Colorado Christian University
  - Nearby colleges include:
    - Colorado State University (Fort Collins)
    - University of North Colorado (Greeley)
    - University of Colorado at Boulder
- Recreation:
  - 492 acres of park land
  - 28 natural areas/open spaces
  - 35 city parks and sports complex
  - 4,600 acres of preserved open lands
- 18 miles of recreational trails
- Newly renovated recreation center
- 3 golf courses and a mini course
- Lake Loveland Swim Beach
- Senior center
- Outdoor swimming pool
- Transportation:
  - Northern Colorado Regional Airport
  - Denver International Airport, DIA (70 miles)
  - City of Loveland Transit (COLT)
  - FLEX Bus Route
  - I-25, Hwy 34, Hwy 287
- Median Home Sale Price (2015): \$281,405
- Median Family Income for Fort Collins/Loveland MSA: \$79,300
- Shopping Centers:
  - Downtown Loveland via The Downtown Loveland Association
  - Marketplace at Centerra
  - Outlets at Loveland
  - Promenade Shops at Centerra

## Population Growth and Age Distribution

Loveland continues to grow robustly, having added over 6,000 residents since the 2010 Census. As the City has grown, it has become older overall. The number of school-aged children (under 19) fell. At the opposite end of the spectrum, the age groups over 45 experienced the sharpest growth rate. The median age, meanwhile, went from 36 to 38. This gives evidence to Loveland's popularity among baby boomers and retirees. Nevertheless, the number of those between ages 20-34 grew by 6%, which may suggest that the City is attracting more millennials as well. Loveland's minority population has grown by 72% since 2000. Loveland has also experienced significant in migration, 17% of the people living in Loveland in 2015 did not live in the City in 2014.





The City's population is projected to grow 1.59% for 2017 and is expected to experience an average population growth rate of 2.49% per year for 2018-2026.

### Major Employers in Loveland by Employee Range

Thompson School District.....	2,502	Walmart Stores.....	568
Wal-Mart Distribution Center .....	1,090	University of Colorado Medical Facilities .....	382
Medical Center of the Rockies.....	1,022	Group Publishing .....	341
McKee Medical Center .....	972	King Sooper Stores.....	332
Hach.....	822	Crop Production.....	325
City of Loveland .....	813.88 (FTEs)		

### Unemployment Rate for August 2016 (not seasonally adjusted) (Bureau of Labor Statistics)

Fort Collins/Loveland MSA .....	2.9%	US.....	4.9%
Colorado .....	3.8%		

### Income

Median household income (2015 American Community Survey).....	\$61,377
Average annual wages (2015 Bureau Labor Statistics).....	\$51,272

### Housing Costs in Loveland

Average sale price for an existing single family home (2016 2 <sup>nd</sup> Quarter – The Group, Inc.).....	\$360,208
Average apartment rental (2016 2 <sup>nd</sup> Quarter – Colorado Department of Local Affairs, Division of Housing)....	\$1,279/month

Notably, the percentage of housing units in Loveland occupied by renters has gone from 28.6% to 36.5% since 2000.

### Vacancy Rates (2016 2<sup>nd</sup> Quarter - Colorado Department of Local Affairs)

Industrial.....	11.7%	Office .....	8.2%
Retail.....	3.4%	Apartment .....	2.9%

### Taxes

City property tax levy for 2014.....	9.564 mills	Larimer County sales tax levy .....	0.65%
City sales tax levy.....	3.0%	State of Colorado sales tax levy.....	2.9%

### Governing Body

Loveland operates as a home rule city according to a city charter and ordinances, under a council-manager form of government. Voters select members of the City Council in elections on the first Tuesday in November of odd-numbered years. The Council has a total of nine members. Each of four city wards elects two councilors to serve staggered four-year terms. The mayor is elected at large to serve a two-year term. The mayor pro-tem is chosen by the Council from its membership.



### City Council

From left to right:

First Row: Mayor Cecil Gutierrez, Dave Clark (Ward IV), Joan Shaffer (Ward II), Leah Johnson (Ward II)

Second Row: Don Overcash (Ward IV), Hugh McKean (Ward III), Troy Krenning (Ward I)

Third Row: Mayor Pro Tem John H. Fogle (Ward III) and Richard Ball (Ward I)

# Scope of Services

Loveland is a full service municipality. The major services provided by the City include:

- Building
- Cemetery
- Community Planning
- Engineering
- Loveland Fire & Rescue Authority
- Northern Colorado Regional Airport
- Loveland Museum & Gallery
- Loveland Public Library
- Municipal Court
- Mosquito Control
- Parks & Recreation
- Police
- Power Utility
- Public Transportation
- Rialto Theater
- Solid Waste & Recycled Materials Collection
- Stormwater Utility
- Streets Maintenance
- Wastewater Utility
- Water Utility

## Employees and Benefits

The City's 2017 Recommended Budget authorizes regular full-time and part-time positions for a total of 813.88 on a full-time equivalent basis. In addition, a varying number are employed on a temporary and seasonal basis as needed. Loveland neither recognizes nor bargains with any employee union.

The City determines employee compensation using a market based pay plan established through independent surveys. City employees are eligible to receive a merit increase based on their annual performance evaluation. For 2017, 3.5% of current salaries are included for a pool from which the increases will be funded.

Benefits include medical, dental, disability and life insurance, and a retirement plan for all full-time regular employees. Regular part-time employees who work at least 20 hours per week are eligible to participate in benefit plans under a prorated cost sharing arrangement. Employees in temporary positions are not eligible for benefits, but in accordance with Health Care Reform requirements may be eligible for medical insurance if they are in a 30 or more hours per week position or if the employee averages 30 or more hours per week in the designated time period (12 months).

In 2017, premiums for employee healthcare are increasing 40% (depending on plan) due to increased medical claims costs. This is the overall premium increase. Premiums are split on average 80% (employer) and 20% (employee).

# Budget Process

## Budget Administration

This budget has been structured and prepared using the guidelines of the Government Finance Officers Association (GFOA). Two publications, Governmental Accounting, Auditing and Financial Reporting (GAAFR) and the Governmental Accounting and Financial Reporting Standards as adopted by the Governmental Accounting Standards Board (GASB) guide the budget process. The City of Loveland prepares its budget on a calendar year basis as required by the City Charter. The budget must be balanced or show a revenue surplus.

## Basis of Accounting

The budget parallels the City's accounting system. A modified accrual basis is used for general government operations. Significant revenues are recorded when measurable and available. Expenditures are recorded when incurred. Records for the City's Enterprise Funds, Proprietary Funds, and non-expendable Trust and Pension funds are maintained on a full accrual basis. For budgetary purposes, depreciation, accrued liabilities for accumulated leave balances, and market value adjustments to City investments are not included in calculating fund balances. Building and equipment repair and maintenance are budgeted for annually. Payments for accrued leave are paid within the existing budget as employees leave. Investments are held to maturity so market value during the term of the investment is not an issue when allocating resources.

## Citizens' Finance Advisory Commission

A Citizens' Finance Advisory Commission (CFAC) is appointed by City Council to participate in a review of the budget, evaluate all financial policies, and report its findings to the Council. The commission consists of nine members who serve staggered terms of three years each. Its members are involved in the budget process and provide input to the Council during the adoption process.

## Budget Preparation Schedule

The budget process begins in January with the annual Council Planning Session. At the Planning Session, City Council establishes goals and objectives for the coming year and direction for future budgets.

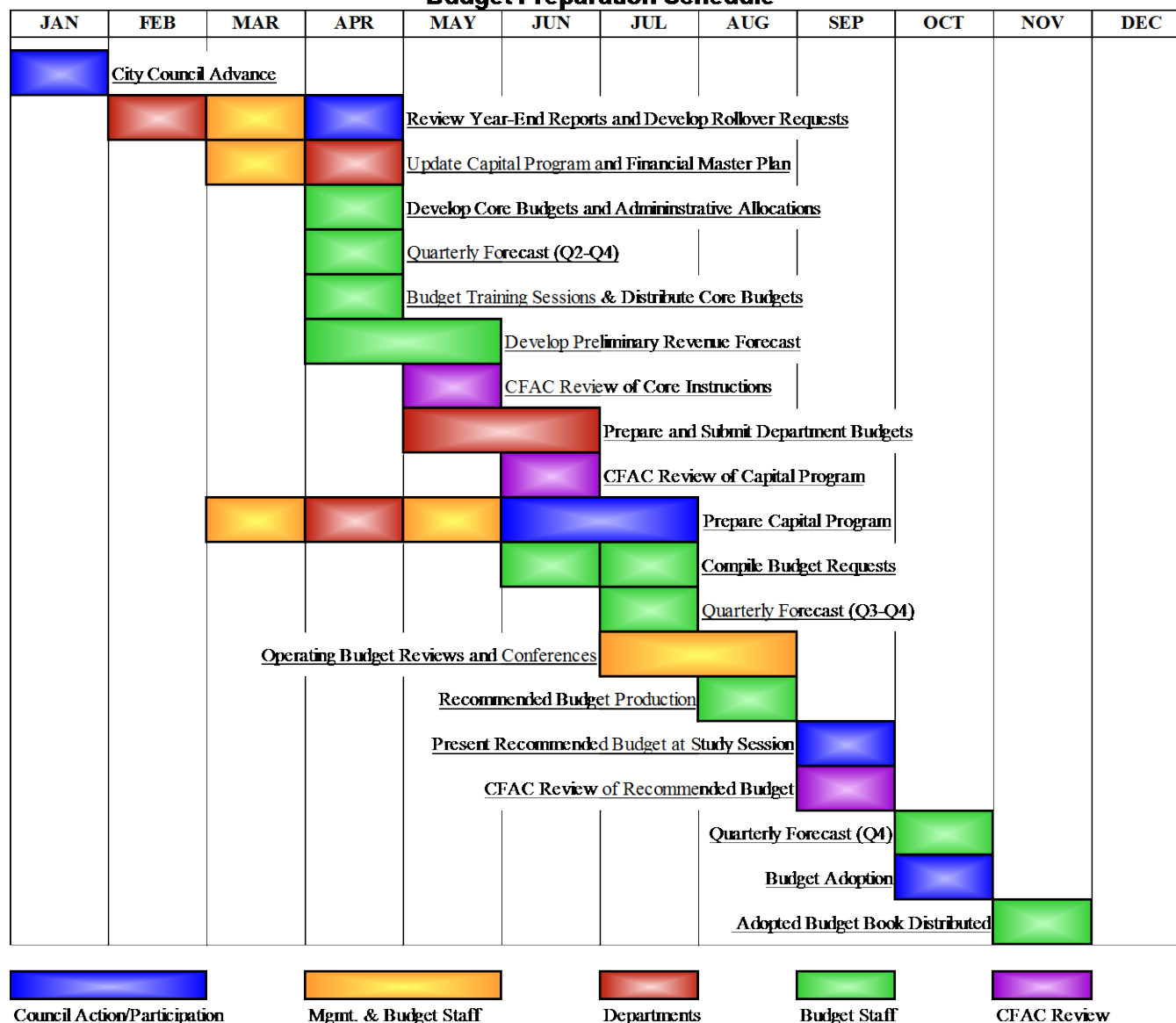
In April, the capital planning process begins. Departments develop 10-year capital project lists. From these, the City Manager develops a 5 and 10 year Capital Program to present to Council in June and in July for review. The capital programs are adopted when the budget is adopted. The Capital Program provides the basis for developing the budget for the next year.

Also in April, the Budget Division prepares core data, such as salary information, health insurance rates, rates for vehicle maintenance and rental, workers' compensation, general liability and internal allocated costs. Along with this data, forecasts of current year revenue and preliminary revenue forecasts for the next year are completed. In late May, the core data is distributed to departments, along with budget instructions for the upcoming year.

Departments meet internally and with their respective advisory commissions to develop their budget requests. The requests are due back to the Budget Division the third week of June. The Budget Division compiles all the submissions in preparation for budget conferences with the City Manager and the departments. The conferences are held in early July, with final decisions on what will be included in the Recommended Budget completed by early August. Through August, the Budget Division prepares the Recommended Budget. The document is submitted to City Council in the middle of August and again in early September, with a study session on the Recommended Budget. The budget is submitted for approval on First Reading, after a public hearing, in early October, with a Second Reading and final approval occurring in late October or early November.



## Budget Preparation Schedule



## Budget Amendments

Because not all situations can be predicted during the budget process, an amendment process is necessary to keep current. The Adopted Budget can be amended during the year by presenting an ordinance to Council for approval after a public hearing, on both First and Second Reading. In general, budget amendments, or supplemental budgets, are used for one-time items such as grants for specific projects that are received during the year. Unless critical to service delivery in the current year, amendments that create on-going costs are discouraged, with the preference being deferral of these type of items to the annual budget process, to be prioritized among all requests, rather than presented as a single issue.

The most significant amendment occurs in the spring after the fiscal year has been closed, to re-appropriate the remaining balances in the Capital Program. Most capital projects are multi-year in nature, and due to weather conditions and other factors related to construction, forecasting spending in the current year is difficult. The City follows a practice of appropriating the total cost of a project in the first year of the project, unless there are clearly definable phases. The unspent balance is re-appropriated each year until the project has been completed.

# Financial Policies

The City of Loveland financial policies, compiled below, set forth the basic framework for the overall financial management of the City. These policies assist the City Council's decision-making process and provide guidelines for evaluating both current activities and proposals for future programs. These policies are reviewed annually and presented to Council for approval.

## General Policies

### ***City of Loveland will:***

- Annually prepare a budget, submit it to Council for approval, and publicly issue a budget document.
- Identify costs and funding sources before recommending approval of capital and operating budgets.
- Provide for sound financial planning, the best possible bond rating, funding of depreciation, and adequate working capital in all funds.
- Take measures to protect against catastrophic losses through a combination of insurance, funded self-insurance, and cash reserves.
- Provide for recommended maintenance and replacement of facilities and equipment. Each department will prepare and annually update a maintenance and replacement plan.
- Follow the City of Loveland Charter when preparing the City's budget.
- View the budget as a dynamic rather than static plan which requires periodic adjustment as circumstances change. Approval of City Council is required for increases in total fund budgets.
- Encourage citizen involvement in the budget process by having a Citizens' Finance Advisory Commission, public hearings, and informal meetings.

## Operating Budget Policies

### ***City of Loveland will:***

- Pay for all current year operating expenses with current year revenues and/or available fund balances.
- Provide for the adequate funding of all pension plans.
- Update operating expenditure projections for the budget year plus four years. Projections will include increased operating costs associated with future capital improvements.
- Establish and monitor performance and productivity indicators associated with operating expenses.
- Maintain a positive cash balance in each operating fund at the end of each fiscal year.
- Attempt to maintain present service levels for all priority and essential services within existing Amendment 1 revenue limitations.

## Capital Budget Policies

### ***City of Loveland will:***

- Update capital program projections for the budget year plus nine years.
- Ensure the capital program is for projects and equipment with a cost equal to or greater than \$250,000.
- Evaluate the relative merit of each capital project according to Council's goals and priorities.
- Give priority to capital projects that are mandated by federal or state legislation.

## Revenue Management Policies

### ***City of Loveland will:***

- Impose taxes, fees and rates at appropriate levels to fund their intended purposes. Maintain a balance to provide for a diversified and stable revenue system.
- Estimate annual revenues using an objective, analytical process.
- Update revenue projections for the budget year plus nine years.
- Annually review costs of activities supported by taxes, rates, user fees, plant investment fees, and capital expansion fees.
- Set fees and user charges for each enterprise fund that maintains an enterprise status pursuant to TABOR.

- Review new sources of revenue to fund operating and capital costs consistent with Council's goals and priorities.
- Allocate revenues from restricted funds in accordance with municipal code provisions.

### Reserve Management Policies

#### **City of Loveland will:**

- Establish reserves from restricted cash accounts for growth-related development. The reserve balance will be equal to the unexpended balance of cash less current liabilities in each restricted account.
- Establish bond reserves based on requirements of individual bond ordinances.
- Establish capital reserves which accumulate funds for the planned construction or replacement of City infrastructure or for the acquisition of capital equipment not funded through growth-related fees. These amounts will be determined by five-year or longer capital programs.
- Establish other reserves related to special items as approved by City Council. This would include accumulating reserves to retire debt at an accelerated schedule.
- Maintain the General Fund unrestricted balance at no less than 15% of General Fund expenses.

### Definitions of Reserve Terms

- **Operating** - Reserves to cover unanticipated expenditures of a nonrecurring nature or to meet unexpected small increases in service delivery costs. These also cover operating carryover balances associated with cash flow needs and the provision of an orderly adjustment to changes resulting from termination of revenue sources through actions of other governmental bodies. Reserve amounts are based on a percentage of the operating budget within each appropriate fund.
- **Emergency** - Reserves to cover costs associated with natural disasters or other unforeseen and declared emergency situations. Reserve amounts are based on a percentage of the operating budget in the general fund. This reserve satisfies the requirements of Amendment 1.
- **Liability** - Reserves to cover accrued liabilities from items such as vacation, sick leave, or compensation time. Reserve amounts are based on a percentage of fund liabilities.
- **Equipment Replacement** - Provide for the replacement of fund assets such as office equipment and furniture, computers, vehicles, and tools and equipment used in operating programs. Items not included are City infrastructure, utility infrastructure, equipment covered under capital reserves, and the replacement of City buildings.
- **Designated** - Reserves for planned capital projects or services, which will be appropriated in future years based on the capital plan for operating needs or for known debt payments in the future.
- **Restricted** - Reserves for funds restricted by ordinance or law. An example is impact fee reserves, which may only be spent on capital projects that are the result of growth.

### Transfers Policies

#### **City of Loveland will:**

- Classify the following City of Loveland activities as enterprises: *Golf, Power, Solid Waste, Stormwater, Wastewater, and Water.*
- Require that all City enterprises make payments to the City in lieu of taxes that are reasonable and proportionate to taxes paid to the City by private businesses unless the City Council grants exceptions. Transfer payments are based on percentage of certain revenues received by the fund. Specific transfers to the City from the affected funds are done on a monthly basis per the rates established as follows: Water, Wastewater, Stormwater, Power, and Solid Waste at 7% and Golf at 3%.
- Require that all departments furnish to other department such services, labor, and materials as needed by the director of such department. Any labor or material shall be charged to the using department according to accounting procedures established by the City Manager. These charges are direct reimbursements for services provided and shall be calculated annually using a cost of service analysis.

## **Investment Management Policies**

### ***City of Loveland will:***

- Deposit funds only in financial institutions which are insured by the Federal Deposit Insurance Corporation (FDIC) and approved for full collateralization by the public deposit protection act or other state statutes.
- Pool cash from all legally permitted funds for investment purposes.
- Maximize the investment rate of return. Adhere to lawful investment options. Safety of the principal shall be the dominant requirement, followed by sufficient liquidity to meet operating requirements, and yield.
- Place custody of the City's investment securities with a third-party financial institution for the purpose of safekeeping of securities.
- Provide monthly investment reports.

## **Debt Management Policies**

### ***City of Loveland will:***

- Confine long-term borrowing to major capital improvements that cannot be financed from current revenues.
- Repay debt within the expected useful life of the project or sooner.
- Prohibit the use of long-term debt for operating expenses.
- Issue debt which is relative to payback ability. Borrowing must not overburden future taxpayers. When applicable, state law is the controlling policy.
- When practical, borrow from other funds. Monies borrowed must be repaid with interest before needed for their intended purpose(s). Repayment schedules and reserve sources for repayment shall be validated before borrowing from any fund.
- Review debt at least annually for repayment or refinance opportunities. A repayment strategy shall be a part of all recommended bond issues.

## **Accounting, Auditing, and Reporting Policies**

### ***City of Loveland will:***

- Provide regular information concerning cash position and investment performance through its accounting system.
- Establish and maintain a high degree of accounting competency. Financial accounting and reporting will be done in accordance with methods prescribed by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA), or their equivalents.
- Present monthly and annual reports to the City Council summarizing financial activity delineated by fund.
- Present a quarterly report on the status of major capital projects.
- Maintain financial systems to monitor expenditures, revenues, and performance of all municipal programs on an ongoing basis.
- Provide full disclosure in annual financial statements and bond representations.
- Use an independent certified public accounting firm to perform an annual audit.
- Publicly issue a Comprehensive Annual Financial Report (CAFR).
- Comply with all reporting requirements related to bond issuance terms.

# Financial Information

## Fund Accounting

Fund accounting is used throughout the City, both for budgeting and accounting. Under this system, money is divided into separate accounts, rather than being held in one central account. The City has 37 funds and each fund has been established for a specific purpose which is financially independent of other governmental activities.

For funds established for operations, maintenance and other ongoing activities, revenues flowing into the fund are spent during the same year. Unless there is a change in service levels, spending is similar year to year.

In capital funds, revenues accumulate for periodic capital needs, such as construction of a new park or an electric substation. The balance in those funds grows until expenditures are made. Spending can vary greatly from year to year.

## Appropriation and Expenditure

The total appropriation includes internal transfers, which are counted both as revenues and expenditures twice, and occasionally three times across the various funds. For these reasons the total appropriated amount in a fund can be significantly higher than actual spending. ***The net City budget excludes internal transfers. It represents a close approximation of projected spending.***

### **Fund Types:**

The City classifies funds into several types: General Fund, Internal Service Funds, Enterprise Funds, Special Revenue Funds and Fiduciary Funds.

The **General Fund** includes the majority of City services. City Council, City Manager, City Attorney, City Clerk, Finance, Library, Municipal Court, Economic Development, Development Services, Human Resources, Information Technology, Police, Public Works, Parks and Recreation, and Cultural Services are included. General Fund revenues include sales tax, use tax, property tax, user fees, fines, permits, licenses, internal transfers and intergovernmental revenue.

**Internal Service Funds** provide support services to other City departments. They are financed by internal service charges included in the user agency operating budgets. They include City Fleet, Vehicle Maintenance, Risk & Insurance and Employee Benefits.

**Enterprise Funds** are self-supporting through user fees. They include Water, Wastewater, Stormwater, Power, Solid Waste and Golf.

**Special Revenue Funds** are established by federal/state law, or by municipal ordinance/resolution. Included are Capital Projects, Capital Expansion Fees, Park Improvement, Conservation Trust, Open Space, Transit, Transportation, Economic Incentives, Community Development Block Grant, and Art in Public Places. Each has its own specific revenue source.

**Fiduciary Funds** are used to account for assets held by the City in a trustee capacity. Each fund is established by state law, municipal ordinance or resolution. They include Fire Pension and Cemetery Perpetual Care. ***These funds are not included in the City's Total Budget summary.***

The **Airport, Loveland Larimer Building Authority Fund (LLBA), Loveland Fire Rescue Authority, General Improvement District (GID) #1, Special Improvement District (SID) #1, and Loveland Urban Renewal Authority (LURA)** do not belong to any fund type, but are included in this document for informational purposes. The Airport is a separate entity established by the cities of Fort Collins and Loveland. The City of Loveland does not have



absolute authority to control this fund. However, per the Intergovernmental Agreement between the cities, it is Loveland's responsibility to legally appropriate the budget for the Airport as part of its administrative responsibilities. The LLBA was established by Larimer County and the City of Loveland to construct and operate the new combined Police and Courts facility. The Loveland Fire Rescue Authority is a partnership between the City and the Loveland Rural Fire District, with a separate board for governance of the Authority. The GID #1, the Loveland SID #1 and the LURA are separate entities created for specific expenditures and are funded by separate mill levy from the city, a special assessment, or tax increment financing (TIF). The City Council serves as the Board of Directors for these separate entities. ***None of these funds are included in the City's Total Budget summary.***

### **Transfers**

Because money is budgeted and accounted for in separate funds rather than being pooled in one account, transfers occur among funds. Transfers serve two primary purposes: payments for services among departments and fund consolidation for capital projects. Some departments provide support services for other departments within the City. When these departments use money from different funds, transfers are necessary to move money from one fund to the other to reimburse departments for services provided. Transfers are also used when multiple funds provide resources for a single capital project (for example, the recent Mehauffey Park development). Moving all the money needed by a project into a single fund makes it easier to account for all project expenses and makes project costs more transparent to the Council and Public.

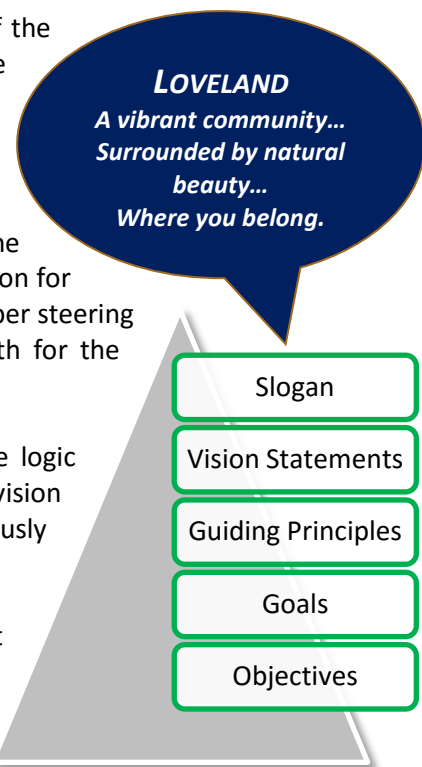
# Performance Measures

## City's Performance Measures

An extensive 15-month public process that incorporated all segments of the community amended vision statements and guiding principles of the Comprehensive Master Plan in 2004 and 2005. Those vision statements and guiding principles were founded in the work of a public process known as the Agenda for the 90's when the first slogan statement and vision statements for the community were developed. The 2004 public process captured the work that was applicable in the 90's and updated the statements for the change that had occurred to shape the 20-30 year vision for the community. A number of community volunteers driven by a 28 member steering committee and staff members invested 7,300 hours in setting the path for the community through 2030.

The City's performance measures were generated with the help of the logic model format and organized into six topic areas based on the six vision statements, as recommended to be amended, that were adopted previously by the City Council in 2002 along with Loveland's vision slogan.

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.



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

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

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

- *Guiding Principle 4:* Preserve features of significant architectural, scenic, cultural, historical, or archaeological interest and promote awareness and appreciation of Loveland's heritage.
- *Guiding Principle 5:* Protect regional lands and lands within the Loveland Growth Management Area (GMA) that have important natural resource, recreational, agricultural, and viewshed values from encroachment by the human-built environment.

### **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.**

- *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.

- *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.
- *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.
- *Guiding Principle 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.
- *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).
- *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.
- *Guiding Principle 9:* Guide the development of the community within the Loveland Growth Management Area (GMA) 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.

**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.**

- *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.
- *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.
- *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.
- *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.
- *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.
- *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.
- *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.
- *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.
- *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.
- *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.

**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.**

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

- *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.
- *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.
- *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.
- *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.

**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.**

- *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.
- *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.
- *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.

### Logic Models

Logic models are in a separate document. However, the logic model has been incorporated in the budget document by extracting the department and division end outcomes in the detail pages that follow the department tab. The guiding principles are cross referenced by using “GP - #, letter” to demonstrate the link between the strategic and operational planning.

