

**AGENDA**  
**LOVELAND CITY COUNCIL SPECIAL MEETING & STUDY SESSION**  
**TUESDAY, June 23, 2015**  
**CITY COUNCIL CHAMBERS**  
**500 EAST THIRD STREET**  
**LOVELAND, COLORADO**

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**SPECIAL MEETING - 6:30 P.M.**  
**AGENDA**

1. **CITY ATTORNEY** (presenter: Tami Yellico)  
**LITIGATION DIRECTION FOR KLEN, WESTON V. CITY OF LOVELAND**  
Discussion and possible Staff direction regarding Klen, Weston v. City of Loveland, including a possible Executive Session.

**STUDY SESSION - FOLLOWING THE SPECIAL MEETING**  
**AGENDA**

2. **ECONOMIC DEVELOPMENT** (presenter: Betsey Hale, Economic Development Director; Representatives of the Loveland Downtown Development Authority 60 min)  
**DISCUSSION, CONSIDERATION AND DIRECTION ON THE PLAN OF DEVELOPMENT FOR THE DOWNTOWN DEVELOPMENT AUTHORITY**  
The Plan of Development (DDA Plan) for the Loveland Downtown Development Authority (DDA) is required by State law to be reviewed by the City Council. The DDA Plan is defined as a plan for the development or redevelopment of the DDA District over a thirty to fifty year period. On June 8, 2015 the Planning Commission unanimously approved a motion recommending the City Council consider the DDA Plan at a future meeting and on July 7, 2015 hold a public hearing and consider a resolution approving the DDA Plan. The DDA may not undertake any development project until the City Council has approved the DDA Plan.
3. **PUBLIC WORKS** (presenter: Leah Browder, 45 min)  
**CONSIDERATION AND DISCUSSION OF THE PUBLIC WORKS STRATEGIC PLAN**  
The Public Works Strategic Plan has been developed using a values- and employee-based process model. The process to date has included 51 formal strategic planning meetings, attended by 639 stakeholders who contributed over 1,000 ideas, suggestions, observations and comments. The final draft Strategic Plan is organized into seven strategic focus areas grounded in the City of Loveland's organizational values. Input and research have resulted in 22 strategic initiatives categorized into the seven strategic focus areas. An implementation structure has been developed so that not only the strategic planning action items but also the process will be integrated into our standard methods of operation.

**ADJOURN**

The password to the public access wireless network (colquest) is accesswifi



**CITY OF LOVELAND**  
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**AGENDA ITEM:** 1  
**MEETING DATE:** 6/23/2015  
**TO:** City Council  
**FROM:** Tami Yellico, City Attorney  
**PRESENTER:** Tami Yellico, City Attorney

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**TITLE:**

Discussion and possible Staff direction regarding Klen, Weston v. City of Loveland, including a possible Executive Session.

**RECOMMENDED CITY COUNCIL ACTION:**

Discussion; possible direction

**OPTIONS:**

1. Discussion
2. Possible Executive Session
3. Possible Direction to Staff regarding next steps in the litigation.
4. Take no action. If no action is taken, then City Attorney has no Council direction for next steps in litigation.

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**SUMMARY:**

This is an administrative action. On May 26, 2015, the trial court denied the Plaintiffs' Motion for a Preliminary Injunction. On June 5, 2015, the city was approached by the defendants in this case requesting a stipulated dismissal with prejudice of the lawsuit. Staff would request an opportunity to outline the merits of this request with Council. Per the City Charter, this special meeting was called by the City Clerk on the request of the Mayor and four council members.

**BUDGET IMPACT:**

- Positive  
 Negative  
 Neutral or negligible

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**BACKGROUND:**

City Council may be asked to consider formal action, including calling an Executive Session. City Charter section 4-4 (c) provides "The Council shall not take action on any item of business at any special meeting of the Council unless it has been stated in the notice of the meeting.

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**REVIEWED BY CITY MANAGER:**

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**LIST OF ATTACHMENTS:**

Order on Plaintiff's Motion for Preliminary Injunction

District Court, Larimer County, State of Colorado 201 LaPorte Avenue, Suite 100 Fort Collins, CO 80521-2761 (970) 494-3500	DATE FILED: May 26, 2015 CASE NUMBER: 2015CV30270
<p><b>ED CLEN</b> and <b>LIAM WESTON</b>,</p> <p>Plaintiffs,</p> <p>v.</p> <p><b>CITY OF LOVELAND</b>,</p> <p>Defendant</p> <p>And</p> <p><b>THORNTON LONG TERM INVESTMENTS, LLC</b>,</p> <p>Intervenor-Defendant</p>	<p><b>▲ COURT USE ONLY ▲</b></p> <p>Case No.: <b>2015 CV 30270</b></p> <p>Courtroom: <b>5A</b></p>
<p align="center"><b>ORDER REGARDING MOTION FOR PRELIMINARY INJUNCTION</b></p>	

**I. INTRODUCTION**

The Plaintiffs, Ed Klen and Liam Weston, move for a preliminary injunction prohibiting the Defendant, the City of Loveland (“Loveland”), from disbursing funds to the Intervenor-Defendant, Thornton Long Term Investments, LLC (“Thornton”). The Court held a hearing on May 19, 2015, at which it heard the testimony of the following witnesses: Hugh McKean, a member of the Loveland City Council and a citizen of Loveland; Betsy Hale, Loveland’s economic development director; William Cahill, Loveland’s city

manager; and the Plaintiffs. The Court also received into evidence Loveland's Exhibits A-O and heard extensive argument from counsel for all three parties.

## **II. FACTUAL BACKGROUND**

The Court finds the following facts based on the evidence presented at the hearing:

At the direction of the Loveland City Council ("Council"), Loveland staff under the direction of Cahill and Hale negotiated an agreement with Evergreen Development Company ("Evergreen") for a Sprouts grocery store at the corner of Highway 287 and Highway 34 in Loveland (the "Project"). Loveland eventually executed an "Agreement for City Incentive, Fee Waiver, and Construction Materials Use Tax Waiver with Thornton Long Term Investments, L.L.C., for a Sprouts Farmers Market" ("Agreement") on January 27, 2015. This agreement is between Loveland and Thornton, an entity created for the Project and wholly owned by Evergreen.

Under the Agreement, Loveland agreed to provide, subject to certain conditions, \$2.2 million to Thornton for various "project improvements," including land acquisition, removal of existing buildings, and street, sidewalk and parking lot improvements ("Incentive"). Loveland anticipates that the first funds will be disbursed in late June or early July of 2015. The Agreement also included a provision waiving building permit fees and use taxes up to \$97,000.

Thornton and Loveland agreed that the Incentive, with 3 percent interest, would be repaid over a period of ten years through sales tax collection. However, this repayment obligation ceases "the date that the City Code is changed such that there is no tax and/or a limited tax on the sale of groceries within the City."

Loveland and Thornton also entered into a "Net Sales Proceeds Agreement" that provides that Loveland will receive 40 percent of the sale proceeds after repayment of debt and equity if the Project is sold or refinanced within ten years.

Loveland and Evergreen also entered into a "Payment and Completion Guaranty" ("Evergreen Guaranty") to provide further security for the

payment. Under the Evergreen Guaranty, Evergreen promised that the Project would be completed and that Loveland would receive full repayment of the \$2.2 million Incentive with interest from sales tax revenue for the project, with certain qualifications. As above, the repayment obligations under the Evergreen Guaranty of Evergreen cease on “the date that the City Code is changed such that there is no tax and/or a limited tax on the sale of groceries within the City.”

As further security, Loveland and Thornton also executed a “Deed of Trust, Assignment of Rents, Security Agreement and Fixture Filing.”

The authorization and direction to execute these agreements (collectively “Evergreen Agreements”) occurred at the City Council meeting on November 4, 2014. Specifically, at that meeting, the City Council considered Resolution R-80-2014, authorizing Cahill, as City Manager, to sign them based upon a “term sheet” outlining the agreement and conducted a first reading of Ordinance No. 5905 (“Ordinance”), which set forth the mechanism for funding the Incentive. Under the Ordinance, Loveland has or plans to transfer funds through “interfund loans,” to be repaid at a rate of three percent per annum, from various Internal Service and Capital Expansion Fee Funds. After a request for public comment from Mayor Guitierrez, three members of the public spoke regarding the Resolution and Ordinance. The Council approved Resolution and in favor of the motion to approve and publish the Ordinance on first reading by a vote of seven to one, with Councilor McKean voting against.

The Resolution stated that the “City Council finds and determines” that the Incentive and waiver of fees and use taxes “are in the best interests of the City and the public and serve the public purposes of producing significant economic, cultural, and social benefits to the citizens of Loveland, primarily in the form of (i) economic development, (ii) elimination of blight which constitutes an economic and social liability to the community; and (iii.) prevention of further physical and economic deterioration in the vicinity of the Project by stimulating redevelopment, [sic] attracting capital investment; (iv) additional jobs; and (v) increased tax revenues.”

The Ordinance came on for a second reading at the City Council Meeting on January 6, 2015. At that meeting, the Mayor stated, “This is a second reading and normally we do not do any public comment on, or, it’s not a public hearing on second reading.” Cahill clarified that the version of the Ordinance before the council differed from that considered in November. Specifically, he stated that the revisions corrected “typographical errors” with respect to the account numbers cited in the ordinance and to incorporate the “reference to the fleet replacement fund” on the “face page” was properly included in the detailed breakout. The Mayor then opened the matter up for comments from councilors and the Council then voted to approve the Ordinance by a vote of six to three, with councilors McKean, Clark and Krenning voting against it.

In contrast to the term sheet approved in November, the LLC used by Evergreen for the project was Thornton rather than “Evergreen-Eisenhower & Lincoln, LLC.” The Agreement also contained a provision, not mentioned in the term sheet, that Loveland and Thornton “acknowledge and agree that the development of the Site may be part of a tax-free exchange under Section 1031 of the Internal Revenue Code for Project Owner.”

Following this meeting, the city clerk received a letter signed by Brian Wood complaining that the City Council failed to follow the procedure set forth in the City of Loveland Charter by not allowing public comment at the second reading of the Ordinance, which Wood argued contained “substantial changes” made by Loveland staff. The City Council again placed the Ordinance on its agenda at its January 20, 2015 meeting so that members of the Council voting in the majority to approve the Ordinance could have the opportunity to hear from the public and move to reconsider the Ordinance. At the meeting, Wood and ten others spoke in favor of reconsideration and in opposition to the Ordinance, and two spoke in support of the Ordinance. None of the councilors who had voted in favor of the Ordinance moved to reconsider it.

### **III. LEGAL STANDARD**

To obtain a preliminary injunction, the Plaintiffs must show the following: (1) that they have a reasonable probability of success on the merits; (2) that there is a danger of real, immediate, and irreparable injury that can be prevented by injunctive relief; (3) that they lack of a plain, speedy, and adequate remedy at law; (4) that an injunction would not disserve the public interest; (5) that the balance of equities favors the injunction; and (6) that the injunction will preserve the status quo pending a trial on the merits. *Rathke v. MacFarlane*, 648 P.2d 648, 653-54 (Colo. 1982). “Because equitable relief in the nature of an injunction constitutes a form of judicial interference with continuing activities, the courts have generally been reluctant to grant such relief where ‘the actions complained of are those of departments of the executive and legislative branches of government, in the exercise of their authority.’” *Id.* (quoting *Plaquemines Parish Comm’n v. Perez*, 379 So.2d 1373 (La. 1980)).

### **IV. ANALYSIS**

The Plaintiffs rest their request for a preliminary injunction on each of the claims for relief set forth in their Complaint. The Court will address each in turn.

#### **A. First and Second Claims for Relief**

The Plaintiffs First and Second Claims for relief rest, respectively, on Sections 1 and 2 of Article XI of the Colorado Constitution. Section 1 provides generally that a city shall not lend or pledge the credit or faith thereof, directly or indirectly, in any manner to, or in aid of, any person, company or corporation, public or private, for any amount, or for any purpose whatever; or become responsible for any debt, contract or liability of any person, company or corporation, public or private, in or out of the state.” Section 2 provides, with some exceptions, that a city shall not “make any donation or grant to, or in aid of, or become a subscriber to, or shareholder in any corporation or company.”

The Court determines that the Plaintiffs have no reasonable probability of success on the merits on these two claims. First, with respect to Section 1, a city may not become responsible for, guaranty, or provide security the debts of others. *Town of Valverde v. Shattuck*, 34 P. 947 (Colo. 1893) (stating that section “is to be construed as prohibiting a town or city by its own voluntary corporate act from pledging its credit to, or becoming responsible for, any debt, contract, or liability in aid of a third party”); *see also* Black’s Law Dictionary (10<sup>th</sup> ed. 2014) (defining pledge as, among other things, the “act of providing something as security for a debt or obligation”). In this case, on the record before the Court, it does not appear that Loveland is lending or pledging its “credit or faith” or becoming in any way responsible for the obligations of Evergreen or Thornton. *See also In re Interrogatories by Colorado State Senate*, 566 P.2d 350, 356 (Colo. 1977) (“When no debt or obligation of the state is created, the state cannot be said to have lent its credit in violation of article XI, section 1.”).

Second, with respect to both sections, they have been interpreted and applied over the years by the Colorado Supreme Court, which has held that they do not bar appropriations or actions that further a valid public purpose. *See, e.g., In re Interrogatories*, 566 P.2d at 356 (holding that “the prohibition set forth in art. XI section 1 is inapplicable because the appropriation furthers a valid public purpose”); *In re Interrogatory Propounded by Gov. Roy Romer on House Bill 91S-1005*, 814 P.2d 875, (Colo. 1991) (discussing evolution of “public purpose” exception with respect to article XI, section 2); *City of Aurora v. Public Utils. Comm’n*, 785 P.2d 1280, 1289 (Colo. 1990) (“Our prior cases have held that article XI, section 2 of the Colorado Constitution does not prohibit a municipality from conferring a monetary benefit on a private company in consideration of the company’s undertaking a project, even though the company might have been required to undertake the project without such benefit, as long as the expenditure by a municipality furthers a valid public purpose.”); *City and County of Denver v. Qwest Corp.*, 18 P.3d 748, 758 (Colo. 2001) (“The purpose of [Section 2] is to prohibit the state or a political



subdivision from transferring public funds to a private company or corporation without receiving any consideration in return.”).

This critical line of controlling cases was not addressed at all by the Plaintiffs in their initial brief, and in reply they failed to provide any cases in which an action by a city, town or other public entity similar to the one at issue here was struck down as violating either of these two sections of the Colorado Constitution. The fact that none of these cases has “blessed” an action specifically like that of Loveland is of little weight given the burden on Plaintiffs on this motion and in this action in general. Given Loveland’s determination that the Evergreen Agreements further a number of valid public purposes, as set forth above, the Court fails to see any probability, absent a ruling by the Colorado Supreme Court reversing or somehow narrowing its holdings in their recent cases, that the Plaintiffs can prevail on these constitutional claims.

This is particularly true given that a municipal ordinance such as the Ordinance before the Court is presumed to be constitutional and cannot be declared unconstitutional unless that conclusion is established beyond a reasonable doubt. *McCarville v. City of Colorado Springs*, 2013COA 169 ¶ 16; *See also In re Interrogatory Propounded by Gov. Roy Romer*, 814 P.2d at 883. Here, given the broad nature of the public purpose exception, the lack of any authority supporting the Plaintiff’s positions, and the deference afforded to legislative acts by the Court, it appears that the Plaintiffs cannot meet this burden.

In the Court’s view, the issue of whether repayment would be forgiven under the Evergreen Agreements if Loveland alters or rescinds its tax on groceries does not appear at this time to be relevant to the constitutionality of these claims. Under the Plaintiffs theory, the Agreement is unconstitutional with or without repayment; given that the Court finds that they are unlikely to prevail on this theory, it need not consider this potential development.

Finally, the Court finds that Plaintiff Weston, by his own testimony, appeared to state that he does not object to Loveland providing funds to Thornton under the Agreement, but that he simply objects to the manner in

which Loveland plans to appropriate those funds. Therefore, at least one of the Plaintiffs does not in fact contend that the Agreement is unconstitutional.

With respect to the remaining *Rathke* factors, the Court determines that they also weigh in favor of denying the motion. Given the unlikelihood of the Plaintiff's success on the merits, there is little likelihood of irreparable injury to these particular Plaintiffs, who are simply concerned, taxpaying citizens with no direct stake in the City's actions or any personal damages. The Court agrees that the Plaintiffs lack a remedy at law, because they seek only equitable relief; therefore, this factor is irrelevant. Finally, the Court finds that the injunction would disserve the public interest, as it would interfere in the actions of the democratically elected majority of the City Council, that the balance of equities weighs in favor of denying the injunction at this point, and that denying the injunction, not granting it, preserves the present status quo.

### **B. Third Claim for Relief**

The Third Claim for Relief rests on C.R.S. § 29-20-104.5 and C.R.S. §§ 29-1-801 to -803. The first statute governs the collection of impact fees from developers, and the latter statutes require that such fees be held “in an interest-bearing account which clearly identifies the category, account or fund of capital expenditure for which such charge was imposed.”

Again, the Court finds no reasonable probability of success on the merits of this claim. Neither the plain language of the cited statutes nor any other authority the Court has found prohibit Loveland from transferring the funds through interfund loans to fund payments under the Evergreen Agreements, as long as the accounting is maintained by category, account or fund, as determined in Loveland's discretion, interest is received, and the reporting requirements are met under C.R.S. § 29-1-803. The Ordinance appears to comply with these requirements.

In addition, as above, the other *Rathke* factors support the Plaintiff's motion even more weakly than with respect to the First and Second Claims for Relief, and for the same reasons. In particular, the Court finds that there is no danger of irreparable harm at all on this claim, as any violation of the

statute can be remedied simply by an order that the City restore the borrowed funds from its general fund.

### **C. Fourth Claim for Relief**

The Fourth Claim for Relief alleges that Loveland violated its Charter by denying citizens the right to comment on the Ordinance at the second reading on January 6, 2015. The Plaintiffs rely on Section 4-9 of the Charter, which provides in part as follows: “Prior to taking final action on the ordinance, the Council shall permit public comments on the ordinance, then shall vote to amend, finally adopt, or reject the ordinance, or take such other action as it deems appropriate.”

The Court finds that the Plaintiffs have no reasonable probability of success on this claim. It is undisputed that the Council heard citizen comments on the Ordinance and the Resolution on November 14, 2014. At best, the Plaintiffs’ position is supported by an implication that final action on a proposed ordinance will take place immediately after public comment. However, this is at best an implication, not a “clear requirement,” as claimed by Plaintiffs. Moreover, the Court fails to see how any violation of this Charter provision would justify invalidating the Ordinance at this point, particularly in light of the Council’s decision to allow additional public comment at the January 20, 2015 meeting. *See Lot thirty-Four Ventur, L.L.C. v. Town of Telluride*, 976 P.2d 303, 306 (Colo. App. 1998) (holding that a home rule city need not “strictly comply with all of its ordained procedures” and that “[s]ubstantial compliance is all that is required, and only material departures that deprive a citizen of due process will result in nullification of an ordinance”).

The Court is not persuaded that the Plaintiffs’ chances of prevailing on this claim are improved by their arguments that the changes in the terms of the agreement to provide for facilitation of a 1031 exchange or the change in the name of the LLC used for the project by Evergreen were somehow significant differences that required additional public comment or an additional reading of the Ordinance. The Plaintiffs do not explain, and the Court sees no reason, why these changes make any difference at all.

The Court determines, as above, that the other *Rathke* factors also weigh in favor of denying the Plaintiff's motion.

**D. Fifth Claim for Relief**

The Fifth Claim for relief alleges that Loveland violated state law by providing that the Ordinance went into effect immediately upon final adoption or within 10 days, relying on C.R.S. § 31-11-105(1). Because the effective date of the Ordinance is probably governed by the Charter, given the Loveland is a home-rule municipality, rather than by state statute, it appears probable that the Charter controls and, thus, that the Plaintiff's claim will fail. In addition, the Court agrees with Loveland that this claim is moot at this point, given that more than 30 days have passed since adoption of the Ordinance. The Court determines, as above, that the other *Rathke* factors also weigh in favor of denying the Plaintiff's motion with respect to this claim.

**V. CONCLUSION**

Accordingly, the Court hereby DENIES the Plaintiff's motion for a preliminary injunction in this matter. The Plaintiff shall file a notice to set a case management conference in this case within 14 days.

Dated this 26<sup>th</sup> day of May

BY THE COURT:



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Devin R. Odell  
District Court Judge



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**AGENDA ITEM:** 2  
**MEETING DATE:** 6/23/2015  
**TO:** Loveland City Council  
**FROM:** Betsey Hale, Economic Development Director  
**PRESENTER:** Betsey Hale, Economic Development Director  
Representatives of the Loveland Downtown Development Authority

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**TITLE:**

Discussion, Consideration and Direction on the Plan of Development for the Downtown Development Authority

**RECOMMENDED COUNCIL ACTION:**

Discussion and direction

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**SUMMARY:**

The Plan of Development (DDA Plan) for the Loveland Downtown Development Authority (DDA) is required by State law to be reviewed by the City Council. The DDA Plan is defined as a plan for the development or redevelopment of the DDA District over a thirty to fifty year period. On June 8, 2015 the Planning Commission unanimously approved a motion recommending the City Council consider the DDA Plan at a future meeting and on July 7, 2015 hold a public hearing and consider a resolution approving the DDA Plan. The DDA may not undertake any development project until the City Council has approved the DDA Plan.

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**BACKGROUND:**

In January 2014 the Loveland City Council directed staff to work with the private sector to develop an organization that would lead downtown redevelopment efforts. In July 2014 the Loveland Downtown Partnership (LDP) was formed to act as in this capacity. The City has made a commitment to fund the Loveland Downtown Partnership for a period of 10 years. An election to form the DDA was held in February of 2015 and the voters approved the formation of the DDA.

The LDP (and its precursor, the “Downtown Working Group”), working with a variety of interested downtown individuals and groups, drafted and approved “A Strategic Plan for Revitalizing Downtown Loveland” (Strategic Plan) which has now been approved by the City Council as an official City downtown plan. The Strategic Plan, along with other applicable City downtown plans and policies (listed on page 9 of the DDA Plan) formed the basis of the DDA Plan, which was drafted by the LDP with assistance from City Staff. City Council reviewed and commented on the draft DDA Plan at a public meeting in December of 2014.

With regard to the planning components of the DDA Plan, it includes the DDA's objectives and purposes, a list of potential development and redevelopment projects, and contains the legal description and map of the DDA District.

The DDA Plan has been recommended for approval by the LDP Board and Planning Commission and has been adopted by the DDA Board subject to City Council approval.

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**REVIEWED BY CITY MANAGER:**

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**LIST OF ATTACHMENTS:**

1. Plan of Development
  - Appendix I: Included in Plan of Development
  - Appendix II: attached separately to coversheet (A Strategic Plan for Revitalizing Downtown Loveland)
  - Appendix III (link): [Downtown Vision Book \(2010\)](#)
  - Appendix IV (link): [Destination Downtown: HIP Streets Master Plan \(2010\)](#)
  - Appendix V (link): [Downtown Strategic Plan, Amendment to City's Comprehensive Plan \(2009\)](#)
2. A Strategic Plan for Revitalizing Downtown Loveland
3. Map of DDA District

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# LOVELAND DOWNTOWN DEVELOPMENT AUTHORITY

## Plan of Development



# Table of Contents

I.	<b>Foreword</b> .....	2
II.	<b>The District</b> .....	3
	District Map	
	Boundaries of the DDA	
III.	<b>Objective and Purposes</b> .....	5
IV.	<b>Plan of Development Projects</b> .....	6
V.	<b>Strategic Downtown Plan</b> .....	9
VI.	<b>Methods of Financing Projects</b> .....	10
VII.	<b>Appendices</b> .....	11

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## Foreword

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The downtown (“Downtown”) of the City of Loveland (“Loveland”) serves as the heart of a city that from its beginnings in 1877 has defined the best of Colorado’s entrepreneurial spirit and sense of civic pride, with an emphasis on arts and cultural activities. Downtown Loveland business and property owners believe that a strong economic foundation is critical to sustaining a vibrant community respectful of its history, committed to the full inclusion of all its citizens, and strategically positioned to thrive in a globally competitive marketplace.

This Plan of Development (the “Plan”) is an essential first legal step in creating a vibrant Downtown that provides a safe, dynamic environment to gather, live, educate, shop, work and play. The needs of the Downtown have been recognized over the past years in vision documents, comprehensive and strategic plans and master planning efforts. All of these have identified the need to have a strong Downtown for the economic health and future of Loveland.

The emphasis of this Plan is on needs of the Downtown over a thirty (30) to fifty (50) year period and the type of projects and programs that are required to satisfy those needs, rather than dictating the physical location, dimensions and design which can only evolve through continual planning efforts.

# District Map

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[Insert Map] **Attachment 3**

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## Boundaries of the DDA

The boundary of the Loveland Downtown Development Authority (the “DDA”), as shown on the preceding map, outlines the area in which the DDA will exercise its statutory powers (the “District”). The District was established on the basis of the best information available at the time. It is intended that the boundaries will change given changing times and circumstances. Property owners adjoining the District are encouraged to petition for inclusion if and when the uses and purposes of their properties become compatible with the purposes of the District.

The District is generally bounded by northbound Lincoln Avenue and southbound Cleveland Avenue; the eastern boundary of the District goes from the tip of the southern gateway, following Lincoln Avenue to 3<sup>rd</sup> Street SE, east 2 blocks to Washington Avenue, 6 blocks north to 4<sup>th</sup> Street, east one block to Adams Avenue, north to 5<sup>th</sup> Street, and then back west to Washington Avenue; then from the intersection of 5<sup>th</sup> Street and Washington Avenue, north one block and west one block to Jefferson Avenue, north 1½ blocks and west another ½ block, then continuing northward, including the properties that front on Lincoln Avenue, toward Eisenhower Boulevard, to 1/2 block south of Eisenhower Boulevard, then east to Jefferson Avenue, north to the alley one half block past 16<sup>th</sup> Street, west 190 feet, north to the boundary with Lakeside Cemetery, west to Lincoln Avenue, north to the end of the one way system, and from the tip of the northern gateway, the western boundary includes the properties on the west side of Cleveland Avenue heading south to 11<sup>th</sup> Street, then west to just past the railroad tracks, south on Railroad Avenue for one block, and again west on 10<sup>th</sup> Street to Garfield Avenue, then south 11 blocks to past 2<sup>nd</sup> Street SW to the intersection of Garfield Avenue and Railroad Avenue, then following the irrigation ditch southeast back to Cleveland Avenue and then south to the end of the one way system.

The legal description of the District is attached as Appendix I to this Plan.

## Objective and Purposes

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The primary objectives of the DDA are to promote the safety, prosperity, security and general welfare of the District and its inhabitants, to prevent deterioration of property values and structures within the District, to prevent the growth of blighted areas within the District, to assist Loveland in the development, redevelopment and planning of the economic and physical restoration and growth of the District, to improve the overall appearance, condition and function of the District, to encourage a variety of uses compatible with the artistic and cultural community, to sustain and improve the economic vitality of the District, to promote the historic, artistic and cultural elements of the District, and to encourage pedestrian traffic and security in the District. To achieve these objectives, the specific goals of the DDA include the following and any other activities, plans, and development and redevelopment authorized by law.

The Plan recognizes that this is a long term revitalization strategy focused on implementing an entrepreneurial environment in which District products and services meet local demands and attract new residents and businesses to the area.

To achieve these objectives, the specific goals of the DDA include, but are not limited to the following:

1. Work with private entities, developers and property owners to promote positive investment in the District.
2. Work with business owners, and business entrepreneurs to promote retail growth, new job growth and other uses in the District.
3. Identify and help form collaborative public/private partnerships that promote economic growth in ways that honor and sustain strong community values.
4. Implement key elements of Loveland's approved infrastructure plan.
5. Increase residential and employment density as catalysts for enriching life for residents and visitors alike.
6. Assist emerging and existing businesses in navigating various local, county, and state regulations and taxing policies.
7. Identify and establish a communications process with current business and property owners within the District.
8. Establish multiple communication forums with emphasis on email, social media, and newspaper.
9. Work with Loveland in evaluating and potentially implementing a "One Stop" approach to Downtown development including identifying a potential organizational structure therefor.
10. Improve the visual attractiveness of the District including but not limited to façade renovations, public streets, alleys, curbs, gutters, sidewalks, lighting along with street furniture and landscaping.
11. Underground the utility systems.
12. Promote a diversity of activities in the District.
13. Promote and encourage the renovation and reuse of vacant and deteriorated structures within the District.
14. Encourage the creation and continuation of public events within the District
15. Promote and market the District.
16. Promote Loveland's unique identity as a destination for arts and culture.

## Plan of Development Projects

- A. Plan projects may include public facilities and other improvements to public or private property of all kinds consistent with the priorities of the DDA by all means permitted by federal, state and local laws and regulations, including but not limited to, land assemblage, demolition, removal, site preparation, construction, renovation, repair, remodeling, reconstruction purchase of property interests, rehabilitating, equipping, selling and leasing in connection with such public and private improvements.
- B. Descriptions of specific development projects that have been conceptually identified as potential key downtown redevelopment projects including, but not limited to, the following:

Item	City/DDA Funding	Other Public Funding	Private	Notes
<b>Redevelopment Projects</b>				
South Catalyst Project: 3 <sup>rd</sup> Street Site	\$15,000,000	\$15,000,000	\$50,000,000	Amount includes the estimate on land plus the cost of the redevelopment with a parking structure
4th Street/Rialto Square	\$2,500,000	\$0	\$7,500,000	Includes the cost of the land plus redevelopment cost
Arcadia (4th and Cleveland)	\$400,000	\$75,000	\$1,800,000	Based on preliminary review of proposed plan.
4th and Lincoln/Redevelopment	\$2,000,000	\$0	\$6,250,000	Potential project/timeline unknown
Elks Lodge	\$250,000	\$200,000	\$2,000,000	Estimates are for rehab at \$100/square foot
Loveland	\$250,000	\$200,000	\$2,000,000	Estimates are for rehab at \$100/square foot
VFW Hall	\$500,000	\$0	\$4,000,000	
Feed and Grain	\$0	\$2,300,000	\$1,000,000	
Pulliam Building	\$4,600,000	\$200,000	\$1,200,000	Assumes the City receives a grant from the State Historic Fund and Historic Tax Credits
House of Neighborly Service Building	\$500,000	\$0	\$5,000,000	Assumes a redevelopment of a 20,000 sq/foot building
Larimer County Building/6th and Cleveland	\$500,000	\$0	\$3,750,000	Assumes the City takes possession of the building as part of the South Catalyst
Safeway site	\$5,000,000	\$0	\$30,000,000	Requires further investigation
Railroad site	\$2,500,000	\$0	\$15,000,000	Land at 7th and Garfield

Other private	\$1,500,000		\$10,000,000	Includes other projects not contemplated plus façade grants and fire safety grants
<b>SUBTOTAL REDEVELOPMENT</b>	<b>\$35,500,000</b>	<b>\$17,975,000</b>	<b>\$139,500,000</b>	

C. Descriptions of specific potential public facilities and improvements that have been conceptually identified to complement private developments including, but not limited to, the following:

Infrastructure				
4th Street/Phase I - 3 blocks	\$5,860,000			4th Street from Railroad to Jefferson
4th Street/Additional 2 blocks	\$2,500,000			4th Street to Garfield and Washington
3rd Street	\$2,250,000			3rd Street west of Cleveland to Feed and Grain
5th Street	\$3,010,000			5th Street from Lincoln to Railroad
5th Street Plaza	\$2,187,413			Museum plaza proposal in the parking lot at 5th and Lincoln
Power	\$5,000,000			Estimates are for \$300,000 per block to underground the power
Railroad Avenue 1st to 5th	\$4,000,000			May include connectivity with the trail system.
Cost Escalation	\$3,161,483			Estimates were completed in 2009, the number is 20 percent of the cost of the streetscape improvements
<b>SUBTOTAL INFRASTRUCTURE</b>	<b>\$27,968,896</b>	<b>\$0</b>	<b>\$0</b>	

D. Other specific development projects and public facilities currently contemplated are as follows:

Other Capital Cost				
Trail Expansion	\$1,000,000			
Quiet Zones	\$1,000,000	\$2,000,000		Includes four rail crossings located at 1 <sup>st</sup> , 4 <sup>th</sup> , 6 <sup>th</sup> and 7 <sup>th</sup> Streets

<b>SUBTOTAL OTHER</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$0</b>	

- E. The DDA also may seek to support other projects not directly identified above including, but not limited to, the following:
- a. Beautification programs;
  - b. Pedestrian facilities and circulation improvements;
  - c. Parking that is not otherwise included within specific projects (IE 3<sup>rd</sup> Street Catalyst); and
  - d. Downtown hotel or other convention facilities built in conjunction with a private development.

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# Strategic Downtown Plan

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The DDA, acting in coordination with the Loveland Downtown Partnership and Loveland, will need to establish short and long term priorities based on adopted strategic plans and identified development projects as such plans and projects evolve. The current plans, which are referenced below and attached as Appendices II through V to this Plan, are as follows:

## **Appendix II:** *A Strategic Plan for Revitalizing Downtown Loveland (2014)*

The plan, adopted by the Loveland City Council and the Loveland Downtown Partnership, provides the comprehensive outline for short and long term success in Downtown Loveland.

A Strategic Plan for Revitalizing Downtown Loveland is driven by the following principles:

1. We are committed to a process driven by community stakeholders and supported by the City of Loveland.
2. We are committed to a long term revitalization strategy (20 yrs.) that combines immediate action to improve communications and marketing with an ongoing responsibility to maintain and improve the downtown infrastructure.
3. We are committed to shaping policies and procedures that provide adequate flexibility for the organization to respond quickly and effectively to changing conditions at the local, state, national, and/or international levels.
4. We are committed to implementing an entrepreneurial environment in which Downtown products and services meet local demands and attract new residents and businesses to the area.
5. We are committed to shaping collaborative public/private partnerships that promote economic growth in ways that honor and sustain strong community values.

## **Appendix III:** *Downtown Vision Book (2010)*

The purpose of the Downtown Vision Book is to highlight catalyst projects, and describe the context, character and the opportunity for revitalization. In addition, the Downtown Vision Book identifies ideas, opportunities and strategies to further benefit Downtown Loveland. The Private-Public projects are designed to capture not only the value of public participation, but to be a catalyst for private investment, enhanced connections and enrichment of the community experience for residents, businesses and visitors alike.

## **Appendix IV:** *Destination Downtown: HIP Streets Master Plan (Infrastructure Plan) (2010)*

The Infrastructure Plan was completed in 2009 highlights the streetscape, utility and other public infrastructure improvements in Downtown Loveland.

## **Appendix V:** *Downtown Strategic Plan – Amendment to the City’s Comprehensive Plan (2009)*

The plan, adopted by the Loveland City Council as an amendment to the Comprehensive Plan, was the basis for the effort by Loveland and the Loveland Downtown Team to revitalize the Downtown.



# Methods of Financing Projects

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In order to finance the projects and purposes of the DDA, the following financial sources are authorized to be utilized:

- A. Proceeds of bonds of, loans or advances to, or indebtedness incurred by Loveland secured by the pledge of the following tax revenues for the maximum period of time authorized by C.R.S. § 31-25-807(3):
  - a. **Property Tax Increment:** All of that portion of property taxes in excess of such taxes which are produced by the levy at the rate fixed each year by or for any public body upon the valuation for assessment of taxable property within the boundaries of the District last certified prior to the effective date of approval by the City Council of Loveland of this Plan or, as to an area later added to the boundaries of the District, the effective date of the modification of this Plan.
  - b. **Municipal Sales Tax Increment:** All of that portion of municipal sales tax in excess of such taxes collected within the boundaries of the District for the twelve month period ending on the last day of the month prior to the effective date of approval by the City Council of Loveland of this Plan. For purposes of calculating the amount of municipal sales tax, “municipal sales tax” shall be as defined in Section 3.16.010 and Section 3.16.020A of the Loveland Municipal Code, provided that such definition shall specifically not include sales tax on the sale of food for home consumption as defined in C.R.S. § 39-26-102(4.5)(a), with the exception of candy and soda as defined in C.R.S. § 39-26-707(1.5) which shall be included in the definition of municipal sales tax.
  - c. **Other sources:** Such other sources of revenue for repayment of bonds, loans, advances or other indebtedness of Loveland as may be authorized by law.

*All such taxes described in this paragraph A shall be adjusted, collected, allocated and used as set forth in C.R.S. § 31-25-807(3), as amended from time to time.*

- B. Membership fees
- C. Private contributions
- D. Proceeds of loans to the DDA
- E. Fees and other charges imposed in connection with projects undertaken by the DDA
- F. Grants and other funds made available by public agencies and other entities
- G. All types of bond issues, including industrial development revenue and special assessment bonds, and
- H. All such other sources and methods as may be authorized by law from time to time, including but not limited to, C.R.S. § 31-25-801, et seq.

# Appendix I

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## Legal Description of the District

Beginning at the point of intersection of the south right-of-way (ROW) line of E. 4<sup>th</sup> Street and the east ROW line of N. Washington Avenue; thence southerly along said east ROW line to its point of intersection with the north ROW line of E. 3<sup>rd</sup> Street; thence continuing southerly to the point of intersection of the south ROW line of E. 3<sup>rd</sup> Street and the east ROW line of N. Washington Avenue; thence continuing southerly along said east ROW line to its point of intersection with the north ROW line of E. 1<sup>st</sup> Street; thence southwesterly to the point of intersection of the south ROW line of E. 1<sup>st</sup> Street and the east ROW line of S. Washington Avenue; thence southerly along said east ROW line its point of intersection with the north ROW line of the alley between E. 1<sup>st</sup> Street and 2<sup>nd</sup> Street S.E.; thence continuing southerly to the point of intersection of the south ROW line of said alley and the east ROW line of S. Washington Avenue; thence continuing southerly along said east ROW line its point of intersection with the north ROW line of 2<sup>nd</sup> Street S.E.; thence continuing southerly to the point of intersection of the south ROW line of 2<sup>nd</sup> Street S.E. and the east ROW line of S. Washington Avenue; thence continuing southerly along said east ROW line to its point of intersection with the south ROW line extended of 3<sup>rd</sup> Street S.E.; thence westerly along said extended line to the point of intersection of the west ROW line of S. Washington Avenue and the south ROW line of 3<sup>rd</sup> Street S.E.; thence continuing westerly along said south ROW line to its point of intersection with the east ROW line of S. Lincoln Avenue; thence southerly along said east ROW line to its point of intersection with the north line extended of the 5<sup>th</sup> Street S.E. ROW; thence continuing southerly along said east ROW line to its point of intersection with the south line of the 5<sup>th</sup> Street S.E. ROW line; thence southerly along said east ROW line to its point of intersection with the north line of the 8<sup>th</sup> Street S.E. ROW; thence continuing southerly along said east ROW line to its point of intersection with the south line of the 8<sup>th</sup> Street S.E. ROW; thence westerly along the south line extended of the 8<sup>th</sup> Street S.E. ROW to the west line of the S. Lincoln Avenue ROW; thence northerly along the west ROW line of S. Lincoln Avenue to its point of intersection with the southwest line of the S. Cleveland Avenue ROW; thence continuing northwesterly along said southwest ROW line to its point of intersection with the south line of the 5<sup>th</sup> Street S.E. ROW; thence northerly along the west line of the S. Cleveland Avenue ROW to its point of intersection with the north line of the 5<sup>th</sup> Street S.E. ROW; thence continuing northerly along said west ROW line of S. Cleveland Avenue to its intersection with the north bank of the Farmer's Ditch; thence northwesterly along said bank to its point of intersection with the west ROW line of the Burlington Northern/Santa Fe Railroad and the south line of Henrikson Addition; thence continuing northwesterly along said south line to the southwest corner of Henrikson Addition; thence northerly along the west line of said Henrikson Addition to its point of intersection with the south ROW line of 2<sup>nd</sup> Street S.W.; thence westerly along said south ROW line to the NW corner of Mill First Addition; thence northerly perpendicular to said ROW line to a point on the south line of Mill Second Addition; thence westerly along said south line to the SW corner of Mill Second Addition; thence northerly and easterly along the west line of said Mill Second Addition to the NW corner thereof; thence easterly and southerly along the north line of Mill Second Addition to the NE corner thereof; thence northwesterly to the SE corner of Riverside Addition; thence northerly along the east line of Riverside Addition to its point of intersection with the south ROW line of W. 1<sup>st</sup> Street; thence continuing northerly to the point of intersection of the north ROW line of W. 1<sup>st</sup> Street and the west ROW line of the N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 2<sup>nd</sup> Street; thence continuing northerly to the point of intersection of the north ROW line of W. 2<sup>nd</sup> Street and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 3<sup>rd</sup> Street; thence continuing northerly to the point of intersection of the north ROW line of W. 3<sup>rd</sup> Street and the west ROW line of N. Garfield Avenue; thence continuing northerly to the point of intersection of the south ROW line of the alley between W. 3<sup>rd</sup> Street and W. 4<sup>th</sup> Street and the west ROW line of N. Garfield Avenue; thence continuing northerly to the point of intersection of the north ROW line of said alley and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 4<sup>th</sup> Street; thence continuing northerly to the point of intersection of the north ROW line of W. 4<sup>th</sup> Street and the west ROW line of N.

Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of the alley between W. 4th Street and W. 5th Street and the west ROW line of N. Garfield Avenue; thence continuing northerly to the point of intersection of the north ROW line of said alley and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 5th Street; thence continuing northerly to the point of intersection of the north ROW line of W. 5th Street and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 6th Street; thence continuing northerly to the point of intersection of the north ROW line of W. 6th Street and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 7th Street; thence continuing northerly to the point of intersection of the north ROW line of W. 7th Street and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line its the point of intersection with the south ROW line of the alley between W. 7th Street and W. 8th Street; thence continuing northerly to the point of intersection of the north ROW line of said alley and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 8th Street; thence continuing northerly to the point of intersection of the north ROW line of W. 8th Street and the west ROW line of N. Garfield Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of W. 10th Street; thence continuing northerly to the point of intersection of the north ROW line of W. 10th Street and the west ROW line of N. Garfield Avenue; thence easterly to the point of intersection of the east ROW line of N. Garfield Avenue and the north ROW line of W. 10th Street; thence easterly and northeasterly along said north ROW line to its point of intersection with the west ROW line of the Burlington Northern/Santa Fe Railroad; thence northerly along said west ROW to its point of intersection with the south ROW line of the alley between W. 10th Street and W. 11th Street; thence continuing northerly to the point of intersection of the north ROW line of said alley and the west ROW line of the Burlington Northern/Santa Fe Railroad; thence continuing northerly along said west ROW line to its point of intersection with the south line of Little Barnes Ditch; thence continuing northerly to the point of intersection of the north line of said Ditch and the west ROW line of the Burlington Northern/Santa Fe Railroad; thence northerly along said west ROW line to its point of intersection with the south ROW line of E. 11th Street; thence continuing northerly to the point of intersection of the west ROW line of said Railroad and the north ROW line of W. 11th Street; thence northeasterly to the point of intersection of the east ROW line of N. Railroad Avenue and the north ROW line of E. 11th Street; thence easterly along said north ROW line to its point of intersection with the west ROW line of the alley between N. Railroad Avenue and N. Cleveland Avenue; thence northerly along said west ROW line to its point of intersection with the south ROW line of the alley between E. 11th Street and E. 12th Street; thence continuing northerly to the point of intersection of the north ROW line of the alley between E. 11th Street and E. 12th Street and the west ROW line of the alley between N. Railroad Avenue and N. Cleveland Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of E. 12th Street; thence continuing northerly to the point of intersection of the north ROW line of E. 12th Street and the west ROW line of the alley between N. Railroad Avenue and N. Cleveland Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of the alley between E. 12th Street and E. 13th Street; thence continuing northerly to the point of intersection of the north ROW line of the alley between E. 12th Street and E. 13th Street and the west ROW line of the alley between N. Railroad Avenue and N. Cleveland Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of E. 13th Street; thence continuing northerly to the point of intersection of the north ROW line of E. 13th Street and the west ROW line of the alley between N. Railroad Avenue and N. Cleveland Avenue; thence continuing northerly along said west ROW line to its point of intersection with the south ROW line of the alley between E. 13th Street and E. Eisenhower Boulevard; thence continuing northerly to the point of intersection of the north ROW line of said alley between E. 13th Street and E. Eisenhower Boulevard and the west ROW line of the alley between N. Railroad Avenue and N. Cleveland Avenue; thence continuing northerly along said west ROW line to the point of intersection of the east line of Lot 21, Block 4, Loveland Heights Addition and the south line of the vacated alley ROW; thence easterly along said south line to the centerline of the vacated alley ROW; thence northerly along said centerline to its point of intersection with the south ROW line of E. Eisenhower Boulevard; thence continuing northerly along the west line extended of said Lots to its point of intersection with the centerline of E. Eisenhower Avenue; thence

westerly along said centerline, to its point of intersection with the west ROW line of the Burlington Northern/Santa Fe Railroad; thence northwesterly along said west ROW line to its point of intersection with the north line extended of the E. 15<sup>th</sup> Street ROW; thence easterly along said north line extended to its point of intersection with the west ROW line of Jackson Avenue; thence easterly along said north line extended of the East 15<sup>th</sup> Street ROW to its point of intersection with the east ROW line of Jackson Avenue; thence continuing easterly along the north ROW of E. 15<sup>th</sup> Street to its point of intersection with the east ROW line of the alley between Jackson Avenue and N. Lincoln Avenue; thence northerly along said east ROW of the alley to its point of intersection with the south ROW line of E. 16<sup>th</sup> Street; thence northerly along said east ROW of the alley to its point of intersection with the north ROW line of E. 16<sup>th</sup> Street; thence continuing northerly along said east ROW of the alley to its point of intersection with the southern property line of the Loveland Burial Park Cemetary; thence easterly along said southern property line to its point of intersection with the west ROW line of N. Cleveland Avenue; thence northeasterly along the northwestern ROW line of N. Cleveland Avenue to its point of intersection with the west ROW line of N. Lincoln Avenue; thence northerly along said west ROW line to its point of intersection with the south line extended of the E. 20<sup>th</sup> Street ROW; thence easterly along said south line extended to its intersection with the east ROW line of N. Lincoln Avenue; thence southerly along said east ROW line to its point of intersection with the south boundary line of the Stephenson 1<sup>st</sup> Subdivision; thence easterly along said south boundary line to its point of intersection with the west boundary of the Conger Subdivision of the North End Addition; thence southerly along said west boundary line to its intersection with the south boundary of the Conger Subdivision of the North End Addition; thence easterly along said south boundary to its intersection with the west boundary line of the Grandview Subdivision of North End Addition; thence southerly along said west boundary line to its intersection with the north ROW line of E. 16<sup>th</sup> Street; thence southeasterly across E. 16<sup>th</sup> Street to the point of intersection of the south ROW line of E. 16<sup>th</sup> Street and the east ROW line of N. Jefferson Avenue; thence southerly along said east ROW line to its point of intersection with the north ROW line of E. Eisenhower Blvd.; thence southerly along said east ROW line to its point of intersection with the south ROW line of E. Eisenhower Blvd; thence continuing southerly along said east ROW line to its point of intersection with the south boundary line extended of the WARNOCK ADD AMD L1-4 35-39 & POR L40 & VACATED ALLEY Subdivision; thence westerly along said south boundary line extended to its intersection with the west ROW line of N. Jefferson Avneue; thence westerly along said south boundary line to its point of intersection with the west ROW line extended of the alley between N. Lincoln Avenue and N. Jefferson Avenue; thence southerly along said west alley line to its point of intersection with the north ROW line of E. 13<sup>th</sup> Street; thence continuing southerly to the point of intersection of said west alley line and the south ROW line of E. 13<sup>th</sup> Street; thence continuing southerly along said west alley line to its points of intersection with the north ROW line of E. 12<sup>th</sup> Street; thence continuing southerly to the point of intersection of said west alley line with the south ROW line of E. 12<sup>th</sup> Street; thence continuing southerly along said west alley line to its point of intersection with the north line of Little Barnes Ditch; thence continuing southerly to the point of intersection of said west alley line and the south line of said Ditch; thence continuing southerly along said west alley line to its point of intersection with the centerline of the alley ROW vacated via Ordinance 3317 and recorded at Reception Number 86051452 adjoining Block 2, Lincoln Place Addition; thence easterly along the centerline of said vacated alley to its point of intersection with the east line of Lot 10, Block 2, Lincoln Place Addition; thence southerly along said east line 20 feet to a point; thence westerly perpendicular to said east line to a point on the east line of Lot 11, Block 2, Lincoln Place Addition; thence southerly along the east line of said Lot 11 to its point of intersection with the north ROW line of E. 11<sup>th</sup> Street; thence continuing southerly to the point of intersection of the east line of Lot 11, Block 3, Lincoln Place Addition and the south ROW line of E. 11<sup>th</sup> Street; thence westerly along said south ROW line to its point of intersection with the east line of Lot 13, Block 3, Lincoln Place Addition; thence southerly along said east line to its point of intersection with the north ROW line of the Great Western/Omni Railroad; thence easterly along said north ROW line to its point of intersection with the east line of Lot 10, Block 3, Lincoln Place Addition; thence southerly to the point of intersection of the east line of Lot 2, Block 5, Orchard Park Addition and the south ROW line of said Railroad; thence continuing southerly along the east line of said Lot 2 to the NE corner of Lot 1, Block 5, Orchard Park; thence continuing south along the east line of said Lot 1 to its point of intersection with the north ROW line of E. 10<sup>th</sup> Street; thence southwestery to the point of intersection of the south ROW line of E. 10<sup>th</sup> Street and the east ROW line of the alley between N. Jefferson Avenue and N. Lincoln Avenue; thence southerly along said east ROW line to its point of

intersection with the north ROW line of E. 8<sup>th</sup> Street; thence continuing southerly to the point of intersection of the south ROW line of E. 8<sup>th</sup> Street and the east ROW line of the alley between N. Jefferson Avenue and N. Lincoln Avenue; thence southerly along said east ROW line to its point of intersection with the north ROW line of the alley between E. 8<sup>th</sup> Street and E. 7<sup>th</sup> Street; thence easterly along said north ROW line to its point of intersection with the west ROW line of N. Jefferson Avenue; thence continuing easterly to the point of intersection of said north ROW line and the east ROW line of N. Jefferson Avenue; thence southerly to the point of intersection of the south ROW line of said alley and the east ROW line of N. Jefferson Avenue; thence continuing southerly along said east line to its point of intersection with the north ROW line of E. 7<sup>th</sup> Street; thence continuing southerly to the point of intersection of the south ROW line of E. 7<sup>th</sup> Street and the east ROW line of E. Jefferson Avenue; thence continuing southerly along said east line to its point of intersection with the north ROW line of the alley between E. 7<sup>th</sup> Street and E. 6<sup>th</sup> Street; thence continuing southerly to the point of intersection of the south ROW line of said alley and the east ROW line of N. Jefferson Avenue; thence continuing southerly along said east line to its point intersection with the north ROW line of E. 6<sup>th</sup> Avenue; thence easterly along said north line to its point intersection with the west ROW line of N. Washington Avenue; thence continuing easterly to the point intersection of the north ROW line of E. 6<sup>th</sup> Avenue and the east ROW line of N. Washington Avenue; thence southerly to the point of intersection of the south ROW line of E. 6<sup>th</sup> Avenue and the east ROW line of N. Washington Avenue; thence southerly along said east ROW line to its point of intersection with the north ROW line of the alley between E. 6<sup>th</sup> Street and E. 5<sup>th</sup> Street; thence continuing southerly to the point of intersection of the south ROW line of said alley and the east ROW line of N. Washington Avenue; thence continuing southerly along said east line to its point of intersection with the north ROW line of E. 5<sup>th</sup> Street; thence easterly along said north ROW line to its point of intersection with the west ROW line of N. Adams Avenue; thence continuing easterly to the point of intersection of the north ROW line of E. 5<sup>th</sup> Street and the east ROW line of N. Adams Avenue; thence southerly to the point of intersection of the south ROW line of E. 5<sup>th</sup> Street and the east ROW line of N. Adams Avenue; thence southerly along said east ROW line to its point of intersection with the north ROW line of E. 4<sup>th</sup> Street; thence continuing southerly to the point of intersection of the east ROW line of N. Adams Avenue and the south ROW line of E. 4<sup>th</sup> Street; thence westerly to the point of intersection of the west ROW line of N. Adams Avenue and the south ROW line of E. 4<sup>th</sup> Street; thence continuing westerly along said south ROW line to the Point of Beginning;

And,

Less [County building parcel] LOTS 13 THRU 16, BLK 7, City of Loveland, County of Larimer, State of Colorado; ALSO POR VACATED ALLEY PER BK 1712 PG 733; and [Former Home State Bank parcel] LOTS 1 THRU 8, BLK 12, City of Loveland, County of Larimer, State of Colorado; and [Museum parcel] LOTS 19-24, BLK 12, City of Loveland, County of Larimer, State of Colorado; and [Vacant Parking Lot parcel] LOTS 1-7, LESS S 25 FT LOTS 1-3 AND LESS S 25 FT OF E 5 FT LOT 4, BLK 13, City of Loveland, County of Larimer, State of Colorado; and [Lincoln Place parcel] The subdivision LINCOLN PLACE COMMUNITY, City of Loveland, County of Larimer, State of Colorado (20100069697) in its entirety (formerly known as Block 41 of Finley's Addition, City of Loveland, County of Larimer, State of Colorado), and [Street & Alley ROW] The full right-of-way of East 6th Street east of the easterly boundary line of the N. Cleveland Avenue right-of-way and west of the centerline of the N. Jefferson Avenue right-of-way, City of Loveland, County of Larimer, State of Colorado; and All public alley right-of-way within BLK 12, City of Loveland, County of Larimer, State of Colorado; and The full right-of-way of East 5th Street east of the easterly boundary line of the N. Cleveland Avenue right-of-way and west of the westerly boundary line of the N. Lincoln Avenue right-of-way, City of Loveland, County of Larimer, State of Colorado; and The north half of the street right-of-way of the intersection of East 5th Street and N. Lincoln Avenue, north of the centerline of East 5th Street, City of Loveland, County of Larimer, State of Colorado; and The north half of the right-of-way of East 5th Street north of the centerline of East 5th Street, east of the easterly boundary of the N. Lincoln Avenue right-of-way, and west of the centerline of the N. Jefferson Avenue right-of-way, City of Loveland, County of Larimer, State of Colorado; and The west half of the street right-of-way of N. Jefferson Avenue south of the southerly boundary of East 6th Street, and north of the northerly boundary of E 5th Street, City of Loveland, County of Larimer, State of Colorado.

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## **A Strategic Plan for Revitalizing Downtown Loveland**

## Introduction

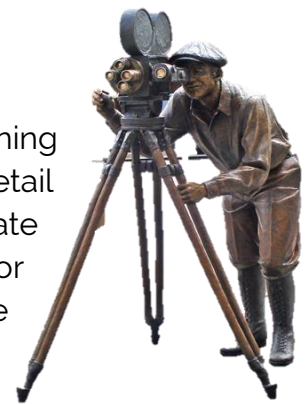
Downtown Loveland serves as the heart of a City that from its beginnings in 1877 has defined the best of Colorado's entrepreneurial spirit and sense of civic pride. From its agricultural roots in sugar beets and cherry orchards to today's thriving arts community, Downtown Loveland continues to offer diverse day time activities and great nightlife within a family-friendly environment. Today's Downtown offers a wide array of businesses, retail shops, galleries, cafes, breweries and restaurants within walking distance of our historic Rialto Theatre Center.



Downtown business and property owners believe that a strong economic foundation is critical to sustaining a vibrant community respectful of its history, committed to the full inclusion of all its citizens, and strategically positioned to thrive in a globally competitive marketplace. With this background in mind, we have developed the following strategic plan for revitalizing the Downtown as the heart of creative excellence in Northern Colorado.

## Our Vision

Our residents enjoy the convenience of shopping, working, and learning in a pedestrian-friendly city-center. Visitors find restaurants, retail shops, and entertainment easily accessible by public transit or private vehicle. The presence of local residents at all hours of the day or night demonstrates the Downtown's commitment to friendly service in a clean, safe environment.



## Our Mission

To create a vibrant Downtown that provides a safe, dynamic environment to gather, live, educate, shop, work, and play.



## Guiding Principles

This Downtown Plan for Revitalization is driven by the following principles:

1. We are committed to a process driven by community stakeholders and supported by the City of Loveland.
2. We are committed to a long term revitalization strategy (20 yrs.) that combines immediate action to improve communications and marketing with an ongoing responsibility to maintain and improve the downtown infrastructure.
3. We are committed to shaping policies and procedures that provide adequate flexibility for the organization to respond quickly and effectively to changing conditions at the local, state, national, and/or international levels.
4. We are committed to implementing an entrepreneurial environment in which Downtown products and services meet local demands and attract new residents and businesses to the area.
5. We are committed to shaping collaborative public/private partnerships that promote economic growth in ways that honor and sustain strong community values.



## Goals

1. To create a sustainable Downtown Development Authority (DDA) within twelve (12) months and determine the feasibility of a Business Improvement District within two (2) years.
2. To create an event and marketing plan in cooperation with the Community Marketing Commission, Loveland Chamber of Commerce and other entities that promotes a unique Downtown brand.
3. To implement key elements of the approved (City of Loveland) infrastructure plan by commencing construction over the next twenty-four (24) months and completing within five years, in ways that complement and preserve the Downtown's historic and cultural heritage.
4. To increase residential and employment density as catalysts for enriching life for residents and visitors alike.
5. To assist emerging and existing businesses in navigating various local, county, and state regulations and taxing policies.



## Action Plan



The Downtown Working Group will take the following actions in order to meet the strategic goals listed above.

**1. Create a sustainable Downtown Development Authority (DDA) within twelve (12) months and determine the feasibility of a Business Improvement District within two (2) years.**

1.1 Establish geographically and economically appropriate boundaries for the Downtown that allow for future residential and employment growth.

- 1.2 Identify and establish a communications process with current business and property owners within the defined geographic boundaries.
- 1.3 Establish multiple communication forums with emphasis on email, social media, and newspaper.
- 1.4 Prepare an organizational structure for a "One Stop" approach to Downtown development.
- 1.5 Based on this strategic plan, develop and present a DDA plan to the Loveland City Council in order to seek an election to create a Downtown Development Authority.

**2. Create an event and marketing plan in cooperation with the Community Marketing Commission, Loveland Chamber of Commerce and other entities to promote a unique Downtown brand.**

- 2.1 Consolidate existing community business and economic development groups where appropriate to alleviate overlaps and inefficiencies.
- 2.2 Cross-load membership/representation among service and advisory groups to improve communications and effectiveness.
- 2.3 Convene groups of local community and business people to identify existing cultural and economic strengths.
- 2.4 Coordinate events around a common theme/brand that sets the Downtown apart from other local communities.
- 2.5 Build local interest in the Downtown as a catalyst to attracting new residents, businesses, and visitors.



**3. Implement key elements of the approved (City of Loveland) infrastructure plan by commencing construction over the next twenty-four (24) months and completing within five years, in ways that complement and preserve the Downtown's historic and cultural heritage.**



- 3.1 Create a user-friendly summary with completed and planned infrastructure projects.
- 3.2 Hold small group meetings with residents, business owners, and other interested groups to discuss the implications of each project as well as the links between and among those projects.
- 3.3 Gather community input regarding the balance between economic development and preserving local history and culture.
- 3.4 Create timely, ongoing progress reports via multiple media sources.
- 3.5 Design an operating budget that balances immediate marketing and communication needs with a sustainable infrastructure.

**4. Increase residential and employment density as catalysts for enriching life for residents and visitors alike.**

- 4.1 Partner with the City of Loveland economic development department to keep abreast of demographic trends and emerging economic opportunities.



4.2 Establish a working relationship with area brokers and developers to highlight business and residential opportunities in the Downtown.

4.3 Establish a working relationship with funding sources and development groups that demonstrate an understanding of and a commitment to sustainable economic growth.

4.4 Create opportunities for a wide variety and type of business and residential uses with an emphasis on encouraging growth of local businesses.

**5. Assist emerging and existing businesses in navigating local, county, and state regulations and taxing policies.**

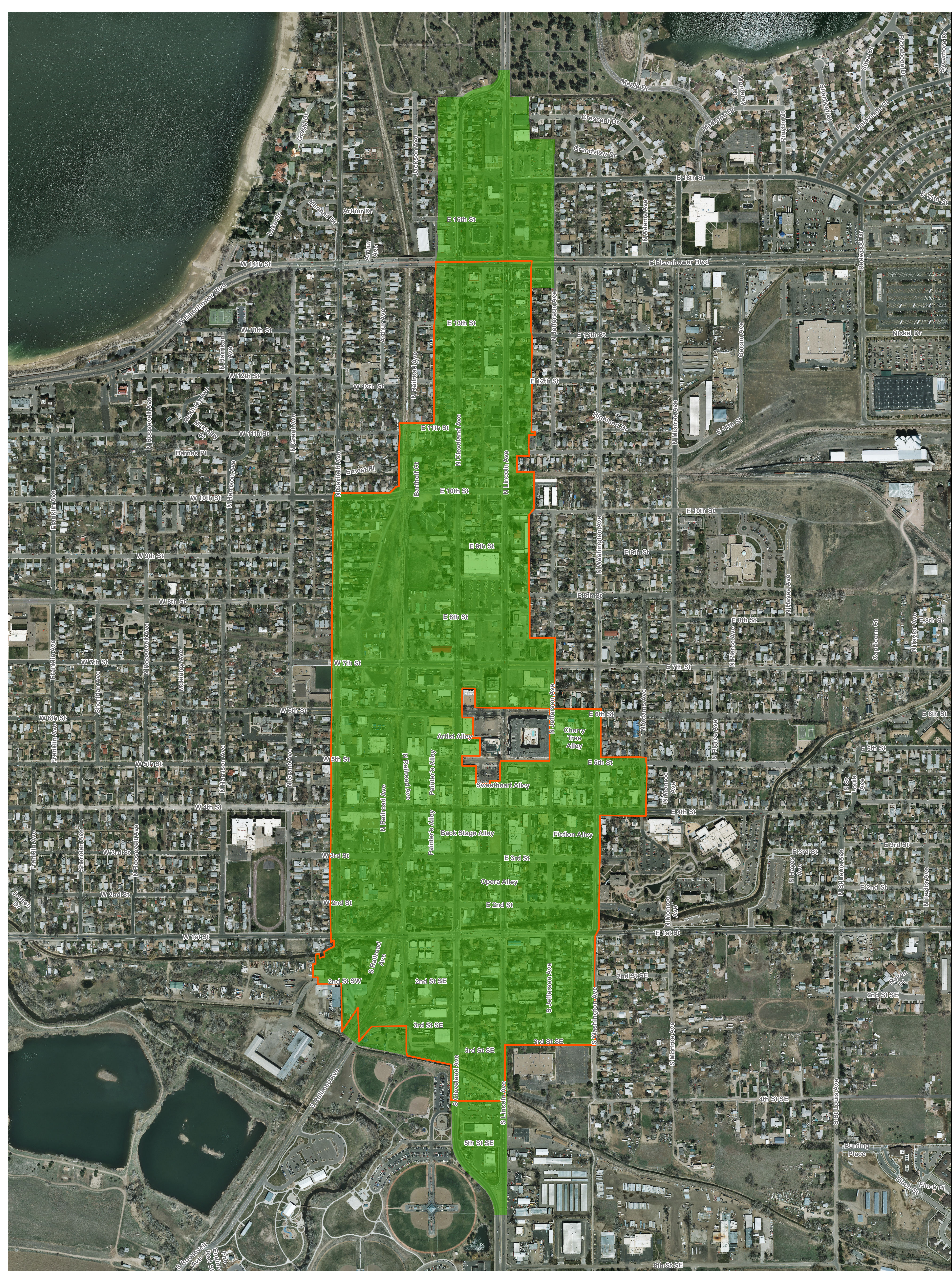
- 5.1 Create a proactive partnership with the Loveland Center for Business Development to assist with business development.
- 5.2 Work with city, county, and state agencies to provide ongoing workshops and seminars related to business regulations and tax policies/procedures.
- 5.3 Provide "just-in-time" support/advocacy for business and property owners who need immediate answers or directions.
- 5.4 Provide tips through blogs and other media related to common problems experienced/reported by local business and property owners.
- 5.5 Provide recognition of those individuals or groups who make significant contributions to the success of the Downtown.



**Special Thanks  
to the  
Downtown Working Group  
for their dedication to the creation of the  
Strategic Plan**

**Clay Caldwell  
Jim Cox  
Debbie Davis  
Harry Devereaux  
Justin Erion  
Barry Floyd  
Dan Johnson  
Bryan Jones  
Heather Lelchook  
Mike Lynch  
Mindy McCloughan  
Gene Pielin  
Troy Peterson  
Tim Reeser  
Doug Rutledge  
Carla Schlosser  
Nicole Yost**





- Proposed DDA
- Downtown URA

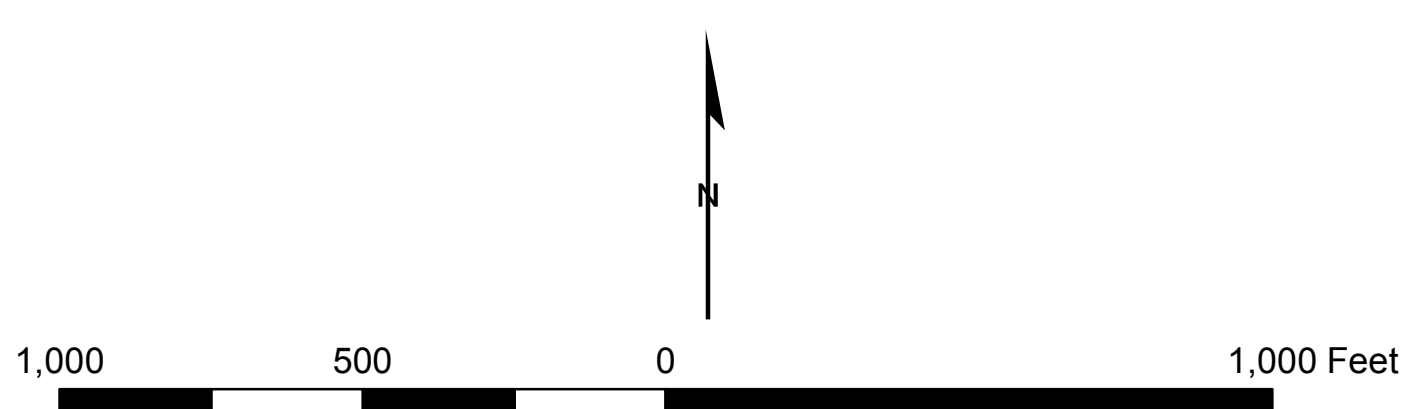
### Proposed Loveland Downtown Development Authority - Exhibit A

Date: 10/6/2014

**Proposed Area Assessed Value: ~\$37,016,950**

**Proposed 5 Mill Levy Revenues: ~\$185,085**

**Registered Voters: ~686**



NOTE: All calculations were made using best available data and should be considered approximate. Methodology statement available upon request.





**CITY OF LOVELAND**  
PUBLIC WORKS DEPARTMENT

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(970) 962-2555 • FAX (970) 962-2908 • TDD (970) 962-2620

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**AGENDA ITEM:** 3  
**MEETING DATE:** 6/23/2015  
**TO:** City Council  
**FROM:** Leah Browder, Public Works  
**PRESENTER:** Leah Browder, Director

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**TITLE:**

Consideration and Discussion of the Public Works Strategic Plan

**RECOMMENDED CITY COUNCIL ACTION:**

Discussion and Direction

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**SUMMARY:**

The Public Works Strategic Plan has been developed using a values- and employee-based process model. The process to date has included 51 formal strategic planning meetings, attended by 639 stakeholders who contributed over 1,000 ideas, suggestions, observations and comments. The final draft Strategic Plan is organized into seven strategic focus areas grounded in the City of Loveland's organizational values. Input and research have resulted in 22 strategic initiatives categorized into the seven strategic focus areas. An implementation structure has been developed so that not only the strategic planning action items but also the process will be integrated into our standard methods of operation.

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**BACKGROUND:**

Utilizing a values- and employee-based model, the Public Works Department officially launched our strategic planning process on February 21, 2015 at a department meeting that drew over 100 attendees. During the next two months, 51 strategic planning meetings were held including employees, customers, colleagues, and other stakeholders. Approximately 639 people attended and contributed close to 1,000 comments, suggestions and ideas reflecting their perceptions of the Department's strengths and weaknesses as well as potential opportunities and threats.

Dozens of City-related documents were reviewed during this initial data gathering stage, including, to name just a few, 2014 Quality of Life Survey; Fiscal Sustainability Plan; 2035 Transportation Plan; Bicycle and Pedestrian Plan; Council Priorities 2014; Create Loveland (to date); 287 Strategic Plan (to date); Administrative Regulations; Urban Land Institute 2014 Advisory Services Panel Report; Parks & Recreation Master Plan; and the Information Technology Master Plan. Other relevant documents providing perspectives on topic specific areas such as fleet operations; customer call operations; roadway and facility snow removal; solid waste collection methods; waste diversion; infrastructure inventory and assessment; traffic safety; and transit planning were also reviewed.



In consideration of our organizational vision, mission and values; employee and customer input; and a synthesis of environmental scan materials, 22 strategic initiatives were developed and categorized into seven strategic focus areas:

- I. Public Health & Safety
  - A. Big Thompson River; River and Flood Infrastructure Resiliency
  - B. Department Emergency Operations; Disaster Preparedness
  - C. Bridge Maintenance and Rehabilitation
  - D. Road Snow Removal Operations
- II. Connectedness
  - A. Transportation Capital Project Review
  - B. Transit
  - C. Bicycle and Pedestrian Plan
  - D. Public Outreach and Education
  - E. Department and Employee Communication
- III. Public Infrastructure
  - A. Economic Development; Quality of Life
  - B. Infrastructure Inventory and Assessment
  - C. Facilities Master Plan; Facility Performance Scorecards
  - D. Enhanced Arts Partnership
- IV. Innovation & Legacy
  - A. Legacy Loveland
- V. Excellent Service
  - A. Development Review Team Training Initiative; FAB Remodel; Combined Inspection
- VI. Honor the Public Trust
  - A. Administrative Processes
  - B. Priority Based Budget; Performance Measures
- VII. High Performance
  - A. Professional Development; Succession Preparation
  - B. Safety Program
  - C. Performance Evaluation; Merit Process Integration
  - D. Engagement Survey Follow-Up

Tonight's Study Session allows an opportunity for City Council to provide input to the final draft document and to next steps as we progress through the strategic planning process.

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**REVIEWED BY CITY MANAGER:**

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**LIST OF ATTACHMENTS:**

- 1. Public Works Department Strategic Plan
- 2. Power Point



City of Loveland

2015 - 2020

# Public Works Department Strategic Plan



FINAL DRAFT

# City of Loveland, Colorado Public Works Department

## Strategic Planning Context

### Community Vision

*Loveland: a vibrant community, surrounded by natural beauty,  
where you belong!*

### City Mission

*Achieve Loveland's community vision through innovation,  
dedication and excellent service.*

**Our Values: Accountability, Collaboration, Innovation,  
Integrity, Courtesy and Kindness, Safety, and  
Quality and Excellence of Service**

### Department Mission

*Building Loveland's Future through Exceptional Service, Safety and  
Performance*

# City of Loveland Public Works Department Strategic Plan

## *Introduction*

We are pleased to present the final draft of our Public Works Department Strategic Plan 2015-2020. This document is the culmination of thousands of hours of effort, thoughtful consideration and heartfelt investment. While there are many strategic planning process models, we chose to use a values and employee-based approach for very specific reasons:

1. Not only are the City of Loveland's values a daily expectation, values-based work brings great job satisfaction. Thus it struck us as imperative that our strategies be grounded in our City's values: accountability, collaboration, innovation, integrity, courtesy & kindness, safety, and quality & excellence of service.
2. Everything we do, begins and ends with our people. We have an amazing team of committed, talented employees who are devoted to our work and to our community. We knew that the very best ideas of what we can be and what we can accomplish would come from our employees.

We kicked off our strategic planning process on February 21, 2015 and wrapped up the participatory process on April 30 after 51 meetings attended by 639 people who contributed over 1,000 ideas, suggestions, observations and comments. Given the abbreviated timeframe, some initiatives are already underway and others are just in their initial stages.

Our Strategic Plan is organized into seven strategic focus areas based upon our organizational values:

- I. Public Health and Safety
- II. Connectedness
- III. Public Infrastructure
- IV. Innovation and Legacy
- V. Excellent Service
- VI. Honor the Public Trust
- VII. High Performance

Based on employee and stakeholder input, 22 strategic initiatives were developed and categorized into the seven strategic focus areas. Although many of the 22 initiatives could be placed in more than one category, each was placed in a primary "home." While our City values are reflected vertically through the seven strategic focus areas, our values, of course, run throughout all we do.

As an example, because we believe the values of collaboration and innovation go hand-in-hand, many of our strategic initiatives seek to create opportunities for organizational collaboration. In his article, "The Essential Elements of Innovative Cities" (Forbes, 11/09/13), author Greg Satell says:

Innovation, most of all, is driven by collaboration. So it takes more than just smart people, but diversity as well. Different people, working on different things, colliding together in unexpected ways is what brings about important new ideas...if we are to continue to innovate, we need to invest not only in research and development, but in city life, where random collisions transform old work into new work, solve problems and create value."

We believe that Satell's premise for innovative cities also applies to innovative organizations, where collaboration across departments, divisions and works teams introduces diversity (of

perspective, experience, opinion) that transforms our work, solves problems in new ways, and increases the odds that new and more precious value will be added.

We undertake and receive hundreds of requests for projects and items every year. We could “simply” compile lists and work systematically through each “to do” and then present a year-end list of tasks completed. Strategic planning allows us to consider different, more comprehensive approaches to our work looking for opportunities to leverage not only our “to do’s”, but also the dreams and goals of other organizations to create more innovative, effective, wide-ranging, and powerful results.

Next steps for our strategic planning process will include another round of stakeholder input and coordination, and implementation steps already underway will also continue. Every aspect will be inextricably intertwined with continued work on priority based budgeting.

Some of the 22 strategic initiatives are far enough along that re-prioritization and resource recommendations have been developed and submitted for City Manager consideration in concert with the proposed Fiscal Year 2016 Budget.

As a result of the first phase of stakeholder input, survey data analysis, priority based budget review and consideration of our resources, some organizational changes have been included in our recommendations to the City Manager. As vacancies arise, each will be re-evaluated for modification in consideration of organizational needs.

We look forward to a continuing dialogue with our employees, customers and stakeholders as we proceed with implementation of this first round of strategic planning and, more importantly, as we continue our eternal pursuit of excellence.



Leah Browder  
Public Works Director  
June 23, 2015

**Public Works Department  
Strategic Plan  
2015-2020  
*Strategic Focus Areas***

**Strategic Focus Area I  
Public Health and Safety**

*Protect the health and safety of our citizens, support the development of a robust community able to withstand challenges, respond quickly and come back stronger and better than before.*

**Strategic Focus Area II  
Connectedness**

*Regionally, organizationally, departmentally, and with the public we serve through genuine and vibrant community partnerships, citizen involvement and public outreach.*

**Strategic Focus Area III  
Public Infrastructure**

*Development, construction and maintenance that supports and fosters the full range of City economic development and quality of life strategies, and enhances the natural beauty of Northern Colorado.*

**Strategic Focus Area IV  
Innovation and Legacy**

*The creation of better, more effective solutions that seek to leave a better tomorrow for future generations; creating opportunities to engage the leaders of tomorrow.*

**Strategic Focus Area V  
Excellent Service**

*Quality delivered with respect, courtesy and kindness; seeing things through our customers' eyes; providing insight and support to solve problems collaboratively.*

**Strategic Focus Area VI  
Honor the Public Trust**

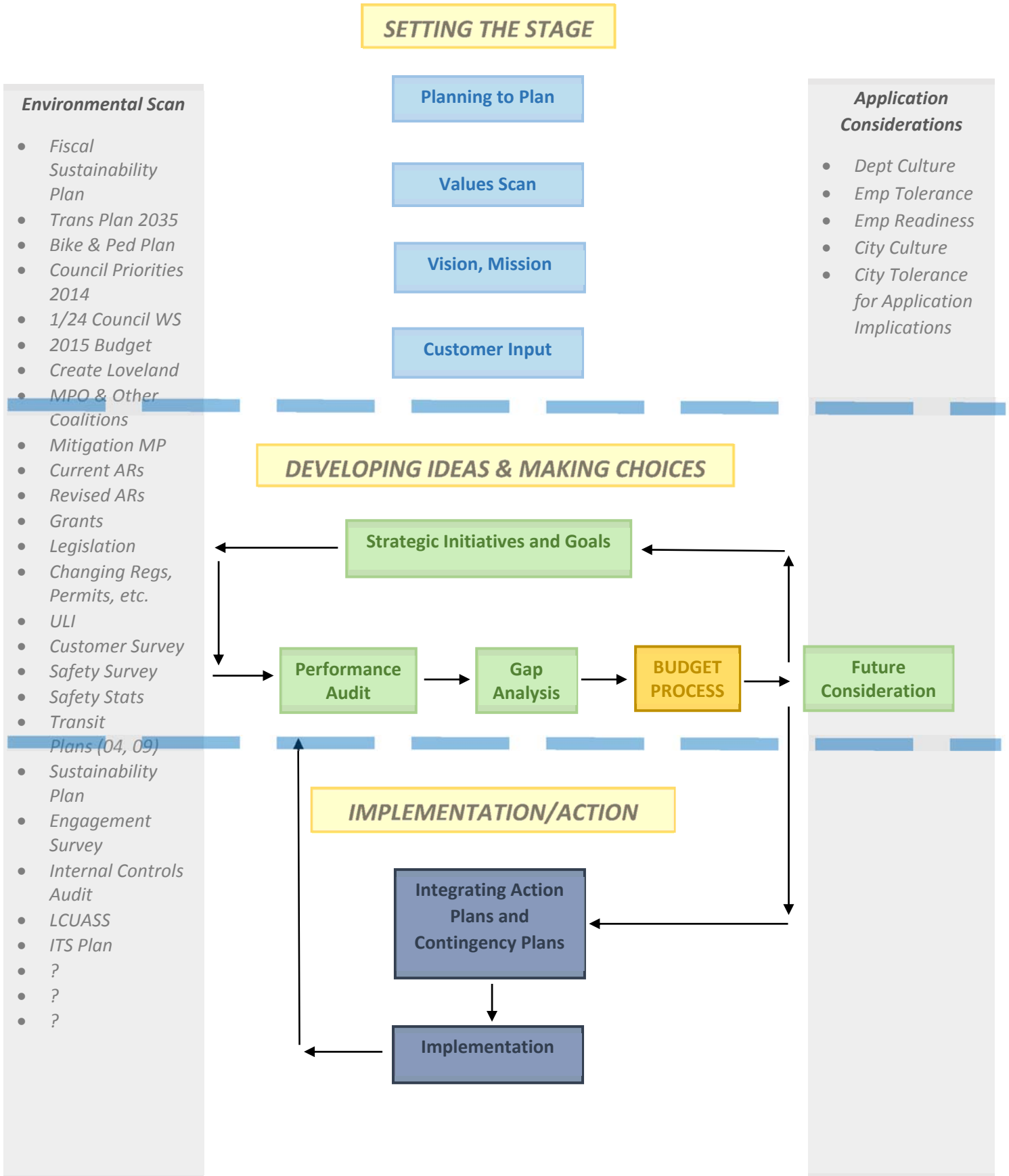
*Efficacy, fiduciary responsibility, cost effectiveness—undertaking everything we do with pure intentions and transparency.*

*“Treat the City’s Resources as if they were your own.”*

**Strategic Focus Area VII  
High Performance**

*Professional development, care and safety of our employees; integration of our work functions; collaborative partnerships that integrate our services and support one another.*

# Applied Values-Based Strategic Planning



**City of Loveland  
Public Works Department  
Strategic Framework  
2015-2020**

**Community Vision**

**Loveland: a vibrant community, surrounded by natural beauty, where you belong.**

**City's Mission**

**Achieve Loveland's community vision through innovation, dedication and excellent service.**

**OUR VALUES: Accountability, Collaboration, Innovation, Integrity, Courtesy & Kindness, Safety, Quality and Excellence of Service**

**Department Mission**

**Building Loveland's Future through Exceptional Service, Safety and Performance.**

**Department Strategic Focus Areas**

<p align="center"><b>I. Public Health &amp; Safety</b></p> <p><i>Protect the health and safety of our citizens, support the development of a robust community able to withstand challenges, respond quickly and come back stronger and better than before.</i></p>	<p align="center"><b>II. Connectedness</b></p> <p><i>Regionally, organizationally, departmentally, and with the public we serve through genuine and vibrant community partnerships, citizen involvement and public outreach.</i></p>	<p align="center"><b>III. Public Infrastructure</b></p> <p><i>Development, construction and maintenance that supports and fosters the full range of City economic development and quality of life strategies, and enhances the natural beauty of Northern Colorado.</i></p>	<p align="center"><b>IV. Innovation &amp; Legacy</b></p> <p><i>The creation of better, more effective solutions that seek to leave a better tomorrow for future generations; creating opportunities to engage the leaders of tomorrow.</i></p>	<p align="center"><b>V. Excellent Service</b></p> <p><i>Quality delivered with respect, courtesy and kindness; seeing things through our customers' eyes; providing insight and support to solve problems collaboratively.</i></p>	<p align="center"><b>VI. Honor the Public Trust</b></p> <p><i>Efficacy, fiduciary responsibility, cost effectiveness—undertaking everything we do with pure intentions and transparency.  Treat the City's resources as if they were your own.</i></p>	<p align="center"><b>VII. High Performance</b></p> <p><i>Professional Development, care and safety of our Employees; integration of our work functions; collaborative partnerships that integrate our services and support one another.</i></p>
<p>A. Big Thompson River; River and Flood Infrastructure Resiliency B. Department Emergency Operations; Disaster Preparedness C. Bridge Maintenance, Repair and Rehabilitation D. Road Snow Removal Operations (PBB)</p>	<p>A. Transportation Capital Project Review B. Transit C. Bicycle and Pedestrian Master Plan D. Public Outreach and Education E. Department and Employee Communication</p>	<p>A. Economic Development B. Infrastructure Inventory and Assessment C. Facilities Master Plan; Facility Performance Scorecards D. Enhanced Arts Partnership</p>	<p>A. Legacy Loveland</p> <ul style="list-style-type: none"> <li>Fleet Management</li> <li>Solid Waste and Waste Diversion</li> <li>Urban Forestry</li> </ul>	<p>A. Customer Surveys B. Development Review Team; Training Initiative</p> <p>FAB Remodel</p> <p>Combined Inspection Services</p>	<p>A. Administrative Processes B. Priority Based Budgeting</p>	<p>A. Professional Development B. Succession Preparation C. Safety Program D. Performance Management and Merit Distribution Integration E. Engagement Survey Follow-up</p>

**Increased Integration of Information Technology through All Strategic Initiatives**



### A Big Thompson River River and Flood Infrastructure Resiliency

*"Mother Nature, flexing her muscles in the most destructive ways, weather disasters are a costly, deadly reality in the United States. But there are ways to build safer, disaster-resilient communities."*

*The Weather Channel*

*"Each day, natural disasters destroy our communities and affect the lives of our families, neighbors and friends. While we can't stop natural hazards, we can change the way America deals with disasters. Reducing the effects of natural disasters makes economic sense, and it is good public policy because it protects our citizens and our future."*

*James L. Witt, Director  
Federal Emergency Management Agency*

As Colorado and the city of Loveland continue recovery efforts since 2013's extreme flooding event, we learn more and more each day about rebuilding our communities. Global strategies for preventing disasters and lessening their impacts have evolved significantly over the past quarter-century as more frequent occurrences of disaster provide opportunities to learn and improve preparedness and recovery strategies. Rather than a traditional bricks and mortar approach, a global philosophical shift has occurred and is evident in our local efforts. That shift recognizes that we cannot design *against* these events, we must design *with* them.

The Big Thompson River and the North Fork of the Big Thompson River basins are very different today than they were before the 2013 event. As noted in the May 2015 Big Thompson River Restoration Master Plan, impacts include extensive damage to property and infrastructure; severe erosion and sediment deposition; and loss of substantial ecological, scenic, and recreational resources in the affected river corridors. The river corridors' riparian and aquatic habitat was severely disrupted, impacting wildlife and devastating the recreational fishery.

The National Climate Assessment forecasts that extreme weather events will increase. In the past few years, communities across the country have been devastated by heat waves, drought, wildfires, intense storms, and flooding.

Twenty-five years ago, we worked to recover from this type of event, wondering **if** it might even happen again. Today's thinking requires that we act with a certainty that we will experience future extreme flood experiences and that we rebuild and rebound given this certainty.

The Urban Land Institute's June 2014 Advisory Services Panel Report (Northern Colorado: Estes Park, Fort Collins and Loveland. Connected Systems, Connected Futures: Building for Resilience and Prosperity) aptly notes the following:

- floods and forest fires may just be a fact of life and a cost of living at the wildland-urban interface;
- the high quality of life chosen by residents also brings with it the risk of sudden, natural events that may disrupt lives and economies;

- resilience planning starts with recognizing that such events should not be surprising or viewed as stoppable;
- the larger natural system in which we live will continue to evolve at a scale and speed that are hard to comprehend; therefore,
- it is critical to understand how we humans fit into those systems properly—living within, not on, the larger landscape so that our actions and settlements do not exacerbate the inevitable events.

## OBJECTIVES

1. Further integrate the intentional design of buildings, landscapes, communities, and regions to better address vulnerabilities created by our natural environment.
2. Continue actions that further develop a disaster resistant community by:
  - Building Community Partnerships
  - Assessing Risks
  - Prioritizing Needs
  - Building Support and Communication
3. Complete all assignments in association with City Flood Recovery Team participation.
4. Complete flood restoration projects.
5. Work with Parks and Recreation to evolve vision, mission and objectives of the Open Lands Division to further incorporate a flood resiliency strategy.
6. Continue to strengthen community partnerships, with the Big Thompson River Restoration Coalition (BTRRC) as a priority.
7. Complete first phase of follow-up of the Big Thompson River Restoration Master Plan catalyzed by BTRRC.
8. Complete next phase of infrastructure asset inventory, assessment and mapping.
9. Complete next phase of maintenance plan development and implementation.
10. Compile and present comprehensive infrastructure information and recommendations to support Policymaker decision-making.

## PARTNERS

### INTERNAL

- Development Services
- Parks and Recreation
- Information Technology

### COMMUNITY

- BTRRC
- CDOT
- Larimer County
- Open Lands Advisory Commission

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Continue participation on the City's Flood Recovery Team.	Ongoing
2	Continue delivery of flood restoration projects.	Ongoing
3	Continue to strengthen our partnership and support the work of the BTRRC.	Ongoing
4	Continue partnership with Parks and Recreation to further incorporate river restoration approach and action steps in open lands activities.	Ongoing
5	Work with Development Services to create a framework for implementation of the Zone 4 Action Plan included in the Hwy 287 Strategic Plan. Actions include: <ul style="list-style-type: none"> <li>• Mitigate Flood Hazard to reduce the possibility of future damage from flood events;</li> <li>• Create a Master Plan to capitalize on flood mitigation efforts and convert the Hwy 287/Big Thompson crossing into a River District;</li> <li>• Create a gateway by improving the bridge across the river to help mitigate flooding and create a southern gateway to Downtown.</li> </ul>	YTBD
6	Develop Stormwater Conveyance System section of Infrastructure Assessment Initiative to include: <ul style="list-style-type: none"> <li>• Summary of current Drainage Master Plan;</li> <li>• Comprehensive, prioritized list of drainage projects and updated cost estimates;</li> </ul>	12/31/15

	<ul style="list-style-type: none"> <li>• Project prioritization criteria;</li> <li>• Updated GIS layer indicating project priorities and costs.</li> </ul>	
7	Take next step in coordination with Stormwater Maintenance to complete asset inventory and to refine multi-year maintenance approach including development of GIS map layer providing an overview of stormwater conveyance assets; asset characteristics; risk factor; maintenance activities including frequencies; and replacement schedules.	06/30/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- None at this time.

## **B** Department Emergency Operations Disaster Preparedness

On March 1, 2004, after close collaboration with state and local government officials and representatives from a wide range of public safety organizations, Homeland Security issued the National Incident Management System (NIMS). It incorporates many existing best practices into a comprehensive national approach to domestic incident management, applicable at all jurisdictional levels and across all functional disciplines.

The NIMS represents a core set of doctrine, principles, terminology, and organizational processes to enable effective, efficient and collaborative incident management at all levels. To provide the framework for interoperability and compatibility, the NIMS is based on a balance between flexibility and standardization.

The Incident Command System (ICS) is a subcomponent of NIMS and provides a set of personnel policies, procedures, facilities, and equipment, integrated into a common organizational structure designed to improve emergency response operations of all types and complexities.

ICS consists of a standard management hierarchy and procedures for managing temporary incident(s) of any size. ICS procedures should be pre-established and sanctioned by participating authorities, and personnel should be well-trained prior to an incident.

ICS is interdisciplinary and organizationally flexible to meet the following management challenges:

- Meets the needs of a jurisdiction to cope with incidents of any kind or complexity (i.e. it expands or contracts as needed).
- Allows personnel from a wide variety of agencies to meld rapidly into a common management structure with common terminology.
- Provide logistical and administrative support to operational staff.
- Be cost effective by avoiding duplication of efforts, and continuing overhead.
- Provide a unified, centrally authorized emergency organization.

The City of Loveland maintains an Emergency Operations Center (EOC) as part of our community emergency preparedness program. An EOC is where department heads, government officers and officials, and volunteer agencies gather to coordinate response to an emergency event.

The ICS and EOC function together with the same goals, but at different levels of responsibility. The ICS operation is responsible for on-scene response activities, and the EOC is responsible for the entire community-wide response to the event.

As a major responder to disaster events, the people and resources of Public Works are best coordinated, managed and deployed using a Department Emergency Operations Center (DEOC) model.

Permanent and Seasonal Public Works employees total an average workforce of approximately 140 throughout the year. FEMA now requires that all personnel responding to natural disasters complete FEMA ICS training in order for an entity to receive FEMA disaster relief funding.

It is a strategic imperative to develop a formal DEOC structure, assignments, and procedures. Additionally, a systematized approach to ensure all Public Works personnel are thoroughly trained on emergency policies and procedures is also necessary so that we can maximize our effectiveness in protecting public health and safety.

## OBJECTIVES

1. Ensure emergency communication capabilities for all field teams to support communication during natural disasters when cell phone service may be disrupted.
2. Complete Continuity of Operations (COOP) Plans for each PW division to ensure that essential functions continue to be performed in situations where operations may be disrupted.
3. Develop and implement DEOC structure for disaster response.
4. Develop introductory disaster service worker and emergency response module for department new employee orientation.
5. Ensure all employees receive required FEMA training and complete records are kept as necessary.
6. Deliver NIMS/ICS/EOC refresher training at department quarterly all-hands meetings.

## PARTNERS

### INTERNAL

- Emergency Manager
- Information Technology

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Submit request for 800mghz radios for solid waste work team.	06/12/15
2	Complete COOP Plans.	08/31/15
3	Develop PW DEOC assignments and organization, and perform training.	09/30/15
4	Develop introductory disaster service worker and emergency response module for PW Department new employee orientation.	10/01/15
5	Complete training assessment, develop training materials and implement system.	01/01/16
6	Complete FEMA ICS training assessment for all employees; develop training materials and system; implement training program; establish tracking and recordkeeping system to ensure availability of training certificates including approach for seasonal employees.	Training series to begin January 2016
7	Deliver refresher training at department quarterly all-hands meetings.	01/01/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- None at this time.

## C Bridge Maintenance and Rehabilitation

*“State departments of transportation and other bridge owners are faced with significant challenges in addressing the Nation’s highway bridge preservation and replacement needs.*

*More than 25 percent of the Nation’s 600,000 bridges are rated as structurally deficient or functionally obsolete. More than 30 percent of existing bridges have exceeded their 50-year theoretical design life and are in need of various levels of repairs, rehabilitation, or replacement.<sup>1</sup> This issue is exacerbated by increasing travel demands, limited funding, and increasing costs of labor and materials. These circumstances have caused most bridge owners to become more reactive than proactive in their approach to managing and addressing their bridge program needs.*

*Bridge stewards and owners need to become, inevitably, more strategic by adopting and implementing systematic processes for bridge preservation as an integral component of their overall management of bridge assets.*

*A successful bridge program seeks a balanced approach to preservation and replacement. Focusing only on replacing deficient bridges while ignoring preservation needs will be inefficient and cost-prohibitive in the long term. Adopting a “worst first” approach to managing bridge assets may also yield ineffective results that allows bridges in good condition to deteriorate into the deficient category which generally is associated with higher costs and other challenges.*

*The objective of a good bridge preservation program is to employ cost effective strategies and actions to maximize the useful life of bridges. Applying the appropriate bridge preservation treatments and activities at the appropriate time can extend bridge useful life at lower lifetime cost.*

*Preservation activities often cost much less than major reconstruction or replacement activities. Delaying or forgoing warranted preservation treatments will result in worsening condition and can escalate the feasible treatment or activity from preservation to replacement. The latter will result in extensive work and higher cost. A viable alternative is timely and effective bridge preservation of sound bridges to assure their structural integrity and extend their useful life before they require replacement.”*

*Department of Transportation  
Federal Highway Administration*

The City of Loveland has approximately 87 bridges in its infrastructure inventory with 39 meeting the Federal definition of a “bridge” (carry vehicular traffic and have an opening measured along the center of the roadway of more than 20 feet). As part of the Infrastructure Assessment Strategic Initiative, inventory, assessment, GIS mapping, project development and cost estimates for bridge repair will be completed. This information will be used to develop a multi-year maintenance and rehabilitation approach that will make it possible to propose an ongoing Capital Improvement Program (CIP) bridge project and seek additional external funding sources. Also, in our continued pursuit of innovation and collaboration, as well as to support citizen support for public art in Loveland as indicated in multiple survey results, incorporation of art with bridge projects will be pursued.

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<sup>1</sup> The theoretical design life of a bridge has been 50 years, but with the evolution of new design guidelines and construction materials the anticipated service life for newly constructed bridges is 75 years or greater.

## OBJECTIVES

1. Ensure availability of comprehensive, accurate bridge inventory and condition.
2. Develop prioritized list of projects based on standardized criteria.
3. Propose systematic, multi-year maintenance, repair and rehabilitation program.
4. Seek additional external funding sources.
5. Develop ongoing partnership with Cultural Arts Department and Visual Arts Commission for bridge project public art opportunities.

## PARTNERS

### *INTERNAL*

- Cultural Arts Department
- Information Technology
- Parks and Recreation

### *COMMUNITY*

- Visual Arts Commission
- CDOT
- FHWA

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Complete bridge inventory assessment and asset data collection.	01/31/16
2	Develop Bridge Repair and Rehabilitation section of Infrastructure Assessment Initiative to include: <ul style="list-style-type: none"><li>• Prioritization criteria</li><li>• Comprehensive, prioritized list of bridge projects and cost estimates;</li><li>• GIS layer including assets, characteristics, project priorities and estimated costs.</li></ul>	02/29/15
3	Present preliminary bridge project approach to Visual Arts Commission.	03/31/16
4	Coordinate with Public Works and Parks and Recreation maintenance staff to implement annual maintenance program.	06/01/16
5	Identify external funding possibilities.	03/01/16
6	Develop capital project proposal for consideration with 2017 budget development.	04/30/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Pending completion of inventory and condition assessment to be followed by development of systematic, multi-year maintenance, repair and rehabilitation recommendation.
- It is anticipated that an annual appropriation will be requested beginning in Fiscal Year 2017.

## D Road Snow Removal Operations

During winter months, snow removal is one of the most important and visible of City-provided functions. Each winter weather event is different and presents its own unique challenges. Public safety is the number one priority for the Public Works Department at all times. The efficient use of public funding to support effective snow and ice removal operations is also a top priority. Finding the balance point between these two priorities is sometimes challenging, and at times an inefficient snow and ice fighting technique may be required to ensure public safety.

Loveland Public Works has maintenance responsibility for over 300 miles of roads and employs over 20 snow plow trucks and other equipment to remove snow and ice. Priority Based Budget figures indicate that snow fighting efforts were budgeted at almost \$1.1m in 2014 making this one of seven programs scheduled for optimization analysis (see Strategic Focus Area VI “Honor the Public Trust”). Due to the significant public health and safety implications as well as employee safety considerations, operational review and analysis for this program will occur during the first year of Strategic Plan implementation. Future review will include snow removal operations for residential streets, sidewalks (to include potential expanded partnership with Snow Patrol), and City facilities.

### OBJECTIVES

1. Ensure highest efficiency and effectiveness in roadway snow removal operations
  - Review timing and volume of chemical and materials application
2. Employ operational practices that reduce or eliminate traffic accidents.
3. Ensure shift schedules that comply with Department of Transportation (DOT) regulations, support driver safety and avoidance of fatigue.
4. Increase skill development across drivers to maximize redundancy and depth.
5. Increase availability of commercial drivers by widening personnel pool to include all eligible City employees.
6. Review compensation strategies to address call back and split shift requirements.

### PARTNERS

- Fire
- Human Resources
- Parks and Recreation
- Police
- Water and Power

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Develop and implement system to incorporate all eligible and interested City commercial drivers into snow removal operations.	08/31/15
2	Update division performance measures to support analysis of accident statistics in conjunction with operational practices.	08/31/15
3	Review shift scheduling and revise as necessary to comply with DOT regulations and enhance driver safety.	08/31/15
4	Review compensation practices to address same day call back and split shift requirements.	08/31/15
5	Complete optimization study.	06/15/16
6	Develop and implement cross-training procedures to maximize skill redundancy across personnel.	08/31/16



## **ESTIMATED RESOURCE AND BUDGETARY IMPACTS**

- Same Day Shift Change compensation proposal has been submitted to the City Manager for consideration.
- Costs associated with shift schedule management to comply with DOT regulations and expanded use of commercial drivers are yet to be determined.

## A Transportation Capital Project Review

The City's Capital Improvement Program (CIP) represents a significant funding investment. Capital transportation infrastructure construction ranked as the second highest Public Works dollar investment on the 2014 Priority Based Budget matrix representing almost \$3.5 million.

Infrastructure projects are important and they are expensive. It is typical for there to be much more need than there is funding for transportation projects. Therefore, a critical component is development of a comprehensive list of needs and clear project prioritization criteria that reflects the priorities of the policymaking body. During 2015, interest in reviewing the over 110 transportation projects identified in the 2035 Transportation Plan, currently recommended priorities, prioritization criteria, and funding strategies has arisen.

Additionally, the Hwy 287 Strategic Plan, as well as the Urban Land Institute's recommendations related to the Hwy 287 Orchards at 29<sup>th</sup> Street area raise new project considerations.

### OBJECTIVES

1. Develop information and materials to support City Council review and discussion of current prioritization criteria, project priority list and project recommendations.
2. Support Development Services to develop an Orchards Master Plan and River District Master Plan to identify additional transportation project needs.

### PARTNERS

#### INTERNAL

- Development Services
- Finance
- Information Technology

#### COMMUNITY

- CanDo Loveland
- CDOT
- FHWA
- Transportation Advisory Board
- Numerous Transportation Corridor Coalitions

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Prepare information and materials to support City Council review and discussion of current prioritization criteria and project recommendations, including GIS layer showing project locations, priorities, funding status and projected design and construction timelines.	08/15/15
2	Work with Development Services to develop Orchards and River District Master Plans.	YTBD

### ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Budgetary impacts may occur as a result of upcoming review and discussion.

### **B** Transit

The City of Loveland Transit operation, COLT, operates Monday through Saturday from 6:30 a.m. to 6:30 p.m. Six buses run three fixed routes servicing 105 stops and draw ridership of just over 130,000. Two paratransit buses with ridership of over 9,000 serve customers with disabilities and seniors.

Transit service has been one of the most commented on City services in recent citizen survey efforts such as the 2014 Quality of Life Survey and Create Loveland. The projected demographics for Loveland indicate a significant rise in our senior population, causing the Senior Citizen Advisory Board and local transportation experts to raise the possibility of increased transit needs.

Based on the volume of interest expressed during the early phases of Strategic Plan development, transit and transportation services for Loveland are considered a top priority for further investigation and development. To identify potential next steps, several employee roundtables were held and meetings with the North Front Range Metropolitan Planning Organization and the Cities of Fort Collins and Greeley have occurred.

Several focus areas were identified as potential leverage points for developing future transportation options, improving existing transit services and increasing ridership. Central to increasing ridership are better meeting current service needs and delivering improved customer service. Focus areas and subtopics are as follows:

#### **1. Transit Master Plan**

The top priority is to secure consulting services for an update of the 2011 Transit Master Plan. Several key indicators have changed since that time, creating the potential to significantly alter past recommendations. Additionally, new local transportation concepts have emerged such as microtransit that should be explored. Sub areas include:

- a. Regional Integration. There is agreement across the regional transit community that an eventual transition to a larger, regional system may enhance efficiency, effectiveness and better meet service needs. Whether that would occur tomorrow, or in 40 years, or at all, is unknown at this time. However, with that in mind, any changes that are made to any of the currently individual agencies should be undertaken with careful thought and consideration so as not to inadvertently cause additional expense or complexity.

Loveland's Transit Master Plan update will include a requirement that all recommendations dovetail into the long-range potential for a regional transit system.

- b. Master Plan Data

Development of the Master Plan Update must include consideration of the Hwy 287 Strategic Plan; ULI Orchards Report; North Front Range Transit Vision Feasibility Study ((2013); as well as data available through the 2014 Quality of Life Survey and Create Loveland. Also required in stakeholder interviews will be driver/employee observations and expertise; customer input; and outreach to CanDo Loveland; House of Neighborly Service; Chamber of Commerce; Cities of Berthoud, Fort Collins, Greeley, Longmont; Disability Advisory Commission; North Front Range Metropolitan Planning Organization (NFRMPO); Senior Advisory Board; Thompson School District ; and the Transportation Advisory Board.

## **2. Service Partnerships**

Update of the Transit Master Plan will include exploration of service partnerships with SAINT; Berthoud Area Transportation Service (BATS); Greeley Evans Transit (GET); and TransFort. These considerations will include discussions with the NFRMPO to support a regional, long-range perspective as well as funding analyses.

## **3. Funding**

A full current funding analysis is underway and will be followed by a potential funding investigation. Included in the area of potential funding will include consideration of the types of service that draw additional funding and whether those options might benefit our customers locally and/or regionally.

Also Included will be a review of the advertising contract and associated revenue sharing.

## **4. Advocacy, Customer and Funding Partnerships**

Many ideas for broadening COLT's customer base were generated. These included the City's Community Partnerships Office; Banner Health; Kaiser Permanente; Medical Center of the Rockies; Colorado State University; Aims Community College; and Thompson School District.

## **5. Asset Management and Maintenance**

Several issues arose in the area of cleanliness, minor maintenance and condition of transit assets. COLT buses experience a high incidence of minor repair items with high cycle times for completion. These issues include non-functional heaters; broken seats; poorly operating doors; etc. that detract from the customer experience. Additionally because these vehicles essentially serve as up to an 8-hour work environment for drivers, many items create ergonomic issues and challenges for employees. A higher level of service is required from the City's Fleet Management Division to address this focus area.

It is also necessary to work with Fleet Management to develop a formal vehicle replacement strategy and schedule. Also included would be consideration of alternative fuel options.

Another important asset management priority is completion of an inventory and assessment of the City's bus shelters and stops. This information will be used to develop a GIS map layer providing information about location; characteristics; condition; maintenance; repair and rehabilitation needs; and advertising locations.

## **6. Current Services and Features**

Customer and employee ideas include WiFi on buses to support access to Google Transit; Automated Announcement System to ensure consistency of information dissemination and achievement of legal requirements; voucher program; extended hours and Sunday Service. Items of priority interest are seamless transfer with FLEX and best Paratransit options.

While it has been stated previously that a reduction in paratransit services to just meet Federal Transit Administration requirements, as well as possible outsourcing, could result in cost reductions. The analysis regarding these possibilities requires updating before a current recommendation can be developed. Consideration of any changes would require significant public outreach. Paratransit services in Loveland are very special and reflective of a deeply caring, personalized service philosophy. This circumstance warrants consideration as a service niche as part of the development of the future of transportation services in Loveland.

## **7. Marketing and Public Outreach**

Development of a formal marketing plan, enhanced written materials, and increased use of social media are the most popular suggestions.

## **8. Employee Recruitment, Retention, Training and Support**

Having a workforce that is comprised primarily of part-time substitute personnel, working varying shifts on the road presents particular communication, training and work life quality issues. Several recommendations have been developed to address this focus area including development of a Driver Operations Manual; provision of standardized uniforms; clear performance expectations and meaningful feedback; individualized, committed

training plans; potential changes to current recruitment and retention methods; and additional support from the Police Department for situations perceived as unsafe for customers and/or drivers.

## OBJECTIVES

1. Improve customer experience and increase ridership.
2. Perform updated data and trend analysis to develop recommendations for changes in service in consideration of long-term regional needs and new transit trends.
3. Investigate improved, potentially enhanced regional, business, community and customer partnerships.
4. Develop recommendation for delivery of paratransit services.
5. Complete analysis of current funding framework and explore new options.
6. Develop asset maintenance, repair and replacement schedules.

## PARTNERS

### INTERNAL

- Human Resources

- Police

### COMMUNITY

- CanDo Loveland
- Chamber of Commerce
- City of Berthoud
- City of Fort Collins
- City of Greeley
- City of Longmont

- House of Neighborly Service
- Disability Advisory Commission
- North Front Range Planning Organization
- Senior Advisory Board
- Thompson Valley School District
- Transportation Advisory Board

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
	Select and issue standardized uniforms.	01/01/15
	Recommend funding for consultant to update Master Transit Plan, considering <ul style="list-style-type: none"> <li>• Stakeholder input</li> <li>• Expanded partnerships</li> <li>• Other Master Plans</li> <li>• Regional integration</li> <li>• New transit trends (e.g. microtransit) and expanded business partnerships</li> </ul>	07/01/15
	Complete current funding analysis.	07/30/15
	Consider perceived safety issues and potential solutions with the Police Department.	08/30/15
	Survey additional funding opportunities.	11/30/15
	Review advertising contract and options and make recommendations.	11/30/15
	With HR, analyze recruitment and retention for possible revisions.	11/30/15
	Develop vehicle replacement strategy and funding schedule.	11/30/15
	Develop and implement Driver Operations Manual.	11/30/15
	Develop bus shelter and stop maintenance and rehabilitation plan, including GIS layer.	2/29/16
	Implement enhanced vehicle maintenance and repair services.	YTBD
	Investigate feasibility and cost estimates for enhanced bus features such as WiFi.	02/29/16
	If FY2016 funding approved, complete Master Plan	Late 2016
	After final decisions are made, develop updated formal marketing plan to include print material and enhanced use of social media.	Dependent on Approval of Master Plan Update

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- A request to fund a Transit Master Plan Update has been submitted for City Manager consideration.

## C Bicycle and Pedestrian Plan

Survey data indicates that the City’s trail, bicycle route and pedestrian connections are a top priority for our citizens. A Bicycle and Pedestrian Plan was completed in 2012. While trail development and maintenance falls within the purview of the Parks and Recreation Department, a strong partnership between Public Works and Parks and Recreation Department is critical to the realization of a connected, multi-modal recreational transportation network. Reviewing progress to date, identifying continuing opportunities and continuing to make progress will be included in the first year work plan for the Public Works Strategic Plan.

### OBJECTIVES

1. Facilitate discussion to update progress on Bicycle and Pedestrian Plan and integrate with proposed Fiscal Year 2017 capital budget discussion.
2. Consider development of a trail parking lots and crossings plan.

### PARTNERS

#### INTERNAL

- Development Services
- Parks and Recreation

#### COMMUNITY

- Transportation Advisory Committee

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Review progress-to-date on bicycle and pedestrian plan projects, schedule for future projects, funding strategies and opportunities and integration in Capital Improvement Program.	12/31/16
2	Review project analysis, trail parking lots and crossings with Parks and Recreation.	06/30/16

### ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- None at this time.

## D Public Outreach and Education

Public outreach and education are a basic premise of public service. Although most current department public outreach activities fell into Quartile 4 of the Priority Based Budget model, results of surveys and employee roundtables indicate a need and desire for more active, comprehensive and effective efforts that are better integrated across all department divisions and activities. There is concurrence across internal stakeholders that the better our communication with our customers, the better the customer experience and the possibility that work efficiency will increase due to fewer inquiries, as well as less customer confusion and frustration.

In response to this data and a belief in its validity, the development of a department-wide communication strategy and plan has begun. In partnership with the City's Public Information Office, the following steps are being undertaken to develop a cohesive Public Outreach and Education Program.

1. Determine public outreach objectives; develop annual calendar (e.g. holiday waste diversion in November; flood preparedness in March; snow removal activities in October, etc.).
  - This collaborative integration of all department messages assures public information opportunities are coordinated effectively across all months of the year.
2. Identify audience for each message; create outreach strategy and identify best communication vehicles (e.g. social media; website; written material; print media; electronic media; etc.)
3. Complete publication audit to update information as needed and revise for standard look and feel.

### OBJECTIVES

1. More effective and integrated department public outreach and education efforts to improve customer experiences and satisfaction.

### PARTNERS

#### INTERNAL

- Public Information
- Information Technology
- Human Resources

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Create outreach and communications coordinator.	09/15/15
2	Complete department-wide annual outreach calendar.	12/31/15
3	Complete publication audit.	3/31/16
4	Complete Website mapping.	3/31/16

## **ESTIMATED RESOURCE AND BUDGETARY IMPACTS**

- Current resources will be reorganized to create a focus on outreach and communications coordination.



### E Department and Employee Communication

*“...A group of people who function together in an **extraordinary** way – who **trust** one another, who **complement** each other’s **strengths**, and **compensate** for each other’s **limitations**, who have **common goals larger than individual goals**, and who produce **extraordinary results**.”*

*~Peter Senge~*

The importance of effective employee communication is well-documented, although maybe not as well understood. Those who have experienced the opposite are well acquainted with the negative impacts poor communication can have on work quality, productivity and morale. No matter the organization, when surveying employees for ideas to increase effectiveness, efficiency and engagement, better communication is often the number one suggestion.

Finding creative, successful ways to communicate across a large workgroup can be challenging. Surmounting that challenge, increasing the contextual, big-picture information we provide to our employees, the better the everyday decisions become. Sharing individual and team accomplishments across the department increases individual commitment, sense of community, and organizational pride. Many of these benefits are intangible or hard to measure, but many of us know first-hand the sense of disengagement that exists when they are missing. On the positive side, we know how great it can feel when working with a team that knows the mission and goals, is engaged in the work community, and knows they are appreciated and making a difference.

Based on the issues raised and suggestions received, several action steps were identified and implementation is underway. These include:

- Regular road closure report
- Department Daily Blog: “The Works”
- ¼’ly Employee Roundtables: “Walk the Talk”
- ¼’ly or more All Hands’ Meetings
- Field Visits
- Staff Visits

### OBJECTIVES

1. More regular and effective communication with employees.

### PARTNERS

#### INTERNAL

- Public Information
- Information Technology
- Human Resources

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Develop information collection system and launch weekly road closure report.	05/01/15
2	Launch Department Daily Blog: "The Works"	06/01/15
3	Implement All Hands' meeting schedule.	06/01/15
4	Implement Walk the Talk meeting schedule.	07/01/15
5	Implement Field meeting schedule.	08/01/15
6	Implement Staff Meeting visit schedule	09/01/15

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current resources will be reorganized to assume content development, scheduling and follow-up to the new outreach schedule.

## A Economic Development

The importance of infrastructure for sustained economic development is well recognized. High transaction costs arising from inadequate and inefficient infrastructure can prevent the economy from realizing its full growth potential regardless of the progress on other fronts. The Public Works Department is committed to doing all we can to support the City’s economic development activities for both the short- and long-term by undertaking infrastructure maintenance and repair as well as service delivery from a perspective that is aware and responsive to the City’s economic development and quality of life priorities.

The downtown city core and its surrounding neighborhoods have been identified for inclusion in the first phase of the Infrastructure Assessment initiative. Stakeholder outreach will be undertaken to identify which infrastructure amenities and services are seen as most important for business success.

Based in input received to date, infrastructure inventory and assessment efforts will be focused on sidewalks, planter boxes, streets, and alleys. Snow removal services have also been raised as an area of interest. Stakeholder outreach will help refine this approach.

### OBJECTIVES

1. Complete downtown and central city infrastructure inventory and assessment.
2. Determine what enhancement activities are advisable given future development plans and responsibilities.
3. Develop Community Service sentencing options that focus additional assessment and maintenance efforts on the downtown city core.
4. Develop enhanced snow removal program proposal based on stakeholder input.

### PARTNERS

#### INTERNAL

- Economic Development
- Information Technology
- Municipal Court
- Parks and Recreation

#### COMMUNITY

- Chamber of Commerce
- Downtown Development Association
- Downtown Partnership

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Meet with internal partner departments to develop process and timeline an action plan to include stakeholder outreach.	08/31/15
2	Meet with Muni Court to develop expanded Community Service sentencing alternatives to include downtown maintenance activities.	08/31/15
3	Complete infrastructure inventory and assessment of area bounded by Washington; 1 <sup>st</sup> ; Garfield and 6 <sup>th</sup> including GIS map layers with asset inventory, condition and characteristics, and needs assessment data.	6/30/16

## **ESTIMATED RESOURCE AND BUDGETARY IMPACTS**

- Cost estimates will be developed after inventory and assessment information gathering is complete and potential enhancement projects have been identified.



## B Infrastructure Inventory and Assessment

In order to support a community conversation regarding public infrastructure needs, priorities and decisions, Public Works will be undertaking the next level of inventory and assessment of public infrastructure.

In addition to those areas identified in the Strategic Plan (e.g. downtown and central city core), top priority assets include sidewalks; ADA ramps; curbs; gutters; drainage and stormwater conveyance systems; pavement and markings; traffic signals and regulatory signs; and guardrail and medians.

Of particular interest is the creation of data management tools that increase ease of access to the information and position the City strongly for seeking additional funding opportunities. For example, organizing the information to enhance support for making choices for Safe Routes to School grant applications and application submittals could position the City to build on successes to date. The map on Page 29 provides an excerpt of this type of approach exhibiting missing infrastructure needs for a quarter-mile radius around every elementary school.

### OBJECTIVES

1. Complete infrastructure inventory and assessment including GIS map layers.
2. Develop cost estimates for total infrastructure need in these categories.
3. Create specific data to support Safe Routes to Schools grant applications.
4. Develop multi-year maintenance and repair plan proposal and potential funding strategy.

### PARTNERS

#### INTERNAL

- Executive Economic Advisor
- Finance

#### COMMUNITY

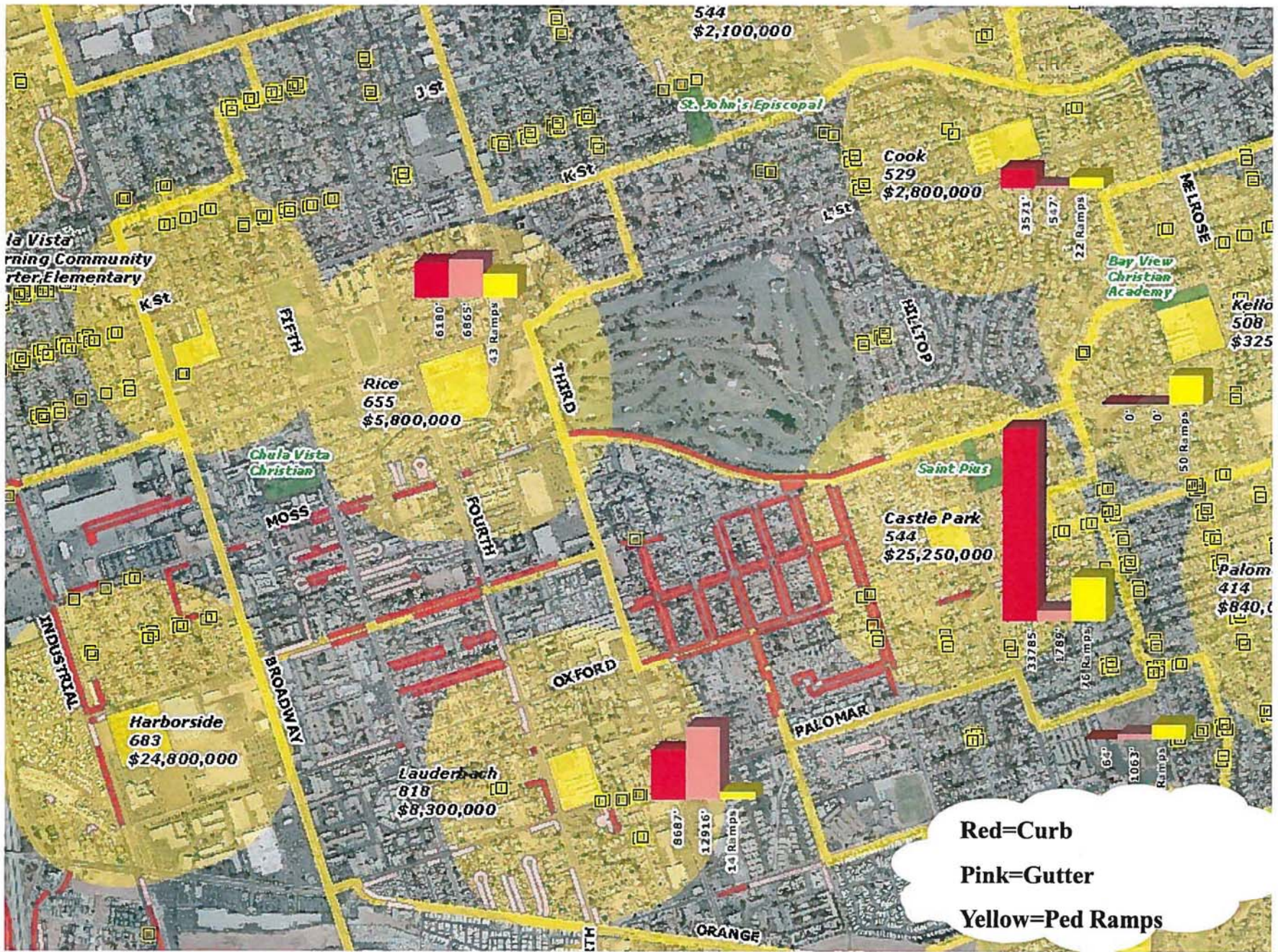
- Banner Health
- CanDo Loveland
- Kaiser Permanente
- Thompson School District

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Develop inventory and assessment approach.	12/31/15
2	Phase 1	06/31/16
3	Phase 2	12/31/16
4	Phase 3	06/30/17
5	Phase 4	12/31/17
6	Develop multi-year maintenance and repair plan proposal.	06/30/18

### ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Cost estimates will be developed after inventory and assessment information gathering is complete and potential enhancement projects have been identified.



## C Facilities Master Plan

City Council approved the Facilities Master Plan in 2015. The Plan is a central component of the Capital Expansion Fee (CEF) review currently underway. Decisions regarding the CEF Program may necessitate a review and potential update of the Facilities Master Plan.

Additionally, Public Works will undertake development of Facility Performance Score Cards following the template created by Thompson Valley School District (see Page 31). This information management tool will provide an easy to read summary of the maintenance needs of each City building to support a multi-year maintenance strategy and the annual budgeting process. Also included will be facility needs related to potential enhancement projects (e.g. install HVAC where there is none currently) and potential update projects such as energy efficient windows; solar energy; etc.

### OBJECTIVES

1. Readiness to modify Facilities Master Plan in response to CEF study recommendations and decisions.
2. Development facility data management tool to support easy review of maintenance needs and potential enhancement and update projects.

### PARTNERS

#### INTERNAL

- Executive Economic Advisor
- Information Technology

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Support CEF study and follow-up actions.	YTBD
2	Develop inventory, assessment and scorecard action plan.	10/31/15
3	Complete facility scorecards.	4/30/16

### ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current resources will be reorganized to complete next phase of inventory, assessment and scorecard action plan.
- Cost estimates will be developed after inventory and assessment information gathering is complete and potential enhancement projects have been identified.



920 West 29th Street  
 Loveland, CO 80538  
 Opened: 1963

Square Footage: 211,251  
 Property Size: 25 Acres

**Loveland High School**

**FACILITY PERFORMANCE SCORECARD**

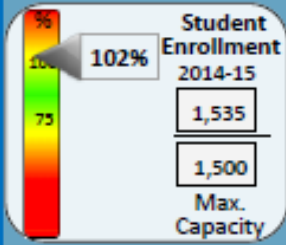
**Total Repairs \$9,141,149**

Planned Repairs, Summer 2015: \$102,250

- Sprinkler system repairs and improvements
- Landscaping repairs and detailing
- Ad hoc concrete and asphalt repair
- Repair sheds
- Upgrade main water line on east side
- Replace auditorium curtains & travel system

Cost to Replace Value: **\$83,387,593**

**Utilization**

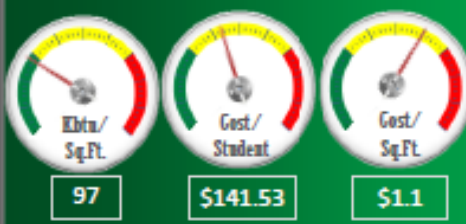


- Programs Available:
- International Baccalaureate
  - Middle Years Program
  - Advanced Placement
  - MESA, FCCLA, FBLA, Key Club
  - National Honor Society
  - DECA
  - Geometry in Construction

Boundary: 1,719  
 Choice In: 186  
 Choice Out: 370

**Energy**

Annual Cost: \$207,416



System Health Ratings: ● Good Condition ● Needs Improvement ● Poor Condition

●●●●	<b>Structure:</b> Structural foundation in good condition. Minor cracks and movement in concrete and brick and mortar work.	●●●●	<b>Roofing:</b> Poor over kitchen, library, choir, band, admin area, shops; several leaks over choir and band. The area over the library is 1997 BUR, the rest of the areas needing replaced are Steven's hypolon at end of lifecycle.	●●●●
●●●●	<b>Flooring:</b> Certain areas are needed for modernization as well as for environmental condition concerns. Vinyl (sealed) Asbestos Tile is contained in various portions of the school and needs to be abated.	●●●●	<b>Furnishings:</b> Modernization of cabinetry, casework and FFE is needed throughout classrooms. Ages: Ranges in ages from 5-50 years old with average age of 15-20 yrs.	●●●●
●●●●	<b>Heating:</b> Replacement: Boiler and heat pump replacements needed. Certain areas of building cannot maintain heat for comfort control on low temp degree days.	●●●●	<b>Cooling:</b> Only about 7% of the school has cooling. Counseling area, copy center, computer lab, music room and choir room have cooling.	●●●●
●●●●	<b>IT Infrastructure:</b> Wiring status - Need update to fiber optic cable. WAN bandwidth: 800mb/second access speed is adequate but intermittent. WiFi capacity: 8,000 devices	●●●●	<b>Landscaping:</b> Sprinkler Systems are old and needing repair frequently. Poor coverage of turf areas. Trees dying along 29th; need replacement trees and plants.	●●●●
●●●●	<b>Sports Amenities:</b> Fields, tracks, paths: Fence around track to be replaced; fence on east side of band field. New swimming pool in good condition.	●●●●	<b>Arts Amenities:</b> Auditorium- New accordion doors, curtains, house lights, orchestra pit, paint, inside walls. Many updates needed	●●●●
●●●●	<b>Fire Safety:</b> Sprinkler System: Gym and stage area only, need upgrade to alarm system to meet current technology in 2018/19	●●●●	<b>Security:</b> Front entry: Need security clearance checkpoint and video surveillance. Classroom door handles: Needs update to conform to 2018 code compliance.	●●●●
●●●●	<b>Disabled Access:</b> Parking: Sufficient ADA parking. Ramps: Current ramp in main hallway entrance does not meet ADA compliance. Numerous restrooms do not meet ADA.	●●●●	<b>Parking:</b> Parking is adequate relative to size of school and number of staff.	●●●●





### **D** Enhanced Arts Partnership

As evidenced in the Create Loveland public input to date, the citizens of Loveland continue to express a desire for the incorporation of public art in our infrastructure and our community. Serendipitously, at its 2015 planning workshop, the Visual Arts Commission voiced as a priority an enhanced partnership with the Public Works Department. Commissioners requested regular, ongoing communication regarding public infrastructure projects as well as an opportunity to generate art ideas early in project development stages as opposed to after project construction.

Among the many great thoughts generated at the workshop, was the idea to partner with the Municipal Courts to assign graffiti offenders to community service projects incorporating art. The juvenile offender would also be assigned to an artist-in-residence to incorporate the added benefit of professional mentoring.

Another idea that is being explored as an adjunct to Hwy 287 Strategic Plan Master Plan efforts for the Orchards area and the River District, is the development of a Railyard Arts District that would connect to the River District. Public Works will supporting the Development Services and Cultural Arts Departments in further exploring this potential.

As a result of the interactions to date, engineering staff attended their first Visual Arts Commission meeting in May and presented an idea to incorporate art into a minor bridge maintenance project. The Wilson Avenue Bridge at the Recycle Center is slated for railing rehabilitation and concrete refinishing with a budget of \$20,000. The Visual Arts Commission voted to develop a Request for Proposal (RFP) for artistic concepts that would address the two maintenance needs and increased the budget to \$50,000 by supplementing the maintenance funding with arts dollars.

#### **OBJECTIVES**

1. Establish and maintain regular communication with the Visual Arts Commission.
2. Ensure Visual Arts Commission opportunities to develop public art ideas early in infrastructure project development.
3. Leverage 1% for arts funding with CIP and maintenance funding to create expanded opportunities for public art projects.
4. In partnership with Visual Arts Commission and Municipal Court, create art and infrastructure opportunities for community service for juvenile offenders.

#### **PARTNERS**

##### *INTERNAL*

- Cultural Arts
- Municipal Court

##### *COMMUNITY*

- Visual Art Commission
- Youth Advisory Commission

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Regularly attend Visual Arts Commission meetings to present upcoming public infrastructure projects and opportunities to combine funding.	05/14/15 and ¼ly forward
2	Support Cultural Arts in developing Bridge Project RFP	08/15/15
3	Meet with Cultural Arts and Municipal Court to develop framework for Community Service Program.	08/31/15
4	Present community service framework to Visual Arts Commission.	11/15/15
5	Implement Community Service Program,	01/01/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current resources and funding will be reorganized to expand and enhance public infrastructure and arts collaboration.

## A Legacy Loveland

As Public Works undertakes operational evaluation opportunities identified through the Priority Based Budget analysis, we will also be considering quality of life in Loveland and practicing “down board thinking” -- considering future impacts of the decisions we make today. As always, our goals include consideration of long-term cost/benefit analysis to ensure that what looks like a good economic decision today doesn't cost more in the long-term. Or, on the other hand, whether an investment made today could contribute to long-term quality of life or ensure availability of amenities or resources in Loveland on behalf of those who will inherit our city when we are gone.

Of particular focus over the next five years will be:

- Fleet Management
  - The following fleet operational changes will be considered during divisional review:

Recommended Change
Implement DOT minimum standards for tire and parts replacement
Implement idle reduction requirement
Implement 4WD criteria for vehicle selection
Reduce fleet according to minimum use criteria
Extend vehicle replacement mileage and time schedule

A portion of the savings generated by these savings will be recommended for service improvements requested during stakeholder roundtables.

- The review will also consider cost/benefits associated with expanded integration of alternative fuel and energy vehicles.
- Solid Waste and Waste Diversion
  - Larimer County Landfill has an estimated remaining life of 10 years. Closure of this conveniently located disposal facility will likely result in significantly higher costs for our customers. Larimer County has reached out to discuss remaining landfill life and future strategies.

As part of this future consideration, Loveland staff will exploring a variety of options to extend landfill life. Several communities have successfully extended landfill life through waste diversion efforts.

Current waste composition data indicates that significant waste diversion potential remains in the commercial sector. Next steps include exploring options with the commercial hauling providers and the commercial business sector. Additional areas of interest include more service coordination across haulers resulting in less wear and tear on City streets; more uniform and effective downtown service; and improved service options for Loveland's business and multi-family sectors.

- Urban Forestry
  - The City's current urban forestry activities are administered by several City departments. The four departments have collaboratively developed a program

proposal that is intended to increase efficiency, effectiveness and achieve improved service levels.

## OBJECTIVES

1. Ensure consideration of long-term impacts related to decisions made today.
2. Further develop and implement operational practices that conserve natural resources and result in budgetary savings.
3. Identify opportunities to realize long-term savings and support long-term quality of life.

## PARTNERS

### *INTERNAL*

- Parks and Recreation
- Water and Power

### *COMMUNITY*

- Chamber of Commerce
- Larimer County
- Private Waste Haulers
- Youth Advisory Commission

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Submit Supplemental Budget Request for fleet management practices that generate operational savings and applies a portion of savings to better meet service demands.	06/15/15
2	Submit Supplemental Budget Request for establishment of formal Urban Forestry Program to increase efficiency, effectiveness and achieve improved service levels.	06/15/15
3	Meet with Larimer County to discuss waste disposal and diversion opportunities and develop next steps.	08/31/15
4	Meet with Youth Advisory Commission to generate potential quality of life indicators.	10/31/05

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- A proposal for revisions to fleet management practices has been submitted for City manager consideration.
- A proposal for a formal Urban Forestry Program collaboratively developed by Development Services, Parks and Recreation, Public Works and Water and Power has been submitted for City Manager consideration.

# A Department-Wide Customer Surveys

Currently, Public Works’ Facilities Management Division surveys customers annually. The resulting data helps the division to determine customer satisfaction, unmet customer needs and suggestions for service modifications.

## OBJECTIVES

1. Regularly collect customer service data for all Public Works Divisions as a basis for decisions regarding service priorities, service level modifications, service delivery and offerings.

## PARTNERS

### INTERNAL

- Internal customers

### COMMUNITY

- External customers

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Determine integrated department-wide survey schedule.	10/01/15
2	Develop survey objectives and survey questions for first phase divisions.	02/01/16
3	Administer first phase surveys.	03/16-12/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current assignments will be adjusted to develop and implement a Public Works customer survey program.



## **B** Development Review Team Training Initiative Fire Administration Building (FAB) Remodel Combined Inspection

In the area of continuous improvement, two significant efforts are underway in regard to development services.

A multi-pronged cross-departmental professional training and development program began in February. The initiative provides an opportunity to refresh service delivery skills and concepts, especially important with the introduction of several new staff members.

This professional development effort provides an important basis as development review team members from all departments prepare to co-locate in the new Development Services Center that will be created upon completion of the remodel of the FAB.

This effort will also include a review of inspection services currently provided by several divisions and departments. Collaborating departments will seek opportunities to combine functions so that customers experience a more streamlined, consistent inspection process.

### **OBJECTIVES**

1. Improve inspection customer service by providing streamlined and comprehensive inspection services.

### **PARTNERS**

#### *INTERNAL*

- Development Services
- Water and Power

#### *COMMUNITY*

- Development Community Customers

### **ACTION STEPS AND TIMELINE**

	<b>ACTION</b>	<b>TIMELINE</b>
1	Complete professional training and development program.	10/01/15
2	Relocate to new Development Services Center.	YTBD
3	Meet with Development Services and Water and Power to develop process and action plan to explore opportunities for combined inspection services.	09/16/15

### **ESTIMATED RESOURCE AND BUDGETARY IMPACTS**

- YTBD

## A Administrative Processes

While employee roundtable dialogue raised numerous issues across various theme areas, frequently voiced were requests to review and seek further improvement to several administrative processes in partnership with the City Attorney’s Office, Finance and Human Resources. Employees also indicated a desire to receive additional training in these areas.

Priority areas of interest include the Purchasing Process; Request for Proposals; Request for Bids; Contracts; and Hiring Process.

Also indicated is development and implementation of a standardized, ongoing budget administration process and optimized proposed budget development process.

Additional opportunities for department process improvements are expected with Finance’s review of internal controls. Public Works will incorporate a review of inventory management processes and procedures with the internal control analysis.

### OBJECTIVES

1. Increased effectiveness and productivity.
2. Fulfill fiduciary responsibilities.

### PARTNERS

#### INTERNAL

- City Attorney
- Finance
- Human Resources

### ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Develop and implement standardized department budget administration process.	01/01/15
2	Develop and implement integrated proposed budget development process.	03/01/15
3	Meet with City Attorney’s Office and Finance to develop objectives and action plan for updating contract process documents.	09/30/15
4	Meet with Finance and Human Resources to develop objectives and timeline for training for purchasing and hiring process. Ensure integration with Professional Development training initiative.	09/31/15
4	Implement recommendations resulting from internal controls evaluation.	YTBD
5	Review department inventory management and control processes and practices.	03/01/16

### ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current assignments will be adjusted to support the activities associated with this initiative.

## **B** Priority Based Budget Performance Measures

*The purpose of corporate America “is to make money, now and in the future. That’s not a personal judgment; it’s simply their role. They exist to maximize the return to their investors. And what the investors want is money.”*

*“The public sector is also called on to maximize return to investors. But our investors don’t want money. They invest in us for far more important reasons; to protect children, ensure freedom, provide economic opportunity, protect the environment, rehabilitate offenders, and on and on. This is our profit, our bottom line.”*

*Ken Miller  
Extreme Government Makeover  
Increasing Our Capacity to Do More Good*

While the Priority Based Budget (PBB) tool presents enhanced opportunities for program review and analysis, it represents a significant change in approach. Cities do not typically budget at the program level, thus determining program costs requires estimating and combining differing portions of larger operational budgets. In order to use PBB to our best advantage, updated budget data must be entered annually and program data must be accurate and current. As a first round of review, Public Works will review and analyze all operational programs with budgets \$1 million or over, and all Quartile 4 programs.

2014 data indicates seven Public Works operational programs with budgets exceeding \$1 million. These programs fall into Quartiles 1 and 2. Due to the significant monetary investment in these programs, even small efficiency and productivity improvements present potentially significant savings opportunities. First year review efforts will include: Fleet Management; Snow and Ice Removal Operations; and the Pavement Program.

Quartile 4 programs to be reviewed include:

- Currently Outsourced Fleet Duties
- Fleet Motor Pool
- Facilities Functions:
  - Customer Support
  - Facilities Event/Rentals
  - Demolition Management/Coordination
  - Furniture Procurement

An updated approach to performance measurement will also be developed as part of this initiative.

### **OBJECTIVES**

1. Ensure accurate, up-to-date information to support budgetary review.
2. Actively integrate use of Priority Based Budget tool to evaluate and review department programs.
3. Finalize work group department performance measures to support review of productivity, efficiency and effectiveness for incorporation into PBB analysis.



## PARTNERS

### INTERNAL

- Finance

### COMMUNITY

- Transportation Advisory Board

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Submit Supplemental Budget Request for fleet management practices that generates operational savings and applies a portion of savings to better meet service demands.	06/15/15
2	Submit Supplemental Budget Request for review of paving program approach and funding to implement 8-year maintenance cycle.	06/15/15
3	Complete update of work group and department performance measures.	10/31/15
3	Complete Snow and Ice Removal Operations optimization study.	06/15/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- A proposal for revisions to fleet management practices has been submitted for City Manager consideration.
- A proposal for evaluation of paving rehabilitation approach and implementation of an 8-year paving cycle has been submitted for City Manager consideration.

### **A** Professional Development Succession Preparation

As the City of Loveland prepares for what has been coined the “Silver Tsunami” and the growing number of public sector baby boomer employees retiring, steps for succession planning are underway. The first phase of identifying critical positions wrapped up early in 2015. Current efforts include identifying core competencies and developing training programs to support workforce readiness for the potentially growing retirement wave and job opportunities that will result.

Given the need to enhance our organizational preparedness and after employee roundtable input, a Public Works strategic planning priority is to design and implement a wide-ranging professional development program. Ideas and suggestions received to date indicate many employees desire to increase basic understanding of City processes and procedures to improve their effectiveness. Employees also requested more job specific technical training (i.e. specialized equipment operation) as well as opportunities to prepare for possible promotional opportunities.

Based on this input, a framework for a Professional Development Training Program has been developed and is included on Page 43. Public Works will be striving to provide more standardized, equally provided professional development opportunities across the department rather than selecting specific high potential employees for this benefit.

In partnership with Human Resources, the program will be piloted beginning in early 2016. Ten to twelve employees will participate in the pilot phase which will begin with individual assessments comprised of administration of self and style-assessment tools; 360° evaluation; and a review of the last three years of performance evaluations as compared to necessary core competencies. Results will be used to create professional development goals for each employee. A plan to achieve identified goals will be developed relying on available existing internal training resources (e.g. LEAD Loveland, City University, etc.), small group mentoring, and external professional development opportunities.

Additionally, Public Works will be partnering with Human Resources and all City Departments to develop a series of short training modules to be developed and delivered by internal experts on technical organizational topics such as budget rationale and process; purchasing requirements and procedures; human resources; etc. A “non-technical” training track will also be developed for subjects such as leadership versus management; ethics and integrity; conflict resolution and feedback; excellent service. Future phases may also include opportunities for job shadowing and/or job rotation.

#### **OBJECTIVES**

1. Assess employee skills and professional development needs.
2. Provide training and development opportunities to support employee performance and career goals.
3. Ensure multiple candidates are prepared for possible advancement opportunities.

#### **PARTNERS**

##### *INTERNAL*

- Human Resources
- All City Departments

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Identify critical positions.	12/31/14
2	Identify key players.	02/01/15
3	Develop professional development program training framework.	06/01/15
4	Develop assessment, small group mentoring and training schedule for pilot first phase.	08/31/15
5	Select personal assessment tools and method for administration (e.g. consultant, internal?)	09/30/15
6	Work with partner departments to identify trainers and develop content for first phase of training.	2/29/16
7	Pilot participant recruitment.	01/31/16.
8	Pilot participant assessment of first phase.	07/30/16

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- A proposal for funding assessment tools and materials needs has been submitted for City Manager consideration.
- Current assignments will be adjusted to provide the labor support necessary to run the administrative aspects necessary for this initiative.



# B Safety Program

Safety statistics, employee survey data and employee roundtable discussions indicate potential for advancement of current efforts to keep our employees safe.

Human Resources data indicates 372 Workers Compensation Claims filed city wide in 2014 with Public Works claims representing 23% of the total and costing the City over \$232,000. Of the 97 injuries experienced by Public Works employees, 25% were strains and sprains (\$115,004) and 25% were caused by getting caught or struck (\$28,262).

After a review of the data, the department-wide Safety Committee developed a framework for an enhanced Safety Program. The updated Mission:

*“Sending Every Employee Home Safe and Sound at the End of Every Day”*

The Committee created a program framework based on nine key components:

Safety Program Manual; New Employee Orientation; Individual Employee Training Specs; Personal Protective Equipment Requirements; Department Communication; Safety Tailgates; Safety Rodeo; Reward Program; and Department Safety Committee.

The nine component program framework and underlying detail are reflected on the diagram on Page 46.

This phase of the newly, enhanced program focuses on injury prevention. Future phases will seek to address accident investigation, root cause analysis, and prevention.

Given the commonality of a heavy field environment, Public Works and Water and Power have begun collaborating on schedules and content to leverage each department’s investment into larger organizational returns.

## OBJECTIVES

1. Achieve 100% participation in Annual Employee Safety Survey.
2. Ensure delivery of 26 safety tailgates a year.
3. Achieve a 15% increase in employees rating safety meetings as excellent.
4. Achieve 15% increase in Near Miss reports.
5. Achieve 25% increase in safety suggestions and condition reports submitted.

The Department Safety Committee will continue to work closely with Human Resources to review accident and injury data with hopes that our efforts will result in fewer accidents and injuries and, thus, costs. However, these areas will not be included in the printed goals due to program development experts advising that injury reduction goals often result in employees choosing not to report injuries to try to meet the numbers.

## PARTNERS

### INTERNAL

- Human Resources
- Water & Power

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
	Review data, set goals, develop updated Safety Program Framework.	03/31/15
	Supervisor and employee review and discussion of Program Framework.	05/01/15
	Incorporate safety component in all All-Hands Meetings.	06/01/15
	Develop safety module for new employee orientation.	10/01/15
	Develop and distribute Safety Program Manual.	10/31/15
	Begin delivery of every other week standardized safety tailgates and coordinating facility poster program.	01/01/15
	Plan, organize and deliver Department Safety Training Rodeo	09/30/15

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current resources will be reorganized to assume content and training development, scheduling, documentation, and recordkeeping for enhanced Safety Program.



**C Performance Evaluation  
Merit Process Integration**

The number one theme and concern raised by Public Works field employees in employee roundtables was a perception that performance evaluation content was standardized and that merit pool distribution lacked connection to work quality and/or evaluation ratings. Employees also reported experiencing a de-personalization of the evaluation process that they attribute to the automated system. There were several requests that face-to-face performance evaluation meetings be required for mid-year and end-of-year evaluations.

In order to respond to this perception, a mathematical approach has been developed to ensure that performance scores and merit pool distribution are considered from four different perspectives to support careful consideration of evaluation scores; merit distribution; relativity across a work group and department consistency.

Supervisors have received introductory training on the new approach and have developed mid-year performance evaluation content to dovetail with a year-end evaluation process that will ensure integration of performance and merit pool distribution.

**OBJECTIVES**

1. Develop system to tie performance rating score to merit distribution.
2. Ensure every employee receives face-to-face mid-year and year-end performance feedback.

**PARTNERS**

*INTERNAL*

- Human Resources

**ACTION STEPS AND TIMELINE**

	<b>ACTION</b>	<b>TIMELINE</b>
	Complete analysis of 2014 evaluation scores and merit distribution.	04/15/15
	Develop spreadsheet to calculate performance evaluation score and resulting merit distribution calculation.	04/30/15
	Spreadsheet training for supervisors.	05/31/15
	Share results of 2014 analysis and recommendations for process change at All-Hands Meeting.	06/25/15
	Supervisors hold face-to-face mid-year performance evaluations.	06/30/15
	Supervisor meetings in preparation for year-end performance evaluations including merit distribution recommendations.	11/06/15
	Supervisors hold face-to-face year-end performance evaluations including merit distribution projection.	

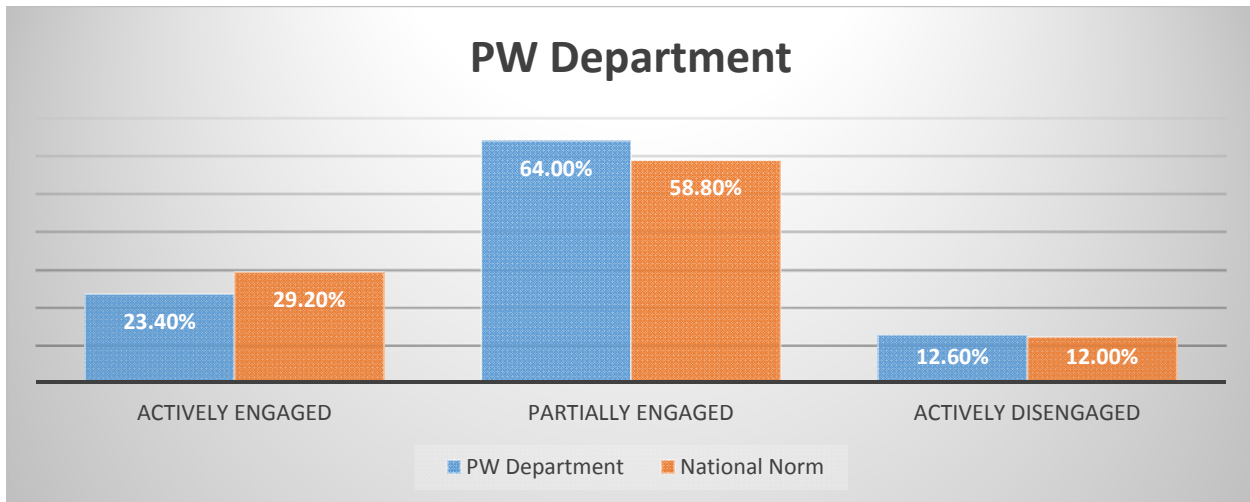
**ESTIMATED RESOURCE AND BUDGETARY IMPACTS**

- Current assignments will be adjusted to support the activities associated with this initiative.



## D Engagement Survey Follow-Up

Preliminary results of the 2015 Employee Engagement Survey show significant opportunity for improvement.



While the overall department results show some positive aspects, results for individual workgroups provide data for customized responses that we hope will improve engagement levels over time.

As a 2015-2016 priority, Public Works will be working with Human Resources to analyze the work group data and develop actions to try to address areas of concern which are likely to include increasing organizational trust; employee recognition; employee inclusion; performance management; and inter-departmental collaboration.

### OBJECTIVES

1. Achieve a 2% increase in employees indicating active engagement.
2. Achieve a 2% decrease in employees indicating active disengagement.
3. Achieve a 5% reduction in total number of questions showing percent unfavorable greater than 25.

### PARTNERS

#### INTERNAL

- Human Resources

## ACTION STEPS AND TIMELINE

	ACTION	TIMELINE
1	Review preliminary department results and next steps with department leadership team.	06/23/15
2	Review preliminary department results and next steps at department All-Hands meeting.	06/25/15
3	Support HR manager/supervisor feedback sessions.	YTBD
4	Support HR employee group feedback sessions.	YTBD
5	Work with HR to develop targeted action plan to achieve improvement objectives.	YTBD

## ESTIMATED RESOURCE AND BUDGETARY IMPACTS

- Current assignments will be adjusted to support the activities associated with this initiative additional resource requirements may arise as a result of action plan.

# Public Works Department Strategic Plan 2015-2020

City Council Study Session

June 23, 2015

Leah Browder, Public Works Director



# Strategic Plan 2015

## Phase 1

- Ongoing Process NOT An Event
- February 21, 2015 to April 30, 2015
- 51 meetings, 639 attendees, close to 1,000 comments, suggestions, ideas

*“...one might argue that performing a stakeholder analysis is an ethical necessity, since only by understanding stakeholder interest and concerns is an organization likely to take truly ethical action.”*

*John M. Bryson*

*“Strategic Planning for Public and Nonprofit Organizations”*

# Basics

- Vision, Mission
- Values-Based
  - Accountability
  - Collaboration
  - Innovation
  - Integrity
  - Courtesy & Kindness
  - Safety
  - Quality & Excellence of Service
- Employee-Based
  - Best ideas from the people who do the work
  - Dedicated, experienced workforce
- Continued Integration with Priority Based Budget Tool

# Core Themes

- **Purpose**

...The public sector is also called on to maximize return to investors. But our investors don't want money. They invest in us for far more important reasons: to protect children, ensure freedom, provide economic opportunity, protect the environment, rehabilitate offenders, and on and on. This is our profit, our bottom line.

Ken Miller, Extreme Government Makeover (Increasing Our Capacity to Do More Good)

- **Excellent Service**

*If our customers had a choice, they would choose us.*

“Winning customers has never been harder....Customers today are characterized by their relentless demands in quality, service, and price...”

James Champy, Reengineering Management

# Core Themes

- **Collaboration** ➔ **Innovation**

“Innovation, most of all, is driven by collaboration. So it takes more than just smart people, but diversity as well. Different people, working on different things, colliding together in unexpected ways is what brings about important new ideas...”

Greg Satell, The Essential Elements of Innovative Cities (Forbes, 11/09/13)

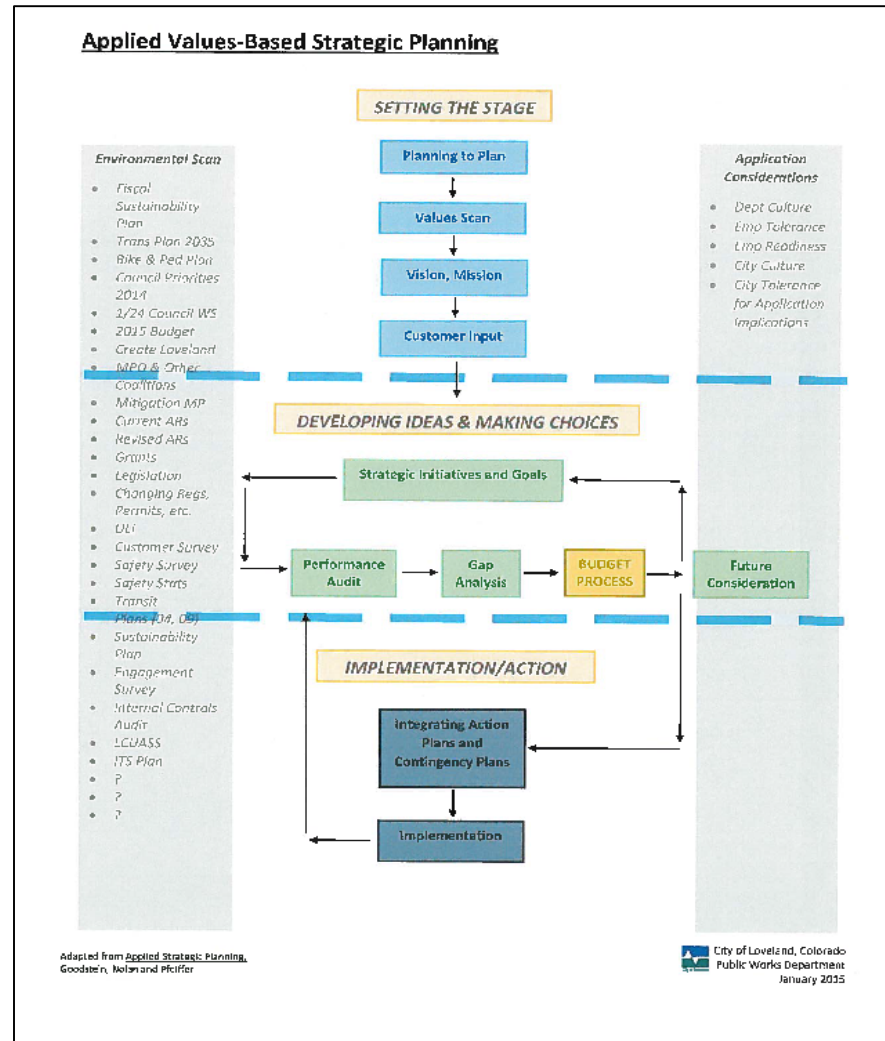
- **Public Infrastructure**

- **Defining our Universe**
- **Inventory, Assessment, Mapping**

- **Our People**

*Mastery, Autonomy, Purpose*

# Process Model





# 7 Strategic Focus Areas

## 22 Strategic Initiatives

City of Loveland  
Public Works Department  
Strategic Framework  
2015-2020

Community Vision

Loveland: a vibrant community, surrounded by natural beauty, where you belong.

City's Mission

Achieve Loveland's community vision through innovation, dedication and excellent service.

OUR VALUES: Accountability, Collaboration, Innovation, Integrity, Courtesy & Kindness, Safety, Quality and Excellence of Service

Department Mission

Building Loveland's Future through Exceptional Service, Safety and Performance.

Department Strategic Focus Areas

I. Public Health & Safety	II. Connectedness	III. Public Infrastructure	IV. Innovation & Legacy	V. Excellent Service	VI. Honor the Public Trust	VII. High Performance
<p><i>Protect the health and safety of our citizens, support the development of a robust community able to withstand challenges, respond quickly and come back stronger and better than before.</i></p> <p>A. Big Thompson River River and Flood Infrastructure Resiliency B. Department Emergency Operations C. Disaster Preparedness D. Bridge Maintenance, Repair and Rehabilitation E. Road Snow Removal Operations (I+BB)</p>	<p><i>Regionally, organizationally, departmentally, and with the public we serve through genuine and vibrant community partnerships, citizen involvement and public outreach.</i></p> <p>A. Transportation Capital Project Review B. Transit C. Bicycle and Pedestrian Master Plan E. Public Outreach and Education F. Department and Employee Communication</p>	<p><i>Development, construction and maintenance that supports and fosters the full range of City economic development and quality of life strategies, and enhances the natural beauty of Northern Colorado.</i></p> <p>A. Economic Development B. Infrastructure Inventory &amp; Assessment C. Facilities Master Plan D. Facility Performance Scorecards E. Enhanced Arts Partnership</p>	<p><i>The creation of better, more effective solutions that seek to leave a better tomorrow for future generations; creating opportunities to engage the leaders of tomorrow.</i></p> <p>A. Legacy Loveland <ul style="list-style-type: none"> <li>Flood Management</li> <li>Solid Waste and Waste Diversion</li> <li>Urban Forestry</li> </ul> </p>	<p><i>Quality delivered with respect, courtesy &amp; kindness; seeing things through our customers' eyes; providing insight and support to solve problems collaboratively.</i></p> <p>A. Customer Surveys B. Development Review Team Training Initiative C. FAB Remodel D. Combined Inspection Services</p>	<p><i>Efficacy, fiduciary responsibility, cost effectiveness—undertaking everything we do with pure intentions and transparency. Treat the City's resources as if they were your own.</i></p> <p>A. Administrative Processes B. Priority Based Budgeting</p>	<p><i>Professional Development, Care &amp; Safety of our Employees; integration of our work functions; collaborative partnerships that integrate our services and support one another.</i></p> <p>A. Professional Development B. Succession Preparation C. Safety Program D. Performance Management and Merit Distribution Integration E. Engagement Survey Follow-up</p>
<p>Increased Integration of Information Technology Through All Strategic Initiatives</p>						

# I. Public Health & Safety

*Protect the health and safety of our citizens, support the development of a robust community able to withstand challenges, respond quickly and come back stronger and better than before.*

- A. Big Thompson River  
River and Flood Infrastructure Resiliency
  
- B. Department Emergency Operations  
Disaster Preparedness
  
- B. Bridge Maintenance and Rehabilitation
  
- C. Road Snow Removal Operations

## II. Connectedness

*Regionally, organizationally, departmentally, and with the public we serve through genuine and vibrant community partnerships, citizen involvement and public outreach.*

- A. Transportation Capital Project Review
- B. Transit
- C. Bicycle and Pedestrian Plan
- D. Public Outreach and Education
- E. Department and Employee Communication

# III. Public Infrastructure

*Development, construction and maintenance that supports and fosters the full range of City economic development and quality of life strategies, and enhances the natural beauty of Northern Colorado.*

- A. Economic Development  
Quality of Life
- B. Infrastructure Inventory and Assessment
- C. Facilities Master Plan
- D. Enhanced Arts Partnership

## IV. Innovation & Legacy

*The creation of better, more effective solutions that seek to leave a better tomorrow for future generations; creating opportunities to engage the leaders of tomorrow.*

### A. Legacy Loveland

- Fleet Management
- Solid Waste and Waste Diversion
- Urban Forestry

## V. Excellent Service

*Quality delivered with respect, courtesy and kindness; seeing things through our customers' eyes; providing insight and support to solve problems collaboratively.*

- A. Customer Surveys
  
- B. Development Review Team Training Initiative  
Fire Administration Building (FAB) Remodel  
Combined Inspection

## VI. Honor the Public Trust

*Efficacy, fiduciary responsibility, cost effectiveness—undertaking everything we do with pure intentions and transparency.*

*“Treat the City’s resources as if they were your own.”*

### A. Administrative Processes

- Purchasing
- Contracting
- Hiring
- Control Points
  - Inventory Management and Control
- Budget Administration

### B. Priority Based Budget Performance Measures

## VII. High Performance

*Professional Development, Care and Safety of our employees; integration of our work functions; collaborative partnerships that integrate our services and support one another.*

- A. Professional Development  
Succession Preparation
- B. Safety Program
- C. Performance Evaluation  
Merit Process Integration
- E. Engagement Survey Follow-Up



# Next Steps

- Action Plans
  - 06/30/18
- FY2016 Proposed Budget
  - Changes in practices
  - Reallocation of resources
- Ongoing employee, customer and stakeholder dialogue

# Public Works Strategic Plan

(DOB)2015

## Questions & Discussion