

APPENDIX A. ANNUAL WORK PLAN

Initiative	Description	Leader(s)	Related Plan Element(s)								
			Downtown Renaissance	Corridors and Gateways	Vibrant Economic Centers	Natural Assets	Safe and Healthy Built Environment	Connected and Accessible Community	Complete Neighborhoods	Strategic Roles in the Community and Region	Older Neighborhoods
Capital Projects and Investments											
Accelerated Build-out of 2012 Bicycle and Pedestrian Plan, 2014 NFRMPO Regional Bicycle Plan, and 2014 Parks and Recreation Plan	Prioritize existing funding and staffing, and obtain additional funding (federal, state, and other) to construct priority bicycle, pedestrian and trail facilities identified in this plan. Expedite efforts to complete the Loveland trail system of off-street hard and soft surfaced trails for off-street, non-motorized recreational uses. Focus on identified and prioritized pedestrian improvement projects and bicycle improvement projects to achieve level of service "C" or better for all bicycle and pedestrian facilities based on the Bicycle and Pedestrian Plan's defined methodology.		✓	✓	✓	✓	✓	✓	✓	✓	✓
2014 Parks and Recreation Plan Implementation	Focus on expanding year-round access to indoor and outdoor recreation opportunities and connection of residential areas to recreation facilities via bicycle and pedestrian networks. Emphasize affordability of use for all residents. Increase access and awareness of recreational opportunities on open lands.					✓	✓	✓	✓	✓	✓



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2035 Transportation Master Plan Implementation	Prioritize the implementation of multimodal transportation improvement projects identified in the Transportation Master Plan. Increase connection and ease of access via trails, walkways, bike paths and public transit between housing developments and commercial/employment centers to create a more integrated community.		✓	✓	✓		✓	✓	✓	✓	✓
Downtown Connections to Fairgrounds Park and the Big Thompson River	Design and install pedestrian amenities and bicycle infrastructure, including street trees, sidewalks, pedestrian lighting, etc., on South Cleveland, South Lincoln, and South Railroad Avenues to draw visitors to Fairgrounds Park and the Big Thompson River.		✓	✓	✓	✓	✓	✓			
Downtown Streetscape Amenities Projects	Utilize the HIP Streets Master Plan to identify areas Downtown that need additional amenities, and install bicycle racks, lighting, benches, pedestrian lighting, and other amenities to enhance safety and physical comfort.		✓		✓		✓				✓
Highway 287 Strategic Plan Improvements	Coordinate and align corridor improvements with the identified Action Plan in the 287 Strategic Plan. Implement the highest priority actions in the 287 Strategic Plan.			✓	✓		✓	✓			



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Natural-Surface Trail Loops	Plan and create a system of natural, soft-surface trails within public access areas that link with other trails while still respecting wildlife and natural resources.					✓	✓	✓	✓		✓
Overhead Power to Underground Conversion	Coordinate an accelerated undergrounding effort based on reliability, asset age, and targeted City "beautification" areas (such as the Downtown and 287 corridor).		✓	✓							
Railroad Crossings Improvements	Identify railroad crossings with significant crash histories and take steps to ensure safety at these and all railroad crossings in Loveland.			✓			✓			✓	
Transit Improvements	Complete sidewalk connections to bus stops, provide bike parking proximate to bus stops, increase space for bicycles on buses, and improve comfort and quality of bus stops, including shade structures.		✓	✓	✓		✓	✓	✓	✓	✓
Supporting Plans and Policies											
Annexation Strategy	Identify strategic enclaves to be annexed based on infrastructure condition, development potential and political benefit. Identify phasing and estimated timeframes, as well as potential annexation agreement clauses.			✓				✓	✓	✓	✓



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Attractive Wayfinding and Circulation Study	Continue to add clear and understandable wayfinding to help residents and visitors travel knowledgably between uses and destinations in and around Downtown. Identify those key connector routes for pedestrians and bicycles.		✓	✓					✓			✓
Corridor Plans	Prepare corridor plans for Hwy 402 from I-25 to Taft Avenue and US 34 west of Denver Avenue. Focus on strategies to concentrate commercial development at strategic locations, incorporate additional multifamily housing, and improve aesthetics.			✓	✓			✓	✓		✓	
Couplet Master Plan	Support and partner with the Downtown Development Authority in positioning the one-way block between South Cleveland and South Lincoln Avenues for redevelopment as envisioned in the 287 Strategic Plan.		✓	✓	✓				✓			



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Dark Box Strategies	Evaluate effective ways to reduce the length of time that vacant buildings remain vacant, such as 1) limiting the excessive construction of new big-box stores where suitable vacant buildings are nearby; 2) create a “demolition bond” for new retail development; 3) change guidelines to encourage that stores be designed for re-use; 4) insist that vacant stores go on the market, or 5) strategically leverage infrastructure improvements and other City incentives to catalyze redevelopment, among others.		✓	✓	✓							✓
Downtown Infrastructure Planning & Construction	Evaluate existing transportation and utility infrastructure within Downtown. Develop infrastructure standards (especially fiber, and stormwater) that meet the needs of desired Downtown business types. Identify resources to help bring existing infrastructure up to standards. Combine infrastructure upgrades with other City projects to gain economies of scale, and maximize coordination efficiencies. Explore the establishment of a railroad quiet zone along with an equitable funding mechanism,		✓	✓	✓		✓	✓		✓	✓	
Downtown Plan Implementation	Implement the current Downtown Strategic Plan, with guidance from the Downtown Vision Book. Conduct a survey of Downtown residents and surrounding neighborhoods to identify types of uses that are needed and desired in Downtown.		✓		✓						✓	✓



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Economic Development and Subarea Plan Implementation	Continue to implement the various land use and economic development plans, including the Airport Strategic Plan, Highway 287 Strategic Plan, Downtown Master Plan, Economic Development Strategic Plan, and Strategy for Financial Sustainability.		✓	✓	✓					✓	
Food Access Strategy	In consultation with community organizations such as the Food Bank for Larimer County and CanDo, develop strategies for capital improvement funds, economic development and land use planning to increase residents' access to fresh food.				✓		✓		✓		
Freight Planning	Create and adopt a freight rail plan section of the Transportation Master Plan in future updates. Coordinate with freight railroads on Operation Lifesaver and Work Safe programs.			✓				✓			
Interchange Area Plans	Complete joint land use – transportation master plans for Hwy 402, Hwy 60, CR 16, US 34, and Crossroads Boulevard. Short-term priorities include the Centerra Parkway interchange at US 34 and Highway 402.			✓	✓		✓	✓		✓	



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Neighborhood Planning and Branding	Prepare neighborhood plans to guide change where appropriate. Strengthen the identity of older neighborhoods by mapping their general boundaries and formalizing their names (e.g., "West Enders"). Foster the creation of neighborhood groups and support neighborhoods in developing plans and improvements for their neighborhoods.									✓		✓
Outlets at Loveland	Revise regulations to enhance flexibility and remove regulatory barriers for TOD development. Ensure that future development does not close off opportunities for transit and transit supportive development.			✓	✓					✓		
Prepare Pre- and Post-Disaster Mitigation and Recovery Plans	To capture lessons learned and become better prepared to avoid and mitigate disasters, and to manage the recovery and long-term reconstruction process following future disasters, update the Northern Colorado Regional Hazard Mitigation Plan. Prepare a Mitigation Master Plan specific to Loveland that identifies the policies and operational procedures to minimize negative impacts of events, and guide the post-disaster decision-making process in advance of the next event.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



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Public Art Plan	Create a plan that will coordinate, facilitate, and expedite that placement of art prominently at entryways to the City and along high visibility corridors.			✓	✓						✓	
Railroad Avenue/ 5th - 7th Streets Station Area Plan	Develop a plan for future transit oriented development on and surrounding the proposed Commuter Rail Station at 5th Street and Railroad Avenue. The plan should address regulations to enhance flexibility, remove regulatory barriers, and should include robust bus, pedestrian and bicycle infrastructure around the planned regional rail station.		✓		✓				✓		✓	✓
Regional Transit Plan	Evaluate a Bus Rapid Transit (BRT) system along US 287 or the BNSF Railway corridor, as a precursor to CDOT's planned commuter rail, and connected to the system in Fort Collins. Identify federal and state funding sources that can be leveraged with minimal local investments.		✓	✓					✓		✓	



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River Recreation and Conservation Planning	Coordinate the planning efforts of all City Departments including Parks and Recreation and the Water and Power Departments to ensure that the use of water and long range planning of river diversions are in alignment with the community's expectations for sustaining recreation and conservation river flows through the City. Complete the action plans for collaborative land conservation efforts, such as A Bigger Vision for the Big T with Larimer County, Colorado Parks and Wildlife, CDOT, and the US Forest Service. Work to balance water demands resulting from increased population and the community's expectation for a healthy river environment with flows that support fish and insect habitat and river recreation.		✓	✓		✓	✓			✓	
South Railroad Avenue / SE 3rd Street Redevelopment Study	Conduct a Redevelopment Study for the City-owned recycling cart storage lot and surrounding area to visually and architecturally connect Downtown to Fairgrounds Park and the Big Thompson River.		✓		✓				✓		



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Sugarbeet Factory Redevelopment Study	The Sugarbeet Factory area currently provides industrial and railroad employment uses, which are anticipated to continue in the future. Underutilized portions of the Factory area could potentially accommodate additional commercial services. Conduct a market analysis and feasibility study to explore what desired uses can be incorporated and explore what grant or other resources the City may have access to that can be utilized to repurpose this site.		✓		✓				✓	✓		✓
Transit Oriented Development Planning	Identify areas for existing and future transit stations and stops, and explore establishment of target densities to support more effective and efficient transit services as development and redevelopment occurs.		✓	✓	✓			✓	✓	✓		✓
City Programs and Services												
1% for the Arts Program	Look for opportunities to align the 1% for the Arts funding for City capital construction projects with Cultural Services goals.			✓				✓	✓			✓



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Bicycle and Pedestrian Program	Consider allocation of resources for a shared position to implement the Bicycle and Pedestrian Plan, support community bicycle and pedestrian education and safety programs, and explore potential bike share programs models. Ensure sufficient bike corrals and healthy food offerings at City events and meetings. Evaluate and implement bicycle education and potential free and/or low cost bike share programs.		✓	✓	✓		✓	✓			✓
Bus Transit Service Improvements	Coordinate with COLT to maintain or expand the community bus transit network with Downtown as the center. Improve service so that routes serving the 4th and 5th Street Districts achieve more convenient headways.					✓	✓	✓	✓		
Construction Efficiency Incentives Program	Retrofitting of existing facilities is more expensive than requiring the same efficiencies in new construction. Coordinate with the City's Utilities Department to develop and offer programs to incentivize efficient new construction.		✓		✓					✓	
Expand and Showcase Arts and Cultural Facilities	Provide enhanced community facilities and streetscape features to attract cultural tourism and leverage Downtown's benefits to residents and local businesses.						✓		✓		✓



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Home Improvement Program	Explore funding sources and develop a home improvement loan program to assist property owners in making improvements to their homes that will support housing quality and enhance neighborhood appearance.		✓	✓	✓				✓			
Parking Supply and Management	Continue to maintain and sign existing parking so that it is easy to find and use. As Downtown develops, work with developers, the Public Works Department, and the DDA to add parking in strategic, convenient locations to ensure a well-distributed supply.		✓		✓						✓	
Tourism Promotion	Support cultural tourism and promote existing hospitality and tourism businesses and encourage new tourism attractions. Prioritize and implement the initiatives in the Recreation Tourism Act application.		✓	✓		✓	✓			✓		✓
Urban Forestry Program	Develop an urban forestry or street tree maintenance program to plant and maintain trees within public right-of-ways. Replace dead and dying trees.		✓									



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Partnerships and Agreements											
Downtown Branding and Marketing	Develop an effective brand for Downtown Loveland. Offer quality events that bring local and regional visitors to Downtown. Work with the DDA and the Loveland Visitors Center to develop coordinated marketing strategies. Conduct a feasibility study for a regional conference facility, considering alternative locations such as the Airport or U.S. 34 / I-25.		✓		✓					✓	
Human Services Transportation Expansion	Coordinate with SAINT and other Non-Governmental Organizations (NGOs) that provide transportation services to ensure a variety of affordable transit options are available. Collaborate to seek federal, state, and local funding opportunities for transportation services to complement the City's transit options. This could include both nonprofit as well as private sector options.			✓				✓	✓	✓	
I-25 Improvement Partnerships	Continue to partner with CDOT and the NFRMPO to progress the planned widening of I-25 and interchange improvements at Hwy 402, Hwy 60, CR 16, US 34, and Crossroads Boulevard. Short-term priorities include the Centerra Parkway interchange at US 34 and bus-only slip ramps at Kendall Parkway to support CDOT's planned regional bus service.			✓	✓			✓	✓	✓	



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Private-Sector Bicycle and Pedestrian Facilities	Create a list of pedestrian and bicycle-friendly best practices that can be utilized by developers and employers. Promote and incentivize private sector to adopt bike/ped practices into their business models and employee engagement.			✓	✓			✓	✓	✓	✓	
Regional Trail Completion	Work with regional partners including CDOT, the NFRMPO, Larimer County, and adjacent communities to progress the implementation of regional trails such as the Front Range Trail, Big Thompson Trail, North Loveland to Windsor Trail, and the Loveland to Berthoud Trail.			✓				✓	✓		✓	
River Restoration	Partner with property owners and the Big Thompson River Restoration Coalition to restore creeks, streams, and rivers, especially the Big Thompson River Corridor, to their more natural state using best practices, and according to the Big Thompson River Restoration Master Plan.		✓	✓		✓	✓				✓	



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School District Collaboration	Execute and implement an Intergovernmental Agreement with Thompson R2-J School District for the dual purpose of enhancing connectivity between schools and neighborhoods as well as joint-use agreements for parks, fields, play areas, and other facilities that provide community access and physical activity opportunities. Support district-wide Safe Routes to School and improve infrastructure around schools for traffic mitigation and student safety.			✓				✓		✓	✓	✓
Regulatory Reform												
Complete Neighborhood Standards	Create standards to support and serve as the basis for incentives to facilitate the development of new complete neighborhoods that include a mix of housing unit types and commercial uses designed in a manner that emphasizes walkability. Study whether CN should be made available to additional parcels on Land Use Plan.		✓					✓	✓	✓		
Enhanced Corridor Standards	Create standards to support and serve as the basis for incentives to facilitate the development of enhanced corridors and transit-supportive densities. Study whether EC should be made available to additional parcels on Land Use Plan, including parcels that behind arterial-facing parcels to encourage for parcel assemblage.			✓	✓			✓		✓		



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Food Access Standards	Update development standards to allow appropriately scaled food retail uses to be located where they serve the needs of neighborhood residents.		✓	✓	✓					✓		✓
Infill Standards	Make infill projects easier by creating development standards that address compatibility and provide certainty to both developers and neighbors.		✓	✓	✓			✓	✓	✓		
Mobility Standards	Reform development code to align with mobility policies. Develop design criteria which identify subdivision standards for block length, bicycle infrastructure, trail and pedestrian connectivity, pedestrian amenities, signage, etc.		✓	✓	✓			✓	✓	✓		✓
Multifamily and Mixed Use Incentives	Explore use of urban renewal tools and permitting density bonuses to incentivize multifamily and mixed use developments. Identify zoning changes that need to be made to promote these uses such as parking requirement flexibility.			✓	✓					✓		
Public Art Regulatory Streamlining	Streamline regulations to allow placement of art in public spaces, creative signage and building treatments, temporary art installations, etc. Look to modify regulations to more easily accommodate arts uses and their unique operational and outdoor storage needs in the Downtown.		✓	✓	✓					✓		✓



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Redevelopment Barriers	With consultation from the DDA, revise regulations that impede redevelopment or are inconsistent with community priorities. Allow flexibility in regulations for catalytic projects that contribute to community goals.			✓		✓	✓		✓	✓	✓
Urban Agriculture Barriers	Evaluate whether City policies, land use codes, operations, or HOA barriers exist that discourage private, urban agriculture from continuing in the Loveland Growth Management Area.		✓	✓	✓		✓	✓	✓		✓
Zoning Code and Land Use Plan Alignment	Align the Zoning Code with the Land Use Plan (see Chapters 2 and 3) by changing zoning category definitions and/or create new zoning district options and applying in the Zoning Map. Allow for the integration of residential development in underperforming commercial areas. Develop employment design criteria which identify location, lot size, building square footage, building height limitations, open space requirements, connection to trails, appropriate uses, etc.		✓	✓	✓		✓	✓	✓		✓



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APPENDIX B: FISCAL CONDITIONS AND LAND USE ANALYSIS



MEMORANDUM

To: City of Loveland
From: BBC Research & Consulting
Re: City of Loveland Comprehensive Plan
Baseline Fiscal Conditions and Land Use Analysis
Date: May 26, 2015

This memorandum, prepared by BBC Research & Consulting (BBC), provides an overview of the City of Loveland's (city) general fund and how its respective revenue sources and cost structures react to growth and urbanization. In addition, this memo presents a fiscal evaluation of a future land use scenario based on forecasted data from the North Front Range Metropolitan Planning Organization (NFRMPO). The future land use scenario consists of residential, commercial (retail and office) and industrial land uses.

This analysis is prepared to support and inform part of the comprehensive plan update process. A comprehensive plan provides the framework and policy direction for future land use decisions. In Colorado, different land uses have different revenue generation characteristics and city service demand requirements. This document highlights the relationship between land use and government finances specific to Loveland and serves as one of many inputs to the comprehensive planning process.

Forthcoming from BBC is an analysis of capital and other fund impacts, as well as an analysis of different urban forms.

City of Loveland Financial Structure

General fund. The city provides a full range of services including general administrative, police, public works (highways, streets, snow removal, etc.), parks and recreation, cultural, museum and library services. These services are operated and maintained through the city's general fund. Total general fund revenue (using 2014 Revised Budget values) in fiscal year 2014 is \$79.0 million.^{1,2} The city's general fund is largely supported by sales tax revenues (49 percent), as shown in Figure 1.

¹ Throughout the fiscal analysis, BBC uses the city's 2014 Revised Budget values, which are presented in the 2015 Adopted Budget document.

² BBC includes the "Administrative Overhead" budget line item as a general fund revenue, rather than a negative general fund expenditure, as it is categorized in the city budget. Consequently, the 2014 Revised Budget general fund revenue is higher than the documented \$72,732,400. This difference is offset by the general fund expenditure adjustment for administrative overhead.



**Figure 1.
City of Loveland
Sources of General
Fund Revenue, 2014
Revised Budget**

Source:

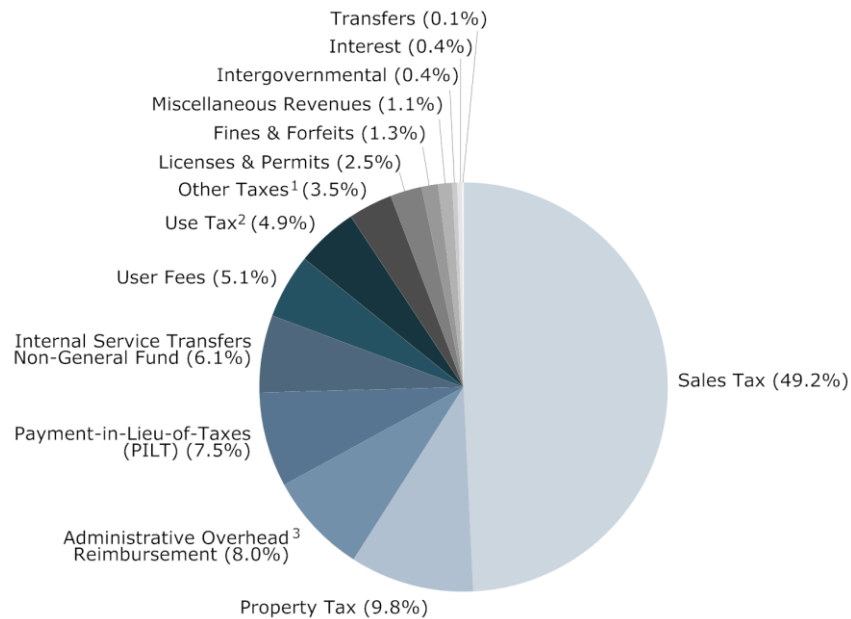
City of Loveland.

Notes:

(1) Other taxes include: liquor occupational tax, specific ownership tax, cigarette tax, gas franchise tax, cable television franchise tax and telephone occupation tax.

(2) Use tax includes building material (construction) use tax and motor vehicle use tax.

(3) Administrative overhead reimbursement, which is presented as a negative general fund expenditure in the city budget, has been moved to a general fund revenue by BBC.



Total Revenue: \$79.0 million

Loveland also raises a modest amount of revenue through its 9.564-mill property tax levy, although it is far less reliant on property tax than sales tax. Other major sources of revenue include administrative overhead reimbursement and payment-in-lieu-of-taxes.³ The city's reliance on sales tax is common among municipalities in Colorado. Additional discussion of sales tax revenues, as well as property tax revenues and use tax revenues, are presented later in this memorandum.

On the expenditure side, the city spent roughly a quarter (24 percent) of its 2014 annual operating revenue on transfers to other city funds, which primarily supported capital improvement programs. Police related expenditures account for over 20 percent of annual general fund expenditure and parks and recreation comprise almost 13 percent of general fund spending. Figure 2 shows the 2014 Revised Budget general fund expenditure breakout.

Transfers in fiscal year 2014 were an anomaly and particularly large due to flood-related recovery expenditure and projects. In 2013, the Colorado Front Range experienced extremely heavy rain and catastrophic flooding that led to an estimated \$2 billion in damages statewide.⁴ The Big Thompson River, which flows through Loveland, experienced peak flow rates and caused extensive damage throughout the community. Major infrastructure (roads, sewer, water, etc.) required significant financial resources to return to prior condition and operation.

³ Payment-in-lieu-of-Taxes (PILT) are an estimate of the amount of taxes that would be chargeable to a utility if owned privately. PILT payments are based upon a fixed percentage of utility revenues. As such, BBC assumes PILT payments are variable and will increase with city growth.

⁴ Henson, Bob. "Inside the Colorado Deluge: How much rain fell on the Front Range, and how historic was it?" Atmos News. University Corporation for Atmospheric Research (UCAR). November, 2013.



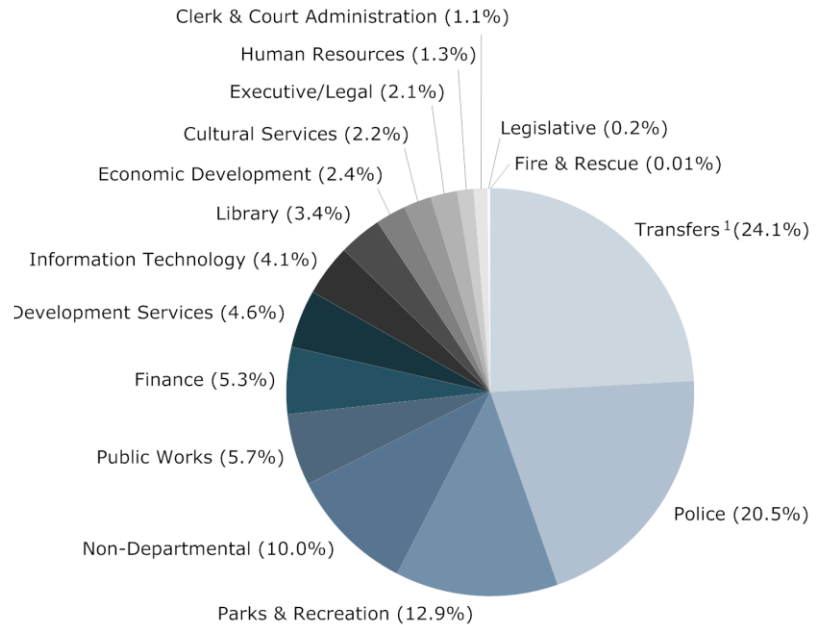
Figure 2.
City of Loveland General Fund
Expenditure, 2014 Revised
Budget

Source:

City of Loveland.

Notes:

(1) Much of the fiscal year 2014 transfer activity supported flood-related recovery projects. Historically, around 10% of general fund expenditure has been transfer related. Future transfer percentages are likely to realign with historical values.



Total Expenditures: \$91.9 million

Other significant elements of general fund spending include non-departmental (administrative),⁵ public works, finance and development services. General fund expenditures are budgeted at \$91.9 million for fiscal year 2014.⁶ Aside from transfer expenditures, most city expenditures go towards employee salaries, benefits, supplies and materials for providing city services.

Sales Tax Revenues

Sales tax receipts dominate all other general fund revenue sources, providing roughly 50 percent of the city’s annual general fund financial resources. As a result, it is important for the comprehensive plan to acknowledge the importance of sales tax revenue and its relationship with land use in the city. An important and nuanced distinction in the fiscal model is where sales tax revenues are collected, and specifically what the neighborhood retail versus regional retail breakout is. Neighborhood retail is more reliant on Loveland resident expenditure, while regional retail has a higher percentage of non-Loveland resident expenditure. Figure 3 on the following page displays the percentage of sales tax collected from each of Loveland’s 14 sales taxing districts, while Figure 4 presents the regional/neighborhood assignment of each taxing district. For districts not exclusively neighborhood nor regional, the revenue amount is evenly split between the two categories.

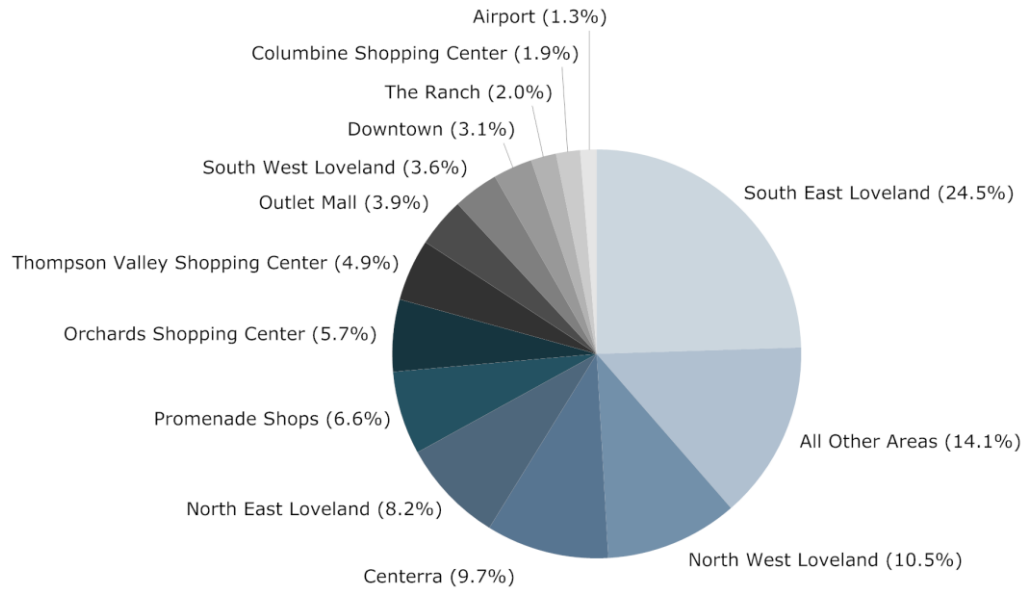
⁵ Non-Departmental expenditures in the general fund are those which cannot be attributed to a specific department, such as impact fee waivers, payments to the School District, contributions to the Fort Collins-Loveland Municipal Airport, etc.

⁶ As noted in the general revenue fund section, administrative overhead reimbursement, which is presented as a negative general fund expenditure in the city budget, has been moved to a general fund revenue by BBC. This results in general fund expenditure equaling \$91,889,200 instead of \$85,600,020.



Figure 3.
Location of Sales
Tax Collection,
2014

Source:
 City of Loveland.



Total Sales Tax Revenue: \$39.4 million

Figure 4.
Neighborhood and Regional Sales Revenues

Tax Districts	Retail Type (Regional/Neighborhood)	2014 Reported Sales Tax Revenues	2014 Gross Sales Revenues
South East Loveland	Both	\$ 9,668,680	\$ 322,289,333
North West Loveland	Neighborhood	\$ 4,146,209	\$ 138,206,967
Centerra (1)	Regional	\$ 3,817,102	\$ 213,320,405
North East Loveland	Both	\$ 3,213,440	\$ 107,114,667
Promenade Shops (1)	Regional	\$ 2,583,871	\$ 144,400,754
Orchards Shopping Center	Neighborhood	\$ 2,264,647	\$ 75,488,233
Thompson Valley Shopping Center	Neighborhood	\$ 1,917,634	\$ 63,921,133
Outlet Mall	Regional	\$ 1,543,482	\$ 51,449,400
South West Loveland	Neighborhood	\$ 1,412,992	\$ 47,099,733
Downtown	Both	\$ 1,205,352	\$ 40,178,400
The Ranch	Regional	\$ 801,931	\$ 26,731,033
Columbine Shopping Center	Neighborhood	\$ 748,318	\$ 24,943,933
Airport	Regional	\$ 501,606	\$ 16,720,200
All Other Areas (2)	Both	\$ 5,566,573	\$ 185,552,433
Total		\$ 39,391,837	\$1,457,416,626
Retail Type Distribution			
Neighborhood		\$ 18,120,245 (46%)	\$ 669,716,862 (46%)
Regional		\$ 21,271,592 (54%)	\$ 787,699,764 (54%)

Note: (1) Sales tax reduction and special fees are taken into account for Centerra and The Promenade Shops gross revenue calculations.
 (2) All other areas revenues are distributed according to the calculated neighborhood (46%) and regional (54%) percentages.

Source: City of Loveland; BBC Research & Consulting.



BBC categorized each sales location as “neighborhood,” “regional” or a combination of the two, in which case the revenues were allocated accordingly. The end result is 54 percent of sales tax revenues occur in regional areas and 46 percent of sales tax revenues come from neighborhood areas. A forthcoming retail leakage study, commissioned by the city, will further analyze spending characteristics and patterns throughout the city. BBC will incorporate the study’s results in the second iteration of the fiscal model, dependent upon availability of results.⁷

Loveland household supported retail sales. Figure 5 demonstrates the derivation of per household sales tax revenues collected by the city, which are based on household income, the allocation of income to household expenditures, the percentage of household expenditures occurring within the city and the percentage of expenditures that are taxable by the city.⁸ The U.S. Census American Community Survey reports a mean household income of about \$65,000 in Loveland. BBC utilized the mean household income, rather than the median household income, because new households may fall anywhere on the income spectrum and lower or higher earning households should be included in the analysis (sensitivity to income is explored in the sensitivity analysis section). BBC used the 2013 US Bureau of Labor Statistics Consumer Expenditure Survey (western geographic region) to estimate that about 30 percent of household income (about \$20,000) is spent on taxable expenditures in Loveland.

⁷ BBC will work with the city consultant to incorporate study results. Inclusion of the results depends on availability of the results and the relative timing/completion between the two studies (Fiscal Model—Comprehensive Plan Update and Retail Leakage Study).

⁸ BBC estimated the percentage of household expenditures occurring within Loveland and the percentage of expenditures that are taxable by the city based upon review and analysis of the Consumer Expenditure Survey and past experience.



**Figure 5.
Taxable Expenditures per Household**

Expenditure Category	Average Annual Expenditure	% of Expenditure in Loveland (1)	% of Expenditure Taxable (1)	Taxable Expenditure in Loveland
Average Household Income before Taxes	\$66,444			
Food				
Food at home	\$4,749	90%	100%	\$4,274
Food away from home	\$3,129	60%	100%	\$1,878
Alcoholic beverages	\$550	75%	100%	\$412
Housing				
Mortgage interest and charges	\$3,987	100%	0%	\$0
Property taxes (2)	\$1,395	100%	0%	\$0
Maintenance, repairs, insurance, other	\$1,063	100%	75%	\$797
Rented dwellings	\$6,179	100%	0%	\$0
Other lodging	\$598	100%	0%	\$0
Natural Gas	\$399	100%	100%	\$399
Electricity	\$1,329	100%	100%	\$1,329
Other fuels	\$66	100%	100%	\$66
Phone, cable and internet service and equipment	\$1,528	100%	50%	\$764
Water and other public services	\$731	100%	0%	\$0
Household operations	\$1,223	80%	20%	\$196
Housekeeping supplies	\$753	95%	100%	\$716
Household textiles	\$134	50%	100%	\$67
Furniture	\$387	75%	100%	\$291
Major appliances	\$244	75%	100%	\$183
Small appliances	\$157	75%	100%	\$118
Other furnishings and equipment	\$864	50%	50%	\$216
Apparel and services	\$2,004	50%	90%	\$902
Transportation				
Vehicle purchases (net outlay)	\$3,305	100%	100%	\$3,305
Gasoline and motor oil	\$3,439	75%	20%	\$516
Other vehicle expenses	\$3,210	65%	50%	\$1,043
Public transportation	\$667	75%	0%	\$0
Health care				
Health insurance	\$2,441	0%	0%	\$0
Medical services	\$1,046	95%	0%	\$0
Drugs	\$573	95%	50%	\$272
Medical supplies	\$184	85%	75%	\$117
Entertainment				
Fees and admissions	\$731	75%	0%	\$0
Audio and visual equipment and services	\$1,063	50%	75%	\$399
Pets, toys, hobbies and playground equipment	\$664	50%	100%	\$332
Other entertainment	\$495	50%	50%	\$124
Personal care products and services	\$698	85%	50%	\$296
Reading	\$123	80%	100%	\$99
Education	\$751	80%	0%	\$0
Tobacco products and smoking supplies	\$275	75%	0%	\$0
Miscellaneous	\$750	80%	80%	\$480
Cash contributions	\$2,311	0%	0%	\$0
Personal insurance and pensions	\$5,529	0%	0%	\$0
Personal Taxes (3)	\$3,041	0%	0%	\$0
Total Expenditures	\$ 62,766			
			Taxable Expenditures per Household	\$19,590

Notes: (1) BBC Research & Consulting estimated the percentage of expenditure occurring in Loveland and the percentage of expenditure that is taxable by the city based on experience.

(2) Property tax percentage is set to 0% because it is modeled separately.

(3) Personal taxes are primarily income tax.

Source: U.S. Bureau of Labor Statistics; American Community Survey 2009-2013; BBC Research & Consulting.

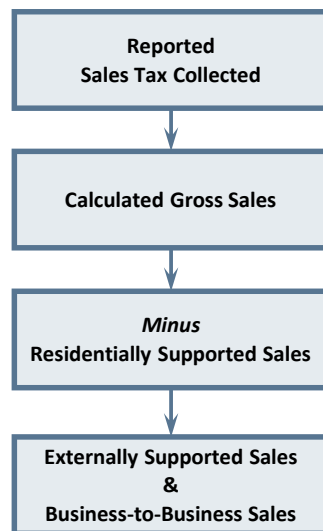


Total resident household supported retail sales (\$582 million) for the baseline year (2014) is derived by multiplying Loveland’s capture of per household retail sales (\$19,600) by the number of households in Loveland (29,692). Loveland’s 3.0 percent sales tax rate is then applied to total retail sales to calculate the amount of sales tax supported by residential land uses, about \$17.5 million. By these estimates, residential land uses in Loveland account for about 44 percent of sales tax revenues.

Sales tax attributable to retail. After residentially supported sales tax is calculated, the amount is netted out of the overall sales tax collected by the city. The remainder of sales tax revenues are allocated to retail businesses (neighborhood and regional); generated through the sale of goods and services to non-Loveland residents, as well as a smaller portion associated with business-to-business transactions.⁹ An estimated 56 percent of sales tax revenues are attributable to neighborhood and regional retail, demonstrating the importance of non-Loveland resident spending. Figure 6 presents a flowchart documenting the steps involved in calculating retail sales tax revenues (specific values are presented in the fiscal evaluation section).

**Figure 6.
Retail Sales Derivation**

Source:
BBC Research & Consulting.



Future Land Use Scenario

The following presents a future land use scenario based on forecasted data from the NFRMPO. The future land use scenario, which is not land constrained, consists of residential, commercial (retail and office) and industrial land uses. The fiscal analysis presents the city revenues and costs associated with each future land use, in addition to evaluating the cumulative impact.

The analysis highlights a general relationship between future land uses and government finances specific to the City of Loveland and serves as one of many inputs to the comprehensive planning process. There are other important issues that the community must weigh when selecting an appropriate mix of

⁹ The percentages of externally supported sales (non-Loveland residents) and business-to-business sales are unknown and not needed for any calculations. Should data become available with this level of detail (Retail Leakage Study), BBC will incorporate into the fiscal impact model.



future land uses including transportation impacts, contiguous land use compatibility, job creation potential, desired community characteristics and other considerations.

The residential unit and commercial (retail/office) and industrial square footage values are developed using future growth projection data, specific to the City of Loveland, from the NFRMPO. Figure 7 on the following page presents the 20-year growth projections from the NFRMPO. The NFRMPO data do not project commercial or industrial square footage, but rather employment growth for the land use categories. BBC calculated projected commercial (retail/office) and industrial square footage by applying the respective 2014 employee to square footage ratio to the NFRMPO projected employment data. BBC also separated future retail growth into neighborhood retail (80 percent) and regional retail (20 percent), based on approximations from the future land use map. Figure 8 presents the annual average growth for each future land use, as well as the total new growth forecasted between 2015 and 2035.

Figure 7.
NFRMPO Growth Projections

Year	2015	2020	2025	2030	2035
Housing Units	30,331	34,551	39,358	44,835	51,075
Residential Sq. ft.	44,374,253	50,548,113	57,580,754	65,593,605	74,722,725
Commerical Sq. ft.	11,984,341	13,492,005	15,030,217	16,262,190	17,392,009
Office Sq. ft.	6,350,617	7,350,211	8,327,037	9,104,256	9,772,003
Retail Sq. ft.	5,633,724	6,141,794	6,703,180	7,157,934	7,620,006
Industrial Sq. ft.	7,716,686	8,479,415	9,205,595	9,717,645	10,249,645

Note: Square footage projections are derived from employee sector growth and are based upon current observed employee to square footage ratios.

Source: North Front Range Metropolitan Planning Organization; BBC Research & Consulting.

Figure 8.
Future Land Use Scenario

Source:
North Front Range Metropolitan
Planning Organization; BBC Research &
Consulting.

Future Land Use	Average Growth per Year	New Growth 2015 - 2035
Residential Units	1,035	20,744
Commercial Sq Ft	270,383	5,407,668
Retail - Neighborhood Sq Ft	79,451	1,589,026
Retail - Regional Sq Ft	19,863	397,256
Office Sq Ft	171,069	3,421,386
Industrial Sq Ft	126,648	2,532,959

The future land use scenario outlined above assumes relatively steady growth spread out over the next 20 years. However, Loveland is likely to experience lower than average and higher than average growth in the future, which will require a fluid approach to land use decision-making. Additionally, large-scale developments may alter future land uses due to decreased land availability or the need for complimentary and support industries/businesses. For example, Loveland is actively pursuing Regional Tourism Act (RTA) funding to assist in development of projects that would substantially increase out-of-



state tourism.¹⁰ The development of such a project(s) would likely lead to new spinoff businesses (lodging, dining, entertainment, etc.), which would lead to higher than average commercial growth over a given timespan. In subsequent years, commercial growth may trend lower to achieve and maintain equilibrium. In the end, the city should monitor and evaluate development trends by land use, and if the development blend starts becoming unbalanced (compared to NFRMPO, internal projections, etc.), evaluate the implications of that continued future land use path and take action accordingly.

Fiscal Evaluation

The above scenario is evaluated by estimating impacts on key municipal revenue sources and service expenditures obtained from Loveland's 2014 Revised Budget. Additional information on service expenditure and land use was obtained through a series of interviews with Loveland staff (primarily as part of the Capital Expansion Fee study). The fiscal evaluation presented in this memorandum focuses on operational costs and revenue under the city general fund. A forthcoming memorandum by BBC will incorporate an analysis of capital and other fund impacts. Other forthcoming products will include an analysis of different urban forms and a more nuanced analysis of geographic areas in the city. The following describes the methodology used to perform the fiscal evaluation of Loveland's future land use scenario.

Methodology. The primary objective of this analysis is to inform city officials, as well as the general public, about the financial consequences of future land development. As such, BBC developed a Loveland specific fiscal model to analyze the fiscal impacts of the future land use scenario, as well as sensitivity analysis that illustrates various future scenarios. Assumptions made in the model include:

- Fixed and variable service delivery costs;¹¹
- Fixed and variable city revenues; and
- The differing service requirements of residential and non-residential land uses.

The model is calibrated to replicate revenue patterns and expenditure requirements documented in the city's 2014 Revised Budget, with the exception of transfer payment expenditures. BBC's review of past city budget documents revealed the 2014 transfer amount is significantly higher than prior years and unlikely to continue into the future. Through discussion with city staff, much of the fiscal year 2014 transfer activity supported flood-related recovery projects. As such, BBC lowered the general fund transfer expenditure to balance the 2014 Revised Budget (general fund revenues equal general fund expenditures).

In order to calculate marginal costs (i.e. those costs that rise with growth as opposed to fixed costs, which are largely unaffected by changes in community size) BBC followed a two-step research approach.

- **Budget analysis.** First, BBC conducted an in-depth analysis of the city's 2014 budget to identify costs and revenues that would change as the city grows. BBC reviewed expenditure data in each department's budget and developed estimates of the likely marginal costs and revenues.

¹⁰ The Regional Tourism Act (RTA) is a program ran by the State of Colorado's Office of Economic Development and International Trade.

¹¹ Variable costs are growth related costs, while fixed costs remain unchanged despite growth activity.



- **Departmental interviews.** To augment the budget analysis, BBC conducted interviews (associated with the Capital Expansion Fee study) with representatives from select general fund departments. These interviews explored which departmental costs and revenues would change with new development and how different types of development would influence departmental costs and revenues.

After completion of these two steps, BBC created a fiscal impact model that reflects the city's budgetary characteristics, which is then utilized to evaluate the future land use scenario. The calculations in the BBC fiscal model are based on assumptions about the growth and type of projected development (see Figure 8) and assumptions about the service delivery patterns associated with each type of development.

City expenditure assumptions. Fiscal impacts of proposed development are calculated by developing per unit and per square foot expenditure values and applying these estimates to the future land use scenario. It is important to note that default estimated expenditure values are based upon the current cost of services (excluding the transfer expenditure adjustment), and do not account for any current "deficits" or the need to "catch up" in certain areas.

Three steps are involved in calculating general fund expenditure values (expanded proportionately with new growth) in Loveland.

Step 1. Estimating Fixed and Variable Expenditures. For every general fund department, 2014 Revised Budget expenditures are split between fixed and variable costs based on interviews with department staff and past BBC experience.

Step 2. Estimating Residential/Non-Residential Expenditures. A second step involves splitting the total variable costs for each department between residential growth and non-residential growth. As with Step 1, these estimates are obtained through interviews with department staff, an analysis of the budget and BBC experience. The resulting residential and non-residential fiscal model expenditure distribution roughly approximates the current land use distribution.

Step 3. Per Unit/Square Foot Allocation. After allocating variable residential and non-residential expenditures for each department, these values are divided by the number of current residential units and non-residential square feet in the city. These calculations generate current marginal costs for each land use type in each city department.

Steps 1 through 3 are illustrated in Figure 9 on the following pages for the city's general fund. To complete the fiscal analysis, these per unit and per square foot costs are multiplied by the previously described future land use scenario to generate the annual general fund service cost of projected development. The projected service costs are then evaluated against projected revenue to calculate a net fiscal impact.



**Figure 9.
General Fund Expenditure Allocations**

General Fund - Expenditure Category	Budget Amount	Fixed Costs	Variable Costs	Percent Residential	Percent Non-Residential	Residential Variable Cost	Non-Residential Variable Cost
Legislative	\$ 153,160	\$ 45,948	\$ 107,212	80%	20%	\$ 85,770	\$ 21,442
Executive/Legal	1,972,960	591,888	1,381,072	80%	20%	1,104,858	276,214
Clerk & Court Admin.	1,051,380	210,276	841,104	80%	20%	672,883	168,221
Cultural Services	2,020,140	606,042	1,414,098	80%	20%	1,131,278	282,820
Development Services	4,192,990	838,598	3,354,392	80%	20%	2,683,514	670,878
Economic Development	2,227,500	445,500	1,782,000	80%	20%	1,425,600	356,400
Finance	4,860,890	1,458,267	3,402,623	80%	20%	2,722,098	680,525
Fire & Rescue	7,500	1,500	6,000	80%	20%	4,800	1,200
Human Resources	1,230,190	246,038	984,152	80%	20%	787,322	196,830
Info. Technology	3,806,510	1,141,953	2,664,557	80%	20%	2,131,646	532,911
Library	3,146,940	944,082	2,202,858	80%	20%	1,762,286	440,572
Parks & Recreation	11,835,280	1,183,528	10,651,752	95%	5%	10,119,164	532,588
Police	18,818,410	1,881,841	16,936,569	70%	30%	11,855,598	5,080,971
Public Works	5,270,820	527,082	4,743,738	70%	30%	3,320,617	1,423,121
Non-Departmental	9,144,660	1,828,932	7,315,728	80%	20%	5,852,582	1,463,146
Transfers (1)	9,282,250	1,856,450	7,425,800	80%	20%	5,940,640	1,485,160
Total (2)	\$ 79,021,580	\$ 13,807,925	\$ 65,213,655	79%	21%	\$ 51,600,656	\$ 13,612,999
Total Residential Variable Costs	\$ 51,600,656						
Total Non-Residential Variable Costs	\$ 13,612,999						
Total Fixed Costs	\$ 13,807,925						
Total Residential Units	29,692 units						
Total Non-Residential Square Feet	18,388,282 sq. ft.						
Residential Per Unit Variable Expense	\$ 1,738						
Non-Residential Per Square Foot Variable Expense	\$ 0.74						

Notes: (1) The Transfer budget amount has been reduced from the reported 2014 Revised Budget amount of \$22,149,870 to balance general fund revenues and expenditures. BBC's review of prior city budgets revealed the 2014 transfer expenditure to be higher than average, and unlikely to continue in the future.

(2) Due to the transfer adjustment, the total general fund expenditure is lower than the 2014 Revised Budget amount of \$91,889,200.

Sources: City of Loveland; BBC Research & Consulting.



City revenue assumptions. Revenues are calculated in a manner similar to expenditures, with per residential unit, and per commercial/industrial square foot revenues estimated and then applied to the future land use scenario. The process used to develop per unit or per square foot revenue amounts varies among sales tax revenues, property tax revenues, use tax revenues and all other revenues. As there is an inherent level of uncertainty in sales revenue and property value projections, BBC tests the model’s sensitivity under various market conditions and assumptions in the sensitivity analysis section (see below).

Sales tax revenues. Figure 10 presents the sales tax revenues, on a per unit or per square foot basis, attributable to each future land use. The calculated sales tax revenues stem from the above discussion about residentially supported retail sales and the neighborhood/regional distribution of retail sales. It is important not to compare the retail sales per square foot values to typical retail sales metrics, as the values presented here are lower due to residential attribution of sales revenues, which are not incorporated into the retail sales per square foot values. Office and industrial land uses are assumed to have no associated sales tax revenues under the future land use scenario. In BBC’s fiscal model, sales tax revenues are lagged by one year to account for completed construction and residential move-in.

**Figure 10.
Sales Tax Revenues, by
Future Land Use**

Source:
City of Loveland; BBC Research & Consulting.

Notes:
(1) Loveland resident spending is assumed to support 75% of neighborhood retail sales.
(2) Loveland resident spending is assumed to support 25% of regional retail sales.

Future Land Use	Sales Revenues Attributable to Land Use (per Unit/per Sq. Ft.)	Sales Tax Revenues Attributable to Land Use (per Unit/per Sq. Ft.)
Residential	\$ 19,590	\$ 588
Commercial		
Retail - Neighborhood (1)	\$ 95	\$ 2.86
Retail - Regional (2)	\$ 223	\$ 6.70
Office	\$ -	\$ -
Industrial	\$ -	\$ -

Property tax revenues. Figure 11 shows the derivation of property tax revenues associated with each future land use. BBC reviewed both U.S. Census American Community Survey data and Larimer County Assessor data to determine reasonable market values for each land use. In the State of Colorado, residential property is assessed at 7.96 percent of market value, while commercial and industrial property is assessed at 29 percent of market value. The City of Loveland’s mill levy is 9.564. In BBC’s fiscal model, property tax revenues are lagged by two years to account for the time between completed construction (one year) and collection of property tax (subsequent year).



Figure 11.
Property Tax Assumptions and Calculation

Future Land Use	Market Value (per Unit/per Sq. Ft.)	Assessment Ratio	City of Loveland Mill Levy	Effective Tax Rate	Property Tax Revenue (per Unit/per Sq. Ft.)
Residential	\$ 218,000	7.96%	9.564	0.08%	\$ 166
Commercial					
Retail	\$ 150	29.00%	9.564	0.28%	\$ 0.42
Office	\$ 125	29.00%	9.564	0.28%	\$ 0.35
Industrial	\$ 100	29.00%	9.564	0.28%	\$ 0.28

Source: American Community Survey 2009-2013; Larimer County Assessor; City of Loveland; BBC Research & Consulting.

Use tax revenues. Unlike sales tax revenues and property tax revenues, which are recurring annual revenues, use tax revenues are one-time revenues collected in the year of construction. Figure 12 shows the use tax assumptions for each future land use. BBC assumes the market value under each land use is 80 percent improvement (built structure) and 20 percent land. Fifty percent of the improvement valuation is subject to Loveland’s 3.0 percent use tax.

Figure 12.
Use Tax Assumptions and Calculation

Future Land Use	Market Value (per Unit/per Sq. Ft.)	Value of Improvement (i.e. not Land)	% Improvement Applied to Use Tax	City of Loveland Use Tax	Use Tax Revenue (per Unit/per Sq. Ft.)
Residential	\$ 218,000	80%	50%	3%	\$ 2,616
Commercial					
Retail	\$ 150	80%	50%	3%	\$ 1.80
Office	\$ 125	80%	50%	3%	\$ 1.50
Industrial	\$ 100	80%	50%	3%	\$ 1.20

Source: American Community Survey 2009-2013; Larimer County Assessor; City of Loveland; BBC Research & Consulting.

Other revenues. Remaining municipal revenues (intergovernmental, charges for services, etc.) are calculated in a fashion similar to expenditures. Total current “other” revenues are split among those that are fixed and those that are variable.¹² Variable revenues are then split based on sensitivity to residential and non-residential development. Finally, variable residential and non-residential revenues are divided by total residential units or non-residential square feet to estimate marginal revenues. Figure 13 on the following page illustrates the calculations for other revenues contributing to the city’s general fund.

¹² Variable costs are growth related costs, while fixed costs remain unchanged despite growth activity.





**Figure 13.
General Fund Revenue Allocations**

General Fund - Revenue Category (1)	Budget Amount	Fixed Revenues		Variable Revenues		Percent		Residential		Non-Residential	
						Residential	Non-Residential	Variable Revenues	Variable Revenues	Variable Revenues	Variable Revenues
Property Tax	\$ 7,762,450										
Current Sales Tax Base (2)	38,906,640										
Use Tax (3)	3,848,770										
Other Taxes	2,762,050	\$ -	\$ 2,762,050	80%	20%	\$ 2,209,640	\$ 552,410				
Intergovernmental	343,750	240,625	103,125	80%	20%	82,500	20,625				
Licenses & Permits	1,977,600	-	1,977,600	80%	20%	1,582,080	395,520				
Charges for Service	8,857,800	-	8,857,800	90%	10%	7,972,020	885,780				
Fines & Penalties	1,010,100	-	1,010,100	80%	20%	808,080	202,020				
Interest	332,980	-	332,980	80%	20%	266,384	66,596				
Payment-in-Lieu-of-Taxes (PILT)	5,943,620	-	5,943,620	80%	20%	4,754,896	1,188,724				
Miscellaneous Revenues	880,080	176,016	704,064	80%	20%	563,251	140,813				
Transfers	106,560	21,312	85,248	80%	20%	68,198	17,050				
Administrative Overhead (4)	6,289,180	1,257,836	5,031,344	80%	20%	4,025,075	1,006,269				
Total (5)	\$ 79,021,580	\$ 1,695,789	\$ 26,807,931	83%	17%	\$ 22,332,125	\$ 4,475,806				
Total Residential Variable Revenues	\$ 22,332,125										
Total Non-Residential Variable Revenues	\$ 4,475,806										
Total Fixed Revenues	\$ 1,695,789										
Total Residential Units	29,692 units										
Total Non-Residential Square Feet	18,388,282 sq. ft.										
Residential Per Unit Variable Revenues	\$ 752										
Non-Residential Per Square Foot Variable Revenue:	\$ 0.24										

Notes: (1) Additional general fund revenue categories have been included via text information in the city's budget document. For example, the single tax line item has been broken into components. These alterations do not impact values.

(2) The current sales tax base presented in the figure is from the 2014 Adjusted Budget and does not equal the \$39,391,837 referenced in the Sales Tax Revenue section, which is the actual 2014 tax data.

(3) The use tax line item only represents construction use tax, and is therefore excluded as it is modeled separately.

(4) The Administrative Overhead line item has been included as a revenue, as opposed to a negative expenditure.

(5) Due to the inclusion of Administrative Overhead revenue, the total general fund revenue amount is higher than the reported \$72,732,400 in the 2014 Revised Budget.

Source: City of Loveland; BBC Research & Consulting.

Net fiscal impact. Figure 14 presents the revenue, expenditure and net fiscal impact of each future land use type, as well as the total for the entire future land use scenario. It should be noted that beginning in year 2035, construction use tax is eliminated as a revenue source.

Figure 14.
Net Fiscal Impact, Future Land Use Scenario, General Fund.

	2015	2020	2025	2030	2035 (No Construction Use-Tax)
New Revenues					
Residential	\$ 3,493,420	\$ 11,130,373	\$ 18,939,462	\$ 26,748,551	\$ 31,064,220
Retail - Neighborhood	162,351	1,528,534	2,927,772	4,327,010	5,563,896
Retail - Regional	40,588	762,862	1,493,401	2,223,939	2,913,889
Office	298,243	743,675	1,248,415	1,753,155	1,959,652
Industrial	182,804	477,445	807,211	1,136,978	1,283,941
All Land Uses	\$ 4,177,407	\$ 14,642,889	\$ 25,416,261	\$ 36,189,633	\$ 42,785,598
New Expenditures					
Residential	\$ 1,802,512	\$ 10,815,075	\$ 19,827,637	\$ 28,840,200	\$ 36,050,250
Retail - Neighborhood	58,818	352,911	647,003	941,095	1,176,369
Retail - Regional	14,705	88,228	161,751	235,274	294,092
Office	126,644	759,864	1,393,084	2,026,305	2,532,881
Industrial	93,759	562,551	1,031,344	1,500,137	1,875,171
All Land Uses	\$ 2,096,438	\$ 12,578,629	\$ 23,060,819	\$ 33,543,010	\$ 41,928,762
Net Surplus (Deficit)					
Residential	\$ 1,690,908	\$ 315,298	\$ (888,175)	\$ (2,091,649)	\$ (4,986,030)
Retail - Neighborhood	103,533	1,175,624	2,280,769	3,385,914	4,387,527
Retail - Regional	25,883	674,635	1,331,650	1,988,665	2,619,797
Office	171,599	(16,190)	(144,670)	(273,149)	(573,228)
Industrial	89,046	(85,107)	(224,133)	(363,158)	(591,230)
All Land Uses	\$ 2,080,969	\$ 2,064,260	\$ 2,355,442	\$ 2,646,623	\$ 856,836

Notes: Values for 2035 exclude construction use tax revenues to demonstrate the fiscal impact of those revenues.

Source: City of Loveland; BBC Research & Consulting.

The fiscal modeling exercise indicates net fiscal benefits to the City of Loveland under the future land use scenario. The fiscal model highlights the importance of retail land use to the city, as only retail development (neighborhood and regional) results in net fiscal benefits in year 2020 and beyond; offsetting the deficits associated with residential, office and industrial. The net fiscal impact decreases substantially due to the loss of construction use tax revenues under year 2035. While it is unlikely that new construction will abruptly end in any given year, it is important to understand the city's reliance on these revenues and how reaching a theoretical build out (no new construction) would fiscally impact the city. Many municipalities, in an effort to not overly rely on construction use tax for general fund revenues, dedicate all, or a portion, of the use tax to a capital fund.

Although office and industrial land uses are shown to have a slightly negative impact on the city's fiscal situation, this is most likely the result of assigning all non-residential land uses the same expenditure per square foot amount. Municipal service costs to office and industrial land



uses are likely cheaper than municipal service costs to retail, which would lower new expenditures associated with office and industrial land uses and increase the net fiscal impacts—likely leading to a modest net surplus for each. In BBC’s forthcoming and more involved analysis, retail, office and industrial land use distinctions will be incorporated where possible, largely based upon interviews with city staff.

It is important to note that the estimates shown in the above figure should be interpreted acknowledging the limitations of applying fiscal impact analysis in a comprehensive plan setting. Specifically, the fiscal impact analysis applies the current relationships between land uses and government finances to a land use scenario that may occur 20 years in the future. The observed relationships between land uses and governmental costs and revenues will likely change during the next 20 years. As an acknowledgment of these limitations, it is best to interpret the estimates shown above in a relative sense (i.e. positive or negative fiscally).

Sensitivity analysis. Figure 15 presents seven scenarios to illustrate the sensitivity of model assumptions. The scenarios adjust assumptions (retail sales capture rate, municipal service costs, property values, etc.) and future land use development projections. Each scenario’s fiscal outcome is compared against the future land use scenario evaluated above.

- Scenario 1: Loveland residents reduce in-city spending by 25 percent as a result of increased internet sales and/or new retail in surrounding communities;
- Scenario 2: The sales tax on food is removed—the true impact will be slightly understated as the model only removes sales tax on food purchased by Loveland residents;
- Scenario 3: All retail (neighborhood and regional) experience a 20 percent increase in sales revenue as a result of additional customer traffic (e.g. enhanced tourism from RTA project);
- Scenario 4: The average household income in Loveland increases to \$80,000 due to an increase in primary high earning jobs created in city (e.g. large tech sector employer locates in Loveland);
- Scenario 5: Municipal service costs decrease by 10 percent due to more efficient service delivery;
- Scenario 6: There is an economic downturn in the real estate market and all property values decrease by 10 percent; and
- Scenario 7: The NFRMPO projections for industrial and commercial (office and retail) growth were overly optimistic and only 50 percent for each land use is realized.



Figure 15.
Sensitivity Analysis of Model Assumptions, General Fund.

Sensitivity Analysis Scenario	Net Surplus (Deficit) (1)
Future Land Use Scenario	\$ 856,836
Scenario 1 25% Reduction Residential Spending	\$ (2,191,048)
Scenario 2 Sales Tax on Food is Removed	\$ (1,803,223)
Scenario 3 20% Increase in Retail Sales	\$ 2,298,690
Scenario 4 Increase to \$80,000 Avg. Household Income	\$ 1,486,932
Scenario 5 10% Decrease in Municipal Service Costs	\$ 5,049,712
Scenario 6 10% Decrease Property Values	\$ 271,846
Scenario 7 50% Reduction in Industrial and Commercial Growth	\$ (2,064,597)

Notes: (1) The net surplus (deficit) value corresponds to the fiscal impact model output in year 2035 (no construction use tax included).

Source: City of Loveland; BBC Research & Consulting.

The sensitivity analysis results provide insight into Loveland’s fiscal sensitivity to resident spending, municipal service costs and future land use development. The partial loss of residentially supported retail sales is shown to have a large negative impact on the city’s fiscal situation, as a 25 percent decrease in Loveland resident spending results in about a \$3 million decrease in net fiscal performance. Removing the sales tax on food is shown to have a similar fiscal impact, with a net decrease of about \$2.7 million. The increase in average household income to \$80,000 results in a net positive change of \$630,000, the smallest change modeled in the sensitivity analysis, again highlighting how non-Loveland residents support the majority of retail sales. Municipal service costs heavily impact the city’s fiscal situation, as a 10 percent decrease in service costs results in a net increase of \$4.2 million. Property value changes have a modest effect on the community’s fiscal situation, as a 10 percent decrease in property values results in a net decrease of about \$600,000.

Implications for the Comprehensive Plan

The following observations that emerged from our fiscal analysis have implications on the comprehensive plan:



- Loveland has weathered the recession relatively well in large part due to conservative fiscal management.¹³
- The current land use mix is working for the city, and the fiscal characteristics of the future land use plan will likely remain positive.
- Like most Colorado municipalities, Loveland relies heavily on sales tax revenues for general fund operation and maintenance expenditures.
- Over half of the sales tax revenues come from non-Loveland resident expenditure, highlighting the importance of Loveland’s presence as an economic and commercial center in the regional economy.
- Equally important is the continuation of local resident retail capture for future city operating revenue.
- Loveland’s ability to capture retail sales tax has allowed it to keep its sales tax rate lower than many Colorado municipalities (3 percent).
- Loveland’s fiscal sustainability depends on maintaining a balance between residential, retail, commercial and industrial development.
- As service levels have evolved in response to regional retail activity, regional sales capture must increase along with residential development to maintain current city service levels per resident.
- Loveland benefits fiscally from residential development in nearby jurisdictions, assuming the city maintains its status as a regional retail center.
- A fiscally beneficial plan would emphasize the following strategies:
 - Protect regional markets and support Loveland’s attractors, i.e., the hospital, downtown, arts community, RTA project, etc.
 - Create attractive residential and commercial development that address community need—promote “complete neighborhood” development;
 - While not directly fiscally impactful, office and industrial land are important to community fiscal health as the providers of employment and household income;
 - Preserve the opportunity for future regional retail development; and
 - Acknowledge the long term importance of maintaining reasonable municipal service costs.

These observations are intended to inform the comprehensive planning process. It is important to note that fiscal implications are but one consideration among many that the community must weigh when evaluating future land uses in Loveland.

¹³ During the recession, the city put together a stimulus package of around \$3 million to assist in the economic recovery.



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APPENDIX C: PLAN INDICATORS

Indicator Identification

To begin the effort of selecting appropriate indicators for the Create Loveland Comprehensive Plan, the project team brainstormed a long list of potential indicators. The initial list of indicators was informed by:

- Alignment with the Comprehensive Plan Guiding Principles and Plan Elements;
- The 2014 City Council Goals and desired budget outcomes;
- Annual Quality of Life Survey topics and results;
- The consultant team's general knowledge of indicators from other comprehensive planning efforts nationally; and
- Ideas and suggestions from the Technical Advisory Committee (TAC) and other stakeholders.
- Through these various points of input, more than 70 potential indicator ideas were identified. Some of these ideas were well grounded with available local data, while others were more conceptual in nature and required additional review and vetting for their feasibility.

TAC Review

To refine the list of potential indicators, the project team worked with the TAC in small groups to review and assess the ideas. The following evaluation criteria were used to guide the assessment discussions:

- Relevant—Is the metric relevant and related to the Create Loveland vision, goals and/or City of Loveland budgeting results outcomes?
- Reliable—Is there a reliable source for the data so that the metric can be consistently and accurately tracked over time?
- Clear—Is the metric simple and easy to understand, not relying on overly complex definitions or calculations that will be difficult for stakeholders and decision makers to understand?
- Usable—Will the metric be useful in evaluating policy, land use changes, and/or opportunities policy options and guiding timely decision making? Can the comprehensive plan and its implementation lead to changes in this metric over time?



Project Team Refinement

Next, the potential indicators were reviewed and vetted by each of the project team members. Most indicators that did not have a potential source, were not routinely available, or required overly complicated analysis were eliminated from the list. Indicators that were already being tracked via the City’s Annual Quality of Life Survey were also eliminated due to the desire to focus on physical, economic, social, and environmental changes, not community sentiments and perceptions (as is the case in the Quality of Life Survey).

The project team and TAC also refined the list by selecting indicators that were distributed across the Create Loveland Comprehensive Plan element areas and that were not duplicative or overlapping each other. Potential indicators that were not directly related to land use were also discussed and ultimately removed.

Finally, the project team researched available data and existing trends for the remaining potential indicators. Based on data availability, trend lines, applicability to the Vision and City Council goals, and balance across topic areas, a final set of indicators was identified. After discussion with and review by City Council, a list of 12 indicators were ultimately selected to monitor ongoing progress of the City of Loveland’s Comprehensive Plan.

Indicator Details

The following pages provide more detailed documentation of data sources and collection methodology for the Create Loveland indicators.

Retail Activity	
Units of Measure:	Dollars
Source:	City of Loveland
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Little effort/ pull from existing source
Why is this a Relevant/Good Metric?	Measures strength of retail economy in Loveland. Provides information on sales tax revenue available measured against growth
Other Notes/Comments:	Calculated by dividing total sales tax dollars the number of households. This figure has increased every year over the past five years.
Related Comprehensive Plan Element(s):	Economic Development
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	
Healthy, attractive and environmentally sustainable community	
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	
Vibrant economy	x



Well-planned and strategically managed growth and development	x
Good governance	

Jobs/Housing Balance

Units of Measure:	Ratio of number of jobs per one household
Source:	U.S. Census Bureau County and ZIP Code Business Patterns, and ACS 1-year estimates
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Some collection/ aggregation
Why is this a Relevant/Good Metric?	Indicates whether a community is a net importer or exporter of employment.
Other Notes/Comments:	Calculated by dividing the total number of jobs by the total number of households .A ratio above 1.0 suggests that a community is a net employment importer while a ratio below 1.0 indicates residents tend to work outside the City.
Related Comprehensive Plan Element(s):	Economic Development, Housing
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	
Healthy, attractive and environmentally sustainable community	
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	
Vibrant economy	x
Well-planned and strategically managed growth and development	x
Good governance	



Development in High Risk Areas

Units of Measure:	Percent of developed area in different high risk areas (very high, high, moderate, low)
Source:	City of Loveland GIS records
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Some collection/ aggregation
Why is this a Relevant/Good Metric?	Indicates hazard risk levels for developed areas and the amount of development occurring in these areas.
Other Notes/Comments:	Risk areas include airport safety zones, floodplains, geologic hazards, and wildfire risk.
Related Comprehensive Plan Element(s):	Health & Wellness, Land Use
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	
Safe and secure community	x
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x
Vibrant economy	
Well-planned and strategically managed growth and development	x
Good governance	

Downtown Economic Activity

Units of Measure:	Downtown commercial lease and vacancy rates
Source:	City of Loveland or Downtown Development Authority
Frequency of Data Collection:	Once a year
Data Availability/Level of Effort:	Substantive collection/ aggregation
Why is this a Relevant/Good Metric?	Increasing lease rates demonstrate an increasingly desirable commercial location. Vacancy measures the balance of supply and demand for commercial space.
Other Notes/Comments:	The ideal vacancy rate is 5%. These are economic measures which do not measure other desirable aspects of downtown vibrancy.
Related Comprehensive Plan Element(s):	Economic Development



Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	
Healthy, attractive and environmentally sustainable community	
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	
Vibrant economy	x
Well-planned and strategically managed growth and development	
Good governance	

Residential Affordability

Units of Measure:	Percent of households spending more than 30% of income on housing costs.
Source:	US Census, ACS 1-year estimates
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Little effort/ pull from existing source
Why is this a Relevant/Good Metric?	Measures the percent of households that spend more than 30% of their income on housing and utilities costs.
Other Notes/Comments:	Follows the HUD definition of cost burden. The figures include mortgage/rent, insurance, utilities, HOA fees where applicable. Calculated by adding the number of homeowner and renter households spending 30% or more of income on housing costs.
Related Comprehensive Plan Element(s):	Housing, Neighborhood Character, Economic Development

Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	
Healthy, attractive and environmentally sustainable community	
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x



Vibrant economy	x
Well-planned and strategically managed growth and development	x
Good governance	

Residential Density

Units of Measure:	Dwelling units per acre of residentially zoned land
Source:	City of Loveland GIS records
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Some collection/ aggregation
Why is this a Relevant/Good Metric?	Indicates how efficiently land is developed for residential purposes.
Other Notes/Comments:	Higher values indicate more compact development patterns which support walkability and full-service, complete, and connected neighborhoods. Calculate by using a GIS query to eliminate all zoning areas that do not support residential land uses, and then sum up the total number of dwelling units within that area.
Related Comprehensive Plan Element(s):	Housing, Neighborhood Character
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	x
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x
Vibrant economy	x
Well-planned and strategically managed growth and development	x
Good governance	



Property Investment Activity	
Units of Measure:	Total investment (dollars)
Source:	City of Loveland GIS and building permit records
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Some collection/ aggregation
Why is this a Relevant/Good Metric?	Indicates how much infill and redevelopment activity is occurring in targeted areas.
Other Notes/Comments:	Higher values indicate more infill and redevelopment activity, which supports economic vibrancy, walkability, neighborhood character, and efficient use of infrastructure. Calculate by using a GIS query to pull building permit records from mapped targeted infill and redevelopment areas, and calculate total annual investment from building permit data for properties in that area.
Related Comprehensive Plan Element(s):	Downtown, Economic Development, Land Use, Gateway Corridors, Housing, Neighborhood Character
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	x
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x
Vibrant economy	x
Well-planned and strategically managed growth and development	x
Good governance	

Neighborhood Walkability	
Units of Measure:	Percent of community within a 10 minute walk to key destinations
Source:	City of Loveland GIS analysis
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Substantive collection/ aggregation



Why is this a Relevant/Good Metric?	Indicates community walkability based on availability of connected sidewalk routes.
Other Notes/Comments:	Higher percentages indicate greater walkability and accessibility to parks, schools, and grocery stores. Calculate using GIS network analyst to identify connected sidewalk routes to parks, schools, and grocery stores within a half mile (10 minute walk).
Related Comprehensive Plan Element(s):	Downtown, Economic Development, Land Use, Housing, Community Services, Neighborhood Character, Health & Wellness, Mobility
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	x
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	x
Safe and secure community	x
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x
Vibrant economy	x
Well-planned and strategically managed growth and development	x
Good governance	

Residential Water Use	
Units of Measure:	Thousand gallons per residential customer per year
Source:	City of Loveland Utilities
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Some collection/ aggregation
Why is this a Relevant/Good Metric?	Indicates water resource use/conservation normalized to customer quantity.
Other Notes/Comments:	Water use is largely influenced by land uses and development patterns. The average citizen used about 98 gallons of water per person per day in 2005 (USGS). Outdoor water use accounts for about 55% of residential water use on the Front Range.
Related Comprehensive Plan Element(s):	Environment, Community Services
Related Outcome Areas:	



Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	x
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x
Vibrant economy	
Well-planned and strategically managed growth and development	x
Good governance	

Mode Split

Units of Measure:	Percent of commuter travel by mode.
Source:	US Census, American Community Survey 1-year estimates
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Little effort/ pull from existing source
Why is this a Relevant/Good Metric?	Measures how people commute to work.
Other Notes/Comments:	
Related Comprehensive Plan Element(s):	Health & Wellness, Mobility
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	
Vibrant economy	
Well-planned and strategically managed growth and development	x
Good governance	



Sidewalks and Bicycle Infrastructure

Units of Measure:	Miles
Source:	City of Loveland Parks & Recreation/GIS Data
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Some collection/ aggregation
Why is this a Relevant/Good Metric?	Aligns with Center for Disease Control's 24 recommended community strategies to reduce and prevent obesity. Also ties the 2015 comp plan to goals, objectives and principles for bicycling and pedestrian infrastructure improvements outlined in the 2005 land use and general plans.
Other Notes/Comments:	Tracking the miles of sidewalks, bike lanes and shared use paths relative to total street miles helps measure both new and existing infrastructure for walking and bicycling. Calculated by measuring total new sidewalks, shared use paths and bicycle lanes, plus improvements to existing sidewalks/paths/lanes.
Related Comprehensive Plan Element(s):	Health & Wellness, Mobility
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	x
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	x
Safe and secure community	x
Thriving, welcoming and desirable place to live that provides for the well-being of the community	x
Vibrant economy	
Well-planned and strategically managed growth and development	x
Good governance	



Connectivity	
Units of Measure:	Connectivity index value
Source:	City of Loveland Public Works/GIS Data
Frequency of Data Collection:	At least once a year
Data Availability/Level of Effort:	Little effort/ pull from existing source
Why is this a Relevant/Good Metric?	A well connected road network (higher connectivity index) emphasizes accessibility by providing for direct travel, increased route choice with traffic dispersed over more roads, and encourages non-motorized transportation.
Other Notes/Comments:	A connectivity index of 1.4 is generally considered the minimum needed for a walkable community. Source: Ewing (1996).
Related Comprehensive Plan Element(s):	Health, Environment and Mobility
Related Outcome Areas:	
Diverse ways to enjoy culture, recreation, life-long learning and leisure	
Effective mobility and reliable infrastructure	x
Healthy, attractive and environmentally sustainable community	
Safe and secure community	
Thriving, welcoming and desirable place to live that provides for the well-being of the community	
Vibrant economy	
Well-planned and strategically managed growth and development	x
Good governance	



Potential Indicators

The following indicators were identified by members of the project team and the TAC to align with the Comprehensive Plan Guiding Principles and Plan Element topics.

Indicator Name	Units of Measure	Source
Gross Residential Density	Housing Units/Total City Area	GIS
# of Housing Units Other Than Single Family	Total number of units	City of Loveland Building Division
Automobile and bicycle/ pedestrian accidents	number of incidents	Loveland Police Department
Bicycle and Pedestrian Crashes	Number of crashes involving a bicyclist or pedestrian (% PDO, Injury, Fatal crashes)	CDOT, City crash records
Crashes and Crash Severity	Number of total crashes (% PDO, Injury, Fatal crashes)	CDOT, City crash records - information is collected and analyzed annually by the City and CDOT
Average Residential and Commercial Property Values	Average dollar amount (value) for commercial property and average dollar amount (value) for residential property	County assessor's data
Annual Public & Private Capital Investment Downtown	Ratio or percent of public to private investment dollars.	City of Loveland building permit data, City Economic Development and Finance data
Infill Development	percentage	Loveland City Records
Age Distribution	Percentages, broken down by standard US Census age groupings	US Census data, ESRI Business Analyst Online (subscription required)
Median Home Value	Dollars.	U.S. Census Bureau, ACS 1-year Estimates
Residential Building Permits	Number of new units. Includes both single family and multi-family units.	City of Loveland Building Division
Job/Housing Balance	Ratio of jobs per household	U.S. Census Bureau County and ZIP Code Business Patterns, and ACS 1-year estimates
Walk Score	Numeric scale of 1-100.	http://www.walkscore.com/
Low Income Low Supermarket Access	% of residents who are low income with low access to supermarket	USDA ERS data-analysis by Bobbie Kay, RD at CanDo -
Density: Approved Versus Planned	percent	City of Loveland Reports



Indicator Name	Units of Measure	Source
Healthy Food Choice Access	% of residents that live within 1/4 mile of a healthy food choice	CanDO and Strategic Planning. Include Farmer's Market at Fairgrounds Park and any community gardens.
Housing Opportunity Index	Percent of housing	National Association of Home Builders/Wells Fargo Housing Opportunity Index
Environmentally Sensitive Areas Protected	Acres	Current Planning; Parks & Recreation/2008 Natural Areas Sites Report/GIS
Sales Tax Revenues	Total retail sales tax revenue / total square footage of retail space	Retail Sales Tax Reports: http://www.ci.loveland.co.us/index.aspx?page=479 ; GIS, Commercial broker data, County assessor's data for retail square footage.
Commercial Vacancy Rates	Percent of vacant, leasable commercial space. Can be shown for industrial, office, and retail land uses.	CoStar, Xceligent or other commercial real estate database
Local Unemployment Rate	Percent of unemployed residents	American Community Survey (U.S. Census Bureau)
Median Household Income	Dollars.	U.S. Census Bureau, ACS 1-year Estimates, 2008-2012
Sales Tax Revenues	Net sales tax (Dollars)	Colorado Department of Revenue, City of Loveland
Safe Routes to School Parent Report Data	% of families walking or bicycling to school	Safe Routes to School
Miles of Bike and Ped Facilities	Miles of trails, on-street bike facilities and sidewalks	GIS data
Mode Split	Percent of commuter travel by each mode	American Community Survey (ACS)
Street and Bridge Maintenance	Percent of City streets and City bridges in good repair	Maintenance Department
Transit Ridership	Number of transit riders (total passenger trips) per year	COLT/FLEX
Travel Time to Work	Minutes	ACS
Access to Travel Options	Percent of the population with easy access to more than one modal choice (transit stop, bike facility, or trail within 1/4 mile)	GIS, Census



Indicator Name	Units of Measure	Source
Connectivity Index	Ratio of Road Segments to Intersections	GIS-based calculation; divide the total number of road segments (links) Citywide by the total number of intersections (nodes) Citywide
VMT per Capita	Vehicle-Miles of Travel (VMT) per Capita	GIS, Census - GIS-based calculation; level of reliability depends on extent of Loveland's annual traffic count program
Congested Lane Miles	Percent of City's total roadway lane-miles that are congested during peak periods	TBD - would require discussions with Traffic Engineering
Residential Affordability	Percent of dwelling units affordable for HUD household income categories	Unknown
Gaps in Sidewalks/Bike Trails	Linear Feet	City of Loveland Parks & Open Space Department using existing map showing gaps in the Recreation Trail.
Bike and Recreation Trails	Miles	Parks & Rec and Public Works
Use Mix	0 to 1 scale - with 0 representing a single land use in the parcels and 1 representing a perfect balance of all Land Use in the parcels.	Compute from County assessor's parcel data and property classification standards
Neighborhood / Community Park and Civic Space Access	% of residents that live within 1/4 mile of a park	Parks & Rec
Arts & Cultural Event Attendees	Total number of attendees at select events/venues (events such as Loveland's Foote Lagoon concert series or a venue such as the Rialto Theater)	Many venues track attendee numbers for their own purposes and are willing to share this data, Visit Loveland may also be able to provide useful data.



The following indicators were identified by the project team to align with the City of Loveland 2014 City Council Goals.

Council Goal	Potential Indicator	Source
Diverse ways to enjoy culture, recreation, life-long learning and leisure	Percent who agree/strongly agree that there are plentiful opportunities to enjoy the arts	Annual Quality of Life Survey
	Percent who agree/strongly agree that there are abundant recreational opportunities for all members of family	Annual Quality of Life Survey
	Percent who agree/strongly agree that the City provides quality parks and trails	Annual Quality of Life Survey
	Total acres of parkland/open space per resident	Parks & Recreation Department
Effective mobility and reliable infrastructure	Percent who agree/strongly agree that alternative transportation options are usable and provide options beyond driving a car	Annual Quality of Life Survey
	Percent who agree/strongly agree that the sewer system in Loveland works reliably	Annual Quality of Life Survey
	Frequency and duration of electricity system outages	Water and Power
	Annual number of water quality violations	Water and Power Annual Water Quality Report
	Transit ridership	COLT
	Trip distribution by mode	American Community Survey
Healthy, attractive and environmentally sustainable community	Percent who agree/strongly agree that Loveland's neighborhoods, parks and thoroughfares are clean	Annual Quality of Life Survey
	Annual electricity consumption per capita	Public Works Department
	Annual pounds of landfill waste per household	Public Works Department
	Low Income Low Supermarket Access	USDA ERS data-analysis by Bobbie Kay, RD at CanDo -



Council Goal	Potential Indicator	Source
Safe and secure community	Percent who agree/strongly agree that their family feels safe in the community	Annual Quality of Life Survey
	Crashes and Crash Severity	CDOT, City crash records - information is collected and analyzed annually by the City and CDOT
	Bicycle and Pedestrian Crashes	CDOT, City crash records
	Total number of residential/nonresidential structures in 100-year floodplain	Public Works Department
Thriving, welcoming and desirable place to live that provides for the well-being of the community	Percent who agree/strongly agree that there are sufficient opportunities to gather as a community (festivals/events)	Annual Quality of Life Survey
	Percent who agree/strongly agree that Loveland is attracting shopping opportunities the community desires	Annual Quality of Life Survey
	Walk Score	http://www.walkscore.com/
Vibrant economy	Percent who agree/strongly agree that Loveland is attracting jobs that pay well from employers who offer benefits	Annual Quality of Life Survey
	Sales Tax Revenues	Retail Sales Tax Reports: http://www.ci.loveland.co.us/index.aspx?page=479 ; GIS, Commercial broker data, County assessor's data for retail square footage.
	Job/Housing Balance Ratio of Jobs to Household	U.S. Census Bureau County and ZIP Code Business Patterns, and ACS 1-year estimates
	Median Home Value	U.S. Census Bureau, ACS 1-year Estimates
	Median Household Income	U.S. Census Bureau, ACS 1-year Estimates, 2008-2012
	Commercial Vacancy Rates	CoStar, Xceligent or other commercial real estate database



Council Goal	Potential Indicator	Source
Well-planned and strategically managed growth and development	Percent who agree/strongly agree that Loveland is approving development that enhances the quality of life in the community	Annual Quality of Life Survey
	Residential building permit totals by type (single family, multi-family)	City of Loveland Building Division
	Total square feet of new nonresidential space	City of Loveland Building Division
	Infill Development or Total square feet of major renovations to nonresidential space	City of Loveland Building Division
Good governance	Percent who agree/strongly agree that they are well informed about City Services	Annual Quality of Life Survey
	Percent who agree/strongly agree that there are sufficient opportunities to participate in Loveland Government	Annual Quality of Life Survey
	Actual revenue compared to budget or accuracy of budgeted expenses	Finance Department



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APPENDIX D: MARKET-SUPPORTED DEVELOPMENT OPPORTUNITIES

As a vibrant community, Loveland has many areas that are likely to attract private sector development interest. This section highlights five such areas. These opportunity areas include major transportation corridors and areas ideal to accommodate future population growth. This section describes the market conditions and potential for various land uses in each area as of February 2015.

- Airport Area
- I-25 / US 34 Area
- Highway 402 Corridor
- US 34 Corridor
- US 287 Corridor

Airport Area

Location. The Airport area lies south of County Road 30, north of the Promenade Shops at Centerra, east of the railroad tracks between County Road 30 and the railway crossing of Boyd Lake Ave, then east of Boyd Lake Avenue to Medford Drive, and west of Centerra Parkway and North Fairgrounds Ave. The airport itself is on the western side of I-25, extending from County Road 30 to roughly Crossroads Blvd.

Traffic Counts. The primary intersection of the Airport area is at I-25 and Crossroads Blvd, which is moderately traveled with over 12,000 daily vehicle trips.¹ The data also indicate that regional and local roads generate moderate levels of traffic as well with over 14,000 daily trips on Boyd Drive (portion of the I-25 Frontage Road to the northeast of the interchange) and at the intersection of Crossroads Blvd. and North Fairgrounds Avenue (15,000 daily trips). Minor arterial intersections and roadways throughout the Airport area average between 4,000 and 5,000 daily trips.

Retail Market. Currently, the 400,000 square feet of retail space in the airport area is clustered in two locations: 1) near the I-25 and Crossroads Blvd. interchange; and 2) to the west of the I-25 Frontage Road and adjacent to Earhart Road (directly east of the Airport). For the interchange retail cluster, businesses located west of the interchange are predominantly automotive,

¹ City of Loveland Traffic Volume Count Map, 2013. Colorado Department of Transportation.



anchored by the Motorplex at Centerra and Thunder Mountain Harley-Davidson. Over 60 percent of all retail in the Airport area is classified as automotive. The remaining retail, both to the east of the interchange and along the I-25 Frontage Road, contains general retail businesses and restaurants. Multiple hotels are located in the Airport area east of I-25.

Retail Outlook. Commercial real estate data show no retail vacancies in the airport area, suggestive of a strong retail market.² As a comparison, the retail vacancy for all of Loveland was 3.2 percent as of the end of 2014, reflective of a strong citywide retail economy. With no available retail space in the Airport area and the strong retail market, new retail development would likely attract high quality tenants paying competitive market rents. New retail should be located in a manner that it does not compete with land uses that require greater Airport access and proximity. The average leasing rate in Loveland is near an all-time high at roughly \$17 per square foot, which is higher than Fort Collins (\$16 per square foot) and Greeley (\$12 per square foot) average leasing rates. These metrics suggest that Loveland's retail market is healthy and competitive.

Office Market. Over 200,000 square feet of office space exists in the Airport area. Similar to the retail locations, office space is concentrated around the I-25 and Crossroads Blvd. interchange and along the I-25 Frontage Road. A variety of office types are represented in the Airport area, including medical offices, financial services and a university (Colorado Christian University – Loveland Center).

Office buildings are classified into one of three categories: Class A, Class B or Class C. The standards for each classification differ by market; however, Class A represents the newest and highest quality buildings in the market. Also factored into the classification is location, access and quality of building management. Two of the 17 office spaces in the Airport area are Class A, 12 are Class B and three are Class C.

Office Outlook. There are currently two vacant office spaces available for lease in the area, comprising roughly 5,000 square feet. This equates to a 2.5 percent vacancy rate for office space in the Airport area. The

² Commercial real estate data was collected through Xceligent, a provider of verified commercial real estate information.

office vacancy rate for all of Loveland is 15.4 percent, perhaps suggestive that office space in the Airport area is more desirable. Office space lease rates average \$21 per square foot throughout Loveland, as well as in Fort Collins. The low office vacancy rate in the Airport area suggests that there could be demand for new office development, particularly if the office space in this area is more desirable than other areas in Loveland.

Industrial Market. The vast majority (65 percent) of commercial building space in the Airport area is industrial. Overall, there are 49 structures in the Airport area that are classified as industrial businesses, with the primary sub-categorizations being light industrial, warehouse and manufacturing. As with retail and office, industrial businesses are primarily located near the I-25 / Crossroads Blvd. interchange or along the I-25 Frontage Road. No industrial facilities are found to the west of the Airport or north of Crossroads Blvd. on the east side of I-25.

Industrial Outlook. Currently, three industrial facilities are vacant, totaling over 40,000 square feet. The industrial vacancy rate for the Airport area is 3.0 percent, compared to Loveland's citywide average of 8.1 percent. Despite the Airport area vacancies, a 30,000 square foot facility is currently under construction and two other facilities have been proposed, indicating that demand for industrial development in the area is strong. Average lease rates in Loveland are \$7 per square foot. The industrial market in the Airport area is likely to remain strong in coming years given the strategic location between Fort Collins and the Denver metro area; and proximity to the Airport and an interstate highway.

I-25 / US 34 Area

Location. The I-25 / US 34 area extends north to the railroad on the west side of I-25 and Crossroads Blvd. east of I-25 (the current development between Centerra Parkway and I-25 is not part of the I-25 / US 34 area), south to US 34 east of I-25 and County Road 20 west of I-25, south to County Road 20 on the west side of I-25 and US 34 east of I-25, west to the Loveland Sports Park extend north to Equalizer Lake and then following its eastern shore, and east to I-25 south of US 34 and County Road 3 north of US 34.



Traffic Counts. The intersection of I-25 and US 34 is the most heavily traveled roadway in Loveland, with an average of over 50,000 daily trips.³ By 2035, over 68,000 daily trips are projected to occur at the interchange, reflective of the anticipated growth throughout northern Colorado. Over 16,000 daily trips occur on Rocky Mountain Avenue, which provides access to general retail and the Medical Center of the Rockies. The average number of daily trips along Centerra Parkway was over 12,000; however, it should be noted that CDOT estimates reflect weekday averages, not weekends.

Retail Market. The I-25 / US 34 area is a significant retail center for the region, containing over 1.6 million square feet of retail space. While most retail is located within roughly a one mile radius from the I-25 and US 34 interchange, three distinct retail areas exist: 1) The Promenade Shops at Centerra; 2) Outlets at Loveland; and 3) other retail located along the north side of US 34 between Hahns Peak Drive (Loveland RV Resort) and the Outlets at Loveland. A wide array of retail is found in the area, including big box retail, entertainment, general retail, restaurants and lodging.

Retail Outlook. Commercial real estate data show vacant and listed retail properties in the I-25 / US 34 area, totaling over 32,000 square feet.⁴ This available retail square footage translates to a retail vacancy rate of 2.0 percent, slightly less than the citywide average of 3.2 percent. The low retail vacancy rate is indicative of the area's strong retail market and desirable location. One of the available retail spaces has a listed lease rate of \$24 per square foot, substantially higher than Loveland's average retail leasing rate of \$17 per square foot. Given the established retail customer base that frequents the area and access to I-25 and US 34, the demand for retail space is likely to remain relatively strong in comparison to other retail districts in Loveland.

Office Market. Slightly over 15 percent of all commercial space in the I-25 / US 34 area is categorized as office space. The office space in the area is primarily clustered around the intersection of McWhinney Blvd. and Rocky Mountain Avenue. Medical related office

space accounts for around one-third of all office space, driven by the Medical Center of the Rockies. Only Class A (11 facilities) and Class B (11 facilities) are found in the area.⁵

Office Outlook. Nearly 100,000 square feet of office space is currently available in the I-25 / US 34 area, equaling a 16.4 office space vacancy rate. This office space vacancy is slightly higher than Loveland's 15.4 percent citywide office vacancy rate. Medical office space comprises 55 percent of the current office space available. Reported lease rates range from \$15.50 to \$21.60 per square foot, generally lower than Loveland and Fort Collins' lease rate of \$21 per square foot. The office vacancy rate and lease rate metrics suggest that demand for office space in the I-25 / US 34 area is comparable to the rest of Loveland.

Industrial Market. Industrial facilities are clustered in the southeast quadrant of the Crossroads Blvd. and Centerra Parkway intersection. While over 1.4 million square feet of industrial space exists in the area, the Walmart / Sam's Club warehouse distribution center accounts for over 1.1 million square feet of it. Seventeen smaller industrial facilities, averaging roughly 18,000 square feet each, make up the remaining industrial space.

Industrial Outlook. Only one industrial facility (12,000 square feet) is currently available in the area. This results in an industrial vacancy rate of less than one percent for the area. Further signaling a strong demand for industrial space in the area is the listed lease rate of \$10.50 per square foot, 50 percent higher than Loveland's average of \$7 per square foot. The low vacancy rate and high lease rate suggests a viable market for industrial in this area; however, there is currently more opportunity for industrial development in the adjacent Airport area.

Multifamily Housing Market. Multifamily housing facilities in the I-25 / US 34 area include two apartment/condo complexes located to the north of Hahn Peak Drive and an assisted living facility located along Fall River Drive between Hahns Peak Drive and McWhinney Blvd.

Multifamily Housing Outlook. The commercial real estate data used for this analysis do not provide apartment rental or condo vacancy rates. Given the number of

³ City of Loveland Traffic Volume Count Map, 2013. Colorado Department of Transportation.

⁴ Commercial real estate data was collected through Xceligent, a provider of verified commercial real estate information.

⁵ See Airport area for discussion about office building class classification.



nearby amenities in the I-25 / US 34 area and the ease of access to I-25 and US 34, it is likely there is demand for multifamily housing in the area, assuming that prices and rents are competitively priced for the northern Colorado market. Multifamily development could occur as part of redevelopment projects or as new development to the east of I-25.

Highway 402 Corridor Area

Location. The Highway 402 corridor is roughly a half mile either side (north-south) of Highway 402 from I-25 to South Taft Avenue. The eastern boundary of the area between South County Road 7 and I-25 extends farther south to County Road 16. It should be noted, that while the stretch west of 2287 is included as part of the area under examination, SH 402 ends at 287 and is 14th St SW from there to the boundary of the study area.

Traffic Counts. Highway 402 is a moderately traveled roadway with the highest traffic volume occurring at its intersection with US 287 (South Lincoln Avenue), with about 20,000 daily trips. Just west of the I-25 and Highway 402 interchange, there are roughly 12,000 daily trips. The higher number of trips at the Highway 402 and US 287 suggests that a large number of vehicles travel on the north-south US 287, which serves as the primary road between Loveland and Longmont. On the western edge of the Highway 402 area, the intersection of Highway 402 and Taft Avenue sees over 15,000 daily trips. Smaller arterial roadways with traffic volume data (South Garfield Avenue, South Boise Avenue, County Road 13, etc.) average between 3,000 and 5,000 daily trips.

Retail Market. Retail in the Highway 402 area clusters in two locations: 1) Highway 402 and US 287 (South Lincoln Avenue) and 2) Highway 402 and South Taft Avenue (Thompson Valley Towne Center). Total retail space in the area equals almost 240,000 square feet. Almost one-third of all retail facilities (32 total facilities) are automotive related (10 automotive). From the commercial real estate data, only one retail business is east of the US 287 corridor.

Retail Outlook. The retail vacancy rate for the Highway 402 area is found to be the same as Loveland's citywide average at 3.2 percent. The 7,750 square feet of available retail space is distributed across three retail facilities. The two reported lease rates are \$8 per square

foot and \$16 per square foot, both lower than the City's \$17 per square foot average. Demand for retail space in the Highway 402 area appears similar to the rest of Loveland, but lower than other strong performing retail areas.

Office Market. Over 500,000 square feet of office space exists in the Highway 402 area. Over half (52 percent) of this office space is associated with the Rocky Mountain Center for Innovation and Technology (RMCIT). Only one office space, near I-25 and County Road 16, is located outside of the Highway 402 corridor between US 287 and South Taft Avenue. Unlike office space in the Airport area and the I-25 / US 34 area, no Class A office space currently exists in the Highway 402 area. The existing office facilities are evenly split between Class B and Class C.

Office Outlook. The office space vacancy rate is estimated at 54.4 percent in the Highway 402 area. This high vacancy rate is driven by the office space vacancy at RMCIT (263,000 square feet). The listed lease rate for the RMCIT is between \$8 and \$10 per square foot, substantially lower than the citywide value of \$21 per square foot.⁶ Demand for existing office space in the Highway 402 area appears weak currently, although nearly all vacant space is located in one facility. If a large tenant expresses interest in RMCIT, the vacancy rate could decline significantly.

Industrial Market. Roughly 1.5 million square feet of industrial space exists in the Highway 402 area. While industrial facilities are located along Highway 402 from South Taft Avenue to Backhoe Road (approximately 1.5 miles east of US 287), the majority are located northwest of the Highway 402 and US 287 interchange. The RMCIT also accounts for around one-third of all industrial space in the Highway 402 area.⁷ Fifty-five percent of the industrial space is classified as flex/R&D and 34 percent is classified as light industrial, with the remaining square footage comprised of multiple industrial classifications.

Industrial Outlook. Almost 600,000 square feet of industrial space is currently available, resulting in a

⁶ Note that the \$21 per square foot value does not distinguish between class of office building, likely overstating the Highway 402 and City of Loveland average lease difference for office space.

⁷ Separate from the RMCIT office space.



vacancy rate of 41.2 percent. The RMCIT comprises 91 percent of this industrial vacancy. The average industrial lease listing rate for the area is \$9.65 per square foot, higher than city's \$7 average. The large amount of industrial space is available at a relatively competitive lease rate compared to the Loveland on the whole, which suggests a stagnant industrial market in the Highway 402 area.

Multifamily Housing Market. The commercial real estate data indicate that three apartment complexes are found in the Highway 402 area. Two apartment complexes are located south of Highway 402 in the residential neighborhood near the RMCIT. The third is located at the Highway 402 / Highway 287 intersection.

Multifamily Housing Outlook. Due to the location of the apartment complexes near predominantly single-family neighborhoods, the real estate market of nearby single-family homes will likely influence Highway 402's multifamily housing market. Additionally, Loveland's economic climate and job market are likely to impact area market demand for multifamily housing; more so than multifamily housing located along I-25 or US 34 that are more attractive to commuter populations. The citywide multifamily vacancy rate is currently 2.0 percent.⁸

US 34 Corridor Area

Location. The US 34 Corridor runs from Denver Avenue on the east to Langston Lane on the west, generally extending north of US 34 by roughly a quarter mile and south of US 34 by a half mile. The US 34 Corridor area lies approximately 1.5 miles to the west of the I-25 / US 34 area.

Traffic Counts. The US 34 Corridor area is a heavily traveled highway. The highest daily vehicle trip estimates are found on the east of the area (approximately US 34 and South Boise Avenue), with over 40,000 daily vehicle trips. The number of daily vehicle trips is lower to the west of this intersection, which suggests a number of vehicles travel along the north-south corridors between South Boise Avenue and US 287. The intersection of US 34 and US 287 has roughly 35,000 daily vehicle trips, a value which is expected to grow to more than 45,000

by 2035.⁹ US 34 traffic volume on the west side of the US 34 Corridor area averages about 20,000 daily vehicle trips. The minor arterial roadways in the area range between 2,000 and 6,000 daily trips.

Retail Market. The US 34 Corridor area contains over 1.4 million square feet of retail space. Retail space is fairly evenly distributed along US 34 throughout the area, with the exception of the segment south of Lake Loveland where few retail businesses are located. The area contains a wide array of retail businesses: big box, strip commercial, fast food, restaurant and automotive. Over half (52 percent) of retail facilities were constructed prior to 1980.

Retail outlook. The retail vacancy rate in the US 34 Corridor area is 8.7 percent, more than double Loveland's citywide average. Reported lease rates range from \$11 to \$23.50 per square foot. While the current vacancy rate and lease rates in the US 34 Corridor area signal a below-average retail market, it is likely that demand for retail space will increase in coming years as a function of the anticipated vehicle traffic along US 34 and as other retail areas in Loveland become built out.

Office Market. Over 575,000 square feet of office space exists in the US 34 Corridor area. Many of the office facilities are located near the US 34 and US 287 intersection, with smaller office space clusters found around the intersections of Wilson Avenue and US 34 and Boise Avenue and US 34. Over 70,000 square feet of office space in the area is classified as medical office space, with over half of the medical office facilities located near the Banner Health McKee Medical Center. The class of office space in the US 34 Corridor area is fairly evenly split between Class B (53 percent) and Class C (47 percent). There are no Class A office spaces reported in this area.

Office Outlook. About 30,000 square feet of office space is currently available in the US 34 Corridor area, which is a vacancy rate of 4.9 percent. Office vacancy in this area is more than three times lower than the citywide average. The median lease rate is \$12 per square foot, which is much lower than Loveland's average of \$21 per square foot.¹⁰ These office outlook metrics suggest a stable office space market.

⁹ City of Loveland 2035 Transportation Plan.

¹⁰ Note that the \$21 per square foot value does not distinguish between class of office building, likely overstating the US 34

⁸ Colorado Department of Local Affairs, Statewide Multifamily Vacancy and Rent Survey by Market Area. 4th Quarter, 2014.



Industrial Market. Nearly 1 million square feet of industrial space exists throughout the US 34 Corridor area. Industrial facilities span the area, but four industrial clusters are evident in the commercial real estate data:

- Along Denver Avenue south of US 34
- Between Madison Avenue and Boise Avenue along East 11th Street and Taurus Court;
- Down Monroe Avenue south of US 34
- Along West 8th Street between South Taft Avenue and South Wilson Avenue

Industrial Outlook. Only 9,000 square feet of industrial space is available in the US 34 Corridor area, which equates to a 0.9 percent vacancy rate. In fact, the available industrial square footage comes from a single facility, located in the West 8th Street cluster. The reported lease rate is \$12 per square foot. The facility is also listed for sale with a listing price of \$849,000. This area has not traditionally been an industrial area due to the distance to a major interstate highway. .

Multifamily Housing Market. Twenty-six multifamily housing structures exist in the US 34 Corridor area. Much of the multifamily housing in the area is found on the north side of US 34 around Madison Avenue and Boise Avenue.

Multifamily Housing Outlook. Demand for multifamily housing in the US 34 Corridor area is likely influenced by the real estate market of nearby single-family homes, the City's economic and job climate, proximity to community amenities and the affordability of multifamily housing relative to other parts of the city. The median rent in Loveland is about \$1,300 for a multifamily rental. ¹¹

US 287 Corridor Area

Location. The US 287 Corridor covers approximately 8 miles and excludes Downtown. The northern segment of the corridor extends from 71st Street / County Road 30 to 8th Street, and the southern segment of the corridor extends from SE 5th Street to SE 42nd Street / County Road 14.

Corridor area and City of Loveland average lease difference for office space.

11 Colorado Department of Local Affairs, Statewide Multifamily Vacancy and Rent Survey by Market Area. 4th Quarter, 2014.

Traffic Counts. Current average daily traffic volumes on US 287 range from a low of 14,000 vehicles on the southern portion to a high of 28,000 vehicles near the Orchards Shopping Center. The City of Loveland 2035 Transportation Plan predicts that most of US 287 will remain a 4-lane facility with traffic volume projections for the year 2035 ranging from about 38,000 vehicles per day near SE 14th Street to over 40,000 vehicles per day north of Garfield Avenue.

Retail Market. There is approximately 1.4 million square feet of retail space within the Corridor Area, which is over 20 percent of the retail space in the City. The majority of the retail space is community and neighborhood retail space. In the northern segment of the corridor the vast majority of retail space is centered on two major retail nodes. The 29th Street node is anchored by the Orchards Shopping Center, including Hobby Lobby, and Loveland Marketplace, which includes King Soopers, Office Depot, Jax Outdoor Gear, and Ace Hardware. The 65th Street node is anchored by a new 200,000 square foot Wal-Mart Supercenter. The 65th Street retail node was built prior to the economic recession of 2009 and 2010 and was likely planned to serve new residents of northern Loveland and southern Fort Collins. The southern segment of the Corridor has a minimal amount of retail space and no major retailers.

Retail Outlook. The retail space along the Corridor is mostly occupied with a vacancy rate of only 4.3 percent. Despite the low vacancy rates, lease rates are \$10.71, less than the City average of \$14.40, which may be due largely to the older age of retail space. The northern segment trade area is estimated to grow by 4,000 households in the next 10 years which will produce demand for a new grocery-anchored shopping center with up to 200,000 square feet. New retail space will likely be accommodated through redevelopment of older space at 29th Street and/or through new development at the 65th Street node.

Future demand for retail along the southern segment of the 287 Corridor is limited based on the expected population growth for the area, which is for predominately low density rural residential development and limited by expansive open space lands. There is long term potential for a future neighborhood retail center if housing growth in this area of town is significant enough to support it. The southeast corner of the intersection of US 287 and Highway 402 is planned for in the South Village PUD



as a future mixed use development with 35 acres of neighborhood commercial land, which is large enough to accommodate the future community serving retail demand from the south corridor segment residents.

Office Market. The US 287 Corridor has 380,000 square feet of office space, which is mostly community serving office uses with tenants such as banks, real estate offices, and insurance companies.

Office Outlook. The office space along the Corridor leases at an average of \$14.62 per square foot which is less than the City average of \$21. Vacancy rates for office space are high at nearly 20 percent. Office demand along the corridor is limited to service oriented uses and there is currently an oversupply of space. Additional office space will be dependent on future demand for retail along the corridor and will occupy a small portion of the future retail space.

Industrial Market. There is a significant amount of industrial and flex space within the US 287 Corridor, totaling 946,000 square feet. On the northern end of the Corridor, north of 65th Street, is the Longview/Midway Industrial Park under development with mainly flex office/industrial buildings. There is a collection of industrial buildings along the southern segment of US 287, just south of Downtown. Many of these buildings were built when they were a part of unincorporated Larimer County. The majority of the existing space in the southern segment is old and outdated.

Industrial Outlook. The industrial space rents for an average of \$7.73 per foot which is around the City average. The industrial space has a relatively low vacancy rate of 7.2 percent, which is lower than the City and regional average, 13.3% and 8.5% respectively. The Longview/Midway Industrial Park is optimal for business and commercial service uses serving the Loveland/Fort Collins market. The majority of the new development within the corridor for industrial and flex space has occurred in this area. The industrial space in the southern segment could serve emerging manufacturing and industrial oriented companies in Loveland but would require reinvestment from future tenants/owners. However, industrial space in this area may not support the activity occurring Downtown and may need to be transitioned into uses that could better support Downtown redevelopment.

Multifamily Housing Market. Eight multifamily housing facilities are located in the US 287 corridor area, with four of the facilities west of US 287 between 29th St. and 37th St. The remaining four multifamily housing complexes are located a few blocks off of US 287 south of US 34 and north of 9th St. No multifamily housing was identified in the US 287 corridor area that lies to the south of downtown.

Multifamily Housing Outlook. Given the combination of limited multifamily housing in the US 287 corridor area, a low citywide multifamily vacancy rate (2.0 percent) and the large number of community amenities located in, or near, the US 287 corridor area, the area appears well suited for multifamily housing development. The surrounding single-family housing real estate market, along with Loveland's overall economic situation and employment opportunities, will impact the viability of multifamily housing in the area.



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APPENDIX E: GLOSSARY

Active Living

A way of life in which physical, social, mental, emotional and spiritual activities are valued and are integrated into daily living (World Health Organization). In planning terms, active living communities are communities that facilitate opportunities for active living.

Active Recreation

Recreational activities that require the use of organized play areas, such as playing fields, swimming pools, and basketball courts. Contrasted to “passive recreation” which does not require the use of such areas.

Activity Center Mixed Use Categories (Land Use Plan)

Land use categories, identified in the Land Use Plan in Chapter 3, that are meant to serve as centers for commerce and activity, as well as incorporating residential uses. They include: Community Activity Centers; the Downtown Activity Center; Neighborhood Centers; Corridor Commercial; Regional Activity Centers; and Employment.

Adaptive Reuse

A process through which an older building or site, particularly one with historic value, is rehabilitated or adapted to meet current codes and respond to current market demand for commercial or residential space

Affordable Housing

Housing that can be rented or purchased by a household with very low-, low-, or moderate-income for less than 30 percent of that household’s gross monthly income. Often refers to housing either managed by a non-profit for the purpose of providing affordable housing, or whose resale price or rent is somehow restricted.

Airport Influence Area

An area that recognizes the benefits and potentially adverse impacts that occur within certain distances from public aviation facilities and that provides a policy framework to minimize these impacts as well as protect the safety and efficiency of aircraft operations.

Alternative Energy Technology

Technology that facilitates the use of renewable (non-fossil fuel) energy resources. Alternative energy sources include sunlight, wind, cogeneration, and biomass.

Amendment

A formal City Council change or revision to the Comprehensive Master Plan, including either the Plan’s text or its maps.

Americans with Disabilities Act (ADA)

Federal legislation specifying provisions to be made in the design (or redesign) of buildings, parking, and outdoor areas to remove barriers for persons with disabilities and guaranteeing equal opportunity in public accommodations, transportation and government services.

Annexation

The process by which land is added to the city in accordance with the provisions of the Colorado Revised Statutes and code.

Bicycle Facilities

A general term denoting improvements and provisions made by public agencies to accommodate or encourage bicycling, including parking facilities, mapping of all bikeways, and shared roadways not specifically designated for bicycle use.



Buildout

The point at which all land eligible for development under the Comprehensive Plan has been developed to its maximum allowed level.

Capital Improvements Program (CIP)

The City of Loveland's most current adopted budget, which includes a five-year program for providing community facilities and includes the anticipated date by which community facilities will be constructed or when the capacity added by community facilities will be available.

Charette

An intensive effort, usually over one or two days, by a variety of interested stakeholders to develop a design solution to a given problem.

Corridor Commercial

A designation in the City Land Use Plan that includes primarily the linear area along major road corridors, with a wide range of commercial and office uses following the pattern of older strip commercial development.

Density

For residential uses, the number of permanent residential dwelling units per acre of land. For non-residential uses, density is often referred to as development intensity and is expressed through a ratio of floor area to lot size. See also gross density, net density.

Dwelling Unit

A room or group of rooms, including living, sleeping, eating, cooking and sanitation facilities, constituting a separate and independent housekeeping unit, occupied or intended for occupancy by one household on a non-transient basis and having not more than one kitchen.

Environmentally Sensitive Area

An area with one or more of the following characteristics: (1) slopes in excess of twenty percent; (2) floodplain; (3) soils classified as having high water table; (4) soils classified as highly erodible, subject to erosion or highly acidic; (5) land incapable of meeting percolation requirements; (6) land formerly used for landfill operations or hazardous industrial use; (7) fault areas;

(8) stream corridors; (9) estuaries; (10) mature stands of vegetation; (11) aquifer recharge and discharge areas; (12) habitat for wildlife; or any other area possessing environmental characteristics similar to those listed here. (City of Loveland).

Flood Plain

The area subject to flooding during a storm that is expected to occur based on historical data.

Gateway

A point along a roadway at which a motorist or pedestrian gains a sense of having entered the City or a particular part of the City. This impression can be imparted through such things as signs, monuments, landscaping, a change in development character, or a natural feature such as a creek.

Growth Management Area (GMA)

An area where urban-level services are planned to be provided within the next twenty years, and which a municipality intends to annex within twenty years. Within these areas, the county agrees to approve only urban-level development according to the City's adopted plan.

Infill Development

Development of vacant, skipped-over parcels of land in otherwise built-up areas. Local governments are showing increasing interest in infill development as a way of containing energy costs and limiting costs of extending infrastructure into newly developing areas. Infill development also provides an attractive alternative to new development by reducing loss of critical and resource lands to new development and by focusing on strengthening older neighborhoods. (King County, Wash.)

Indicator

Indicators are quantitative information about what has often been considered a qualitative subject: the well-being of communities. They can be measured and compared over time to find trends that tell communities where they have been and where they are likely headed. Refer to Chapter 4 for specific information.



Intergovernmental Agreement (IGA)

A contractual agreement between the City and another governmental entity. With Larimer County, IGA's are used to address Growth Management and define Cooperative Planning Areas and Community Influence Areas.

Mixed Use

A development type in which various uses, such as office, retail, and residential, are combined in the same building or within separate buildings on the same site or on nearby sites.

Mobility

The ability to move from one place to another, or to transport goods from one place to another.

Multi-Modal Transportation

A transportation system that includes several types (modes) of conveyances such as automobile, bicycle, bus, pedestrian, and rail; and appropriate connections between these modes.

Municipal Code

Compendium of municipal ordinances and codes, including zoning regulations.

Open Lands

Any parcel or area of land or water essentially unimproved and set aside, dedicated, designated or reserved for public or private use or the enjoyment of owners and occupants of land adjoining or neighboring such open lands. (Open Lands Plan). Those lands that have been preserved, through acquisition or a conservation easement, because of their natural, scenic, or cultural values.

Overlay Land Use Categories (Land Use Plan)

Land use categories that "overlay" another land use category to further define land use goals. Currently includes Complete Neighborhood, Enhanced Corridor, and River Adjacent land use categories.

Pedestrian-oriented

Form of development that makes the street environment inviting for pedestrians; for commercial areas may be characterized by special sidewalk pavement, zero front and side yard setbacks, buildings of varied architectural styles, street-facing window displays, an absence of front yard parking, benches and other amenities; for residential areas may be characterized by sidewalks, parkways, front porches, low fences, lighting and other amenities.

Policy

A specific statement of principle or of guiding actions that implies clear commitment but is not mandatory. A general direction that a governmental agency sets to follow, in order to meet its goals and objectives before undertaking an action program.

Program

An action, activity, or strategy carried out in response to an adopted policy to achieve a specific goal or objective. Programs establish the "who," "how" and "where" of goals and objectives.

Quality of Life

The personal perception of the physical, economic, and emotional well-being that exists in the community. (Larimer Co. Land Use Plan)

Redevelop

To improve and re-use existing buildings; to demolish existing buildings (often in poor condition) and create new ones; or to increase the overall floor area existing on a property, irrespective of whether a change occurs in land use.

Residential Mixed Use Categories (Land Use Plan)

Land use categories, identified in the Land Use Plan in Chapter 3, that are meant to serve as residential neighborhoods. They include: Estate Residential; Low Density Residential; Medium Density Residential; and High Density Residential.



Revitalization

Restoring new life or vigor to an economically depressed area, sometimes through public improvements that spark private investment.

Streetscape

Pedestrian and landscape improvements in the right-of-way, generally occurring between the curb and the right-of-way line. Streetscape generally includes sidewalks, street trees, pedestrian lighting, fencing, furnishings, and landscaped areas, including medians and irrigation. (Larimer Co. Street Standards)

Transit Corridor

A major bus or rail route; may also be used to describe land uses along the route.

Transit-oriented Development

Form of development that maximizes investment in transit infrastructure by concentrating the most intense types of development around transit stations and along transit lines; development in such areas is designed to make transit use as convenient as possible.

Universal Design

Universal Design is the creation of products and environments meant to be usable by all people, to the greatest extent possible, without the need for adaptation or specialization. (Ron Mace, founder and program director of The Center for Universal Design)

Vision

A shared dream of the future characterized by long-term idealistic thinking. Provides the foundation for the development of the goals, policies and programs. A vision is not a binding goal and may not be achievable in the lifetime of those participating in the drafting of the Comprehensive Master Plan.

Walkable Neighborhood

An area designed and constructed in such a way to provide and encourage pleasant, easy and efficient pedestrian movement. Features of a walkable neighborhood may include: sidewalks separated from auto traffic by a planted buffer; continuous sidewalks; safe and well-marked street crossings; short blocks and/or mid-block pedestrian connections; street trees and pleasant streetscapes; windows oriented to the street; a sense of safety; and destinations (parks; shops; gathering places; schools; places of worship) within walking distance.

Zoning Map

Map that depicts the division of the City into districts or “zones” in which different uses are allowed and different building and lot size restrictions apply. The zoning map is regulatory in nature and applies to currently permitted uses; it should not be confused with the Land Use Map, which guides present and future zoning.

Zoning Ordinance

A set of land use regulations enacted by the City to create districts that permit certain land uses and prohibit others. Land uses in each district are regulated according to type, density, height, and the coverage of buildings. Title 18 of the Loveland Municipal Code.



APPENDIX F: EXISTING CONDITIONS



During the Foundation phase, the project team analyzed current conditions for the major elements of the Comprehensive Plan, and reviewed the City's existing plans, policies, and goals. Stakeholder interviews and early outreach helped to prioritize issues, needs, and vision for the future. Key points, maps, and trends are summarized in the following snapshots:

- Demographics
- Health
- Land Use & Community Design
- Transportation
- Employment
- Housing



Key Points

- Population growth and demographic trends influence the types of housing, jobs, transportation, and services a community needs to provide.
- Loveland's population is rapidly growing and graying. The population is forecasted to double by 2040.
- The Hispanic population is increasing.
- The income gap is widening and poverty is increasing.
- Housing will need to accommodate senior living as well as more people living individually.
- Transportation alternatives will need to help seniors remain mobile and attract younger adults who choose not to drive.

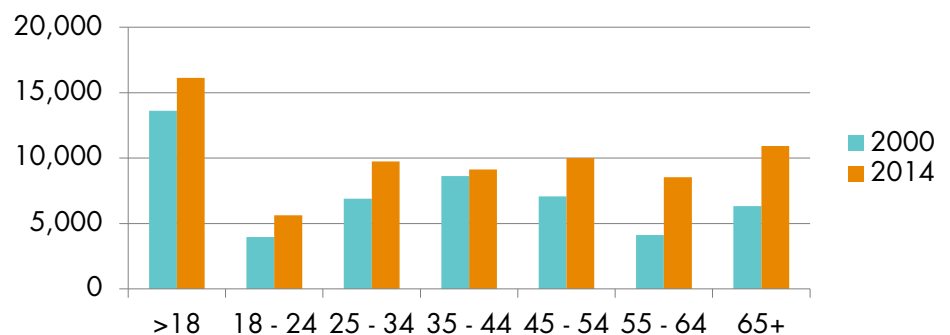
Overview

Each year the Development Services Department publishes an Annual Data and Assumptions Report, available at <http://www.cityofloveland.org/>. The Annual Data and Assumptions Report provides general information regarding the City's population, housing, economy and City facilities and services. It is intended to serve as the basis for projections and assumptions in operational and financial plans generated by City departments and divisions, as well as aid citizens, organizations and businesses outside the City to assist in preparing reports, feasibility studies, market studies, etc. The following demographic information documents the assumptions and planning foundation for Create Loveland.

HOUSEHOLDS BY TYPE	2000	2014	CHANGE
Population	50,608	70,093	39%
Total households	19,741	29,227	48%
Average household size	2.55	2.40	-6%
Family households (families)	71%	73.2%	3%
With own children under 18	35%	29.5%	-16%
Married-couple family	58%	61.6%	6%
Owner-occupied	69%	63.5%	-8%
Renter-occupied	31%	36.5%	18%

Between 2000 and 2014, Loveland's population grew 39% from 50,608 to 70,093 individuals, residing in 29,227 households. While the number of households grew 48% since 2000, the average household size shrank from 2.55 to 2.4. Meanwhile, the number of 2014 households with families went slightly up from 71% in 2000. Ironically, the percent of households with children under 18 declined over the 14-year period. All of these factors are indicative of an aging population and, to a lesser extent, young single professionals and young to middle aged couples with no or few children.

Figure A: Changes in Age (2000-2014)



64% OF LOVELANDERS agree or strongly agree that the City provides activities and services needed by senior citizens.



Figure B

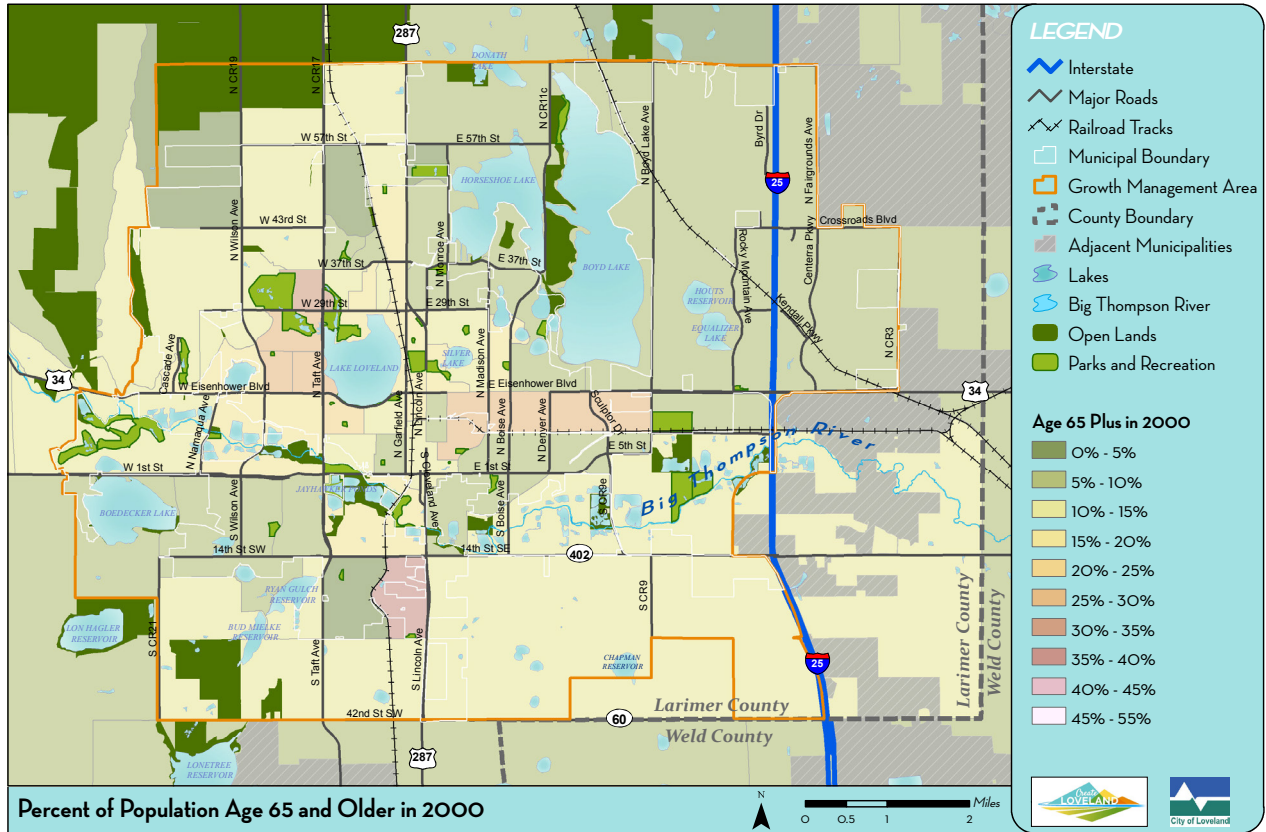
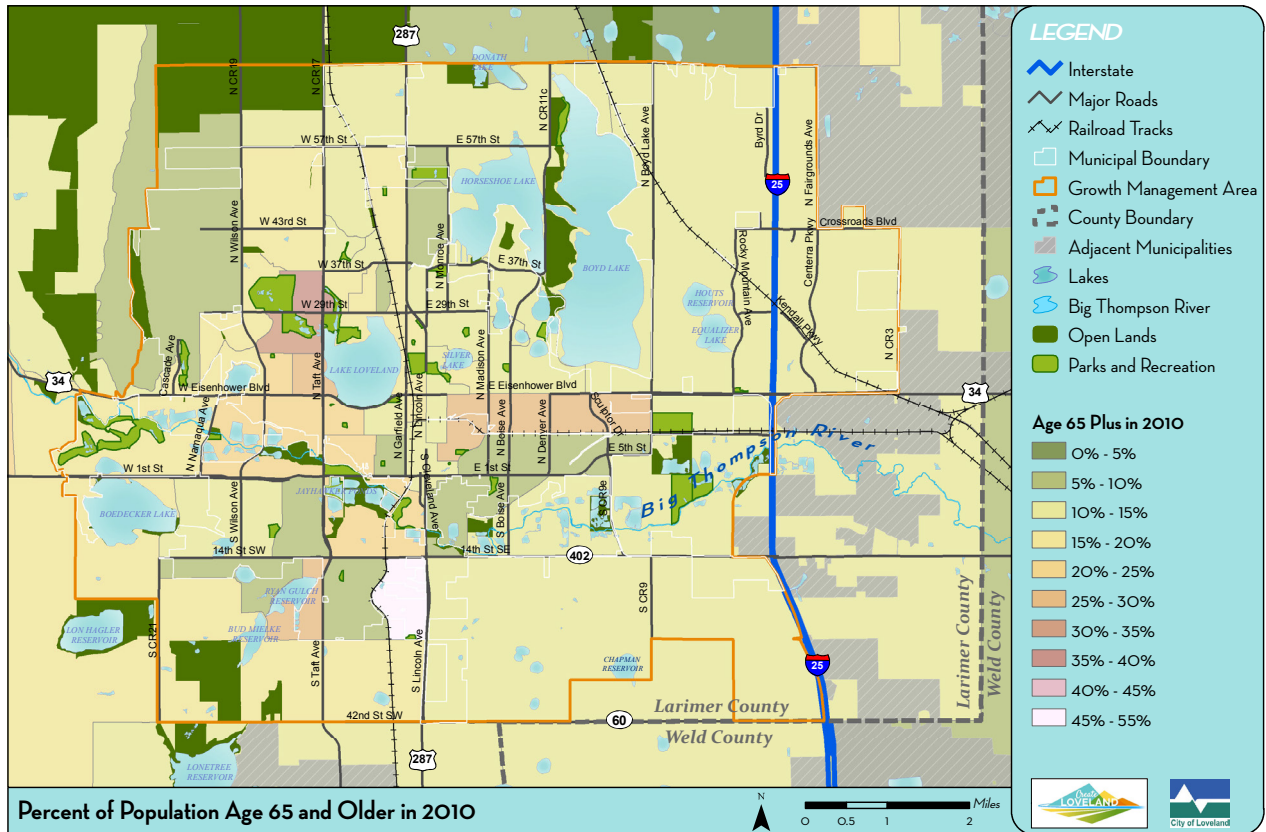


Figure C



As the City has grown, it has become older overall. As shown in Figure A, the number of residents under 24 increased slightly between 2000 and 2014. At the opposite end of the spectrum, the 55 to 64 age group experienced the most growth, at a rate of 108%, and retirees age 65 and older increased 73%. The median age, meanwhile, went from 36 to 38. This gives evidence to Loveland’s popularity among baby boomers and retirees. Nevertheless, the number of those between 25 and 34 grew by 41%, which means the City may be attracting more millennials as well. The maps shown in Figure B and Figure C show how the geographic distribution of age groups has shifted between 2000 and 2010.



Median Household Income

2000 | **2014**
 \$47,119 | \$55,580

Percent Change
18%

INCOME	2000	2014	CHANGE
Less than \$10,000	1,003	1,293	29%
\$10,000 to \$14,999	1,118	1,264	13%
\$15,000 to \$24,999	2,309	3,309	43%
\$25,000 to \$34,999	2,632	3,279	25%
\$35,000 to \$49,999	3,449	4,185	21%
\$50,000 to \$74,999	4,927	6,089	24%
\$75,000 to \$99,999	2,316	3,953	71%
\$100,000 to \$149,999	1,552	4,051	161%
\$150,000 to \$199,999	327	1,148	251%
\$200,000 or more	222	656	195%
Median household income	\$47,119	\$55,580	18%

Income affects demand for types of housing, employment, community services. Many Loveland residents became wealthier between 2000 and 2014. The median income grew by nearly \$8,500, pulled up by significant growth in income brackets over \$100,000. In particular, the number of those making between \$150,000 and \$199,999 grew by 251%. Considering that earnings tend to peak around the age of 55, the growth in higher income households mirrors the growth in baby boomers. However, the number of people in lower-income households also increased, particularly those earning less than \$35,000. The maps in Figure G and Figure H on page 6, highlight the growing incomes on the City’s periphery.



Figure G

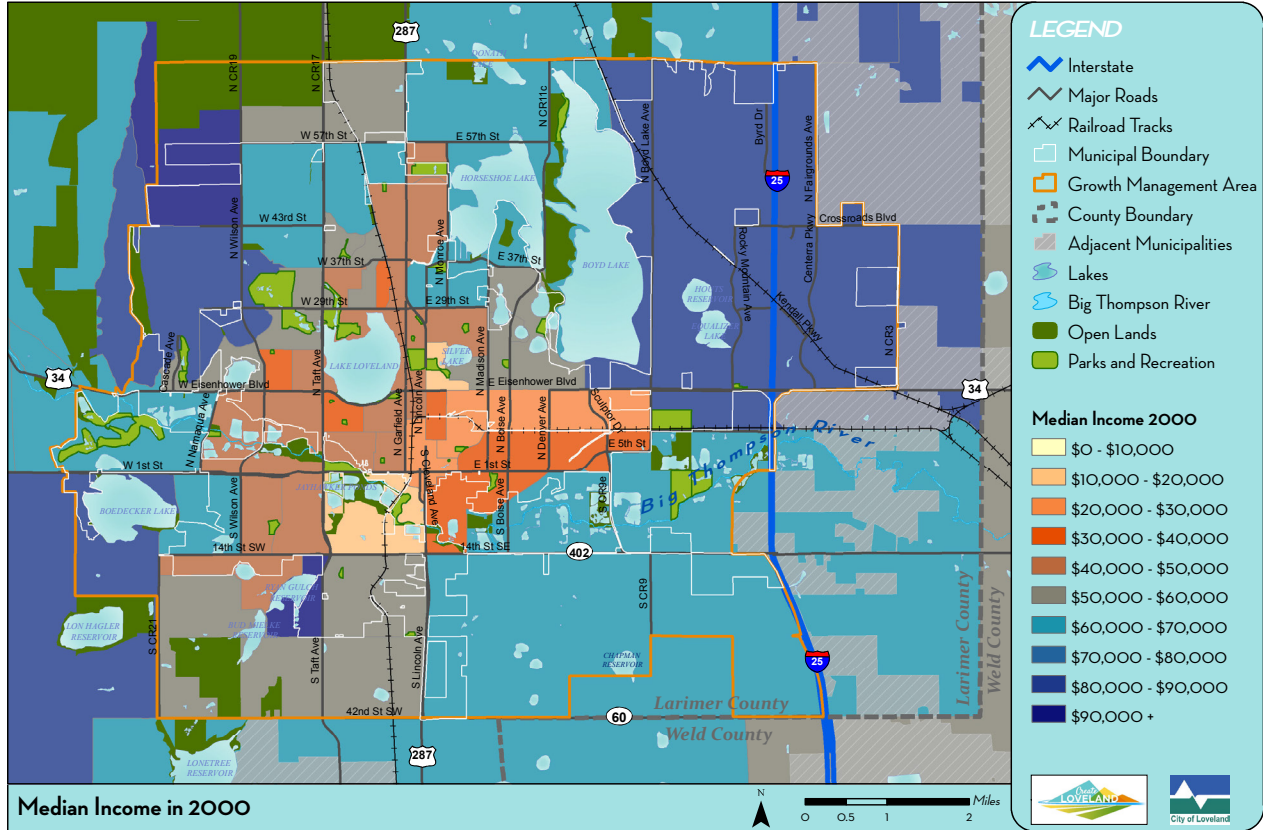
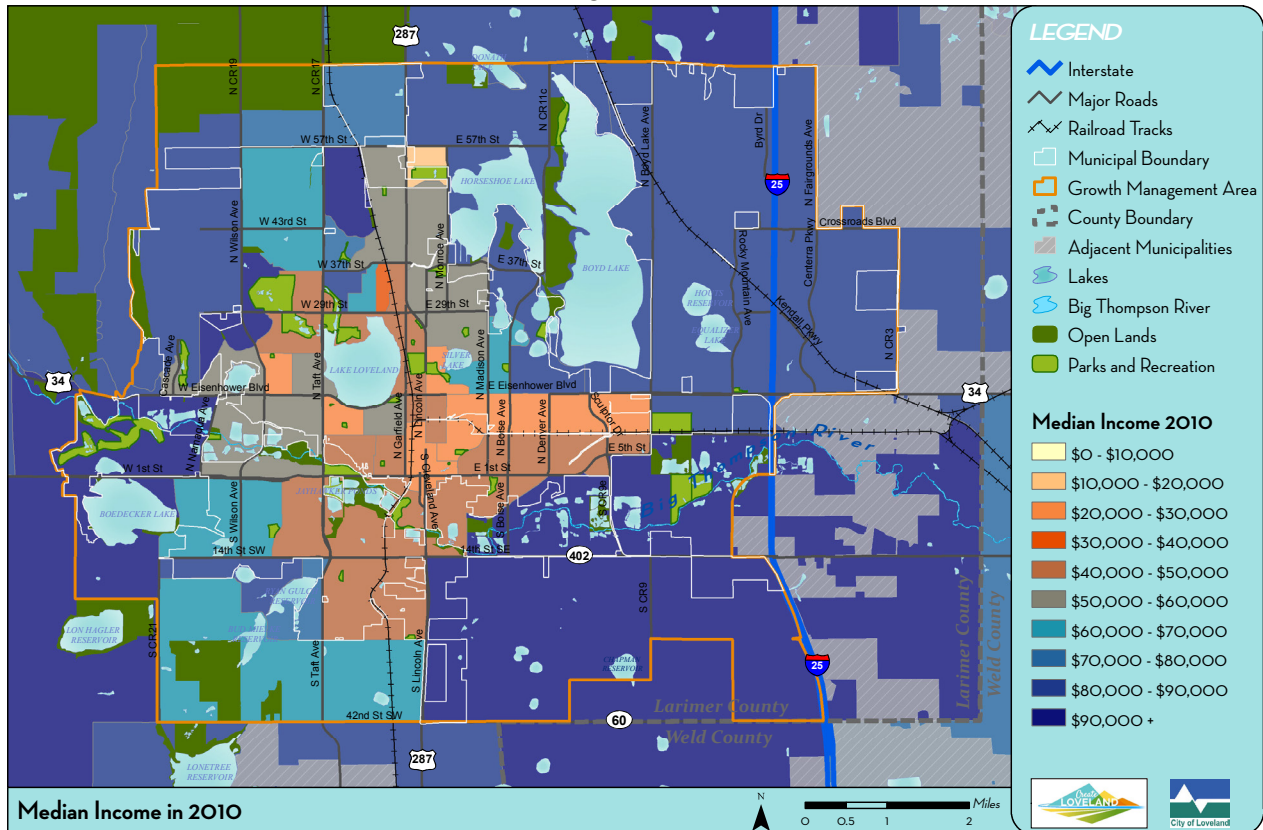


Figure H



Despite growing wealth for some, the percentage of all Loveland residents and families living in poverty nearly doubled between 2000 and 2013. The 2013 federal poverty threshold for a family of four was \$23,550. Mirroring national and state trends, families with children under 5 experienced the most financial hardship as the percentage of those in poverty nearly tripled from 7% in 2000 to 20.3% in 2013. Families with children under 5 led by females with no husband were especially vulnerable, with almost 90% in poverty.

POVERTY STATUS	2000	2013	CHANGE
All families	4.0%	7.2%	80%
<i>With related children under 18 years</i>	5.6%	13.8%	146%
<i>With related children under 5 years only</i>	7.0%	20.3%	190%
Families with female householder, no husband present	16.8%	34.7%	107%
<i>With related children under 18 years</i>	21.0%	41.2%	96%
<i>With related children under 5 years only</i>	34.5%	89.5%	159%
All people	5.7%	11.3%	98%
<i>Related children under 18 years</i>	6.7%	13.6%	103%
<i>Related children 5 to 17 years</i>	6.7%	12.7%	90%
<i>18 years and over</i>	5.2%	10.2%	96%
<i>65 years and over</i>	5.0%	3.9%	-22%

Over the past decade, those taking public transportation increased slightly, along with telecommuting and other modes of transportation. The percentage of people driving to work alone also decreased by 1.8% but those carpooling dropped 20.3%. In 2014, 5% of Loveland households did not have a vehicle available while 22% had three or more vehicles.

2014 estimates by the North Front Range Metropolitan Planning Organization suggest that Loveland's population will grow to 131,000 by 2040. The purpose of updating the Comprehensive Plan is to reassess community values to ensure that we grow in a desirable, sustainable manner with transportation facilities connecting quality housing, jobs, and services that meet current and future needs.

Changing demographics will ultimately affect community design, architecture, accessibility, mobility, community amenities, and city services. Accommodating an aging population will likely require retro-fitting housing, facilities, and city infrastructure for seniors who may live alone, have limited eyesight and hearing, shrinking social structures and mobility, and increasing health issues. Providing alternatives to driving alone will become increasingly important.

Drive Alone



2000 | 2014
82.5% | 81.0%
-1.8% Change

Carpool



2000 | 2014
10.8% | 8.6%
-20.3% Change

Walk



2000 | 2014
1.6% | 1.5%
-6.2% Change

Telecommute



2000 | 2014
4.0% | 6.1%
52.5% Change

Public Transit



2000 | 2014
0.1% | 0.3%
200% Change

Other Means



2000 | 2014
1.0% | 2.4%
140% Change



What We've Heard

In April 2014, City staff and their consultant personally interviewed over 55 citizens representing a broad range of community groups, businesses, regional agencies, and city departments. All City boards and commissions were invited to participate, as well as all Council members and Planning Commission members. Other interested stakeholders were indicated by staff, elected officials, or partnering organizations like CanDo. The issues brought up in the interviews are summarized below.



The face of Loveland's community is changing, which has implications to City services. Many have voiced concern with how Loveland will provide services to the growing senior population, especially when it comes to transportation and housing. By the same token, some programs and facilities for youth have been closed or downsized over the years leaving a gap in services.

Affordable housing and homeless services also frequently came up in discussions. The perception is that the number and availability of affordable housing units has not kept pace with the growing poverty rate, a problem which is compounded by the competitive rental market.

Existing Goals

- Encourage a full range of housing types and a mix of housing densities that meet the needs of all age and socio-economic groups.
- Provide affordable and accessible recreational opportunities for a variety of age groups.
- Provide rich and diverse cultural activities for all age groups and cultural groups.
- Provide welcoming neighborhoods where people know each other; where civility and respect for diverse perspectives, thought, and being are the norm; and where shared community assets are promoted, resulting in a strong sense of belonging among all ethnic, economic, and age groups.
- Promote a sense of safety and belonging for all sectors of Loveland's community, particularly those limited or marginalized by age; by economic disadvantage or mental or physical health disabilities; by citizenship status, by gender and sexual orientation; or by cultural, educational or language barriers.
- Ensure that human services reach diverse populations through continuing outreach, including efforts to reach "hidden" or less visible populations.
- Identify barriers to full participation in the community and access to amenities and services, including public transportation which makes access possible.
- Promote community integrity and strength by opposing all forms of illegal discrimination and all expressions of disrespect, bias, or hatred based on an individual's or group's racial, ethnic, religious, or gender identity, or age.

Source: 2005 Comprehensive Plan



Key Points

- *The built environment influences physical health such as diabetes, asthma, heart disease, and other preventable illnesses.*
- *Access to affordable healthy food and physical activity are important considerations in community planning.*
- *Rates of overweight and obesity are rising at a higher rate in Colorado than the nation.*
- *Obesity-related conditions including heart disease, stroke, and Type 2 diabetes are some of the leading causes of preventable death in Larimer County.*
- *Health care costs in Colorado to treat weight related chronic disease exceeds \$1 billion annually.*
- *Certain populations such as those in poverty and Hispanics have higher rates of preventable disease.*
- *Loveland's growing population of older adults, Hispanics and people living in poverty are additional reasons to address health in The Comprehensive Plan.*

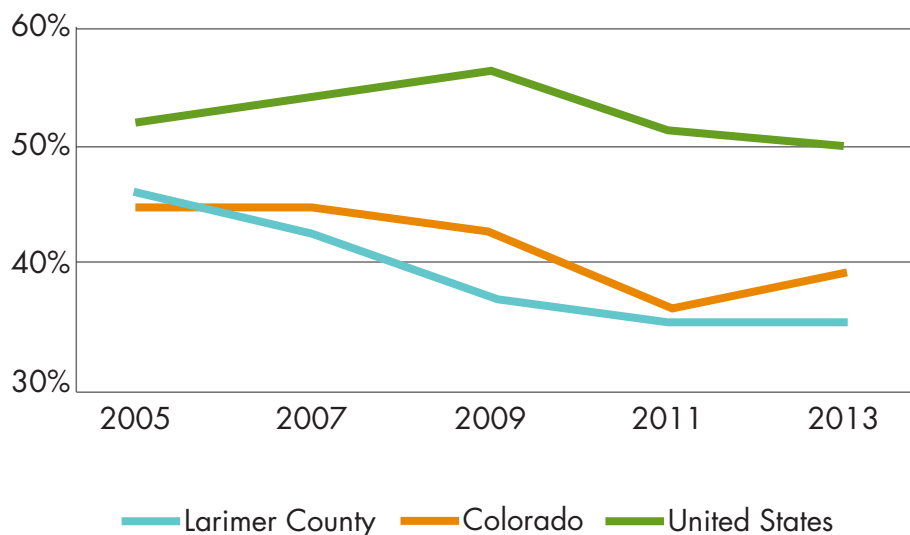
Overview

How our communities are designed and built affects our health and physical activity. Regular physical activity is a cornerstone of one's quality of life, helping control weight, reduce the risk of preventable diseases and some cancer, improve mental health, and increase chances of living longer. The layout and design of the City's built environment has a major bearing on individual physical activity. For these reasons, the Comprehensive Plan is taking a look at how the City provides residents with opportunities for healthy eating and active living by ensuring access to healthy foods and recreational facilities, as well as active transportation.

While Colorado adults are the leanest in the nation, our state has not escaped the national obesity epidemic with approximately one in five Loveland adults being obese and more than half being overweight or obese. Prior to 2011, Colorado remained the only state with an adult obesity rate below 20%. Locally, the Health District of Northern Larimer County found that 40% of adults in Loveland do not get sufficient exercise (2013). At a statewide level, rates of childhood obesity have doubled during the past two decades and currently more than one in four Colorado children are overweight or obese.

Obesity is a public health risk that threatens the quality of life and life longevity of Loveland children and adults. Obesity puts a person at greater risk for heart disease, diabetes and other chronic diseases. Physical activity and healthy eating play a major role in maintaining a healthy weight and nearly 40% of Loveland residents recently surveyed say they don't get sufficient exercise with nearly 30% saying they don't get any moderate to

% Adults Reporting Insufficient Physical Activity



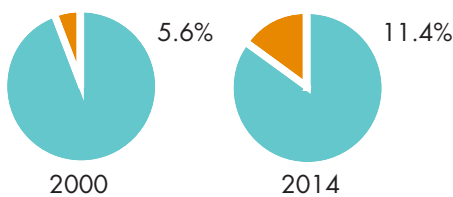
Source: Colorado Behavior and Risk Factor Surveillance System (BRFSS), National BRFSS data, Colorado Department of Public Health and Environment, Centers for Disease Control. Physical activity defined as: 2001-2009 = Percent of adults who participated in less than 30+ minutes of moderate physical activity five or more days per week, or vigorous physical activity for 20+ minutes three or more days per week 2011-2013 = Percent of adults who participated in less than 150 minutes or more of Aerobic Physical Activity per week



Vulnerable Populations

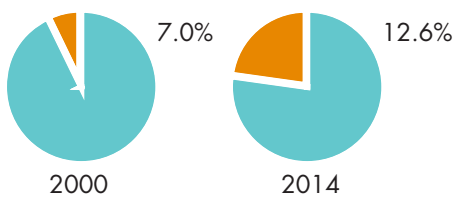
- 9.7% of Loveland residents are living in poverty (\$23,550/year for a family of four).
- 11.4% of families with children under 18 are living in poverty.
- 12.6% of families with children under 5 are living in poverty.
- 10.5% are Hispanic / Latino.
- 15.6% are 65 years+.
- 12.1% over the age of 25 do not have a high school diploma.

Families in Poverty with Related Children Under 18 years



Percent Change **103.6%**

Families in Poverty with Related Children Under 5 years

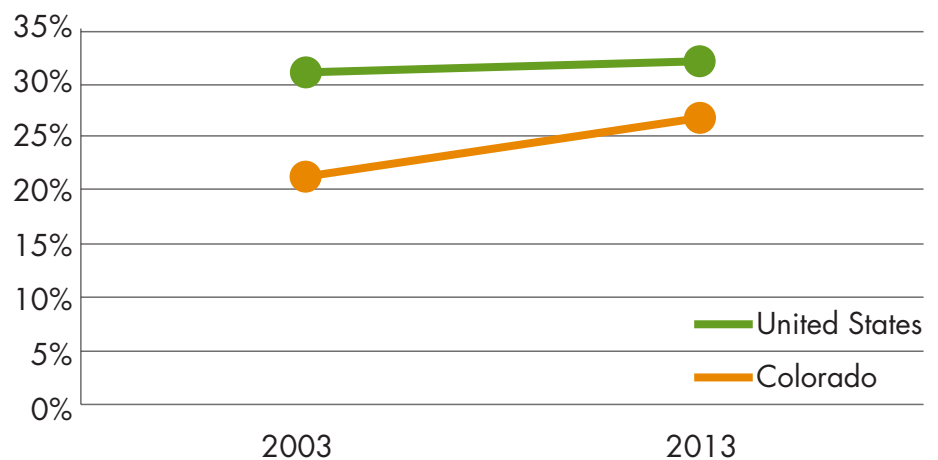


Percent Change **80%**

vigorous exercise at all. Similarly, nearly three in four Lovelanders report not eating the daily recommended servings of fruits and vegetables (Health District of Northern Larimer County Community Health Survey).

Communities can impact chronic disease and related lifestyle factors by improving safety and access to active transportation like walking and bicycling, increasing options for healthy affordable food such as community gardens, farmers markets and grocery stores and expanding options for parks, recreation and open space. Community planning that benefits public health by promoting healthy eating and physical activity also impacts older adults' ability to age in place, allowing them to remain independent in their homes for a longer period of time.

% Overweight or Obese Children



Source: 2011; 2015 Kids Count in Colorado – based on 2003 and 2013 National Survey of Children's Health and Colorado Child Health Survey data

Vulnerable Populations and Health Equity

Certain populations can be at risk of developing chronic diseases due to their income level, education, age and race/ethnicity, which play a significant role in one's health. In Larimer County, persons living at or below the poverty level and Hispanics/Latinos generally participate in less physical activity, eat fewer servings of fruits and vegetables and have higher rates of diabetes than higher income or non-Latino whites, according to data from the Colorado Behavior and Risk Factor Surveillance System.



Healthy Food Barriers:

34% Transportation

33% Affordability

28% Distance

9% Lack of Time

9% Special Health or Dietary Needs



In a 2014 report by the Food Bank for Larimer County and Colorado State University's Department of Food Science and Human Nutrition, 85% of Loveland residents participating in the Food Bank's Food Share program indicated that without this program they would eat less than 3 servings of fruits and vegetables daily. Moreover, survey respondents indicated transportation, affordability of fresh food, and distance as their top barriers to accessing healthy food options.

The map on the next page shows areas in Loveland where residents have low income and low access to grocery stores and fresh food at 1/2 and 1 mile.

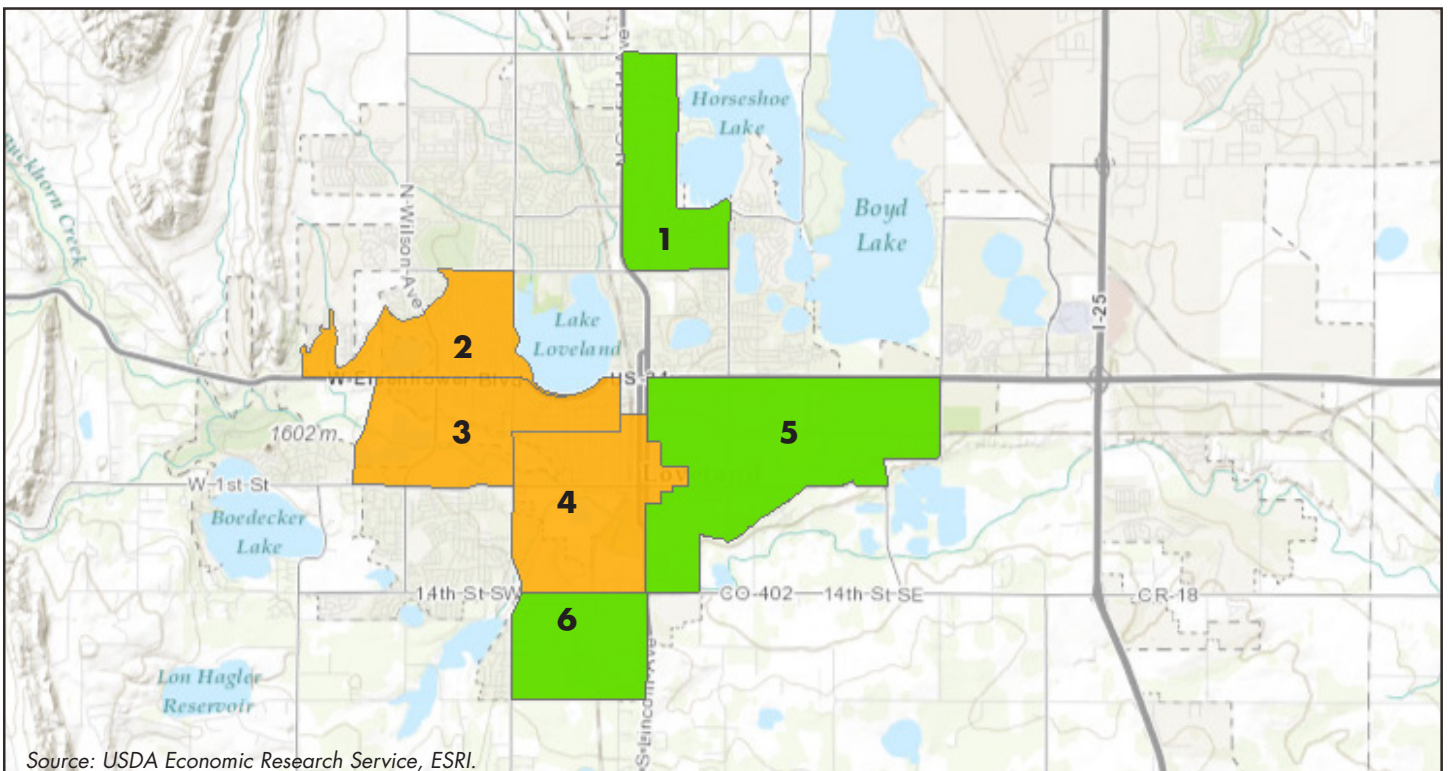
- Areas 1-6: a significant number or percentage of residents live more than 1/2 mile from nearest supermarket
- Areas 1, 5, 6: a significant number or percentage of residents live more than 1 mile from nearest supermarket
- Areas 5 and 6: Low-Vehicle Access. 147 out of 3,264 (4%) households and 107 out of 1,401 (7%) households respectively are without vehicles and more than 1/2 mile from supermarket

Transportation is not only a factor for accessing healthy food but also a primary focus for increasing citizens' level of physical activity. Cities that develop a purposeful infrastructure that allows and promotes safe walking, bicycling and use of public transit impact both the mental and physical health of its residents.


Loveland's Safe Routes to School Program is a partnership between the City and Thompson School District and promotes safe walking and bicycling among students and families.


In 2013-2014, roughly 20-25% of Thompson School District families surveyed report using non-vehicle modes of travel to and/or from school. Of those not walking or bicycling, safety or traffic speed is noted as a top factor for not allowing their children to walk or bike.

Figure A



Source: USDA Economic Research Service, ESRI.

 Low-income census tracts where a significant # or % of residents live more than 1/2 mi from nearest supermarket

 Low-income census tracts where a significant # or % of residents live more than 1 mi from nearest supermarket

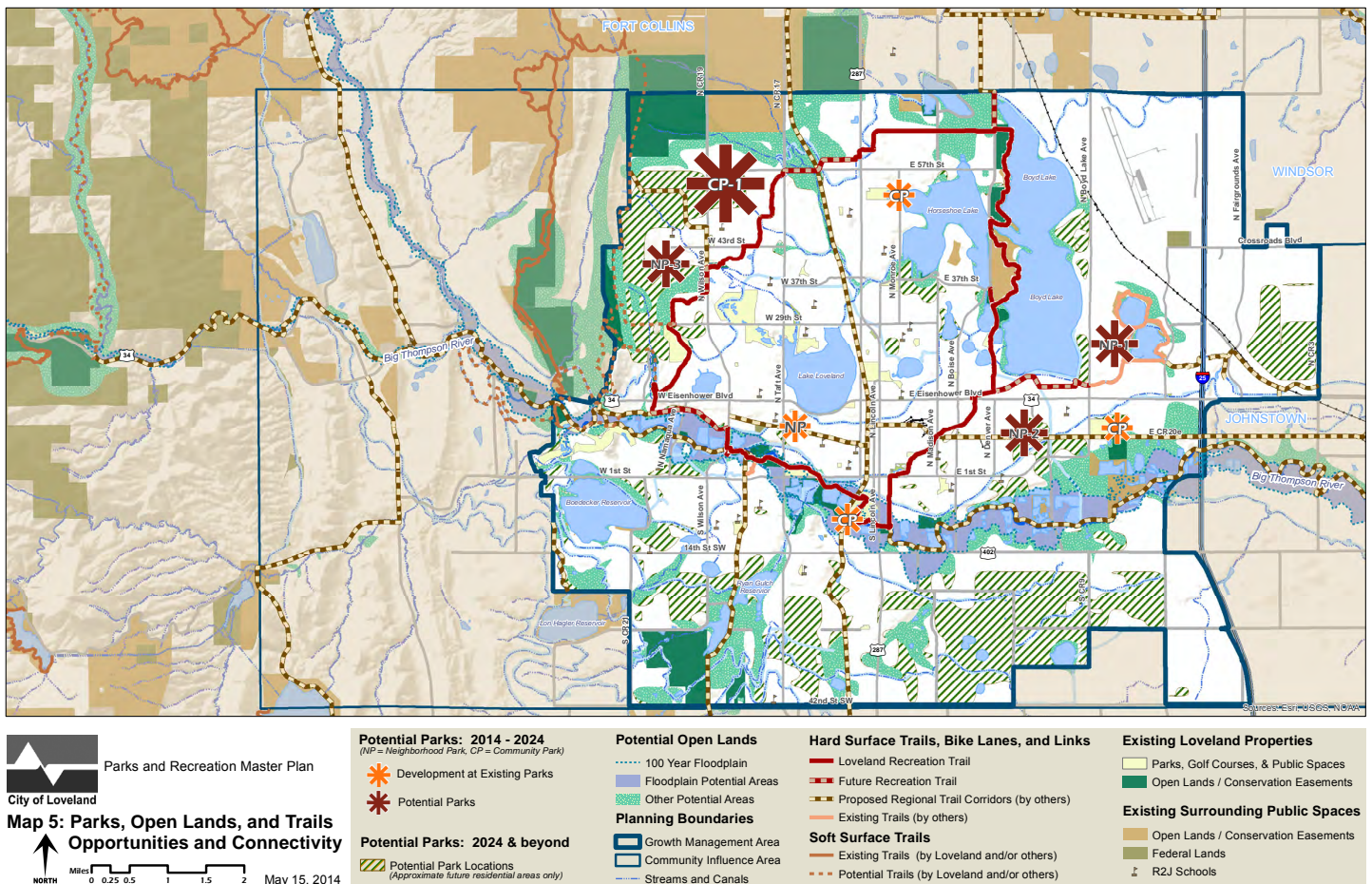


Access to Parks & Recreational Facilities

Access to parks and recreational facilities provides Loveland residents the opportunity to be more active, yet health challenges such as obesity and chronic illnesses are affecting recreation participation. More park and recreation users are dealing with health concerns such as mobility issues, vision loss, hearing loss, weight challenges and other health issues.

In 2014, the City updated its Parks and Recreation Master Plan to provide a framework for developing and enhancing parks and open lands in the future that will meet the needs of the City's changing demographics. Public outreach conducted as part of the plan indicated that recreation is essential to quality of life, providing important opportunities to enjoy nature/outdoors and improve health, wellness and fitness. According to outreach respondents, the most needed facilities in the future are more trails and bike paths, accessible open lands and natural areas, and community-scale parks and facilities, such as an additional recreation center. The plan identifies several priorities that, if implemented, will help the City meet these needs for current and future residents.

Figure B



Source: Loveland Parks & Recreation Master Plan



Existing Goals

- *Implement Loveland's 2012 Bike and Pedestrian Plan.*
- *Increase availability and access to affordable healthy foods for all Loveland residents.*
- *Develop complete streets policies to improve connectivity throughout the City.*
- *Create more health-friendly land use elements with emphasis on increasing density and intensity of development and mix of uses.*
- *Build on Loveland's Safe Routes to School program to improve infrastructure around Thompson schools and increase safe walking and bicycling by children and families.*
- *Identify a balanced transportation system where the needs of all users, including transit vehicles, pedestrians, bicyclists and persons with disabilities are considered.*

Source: 2005 Comprehensive Plan

What We've Heard

In April 2014, city staff and their consultant interviewed over 55 citizens representing a broad range of community groups, businesses, regional agencies, and city departments. The intersection between health and city planning was centered around increasing options for active transportation, implementing Loveland's 2012 bike and pedestrian plan (with dedicated staff), and improving public transit options. Moreover, Loveland/TSD's Safe Routes to School program is a strength in the community upon which to build by improving infrastructure around schools for traffic mitigation and student safety. In addition, increasing access to healthy and affordable food options via community gardens and neighborhood markets is also a priority among health professionals and community members. Also, a main theme among health stakeholders was the concept of mixed use/redevelopment to increase walkability and access to services, including for older adults. The concept of increasing seniors' independence through purposeful design to the built environment was discussed by many.

Stakeholders also mentioned the need to improve the existing recreational center, complete gaps in the trail system, build a dog park in west Loveland and a new park in east Loveland. Additionally, to improve the parks and recreation system, new policies could be put in place that require parks in new neighborhoods, parks could collaborate with open lands to reduce maintenance, and additional programming might encourage outdoors youth activities. Regional parks are a nice attraction, but more attention should be paid to small, neighborhood parks.



Key Points

- Existing and future low-density residential is the City's most dominant land use.
- Highway 287, Eisenhower Boulevard, and SH 402 support neighborhood and community-scale employers while the intersection of Eisenhower and I-25 forms the nexus of the region's commercial and employment uses.
- Downtown remains a major focus of city efforts to revitalize its historic core into a higher-density, mixed-use district with a vibrant pedestrian environment.
- Development that could be incompatible with airport operations continues to encroach upon the airport.
- A number of unincorporated lands are wholly or partially surrounded by Loveland's city limits and should be annexed.

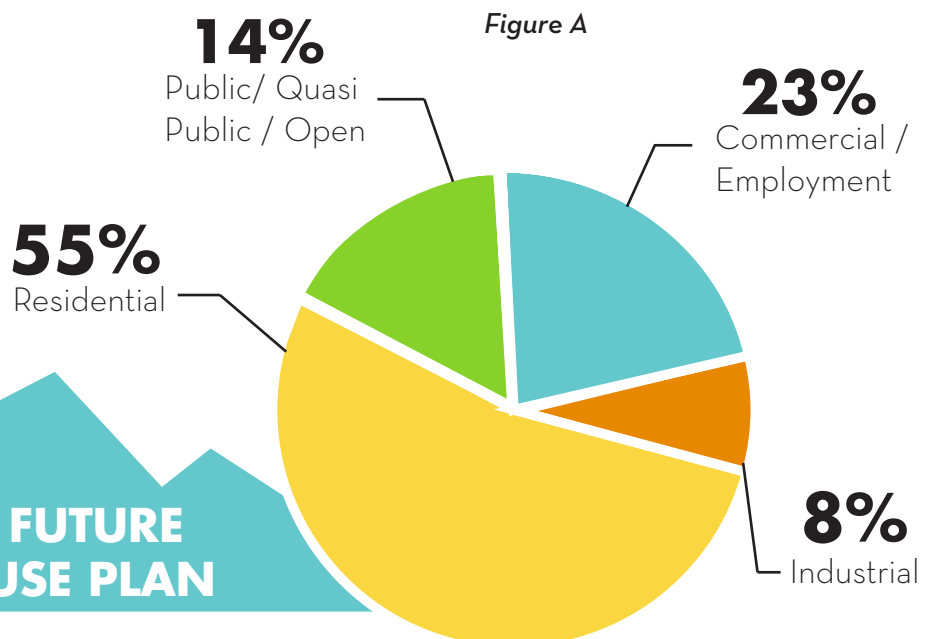
Overview

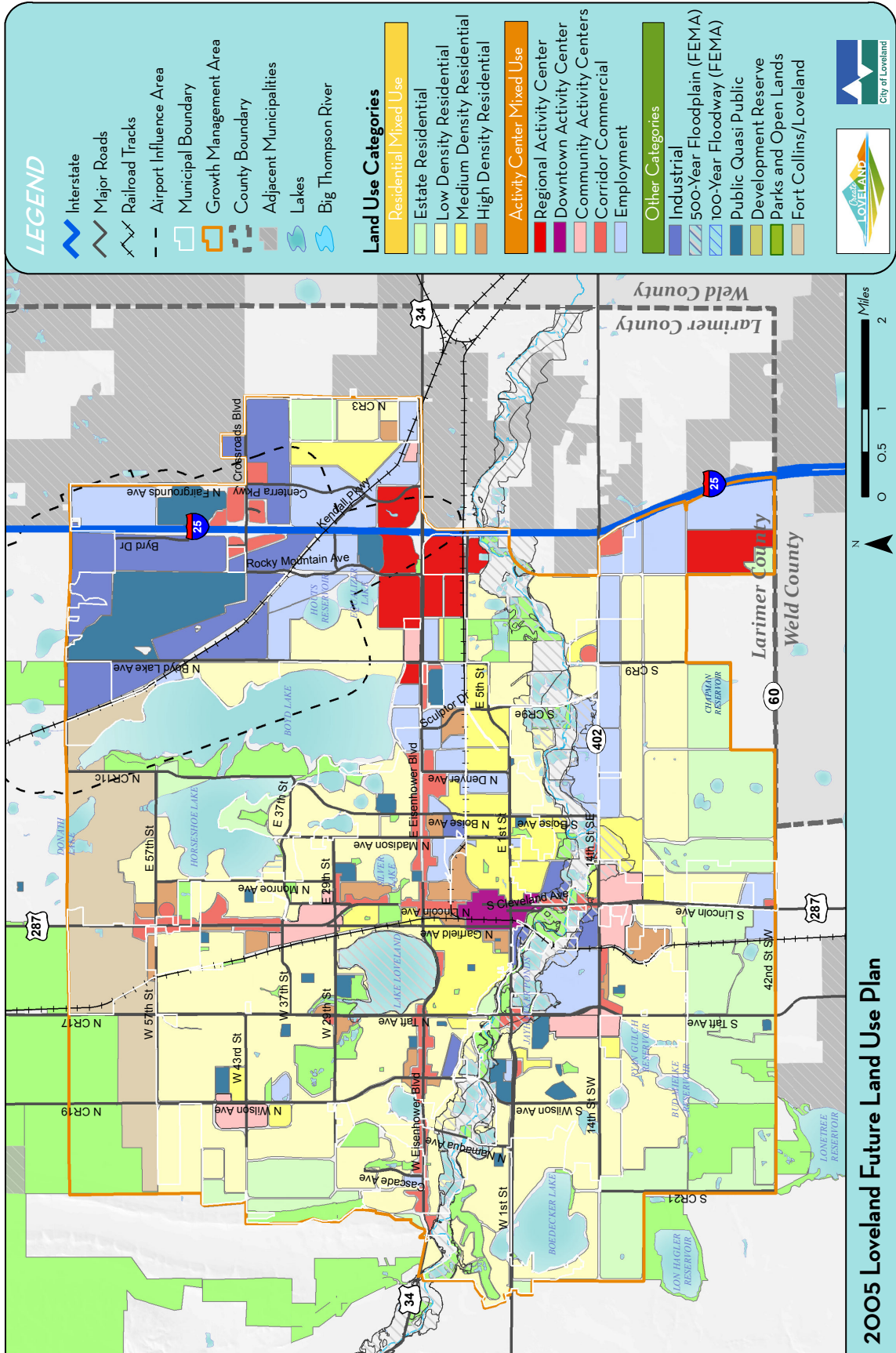
As Loveland adds residents, the community needs to decide how it can capitalize on growth. In general, land uses and community design should be efficient and sustainable; support a multimodal transportation network; provide housing choices conveniently located near jobs, schools, shops, and parks; minimize conflicts between incompatible uses; and integrate development with existing and planned infrastructure. The Comprehensive Plan and future land use map are the primary tools Loveland uses to influence community growth, and this update has evaluated what changes need to be made to ensure the community grows the way it desires.

Future Land Use

The 2005 Comprehensive Plan included a future land use plan identifying the desired locations of future land uses. As shown in Figure A below, residential uses accounted for 55% of all uses with low density residential being the most dominant future land use (41%), followed by medium and high density homes. Future community, regional and downtown activity centers and corridor commercial uses comprised about 11% as did future employment uses, for a combined total of 23%. In 2005, as depicted in Figure B, the City desired new residential development, particularly single family homes, in the northwestern and southeastern sectors of the City. The map also shows substantial new commercial and employment development along east Eisenhower Boulevard and the I-25 corridor, while SH 402 and Highway 287 would remain significant arterial corridors as their visibility supported a range of local commerce. Additional industrial development was planned near and east of the Fort Collins-Loveland Airport with a few pockets south of Eisenhower Boulevard and along Highway 287.

2005 FUTURE LAND USE PLAN





Downtown

Loveland was founded in 1877 and its historic downtown is one of its greatest assets, having largely survived several periods of decline and revitalization. The current Comprehensive Plan envisions a revitalized Downtown as the community's cultural heart with a mix of uses in new and preserved buildings, and a pedestrian-friendly environment connected to the Big Thompson River. Achieving the vision is a work in progress, and the City has made significant headway. New housing, shops, restaurants and galleries have helped transform the area, while planning efforts continually evolve to support redevelopment.

Airport

The Fort Collins - Loveland Airport, which opened in 1964, is owned and operated by Loveland and Fort Collins. The airport currently does not provide passenger air service, but is trying to attract it. The airport does facilitate private and corporate aircraft and offers storage, refueling and servicing, accommodation of diverted commercial aircraft, medical flight transfers, and disaster recovery efforts.

The current Comprehensive Plan limits land uses on property surrounding the airport to prevent interference with its present and planned operations and ensure the safety of people and property. For example, land uses within the Airport Influence Area should complement airport operations and no residential should locate within the 65 to 75+ db noise contour.

Growth Management & Annexation

Loveland's Growth Management Area (GMA) establishes the extent of the City's planned future municipal boundaries. This boundary extends beyond the current city limits, which contain 36 square miles, to the area that the City intends to ultimately build into in the future, which would cover 66 square miles. Within the GMA, there are several pockets of county land that are entirely or partially surrounded by Loveland city limits and serviced by the City, but are not incorporated and do not contribute to city tax revenues. Some of these lands are undeveloped, but others contain homes and businesses. The 2005 Comprehensive Plan states

the City should encourage the annexation of county enclaves within City limits and discourage the creation of future enclaves, though it is difficult to implement.

An Intergovernmental Agreement (IGA) with Larimer County provides the City some control over how land is developed within the City's GMA. Due to the lack of a Loveland IGA Overlay Zone, this IGA is not legally effective in the southeast quadrant of the GMA.

What We've Heard

In April 2014, city staff and their consultant interviewed over 55 citizens representing a broad range of community groups, businesses, regional agencies, and city departments. Their issues and ideas are summarized below.

Land Use and Redevelopment

Redevelopment and infill opportunities were a major theme in the discussion. The general consensus was to balance smart growth on the perimeter with infill and redevelopment in Loveland for a more efficient use of infrastructure and services. Smart growth refers to walkable neighborhoods, compact building design, open space preservation, and a variety of housing and transportation choices. Specific areas to focus on include the Downtown, the Airport, West Eisenhower, 29th Street, Wilson Avenue, the previous Agilent/ HP site, as well as US 34, I-25 and US 287 corridors. The 287 Strategic Plan and Downtown redevelopment were both mentioned as crucial to Loveland's future success. The amount of vacant buildings, and unincorporated enclaves throughout the City were also listed as related problems.

The location of certain land uses was also discussed; industrial should be limited to prescribed areas like along 402; higher density residential and senior housing should be near amenities; downtown should have more retail and housing options; and neighborhoods should have easy access to mixed-use commercial nodes. Having neighborhoods with a mix of different housing types for a range of income levels is important, especially with the anticipated changes in demographics.



Existing Goals

- *Balance the quality and character of new residential neighborhoods, while maintaining or upgrading existing neighborhoods.*
- *Include multi-use activity centers at the regional, community, and neighborhood levels.*
- *Concentrate and revitalize commercial outlets along US 34 and US 287 while reducing traffic conflicts and improving parking.*
- *Encourage multi-use, high-quality employment districts, particularly along I-25, US 34, and south of SH 402.*
- *Provide sufficient lands for industry in the Fort Collins-Loveland Airport area and along the I-25 Corridor.*
- *Continually monitor, and revise as necessary, the Growth Management Plan.*
- *Proactively annex all eligible areas, including enclaves, within the Loveland GMA.*
- *Preserve the unique identities of communities in the Northern Colorado region with buffers.*

Source: 2005 Comprehensive Plan

Community Design

When it came down to what Loveland should look and feel like, everyone had an opinion. There was a lot of conversation about leveraging the arts in the community design and identity and integrating art into gateway features and wayfinding. Property and building maintenance, and possibly burying utility lines were also brought up as ways to make Loveland feel more walkable, aesthetically pleasing and friendly. The provision of sidewalks, landscaping and parks and open space also has a significant impact on walkability and the mental wellbeing of residents.

In general, stakeholders liked the small town feel of Loveland with the location and convenience of a bigger city. For some this translates as a denser, transit-oriented community, with central services and gathering spaces. For others, this meant retaining quality of life aspects like high quality development, civic leadership at a neighborhood level, and historic preservation.



Downtown

Authenticity, destination appeal, and a variety of fun things to do in Downtown Loveland is a vision shared by many in the community. Stakeholders want to see the arts reflected in Downtown through public art, quality building design, and strong connections with Civic Center Park and City Hall, Fairgrounds Park, Rialto Theater Center and the Feed and Grain project. Preservation of historic Downtown buildings, and appropriate massing and scale for new buildings, are also important. Lovelanders envision a Downtown with a wider variety of dining and entertainment options. They embrace that Downtown is emerging to be a compact and walkable neighborhood, and want to advance that with strong pedestrian appeal. Many also want Downtown to be a centralized, transit-accessible location for housing and services that cater to low mobility populations, such as seniors. Many Loveland stakeholders support significant public participation in Downtown redevelopment, programming, and business support in order to achieve the community vision.

Growth Management

How Loveland should grow was not a very controversial issue among stakeholders. Most participants wanted to make sure that we redevelop the city's core and fill in the existing enclaves before developing outward. This is a more efficient use of land and infrastructure, and helps focus Loveland's resources. Ideas for implementing this included requirements for contiguous development, building outside the flood plain, and allowing new development only if water, sewer and infrastructure capacities are available. The interface with surrounding towns will become more challenging, especially when it comes to shared services and dissipating buffers. Loveland should be more proactive in acquiring county enclaves to ensure efficient provision of city services while encouraging infill development.



Key Points

- *Population growth is increasing traffic volumes, necessitating improvements to existing roads, construction of new roads, and additional travel options.*
- *Lakes, the Big Thompson River, and the railroads limit both options for north-south and east-west travel in and through the City.*
- *Transit ridership has increased, yet local and regional transit service improvements are still needed to better serve residents and commuters.*
- *An incomplete pedestrian and bicycle network deters active transportation and limits mobility.*
- *An aging population will become more dependent on alternatives to driving solo.*
- *The transportation network will need to balance vehicular mobility with an ability to conveniently and safely walk, bike, or ride transit between destinations.*

Overview

Loveland continues to experience above average population growth, at a rate of 39% between 2000 and 2014 compared to 21% statewide. This rapid rate of growth is challenging the existing transportation network. The City's historic core contains a higher and denser mix of land uses and a street grid that provides a high level of connectivity for walking, biking and driving. However, beyond the core, suburban and rural neighborhoods are characterized by low-density residential uses and include fewer through streets, limited connectivity and cul-de-sacs, which makes them largely auto-dependent and difficult to efficiently serve with transit. The City's 35 lakes further hinder through travel of all modes.

Mobility in the community plays a large role in the standard of living for residents, and a well-balanced, well-maintained transportation system is critical for sustaining Loveland's high quality of life. Improving vehicular mobility, transit accessibility, and pedestrian and bicycle connectivity and safety is a priority for the City and other transportation agencies, as documented in recent plans which include:

- Highway 287 Strategic Plan (2015)
- 2035 Transportation Plan (2012)
- Bicycle and Pedestrian Plan (2012)
- Community Sustainability Plan (2012)
- North I-25 Environmental Impact Statement (2011)
- North Front Range Metropolitan Planning Organization 2035 Regional Transportation Plan (2011)
- Transit Plan Update (2009)
- Destination Downtown: HIP Streets Master Plan (2009)
- NFRMPO Regional Bike Plan (2013)

Vehicular Mobility

The street network in Loveland has approximately 330 miles of arterial, collector and local streets, which are classified based on the degree of mobility and access they provide. Road classifications are shown on Figure A on page 20. Construction and widening of the existing arterial street system has not kept pace with the growth in traffic, according to the 2035 Transportation Plan. While Loveland has made significant expenditures to maintain, widen, and extend the street network, the increase in local and regional travel is pushing many of the facilities beyond an acceptable level of service. A number of arterial streets, including sections of Highway 287 and Eisenhower Boulevard, are currently experiencing issues associated with increased congestion. Existing arterials will need to be improved and new arterials constructed in order to complete gaps in the system and provide relief to existing streets and serve future development.



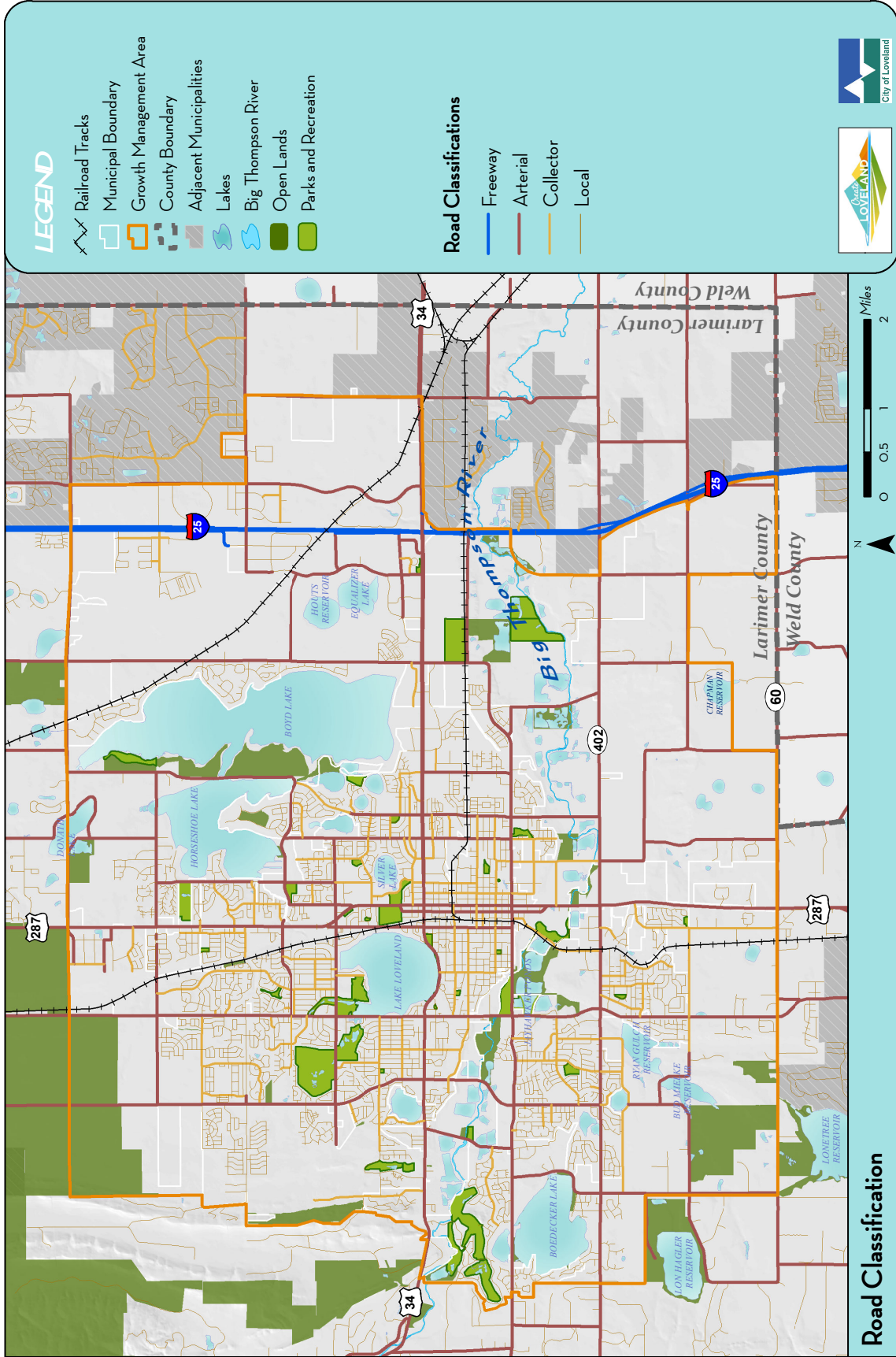


Figure A



To maximize the use of the existing road network, the City has implemented several improvements to its modern communication, computer, and control technologies, including:

- New traffic signal software and controllers
- Vehicle detection systems to optimize traffic signal timing
- Digital message signs and video surveillance
- Installation of several miles of fiber optic cable

Transit Accessibility

Transit service in and through Loveland consists of the City of Loveland Transit (COLT) and FLEX regional service. COLT provides local and paratransit service within City boundaries. COLT's three bus routes operate with 1-hour headways from 6:38am to 6:37pm Monday through Friday and on Saturdays from 8:48am to 5:37pm. FLEX is an intercity north/south regional bus route, governed by seven jurisdictions, that connects Regional Transportation District (RTD) service in Longmont to northern Colorado via Highway 287 northward to Berthoud, Loveland, and Fort Collins. The Denver Regional Council of Governments (DRCOG) recently awarded a grant to extend FLEX service from Longmont to Boulder from 2016 to 2019.

FLEX and COLT serve two existing transit stations on US 287: the North Transfer Station at Orchards Center at 29th Street and the South Transit Center at 8th Street. Two existing Park and Ride facilities near I-25 at US 34 and SH 402 are currently not directly served by transit, but do serve as locations for carpooling. The Park and Ride facility at I-25/US 34 will be serviced by the Colorado Department of Transportation's planned inter-regional express bus service (Bustang) on I-25 between Fort Collins and Colorado Springs, beginning in late spring 2015.

As the existing COLT transit service picks up riders only once per hour, does not serve early morning or evening commuters, and is not offered on Sundays, its viability as an alternative to driving is limited. Those who can't afford cars are dependent on the bus system, however inconvenient it may be, while others are more likely to drive than schedule their days around transit hours of operation. Furthermore, many bus stops include benches

and shelters, but several lack sidewalk connections to nearby origins and destinations. Improvements to the transit system are unlikely in the near future due to limited funding and the lack of a regional transit authority. Nevertheless, the City has identified several transit improvements it would like to complete and continues exploring the feasibility of additional regional transit services in cooperation with other jurisdictions.

Bicycle & Pedestrian Connectivity

The current bicycle system includes recreational trails, shared use paths, bike lanes, and bike routes that provide the framework for a good bicycle system. However, many bicycle facilities have obstacles such as poor condition, missing segments, or limited crossings of high volume streets.

Similarly, the City's pedestrian system lacks connectivity, including sidewalk gaps as shown on page 22, requiring pedestrians to walk on or near the road, which is unsafe and uncomfortable. Alternatively, pedestrians must take longer, circuitous routes that discourage walking and encourage driving. Where sidewalks do exist, numerous curb cuts providing vehicular access to homes and businesses along major streets create conflicts between motorists and walkers. Pedestrian lighting, street furnishings, and landscaping, which could further contribute to a comfortable and aesthetically pleasing walk, are scarce.

In an effort to balance vehicular mobility with bicycle and pedestrian connectivity, the City approved its Bicycle and Pedestrian Plan in 2012. The plan intends to accommodate those who are unable to drive, whether from a disability, the inability to afford a car, age, as well as choice, by increasing the use, safety, and convenience of biking and walking within and around the City. A good bicycle and pedestrian network can attract and retain a talented workforce of 25 to 44 year olds – a demographic the City needs to sustain growth.

The Bicycle and Pedestrian Plan identifies and prioritizes Citywide improvements over the long term. The City has also identified downtown streetscape improvements in the Destination Downtown: HIP Streets Master Plan, which seeks to improve the pedestrian environment, encourage cycling, and facilitate vehicular travel and parking.



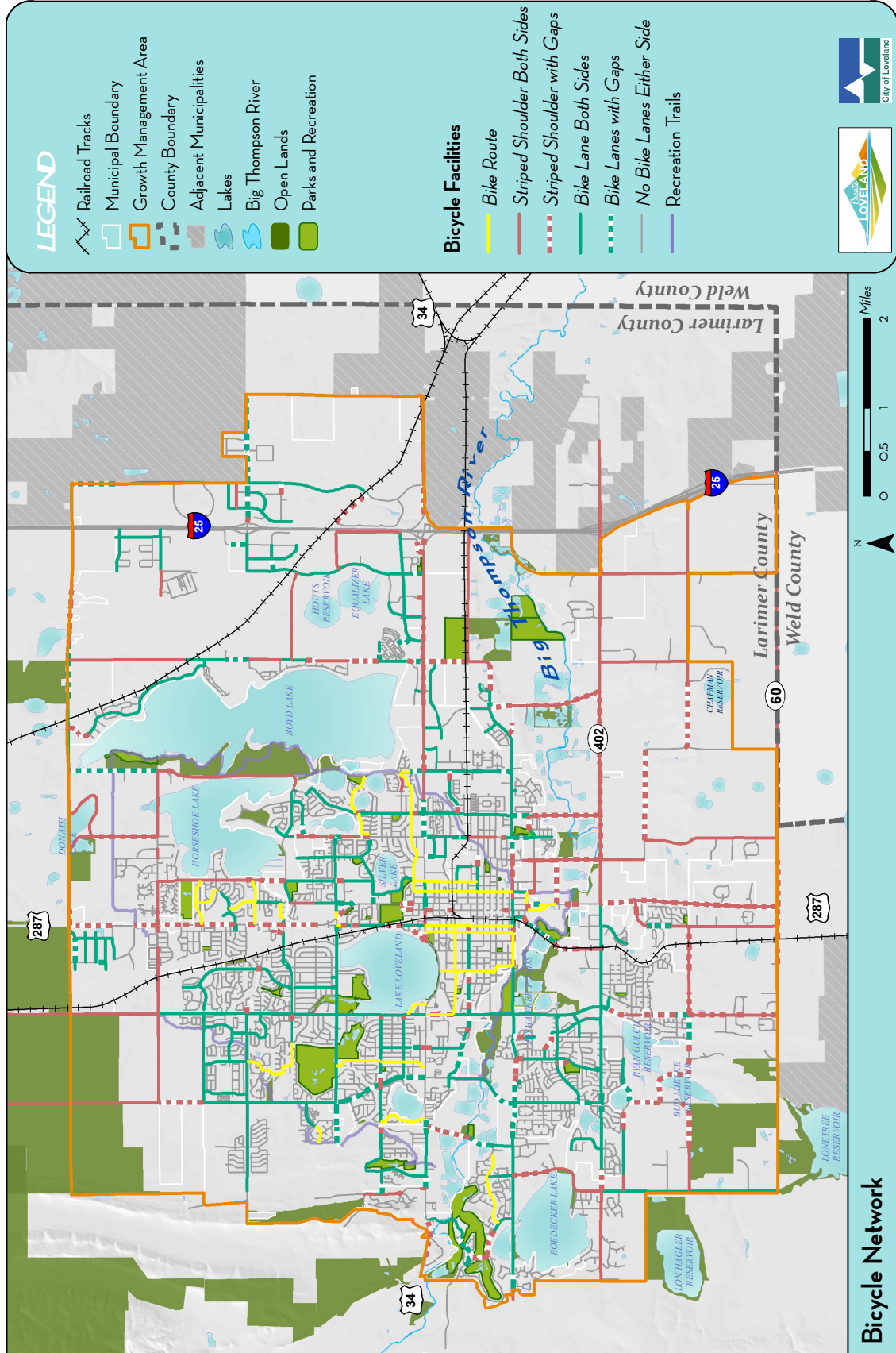


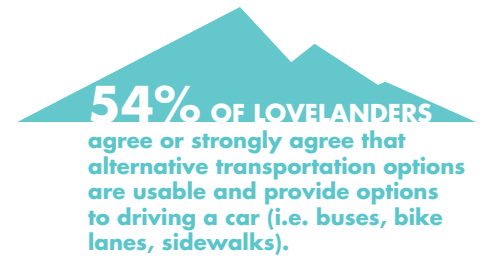
Figure C

What We've Heard

Interviews with stakeholders focused primarily on the lack of both a reliable public transportation and convenient multi-modal system in Loveland. They want to see completion of the Recreational Loop and more progressive planning for shared use paths and recreational trails in new development. They also wanted a bus system that provides for the people that need to use it: the working poor and elderly; while encouraging use by others like patrons to Downtown. Expanding the hours of bus service would make transit more convenient and attractive.

They emphasized that traffic issues need to be anticipated; east-west and north-south streets are not big enough or lack connectivity, and road quality is deteriorating. Specific corridors or intersections with improvement needs that were mentioned include US 34, 402, Madison, intersection at Boise and US 34, 1st and Lincoln, I-25, north-south connections on the western side of the City, and additional east-west corridor options.

New ideas were brought up, like a circulator bus between Downtown and Centerra, making 1st and 4th streets more pedestrian friendly, and increasing regional transit and bicycle connections to Estes Park and Fort Collins. Participants also agreed that there should be a complete streets policy, and additional staff to help implement the Bike and Pedestrian Plan.



54% OF LOVELANDERS
agree or strongly agree that
alternative transportation options
are usable and provide options
to driving a car (i.e. buses, bike
lanes, sidewalks).

Existing Goals

- *Recognize the important relationship between land use and transportation and develop appropriate policies that promote a long-term sustainable transportation system.*
- *Plan a safe, efficient, continuous, coordinated and convenient multi-modal transportation system that serves the needs of the community.*
- *Develop transportation plans that sustain the economic vitality of the community consistent with the Loveland Comprehensive Master Plan.*
- *Develop street access policies that balance the needs of property access with safety,*
- *community mobility, and street capacity.*
- *Develop long-term travel demand management policies that will allow the street system to maintain acceptable service levels far into the future.*
- *Provide and maintain a safe and effective bicycle and pedestrian system that allows individual citizens of all ages and abilities to be able to efficiently choose to bike or walk to a variety of destinations.*
- *Fill in the missing bicycle and pedestrian segments and provide for safe intersection crossings that connects residences and places of work, shops, schools, transit,*
- *activity centers and public activities.*
- *Design and develop a "complete streets" bicycle and pedestrian system that adheres to local, state and national codes.*
- *Instill bicycle and pedestrian safety, awareness and encouragement through education programs for all levels and abilities for bicyclists, pedestrians and motorists.*
- *Develop a sustainable and reliable source of bicycling and pedestrian funding. Provide accountability through annual bicycle and pedestrian performance reporting.*

Source: 2035 Transportation Plan; Bicycle and Pedestrian Plan



Key Points

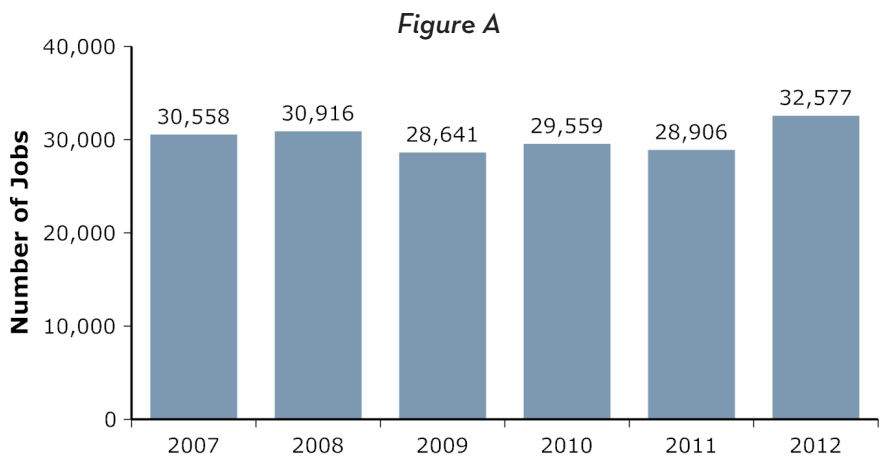
- Loveland's job base has improved significantly since its low point in 2009.
- Loveland's job-housing balance has shifted from 1.2 to 1.0 between 2007 and 2012. In other words, the City has been adding housing units at a pace that exceeds job creation.
- Unemployment is declining but has not yet reached pre-recession levels.
- Loveland median household income remained relatively unchanged between 2008 and 2013.
- Loveland has relatively high retail sales per household, which indicates that businesses attract shoppers from outside the City.
- Loveland sales tax revenue has grown substantially — by 35% — since 2009.
- Commercial vacancy rates are low, but slightly higher than the broader Larimer County market.

Overview

Employment conditions and opportunities impact economic growth and development and are indicative of the strength of the local economy and future growth potential.

Jobs in Loveland

In 2012, Loveland had approximately 32,500 jobs, as shown in Figure A below. The Loveland job base appears to have returned to pre-recession levels.



Jobs - Housing Balance

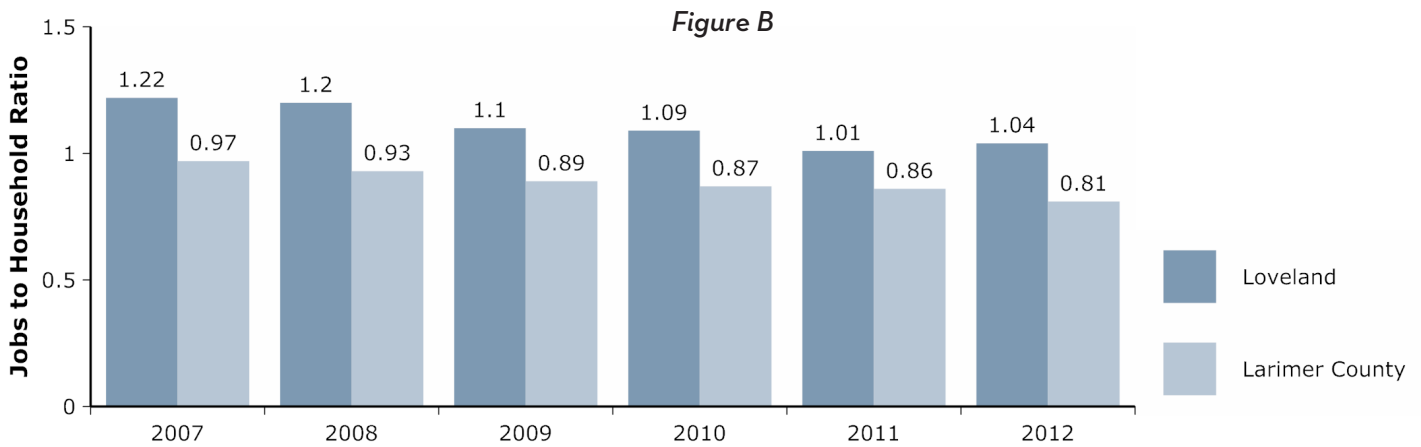
Comparing employment numbers with household data indicates whether a community is a net importer or exporter of employment. A ratio above 1.0 suggests that a community is a net employment importer while a ratio below 1.0 indicates residents tend to work outside the City. In 2007, Loveland had approximately 30,500 jobs and 25,000 households, or 1.2 jobs for every household in the City. As of 2012 there was approximately 1.0 job per household (32,500 jobs and 31,500 households). Figure B on the following page shows the Loveland job to housing ratio compared to Larimer County.

Since 2007, the number of jobs per household has generally declined in both the City of Loveland and Larimer County. In general, Loveland has more of a balance between employment and households while more Larimer County workers tend to commute outside of the county for work.

It should be noted that the data understates total job numbers because self employed individuals are not reported by the U.S. Census.

Loveland's unemployment rate peaked at about 10% in 2009 and remained high between 2009 and 2011. The economic recovery is showing signs in Loveland, as unemployment fell to about 6% by the end of 2013. Figure C





shows the unemployment rate in Loveland and Larimer County between 2008 and 2013.

Loveland has historically had a structurally higher unemployment rate than Larimer County, but the post-recession recovery has been slightly more pronounced in Loveland. Loveland’s unemployment rate fell by 2.1 percentage points between 2012 and 2013, compared to 1.9 percentage points in Larimer County.

Household Income

Related to employment, household incomes contribute to economic and commercial development within a community. Incomes directly impact consumer spending,

municipal tax revenues, and private capital investment within the City. Higher incomes have a positive impact on tax revenue and public and private investments.

Figure D on the next page shows Loveland median household incomes compared to Larimer County. Loveland household income tends to be similar to incomes throughout the county, although it varies from year to year. The variation can result from changes in demographic characteristics, local employment opportunities, and overall economic conditions. As of 2013, median household income in Loveland, \$51,580, is lower than the median income in the county, \$59,052. Loveland’s median household income has slightly decreased between 2008 and 2013.

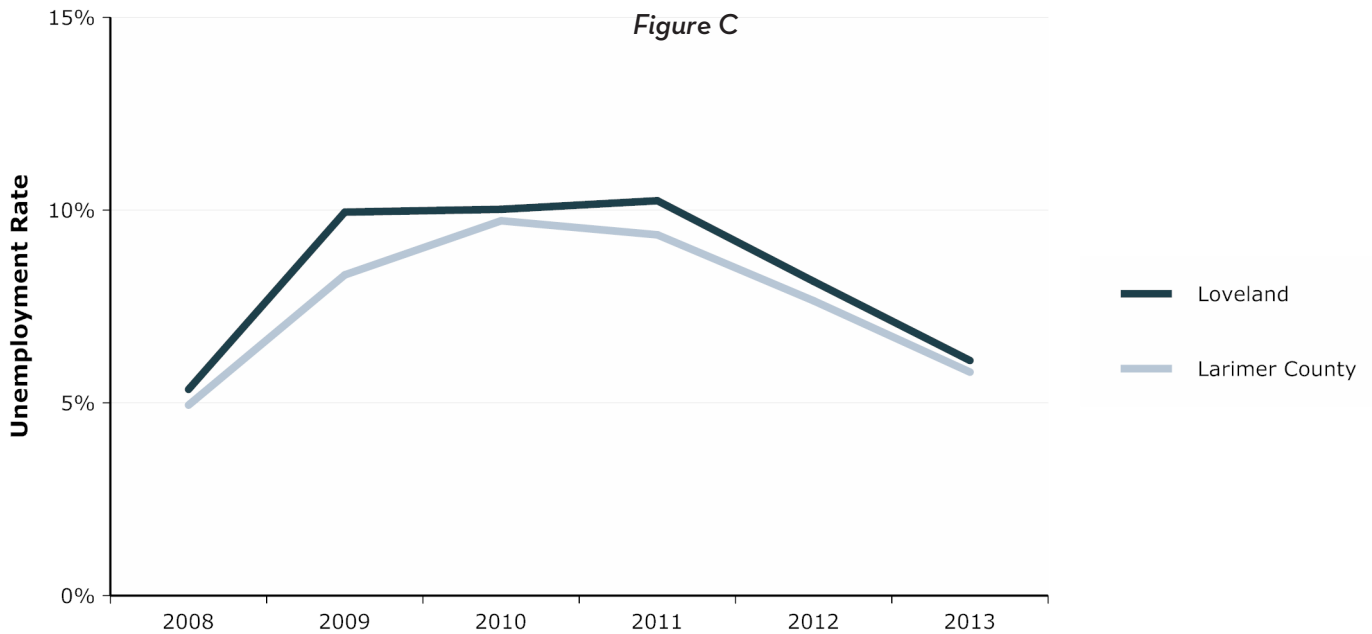
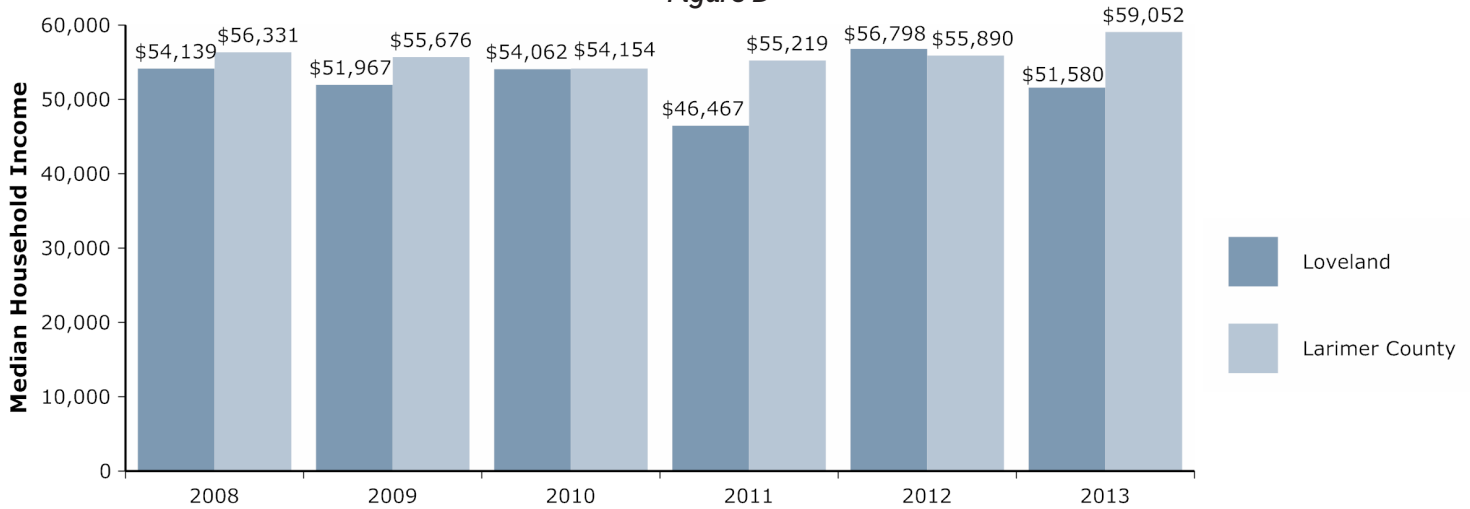


Figure D



As shown in Figure E on the right, in 2013, Longmont and Fort Collins had a higher median income than Loveland. Greeley had a lower median income, although this value is likely lower due to the presence of college students.

Retail Sales And Sales Tax Revenue

Retail sales are another indicator of economic growth and commercial development in a community. Areas with high retail sales and growth potential are attractive to new businesses, which can create additional tax revenue and jobs within the City. Most Colorado municipalities are dependent on sales tax revenues and Loveland is no exception. Sales tax is the largest component of general fund revenue in Loveland. Loveland, in particular, benefits from the sales tax revenue generated from the regional shopping center at Centerra.

Evaluating retail sales per household can help determine retail revenue potential within a community. High retail sales per household indicate that the local economy captures a large portion of residents' retail spending as well as attracts spending from non-residents. Low values reveal a leakage of retail sales outside of the local economy.

Loveland benefits from a relatively strong retail economy. When compared to selected peer communities, as shown in Figure F, Loveland captures more retail

Figure E

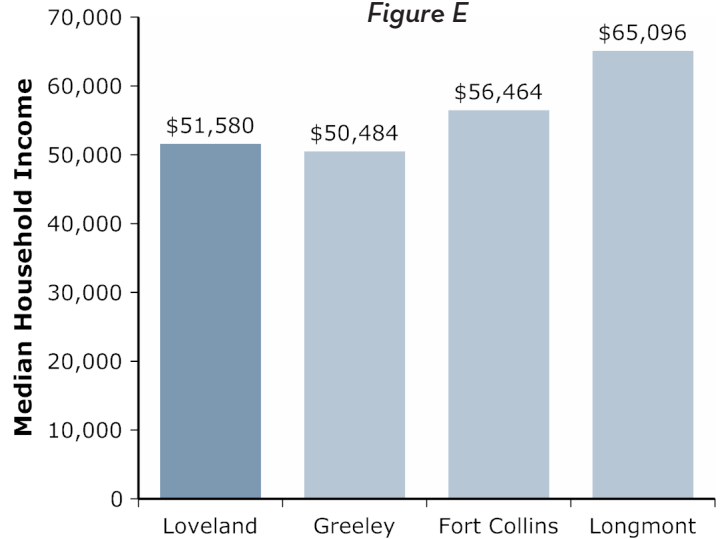
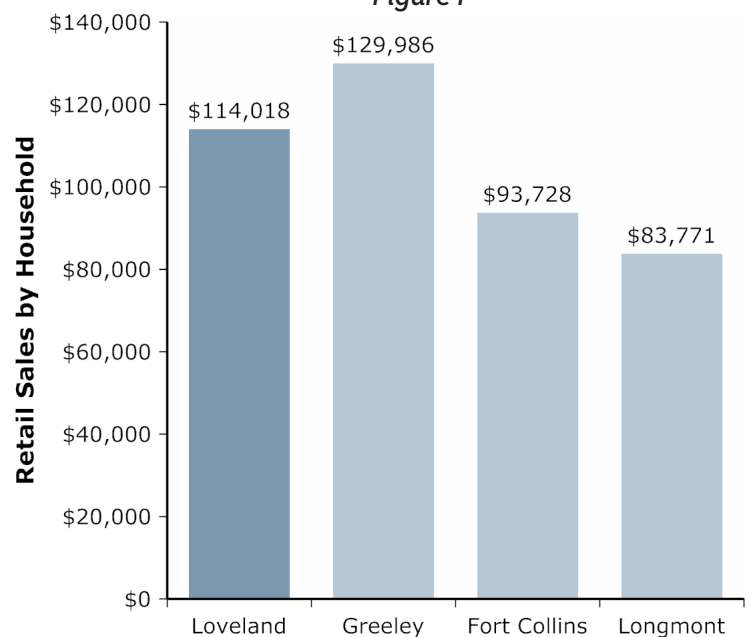


Figure F



spending per household than Fort Collins and Longmont. Greeley captures comparatively more retail spending per household because it functions as a regional trade center for northeast Colorado and captures taxable business-to-business sales related to the oil and gas industry.

Since retail sales tax revenue is an essential source of municipal revenue, annual tax revenues are another important metric used to evaluate economic strength within a community. Figure G shows Loveland sales tax revenues from the past five years.

During the recession, retail spending and corresponding sales tax revenues declined. However, as retail spending recovers sales tax revenues continue to rise. In 2014, Loveland collected approximately \$39 million in sales taxes.

Loveland sales tax revenues are somewhat vulnerable to cyclical economic changes because a large portion of the Loveland tax revenues come from the sale of clothing, electronics, and general merchandise. Purchases of these items are more volatile than purchases on essentials such as groceries. A breakdown of retail sales tax revenue by category is shown in Figure H.

Almost 40% of Loveland sales tax is generated by clothing, electronics, and general merchandise spending. Restaurants, bars, and alcohol purchases contribute 16% of retail sales tax revenues.

Commercial Real Estate Markets

The existing commercial real estate markets are critical to future economic development. While Loveland land uses are heavily residential, the conditions of three primary types of commercial real estate — industrial, office, and retail — have considerable impact on the local economy.

Vacancy rates among commercial real estate properties are indicative of economic prosperity; space available for business to move or expand; and opportunities for capital investment. High vacancies can indicate weak economic conditions, overbuilding, or both. Low vacancy rates indicate potential for capital investment in new construction.

Figure I on the next page shows commercial vacancy rates in Loveland over the past six years, which have declined since the recession. Current Larimer County

Loveland sales tax revenue has grown substantially - **35 percent** - since 2009.

75% of Lovelanders agree or strongly agree that Loveland is attracting shopping opportunities that our community wants/desires.



Figure G

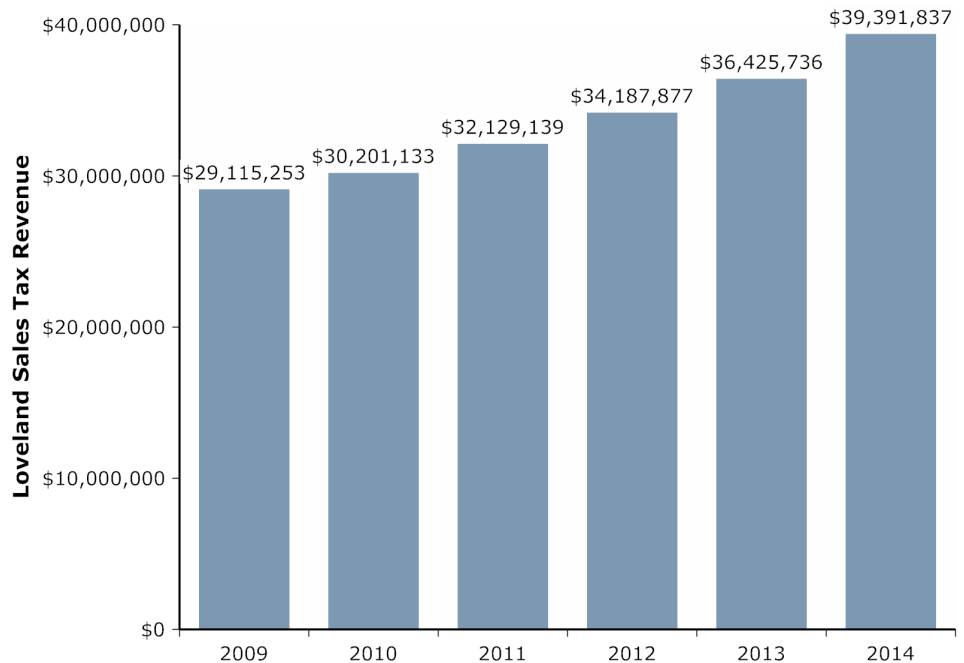
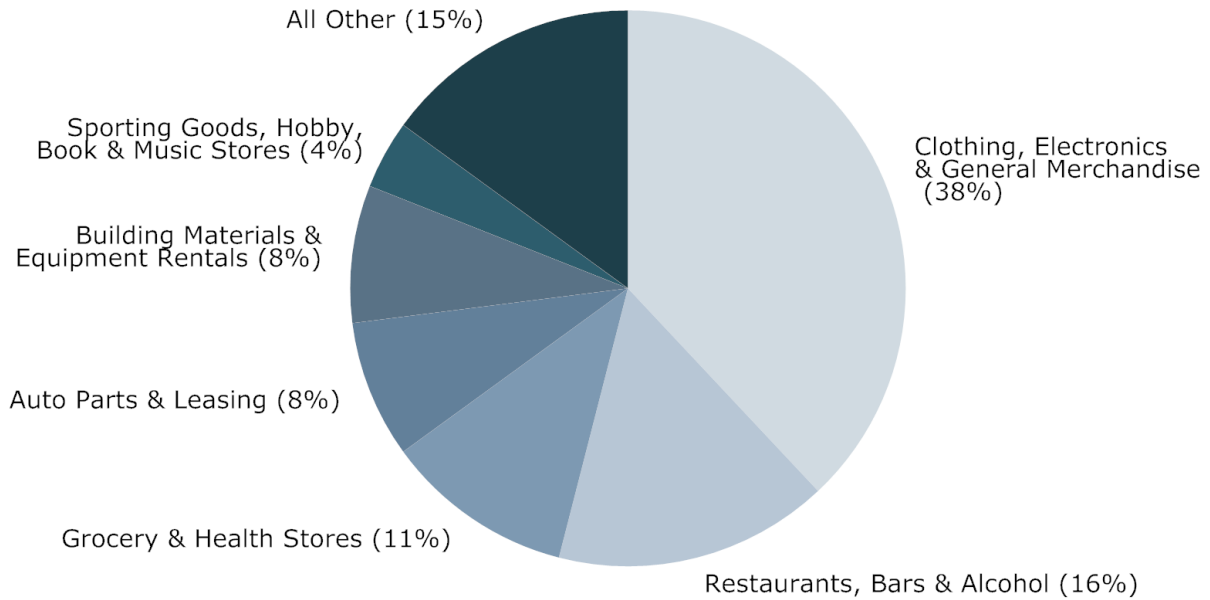


Figure H

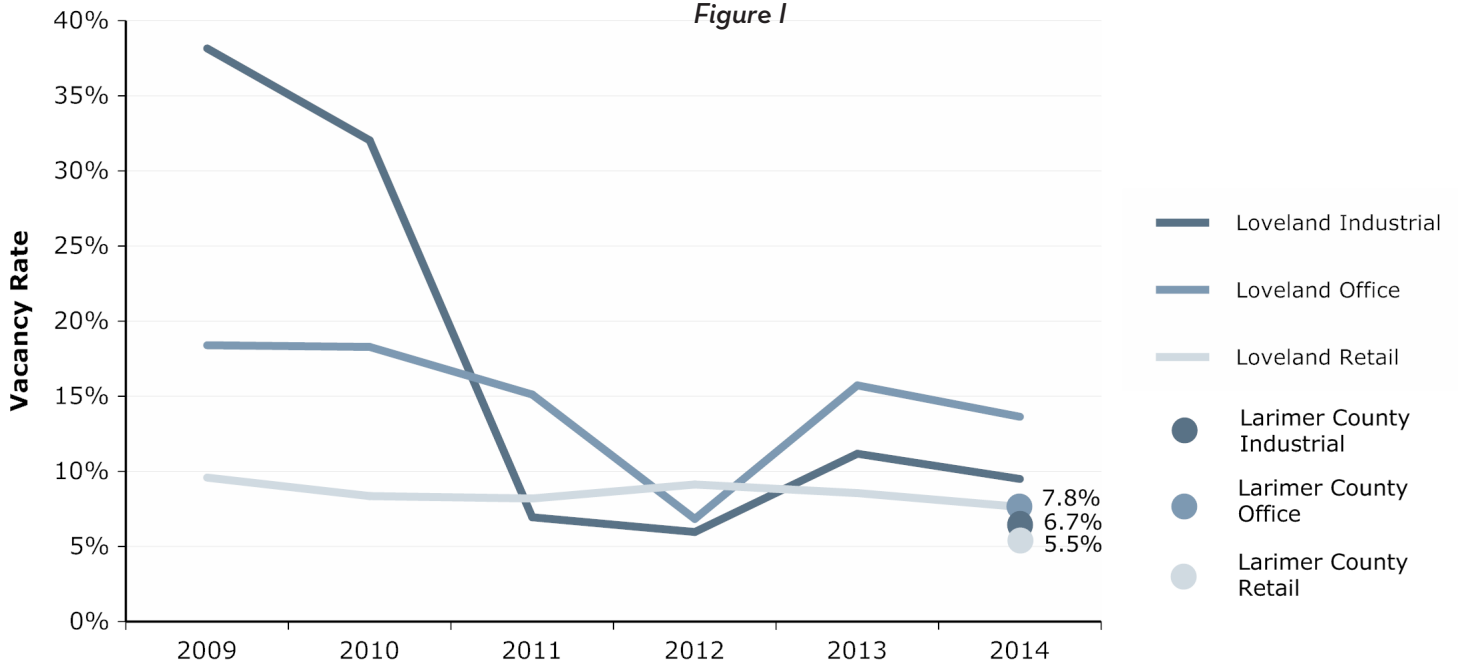


commercial vacancy rates are represented by the dots on the right side of the graph.

Loveland current commercial vacancy rates are comparable, though slightly higher, than the county as a whole. During the recession, high vacancies were partially attributable to vacancies in the Centerra development. The 810,000 square foot Rocky

Mountain Center for Innovation and Technology, the former Hewlett-Packard campus, contributes to industrial vacancies as various tenants have occupied the complex in recent years. Loveland has recently re-zoned industrial properties for other uses that, in conjunction with overall economic recovery, contributed to the decline of industrial vacancies since 2010.

Figure I



Existing Goals

- *Encourage the development of multi-use, high-quality employment districts where campus-type settings are appropriate, particularly along the transportation corridors of I-25, US 34, and along SH 402.*
- *Encourage development in the Downtown that strengthens and diversifies the retail, economic and employment base.*
- *Office developments are encouraged to locate according to their intensity, service area and employment characteristics. High quality community design criteria should be developed.*
- *Make Loveland the heart of innovation and creativity in Colorado.*
- *Make Loveland a destination which attracts businesses, visitors, and consumers.*
- *Make the right investments easy to come, stay and grow.*

Source: 2005 Comprehensive Plan; 2012 Economic Development Strategic Plan

What We've Heard

In April 2014, city staff and their consultant interviewed over 55 citizens representing a broad range of community groups, businesses, regional agencies, and city departments. When asked what the economic development issues were in Loveland, participants had a wide range of answers; from the high rate of out-commuting and needing to retain the younger workforce, to inconsistent branding and streamlining the City's development process and fees. The solutions to these problems were equally as diverse, covering everything from better wayfinding, to connecting downtown to Centerra with a circulator bus. The Airport was mentioned again as a potential major economic driver. Partnerships and more coordinated events can also be a way of attracting more activity to Loveland.

Many participants agreed that Loveland should be proactive in attracting new clean, tech industries, while leveraging the artistic identity to encourage the creative industry and art tourism. Incubator space has already shown success in Loveland, and could be expanded. Cottage industries and micro businesses, like food trucks, could also be better supported. In order to have a more resilient economy, Loveland should avoid the idea of one huge corporation, and instead focus on the vitality of existing businesses and start-ups. Since relocating businesses also look at affordable workforce housing, infrastructure, accessibility to parks and recreation, and availability of daycare and preschool facilities, Loveland needs to maintain high quality services, facilities and development standards.



Key Points

- About 44% of Loveland housing units were built before 1980. Regionally, Greeley has older housing stock and Fort Collins has younger housing.
- About 66% of Loveland's housing units are owner-occupied, which is slightly lower than the statewide average.
- About three-fourths of Loveland housing units are single family homes, which is a larger share than in Greeley (61%) or Fort Collins (57%).
- Median home values in Loveland are about \$218,000, which makes the City less affordable than Greeley (\$170,000), but more affordable than Fort Collins (\$263,000).
- Rental unit vacancy rates are at a 10-year low, and median gross rents are at a similar high point.

Overview

This snapshot examines the current state of the Loveland housing market including housing age, value, ownership, and availability.

Housing Age

Housing age is the best proxy for housing condition available from federal data sources. As shown in Figure A, approximately 44% of housing in Loveland was built before 1980. Compared to Loveland, Greeley has an older housing mix while Fort Collins has built a larger share of its housing since 1980.

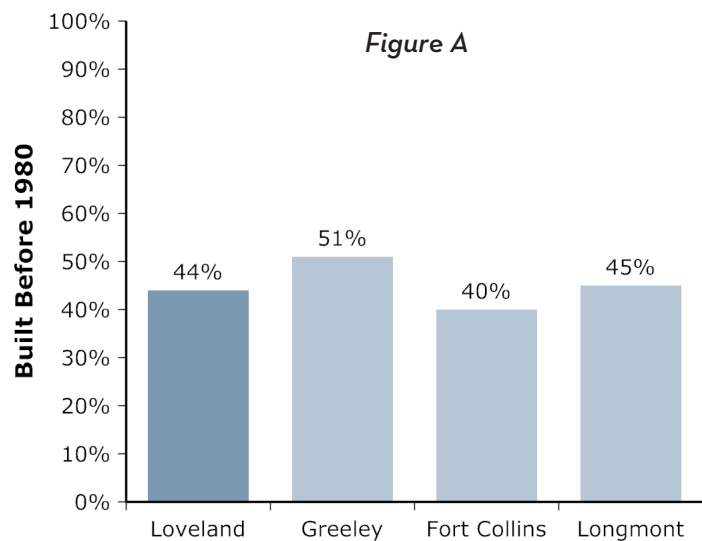


Two in five houses were built before 1980.

Homeownership

In addition to housing age, homeownership is an important characteristic that can reveal certain demographic and resident characteristics such as, life stage, income level, and duration of residence. Suburban communities such as Loveland tend to have relatively high homeownership rates. The chart on the following page shows homeownership rates in Loveland compared to three peer communities.

As shown in Figure B on the next page, currently 66% of Loveland housing is owned rather than rented, which is higher than in neighboring communities, with the exception of Longmont. Greeley and Fort Collins have lower homeownership rates in part because universities increase demand for rental properties. Loveland's homeownership rate is lower than the statewide rate of 67%.



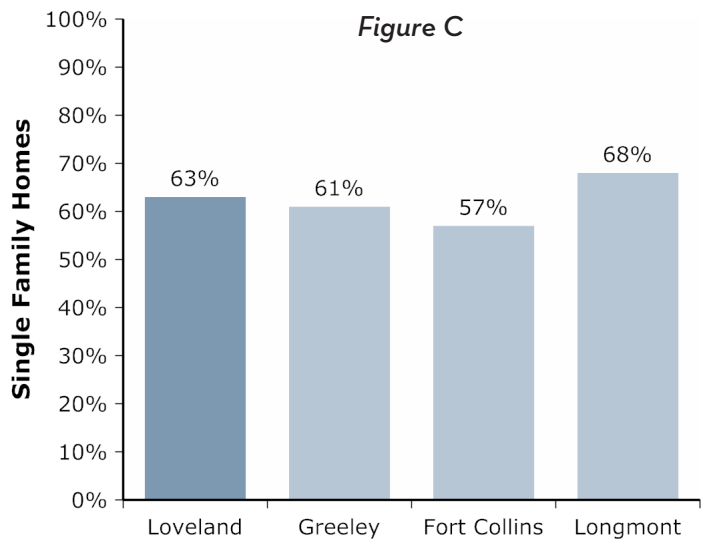
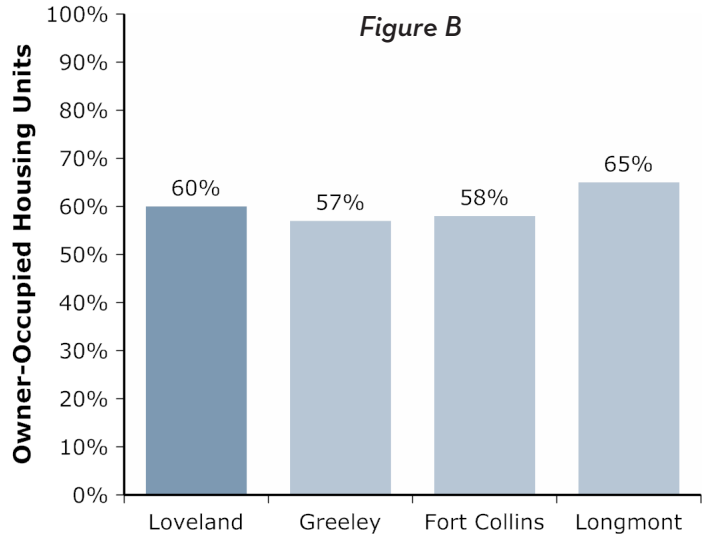
89% OF LOVELANDERS agree or strongly agree that their family feels safe in our community.





Renter Occupied Housing
 2000 | 2014
30.6% | 36.5%
19% Change

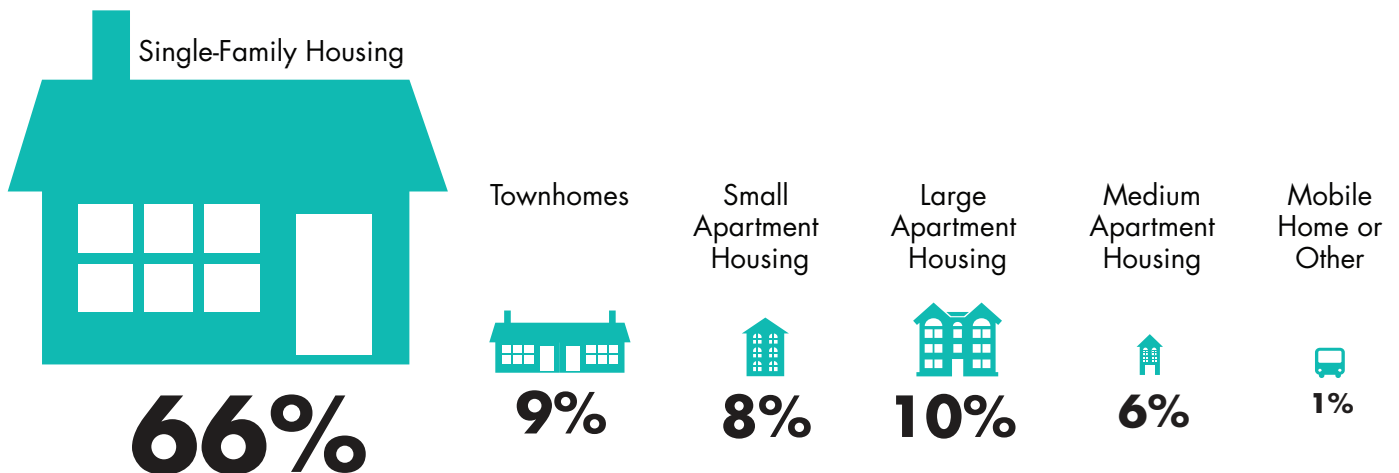
Owner Occupied Housing
 2000 | 2014
69.4% | 63.5%
-0.9% Change



Housing Type

Within a suburban context, homeownership is often correlated with housing structure as the majority of owner-occupied units are single-family houses rather than multifamily buildings. Figure C shows the percentage of Loveland housing units that are single-family homes compared to three peer communities.

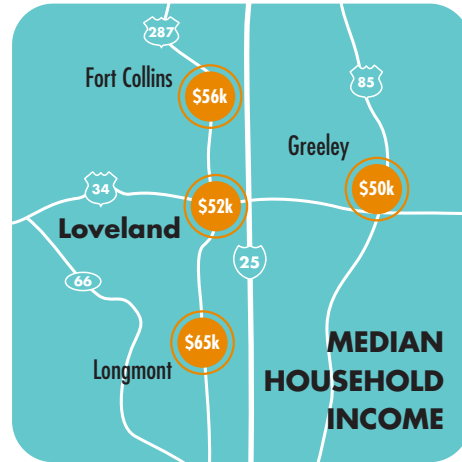
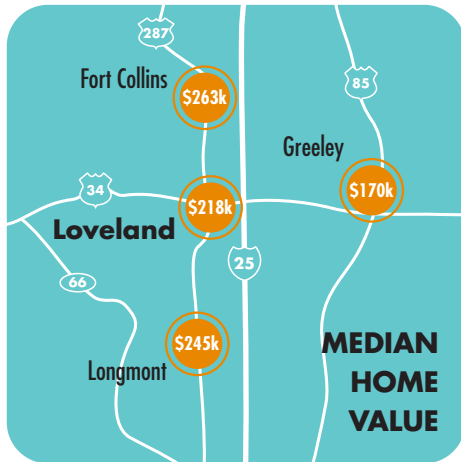
The percentage of single-family structures mirrors the homeownership rates shown above. Loveland has the second largest proportion of single-family homes, nearly all of which are owned rather than rented. Greeley and Fort Collins have a more equitable or greater distribution of single-family homes to owner-occupied units, suggesting that rented single-family units are more prevalent in these peer communities.



Housing Value

Median home value is another useful metric for evaluating current housing conditions within a community. While a range of values exists within any city, the median value is useful when comparing between locations.

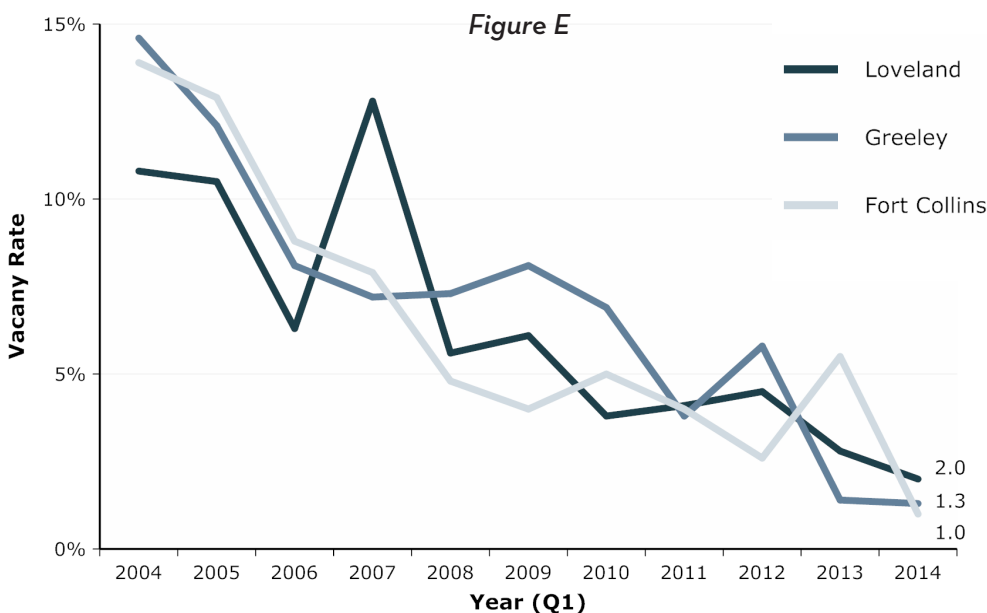
The graphics below show the median home value, median household income, and median gross rent for Loveland and neighboring communities. As of 2014, the median home value in Loveland is \$218,200 which is lower than the median values in both Fort Collins and Longmont. Only Greeley has a lower median home value.



Rental Housing

While the majority of Loveland housing stock is owner-occupied units, 36% consists of rental units. Rental housing vacancy rates can reveal housing needs, affordability, and development potential. Low vacancy rates put upward pressure on rents, making housing less affordable. At the same time, low vacancy rates also indicate stronger future development potential.

As shown in Figure E, over the past decade, vacancy rates declined in each community. The Loveland rental market was particularly soft in 2007,



Housing Affordability

- TBD



in part because new multifamily development had temporarily outpaced growth. Although it varies year to year, Loveland apartment vacancy rates tend to be similar to neighboring communities.

In addition to vacancy rates, rental rates can also indicate housing affordability and development potential. The median rent in Loveland is nearly \$1,300. It is higher than in neighboring communities, although Fort Collins' median rent is around \$1,100, while Greeley's is only \$815. These high rents correspond with the declining vacancy rate and could suggest Loveland has a strong potential for future rental housing development. These rental market characteristics may also signal the need for more affordable ownership options.

What We've Heard

In April 2014, city staff and their consultant interviewed over 55 citizens representing a broad range of community groups, businesses, regional agencies, and city departments. The main conversation about housing centered on the need to bolster the affordable housing options in Loveland. Sufficient availability of affordable housing is a huge issue; as many participants noted, it can take many months to obtain housing because the rental market is so competitive. Housing should be centrally located and safe, with truly restrictive housing and easy access to services. There is also a gap in affordable housing units for seniors; there is a long wait and units are scattered throughout the City. Funding these projects is a challenge, since City fee waivers are unpredictable and Federal funds are hard to come by. Apart from providing more affordable housing options, there was a strong sentiment that Loveland needs a better understanding of homeless and homeless needs in the City.

Additional concerns include lengthy development processes, open-space requirements. Requirements to set-aside open space have forced developers to create HOAs, which burdens homeowners. Fees or public dedication of these lands could help relieve that burden. There are enclaves that could be good sites for annexation, but the process is too lengthy. The City sometimes misses opportunities when incentives are very geographically focused. These should be broadly available, to help disperse and mix housing price points.

Existing Goals

- *The development of a full range of housing types to meet the needs of all age and socio-economic groups is encouraged.*
- *A mix of housing densities throughout the City is encouraged.*
- *Residential development in areas which have been officially designated as floodplain areas is discouraged.*
- *Pedestrian and bicycle friendly development is encouraged by considering walking or biking safety and distance to parks and schools and easy access to major employment and shopping centers.*
- *Motor vehicle access to low density lots should be from local streets (not collectors).*
- *Residential development proposals are encouraged where appropriate to incorporate the "clustering" of units to promote open space.*
- *Businesses and home occupations should be allowed in residential areas that are unobtrusive and compatible with residential neighborhood character.*

Source: 2005 Comprehensive Plan



The following sources were used to compile the information in the Snapshots:

- "2005 Comprehensive Plan." City of Loveland. 2005.
- "2012 Economic Development Strategic Plan." City of Loveland. 2012.
- "2015 Kids Count in Colorado." Colorado Children's Campaign. March 23, 2015. <http://www.coloradokids.org/wp-content/uploads/2015/03/KIDS-COUNT-2015.pdf>.
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- "2035 Transportation Plan." City of Loveland. December 2012.
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- "Annual Data and Assumptions Report." City of Loveland. August 2015.
- Behavior and Risk Factor Surveillance System (BRFSS). "Table of Physical Activity." Centers for Disease Control and Prevention. 2014
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- "Community Health Survey Summary of Key Findings." Health District of Northern Larimer County. 2013.
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