



STRATEGIC PLAN

FOCUS 2020

Adopted March 3, 2020

CORRECTED FINAL



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MESSAGE FROM CITY COUNCIL



We are pleased to present Focus 2020-- Loveland's updated City-wide Strategic Plan. This Plan represents a commitment to our residents, businesses, and partners that the City is working diligently to meet and anticipate the needs of our growing community.

L to R, back row: Don Overcash, Ward IV; Rob Molloy, Ward I; Steven D. Olson, Ward III ; John H. Fogle, Ward III; Dave Clark, Ward IV. Front row: Kathi Wright, Ward II; Jackie Marsh, Mayor; Andrea Samson, Ward II; Rich Ball, Ward I.

Focus 2020 presents the priority efforts, over and above day-to-day service delivery, that the City will pursue to realize our hopes for the future. With this Strategic Plan, we offer a framework intended to achieve the highest quality of life possible for our citizens and our community.

The Loveland City Council,

MESSAGE FROM CITY MANAGER



It is my distinct pleasure to present the City of Loveland's Strategic Plan. Nestled at the foot of the Front Range, Loveland is a community of great accomplishment and character. Our residents, employees, businesses, Boards and Commissions, service clubs, non-profits, faith-based institutions, healthcare providers, schools, and other civic partners all help enrich and shape the vision of our future. It is with these stakeholders in mind that our first Strategic Plan since 1991 has been created.

In a time period with increased regional competition, rapid population growth, and finite resources, a Strategic Plan is one of the best tools to help ensure Loveland focuses on funding its highest priorities and needs. The Strategic Plan serves as a vehicle to help shape our community into the vision we all share for the future.

As a home-rule municipality, Loveland has long carved its own path, with our City Charter, City Code, and other guiding documents. A safe, vibrant, and welcoming community with reliable infrastructure, affordable housing, and a dedicated workforce, Loveland is meeting the challenges of today and preparing for the changing landscape of tomorrow.

As we continue to look forward, we reflect on the history of our city and the foundation that was laid when we were first incorporated in 1881. With this Plan, I hope to honor Loveland's history and capture the true spirit of our beautiful, thriving community.

Please join me in supporting our elected leaders, our staff, and our many valued partners in facilitating the success of this Plan. I look forward to showing you how Loveland will lay forth the blueprint of the future while continuing to be the place you want to call home.

Sincerely,

Stephen C. Adams



OUR VISION

A VIBRANT COMMUNITY, SURROUNDED BY
NATURAL BEAUTY, WHERE YOU BELONG!



OUR MISSION

ACHIEVING LOVELAND'S COMMUNITY
VISION THROUGH INNOVATION,
DEDICATION, AND EXCELLENT SERVICE.



OUR VALUES

ACCOUNTABILITY & INTEGRITY
TRANSPARENCY & HONORING THE PUBLIC TRUST
COLLABORATION
INNOVATION
SAFETY
EXCELLENT SERVICE WITH COURTESY & KINDNESS



FOUNDATIONAL PILLARS

8 Strategic Focus Areas
Providing the Basis for Achieving a High Quality of Life
for Our Citizens and Our Community



*The **Strategic Focus Areas** are the foundational pillars of our Strategic Plan. They communicate the first level of realizing our stated Vision and are the highest level of structure around achieving our goals. Our Plan is built upon the eight Strategic Focus Areas developed by City Council initially at their January 2019 Annual Retreat and then further refined at their 2020 Annual Retreat.*

OUR PROCESS

The Strategic Plan was initiated in January 2019 at the annual City Council Retreat. The Plan was updated by City Council one year later to include eight Strategic Focus Areas that provide the basis for realizing a high quality of life for our citizens and our community. This first phase of the Plan begins with a one-year focus (“FOCUS 2020”) to encourage further quantification of the time and resource commitments needed for each strategic result in the coming year.



During 2019, a series of work sessions were held with City Council and also with the City’s Executive Leadership Team (ELT) to further develop the outcomes and strategic results of the Plan. More work will be undertaken in 2020 to further engage the community and to incorporate additional stakeholder feedback. Additionally, the ELT will begin outlining the sequence, resource needs, and departmental impact for each strategic result. Next steps in the strategic planning process include:

FEBRUARY 2020

MARCH 2020 - JULY 2020

SEPTEMBER - DECEMBER 2020

CITY COUNCIL & ELT RETREATS

COMMUNITY & CITY DEPARTMENT CONVERSATIONS

PROGRESS UPDATES TO CITY COUNCIL

COMMUNITY CONVERSATIONS

In 2019, a series of engagement sessions were held with community stakeholders to understand aspirations for Loveland, what is preventing us from reaching those aspirations, and ways to make Loveland welcoming, thriving, and safe.

2019



3 OUTREACH EVENTS
267 STICKY NOTES

9 FACE-TO-FACE
118 PARTICIPANTS

"If people feel connected to their community, they won't want to steal or commit a crime against their neighbors."

"A supportive community with a multitude of opportunities for all."

WHAT TYPE OF COMMUNITY DO YOU WANT TO LIVE IN?

- Welcoming and connected
- Robust economy
- Safe
- Growth issues addressed
- Affordable
- Strong schools
- Strong infrastructure

WHAT ARE THINGS THAT CAN MAKE A DIFFERENCE?

- Opportunities for people to connect and engage
- Create a clean, safe city
- Develop long-range growth plans
- Create a welcoming town
- More money available to support quality of life
- Balanced economic development
- City Council more engaged with the community

2019 EMPLOYEE ENGAGEMENT SURVEY



OUR COMMUNITY PROFILE

Loveland is a full service municipality in Northern Colorado, with more than 32,000 housing units across 35.6 square miles. The City provides water, wastewater, power, and fiber services to residents in and outside of our borders. Operating under the council-manager form of government, Loveland maintains 9-councilors from four different wards, with the Mayor elected at-large.

POPULATION



77,231

2018

114,408

2045 ESTIMATED

Loveland experienced significant growth over the last twenty years, adding 50% more households since 2000. Major employers in Loveland include the educational, medical, and retail industries. Additionally, the Northern Colorado Regional Airport, Rocky Mountain National Park, and the growing arts community continue to drive tourism to our area.



\$398K

**MEDIAN
HOME PRICE**



40

**MEDIAN
AGE**



\$75K

**MEDIAN
FAMILY
INCOME**



35%

**BACHELORS
DEGREE OR
HIGHER**

**City of Loveland
Strategic Plan Index
Focus 2020**
(Revised 07/01/2020)

Community Vision

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

City's Mission

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

Our Values

Accountability & Integrity, Transparency & Honoring the Public Trust, Collaboration, Innovation, Safety, Excellent Service with Courtesy & Kindness

Strategic Focus Areas

QUALITY OF LIFE

1 Public Safety <i>In Our Community, People Feel Safe</i>	2 Economic Vitality <i>In Our Community, People And Businesses Are Thriving</i>	3 Infrastructure & Transportation <i>In Our Community, People Can Rely On Public Infrastructure That Supports And Fosters Community Quality of Life And Effective Transportation Choices</i>	4 Fiscal Stability & Strength <i>In Our Community, People Trust That Their Public Investments Are Managed Responsibly And That Superior Value Is Returned On Those Investments</i>	5 Livability <i>In Our Community, All People Have Access To Services, Opportunities And Experiences That Enrich Their Lives</i>	6 Sustainability <i>In Our Community, People Are Surrounded By Sustainable Natural Beauty And We Protect Our Natural Resources As A Legacy For Future Generations</i>	7 Innovation & Organizational Excellence <i>In Our Community, People Enjoy Excellent Municipal Service Provided by Engaged, High Performing Employees</i>	8 Outreach, Collaboration & Engagement <i>In Our Community, People Are Informed And Actively Engaged In Their Local Government</i>
Desired Outcomes							
Lives and property are protected. Residents, businesses, visitors and schools feel safe and secure.	Our economy is healthy and resilient. Local businesses feel valued and supported.	People can travel safely and reliably via alternate modes. Traffic congestion is reduced to increase convenience and improve travel efficiency.	We demonstrate accountability and responsible management of public funds and resources. We are intentional in achieving and maintaining cash reserves that meet policy directives so that we are prepared for emergencies and times of economic uncertainty.	Our community is well-planned and safe, and development is attractive. Affordable and attainable housing is available through partnership and collaboration. We foster partnerships and collaboration to reduce homelessness.	Natural resources are protected and sustainable practices are in place to protect our city's legacy.	Data and performance measures are tracked and used to make decisions and allocate resources. We demonstrate accountability, transparency and continuous improvement. We deliver excellent service. City employees are dedicated, high-quality public service professionals.	We have a comprehensive City-wide communication strategy and a coordinated, systematic implementation plan. Timely, complete information is communicated to the public. We collaborate to leverage resources and deliver higher impact results. We actively seek citizen engagement.
Our community is perceived as safe, attractive and secure. Public safety personnel are visible and responsive.	Citizens have quality jobs with adequate income to be able to live in our city and provide for their families. We provide friendly, streamlined, easy-to-understand support from City departments. Our highly qualified workforce attracts businesses to our city.	Existing public infrastructure is reliable and well-maintained to protect the public's investment. Resource needs are actively forecast and action plans implemented to ensure the city can support future growth. Regional collaboration is realized to maximize benefits and the investment of public dollars.	We achieve and maintain a strong and sustainable financial condition.	People engage in diverse cultural and recreational opportunities. City amenities, services and events are accessible and available to all community members.		Technology is leveraged to create efficiencies and deliver higher impact results. We value and appreciate our City employees.	

Strategies and Priority Areas

1. Take Proactive Action, Provide Training and Resources A. First Responder Resources, Training, Facilities and Equipment B. City Data Network C. Contingency Planning	1. Continually Improve Our Processes A. Development Review & Building Permit Processes 2. Maximize Existing Assets & Opportunities A. Community Broadband B. Revitalize Downtown C. NoCo Regional Airport D. Development Corridors 3. Support & Expand Existing Businesses A. Retain and Expand B. Workforce Development C. Tourism D. Attract New Businesses & Visitors A. New Businesses B. Retail C. Tourism D. Creative District	1. Increase Efficiency of Transportation System A. Major Corridors B. Pavement Maintenance C. Emerging Technology 2. Well-Maintained & Accessible Public Infrastructure A. Systems' Maintenance Plans B. Americans with Disabilities Act (ADA) 3. Ensure Capacity & Readiness for Future Growth A. Existing Master Plans Considered During Annual Budget Development B. Utility Plans to Prepare for Projected Growth 4. Provide a Multi-Modal Transportation System A. Bicycle, Pedestrian & Public Transportation Options	1. Address Imbalance Between Revenue & Expenses A. Review Existing and New Revenue Options B. Cover Cost of Services C. Identify & Monitor Unfunded Liabilities D. Project Life Cycle Cost & Balanced Debt & Pay-As-You-Go 2. Align Budget Development with Strategic Plan A. Streamlined & Efficient Budget Process B. Data-Based Prioritization 3. Optimize Financial Structure & Systems A. Transparent & Accessible Financial Information B. Provision of City Services C. Funding Citywide Technology & Financial Systems Needs D. Purchasing Function Alternatives E. Downtown Districts F. Asset Management and Protection Plan	1. Strive to Ensure Opportunity Available to All A. Integrated City Educational, Recreational and Cultural Programming B. Affordable and Attainable Housing C. Reduce Homelessness 2. Enhance Community Image Character and Sense of Place A. Attractive, Safe Community B. Cultural, Educational and Recreational Opportunities Accessible to All C. Projects and Events that build on the character and attractiveness of our community and strengthen our image	1. Protect Our Natural Beauty A. Open Space Buffers established and preserved to surround our community with natural beauty 2. Ensure a Legacy for Future Generations A. Protect Our Natural Resources	1. Create a High-Performing Organizational Culture A. City-wide Strategic Plan B. Innovation & Process Improvement C. Attract, Develop and Retain Employees D. Employee Engagement E. Data-Based Decisionmaking and Prioritization 2. Deliver Excellent Service A. Ethics, Values & Customer Service B. Excellent Internal Relations 3. Support the Safety and Well-Being of Our Employees A. Workplace Safety B. Mental Health Support 4. Leverage Technology A. Inclusive Governance & Projects to Increase Efficiency & Effectiveness	1. Timely, Complete Information to the Public A. City-wide Communication Strategy and Plan B. City Website Update 2. Actively Seek Citizen Engagement A. Boards and Commissions B. Citizen Survey C. Engagement Opportunities D. Volunteers 3. Collaborations to Leverage Resources and Deliver Higher Yield Results A. Future Collaborations B. Thompson School District
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Objectives/Measures

Reduce Part I Crimes per 1,000 Residents	Increase Building Permits/ Building Valuation	Maintain Average PM Peak Travel Time on US34	Increase % of survey respondents favorably rating the value of services for taxes paid to Loveland	Increase % of survey respondents favorably rating quality of life in Loveland	Increase % of survey respondents favorably rating the quality of overall natural environment in Loveland	Increase % of survey respondents favorably rating quality of services provided by Loveland	Increase % of survey respondents favorably rating the City's website as a source for information about Loveland government and its activities, events and services
Improve Part I Crime Clearance Rates	Decrease Industrial/Office/ Retail Vacancy Rates	Decrease % of Signalized Intersections Operating at ≤ Level "D"	Mill Levy Compared Regionally	Increase % of survey respondents favorably rating sense of community	Increase % of survey respondents favorably rating the quality of preservation of natural areas such as open space, farmlands and greenbelts	Increase % of survey respondents favorably rating quality of overall customer service by Loveland employees	Reduce Website Bounce Rate
Fire Contained to Room of Origin 90% of the time	Attract Companies to Open or Relocate to Loveland	Maintain Average City-Wide Pavement Condition Index of 72	Sales Tax Rate Compared to Other Northern Front Range Municipalities	Increase % of survey respondents favorably rating overall "built environment" and quality of new development in Loveland	Encourage and Promote Efficient per Capita Water and Energy Use	Estimated Dollars Saved as a Result of IGNITE Submissions	Increase City-wide Citizen Survey Response Rate
Improve % of survey respondents satisfied with the visibility of Loveland Police Department	Existing Companies Expanding in Loveland	Increase Public Transit Ridership/ Para Rides/Per Capita	Increase Revenue per Capita through Growing our Economy	Increase % of survey respondents favorably rating overall "built environment" and quality of new development in Loveland	Reduce City Facility Energy Consumption	Achieve City-wide Employee Engagement Score Equal to or Better than industry Standard	Increase % of survey respondents favorably rating opportunities to participate in community matters
Improve % of survey respondents rating favorably overall feeling of safety	Increase Annual Percentage Change in Lodging Tax Revenue	Decrease Linear Feet of Gaps/ Increase Total Linear Feet of Sidewalk	Decrease Sales Tax Delinquency Rate	Increase Homeless Adults and Families who Obtain Permanent Housing	Maintain % of Solid Waste Diverted from Landfill	Achieve Voluntary Employee Turnover Rate Equal to or Better than Industry Standard	Increase % of survey respondents indicating their attendance or other household members attending a local public meeting in the last 12 months
	Increase Average Annual Wage	Increase % of survey respondents favorably rating ease of travel by bicycle in Loveland	Achieve Fiscal Contingency Reserve Goal of 15% of Operating Expenditures	Increase % of survey respondents favorably rating City of Loveland parks	Increase % of City Fleet Using Alternative Fuel	Increase Average Employee Tenure	
	Increase Number of Jobs/ Maintain Unemployment Rate at Less Than National Average	Increase % of survey respondents favorably rating ease of walking in Loveland	Sales Tax Per Capita	Increase % of Residents Living within 10 minute Walk of a City Park	Maintain % of Solid Waste Diverted from Landfill		
	Improve % of customers favorably rating overall development services experience	Increase % of survey respondents favorably rating traffic flow on major streets	Achieve Unqualified Opinion on Annual Audit	Increase % of survey respondents favorably rating opportunities to attend cultural/arts/music activities	Increase % of City Trees Replaced		
	Improve % of customers favorably rating overall building permit experience	Increase % of survey respondents favorably rating traffic signal timing		Increase Citizens Accessing Cultural, Education and Recreational Opportunities			

**A GUIDE TO OUR STRATEGIC PLAN AND
OUR TERMINOLOGY**

DEFINITION OF TERMS

Each of the eight Focus Area sections in this document includes three sections:

SECTION 1: A "STRATEGIC FOCUS AREA" PAGE

that provides the first level of detail including the STRATEGIC FOCUS AREA and its Tagline or Motto statement; the Vision, Objectives and Measures for that Focus Area.

SECTION 2: AN "OVERVIEW OF STRATEGIES AND PRIORITY AREAS" PAGE

that provides the Strategies for the Focus Area and the Priority efforts intended to fulfill that Strategy.

SECTION 3: A "STRATEGIES, PRIORITY AREAS & KEY INITIATIVES" PAGE

that provides the next level of detail, a list of projects (Key Initiatives), planned or underway in each of the Priority Areas.

The following sample Focus Area is annotated to aid in better understanding of our terminology and our Strategic Plan.

STRATEGIC FOCUS AREA

PUBLIC SAFETY

Strategic Focus Areas are the foundational pillars of our Strategic Plan. They communicate the first level of realizing our stated Vision and are the highest level of structure around achieving our goals.

In Our Community, People Feel Safe



LIVES AND PROPERTY ARE PROTECTED

The **Focus Area Tagline** or **Motto** is a broad statement intended to communicate the grand Vision for the Focus Area.



RESIDENTS, BUSINESSES, VISITORS AND SCHOOLS FEEL SAFE AND SECURE



OUR COMMUNITY IS PERCEIVED AS SAFE, ATTRACTIVE AND SECURE



PUBLIC SAFETY RESPONSIBILITIES

Additional descriptors capture City Council's dialogue as they described each of their Strategic Focus Areas during their January 2019 and February 2020 Annual Retreats and during their August 2019 Strategic Plan workshop. These descriptions help staff understand more details about City Council's vision for each of the Strategic Focus Areas.

OBJECTIVES/MEASURES

- Reduce Part I Crimes per 1,000 Residents
- Improve Part I Crime Clearance Rates

- Fire
 - Imp
 - Lov
- Objectives and Measures** show how we will measure the success of our Key Initiatives. For example, did an initiative result in the desired increase or decrease (i.e., achieve the objective)? These objectives also provide the basis for the Performance Measures that will constitute our measurement program.

- Imp
 - safe
- In this example the **Objective** is to "Reduce Part I Crimes per 1,000 Residents." The corresponding **Performance Measure** is "Annual Number of Part I Crimes per 1,000 Residents" with the number decreasing annually if we are successfully achieving our Objective.

PUBLIC SAFETY

STRATEGY 1: TAKE PROACTIVE ACTION, PROVIDE TRAINING AND RESOURCES

- PRIORITY A** The **Focus Area Strategies** encompass a group of longer range planning, facilities and activities identified to ultimately achieve our desired outcomes.
- PRIORITY B** Strategy differs from strategic planning in that it is NOT a document, strategy means processes or action items leading us to is accurate and reach our goals thereby achieving our desired outcomes.
- PRIORITY C** develops contingency plans.

STRATEGY 2: FOCUS ON DETERRENCE, PREVENTION AND REDUCING RECIDIVISM

- PRIORITY A** A **Strategy Statement** is included to describe the goal of this group of activities. These are intermediary goals that in combination support the achievement of our desired outcomes.
- PRIORITY B** environments and to protect students.
- PRIORITY C** Youth have opportunities to engage in safe activities.
- PRIORITY D** Fire prevention efforts include a focus on downtown buildings
- PRIORITY E** The **Priorities** provide the next level of detail for groups of projects or individual projects that will receive priority attention so that we can accomplish our goals that will ultimately achieve our desired outcomes.
- PRIORITY F**

STRATEGY 3: USE DATA-DRIVEN APPROACHES AS THE FOUNDATION

- PRIORITY A** Loveland Police use data driven approaches to maximize the effect of available resources and increase the impact of our efforts.
- PRIORITY B** The City partners with regional law enforcement to share data, identify patterns, and fight crime.

STRATEGIC FOCUS AREA: PUBLIC SAFETY

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Take Proactive Action, Provide Training and Resources
Priority A	First responders have the resources, training, facilities and equipment necessary to perform their jobs
<i>Key Initiative 1</i>	<i>Plan and Build NoCo Law Enforcement Training Center and Live Burn Training Building</i>
<i>Key Initiative 2</i>	<i>Repair</i>
<i>Key Initiative 3</i>	<i>Optim</i>
<i>Key Initiative 4</i>	<i>to achieve National Fire Pro Association Stands of Four Firefighters Assigned to Each Apparatus</i>
Priority B	The City's network is secure, and data is accurate and recoverable
<i>Key Initiative 1</i>	<i>Advance Cyber Security Systems</i>
<i>Key Initiative 2</i>	<i>Expand Cyber Disaster Recovery Capabilities</i>
<i>Key Initiative 3</i>	<i>Formalize Land Records Management Function</i>
Priority C	The City proactively assesses risk and develops contingency plans
<i>Key Initiative 1</i>	<i>Develop Utilities Risk and Resiliency Plan</i>
<i>Key Initiative 2</i>	<i>Advance City Emergency Operations Preparedness and Response</i>
STRATEGY 2	Focus on Deterrence, Prevention and Reducing Recidivism
Priority A	Reduce street flooding and repair structurally deficient bridges
<i>Key Initiative 1</i>	<i>Bridge Inspection and Repair Program</i>
<i>Key Initiative 2</i>	<i>Stormwater Conveyance System Maintenance and Improvements</i>
Priority B	The City partners with our schools for safe learning environments and to protect students
<i>Key Initiative 1</i>	<i>Advance School Resource Officer Partnership with Our Schools</i>
<i>Key Initiative 2</i>	<i>Develop and Implement Vaping Prevention and Regulations</i>
Priority C	Youth have opportunities to engage in safe activities
<i>Key Initiative 1</i>	<i>Advance Cultural and Recreation Collaborative Programming Focused on Youth Deterrence</i>
Priority D	Fire prevention efforts focus on downtown buildings and urban wildfire interfaces
<i>Key Initiative 1</i>	<i>FIREWISE Program Partnership with Homeowner Associations</i>
<i>Key Initiative 2</i>	<i>Improve Insurance Service Office Urban Area Rating</i>
<i>Key Initiative 3</i>	<i>Downtown Fire Sprinkler Program</i>
Priority E	Offenders participate in programs to reduce recidivism
<i>Key Initiative 1</i>	<i>Continue to Strengthen Teen Court and Jumpstart Efforts and Explore Opportunities for Repeat Traffic Offenders</i>
Priority F	Municipal Code updates maximize the safety of buildings
<i>Key Initiative 1</i>	<i>2018 Fire and Building Code Updates</i>
STRATEGY 3	Use Data-Driven Approaches as the Foundation
Priority A	The City partners with regional law enforcement to share data, identify patterns, and fight crime
<i>Key Initiative 1</i>	<i>Combined Regional Information Systems Project (CRISP)</i>
Priority B	Data driven approaches are used to maximize the effect of available resources and increase the impact of our efforts
<i>Key Initiative 1</i>	<i>Data Driven Approaches to Crime and Traffic Safety (DDACTS)</i>
<i>Key Initiative 2</i>	<i>Crash Reduction</i>

Key Initiatives show the project level detail of priority areas.

STRATEGIC FOCUS AREA

PUBLIC SAFETY

In Our Community, People Feel Safe



LIVES AND PROPERTY ARE PROTECTED



**RESIDENTS, BUSINESSES, VISITORS AND SCHOOLS
FEEL SAFE AND SECURE**



**OUR COMMUNITY IS PERCEIVED AS SAFE,
ATTRACTIVE AND SECURE**



**PUBLIC SAFETY PERSONNEL ARE VISIBLE AND
RESPONSIVE**

OBJECTIVES/MEASURES

- Reduce part I crimes per 1,000 residents
- Improve part I crime clearance rates
- Fire contained to room of origin 90% of the time
- Improve % of survey respondents satisfied with the visibility of the Loveland Police Department
- Improve % of survey respondents rating favorably overall feeling of safety

PUBLIC SAFETY

STRATEGY 1: TAKE PROACTIVE ACTION, PROVIDE TRAINING AND RESOURCES

- PRIORITY A** First responders have the resources, training, facilities and equipment necessary to perform their jobs.
- PRIORITY B** The City’s network is secure, and data is accurate and recoverable.
- PRIORITY C** The City proactively assesses risk and develops contingency plans.

STRATEGY 2: FOCUS ON DETERRENCE, PREVENTION AND REDUCING RECIDIVISM

- PRIORITY A** Public Infrastructure priorities include reducing street flooding and repairing structurally deficient bridges.
- PRIORITY B** The City partners with our schools for safe learning environments and to protect students.
- PRIORITY C** Youth have increased opportunities to engage in safe activities.
- PRIORITY D** Fire prevention efforts include a focus on downtown buildings and urban wildfire interfaces.
- PRIORITY E** Offenders participate in programs to reduce recidivism.
- PRIORITY F** Municipal Code updates maximize the safety of buildings.

STRATEGY 3: USE DATA-DRIVEN APPROACHES AS THE FOUNDATION

- PRIORITY A** Loveland Police use data driven approaches to maximize the effect of available resources and increase the impact of our efforts.
- PRIORITY B** The City partners with regional law enforcement to share data, identify patterns, and fight crime.

STRATEGIC FOCUS AREA: PUBLIC SAFETY

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Take Proactive Action, Provide Training and Resources
Priority A	Public Safety personnel have the resources, training, facilities and equipment necessary to perform their jobs.
<i>Key Initiative 1</i>	<i>Design and Build NoCo Law Enforcement Training Center and Live Burn Training Building</i>
<i>Key Initiative 2</i>	<i>Repair, Rehabilitate and Build Fire Stations 3, 5, 7, and 10</i>
<i>Key Initiative 3</i>	<i>Optimize Police Officer Equipment</i>
<i>Key Initiative 4</i>	<i>Strive to achieve National Fire Pro Association Standard of Four Firefighters Assigned to Each Apparatus</i>
Priority B	The City's network is secure, and data is accurate and recoverable.
<i>Key Initiative 1</i>	<i>Advance Cyber Security Systems</i>
<i>Key Initiative 2</i>	<i>Expand Cyber Disaster Recovery Capabilities</i>
<i>Key Initiative 3</i>	<i>Formalize Land Records Management Function</i>
Priority C	The City proactively assesses risk and develops contingency plans.
<i>Key Initiative 1</i>	<i>Develop Utilities Risk and Resiliency Plan</i>
<i>Key Initiative 2</i>	<i>Advance City Emergency Operations Preparedness and Response</i>
STRATEGY 2	Focus on Deterrence, Prevention and Reducing Recidivism
Priority A	Reduce street flooding and repair structurally deficient bridges.
<i>Key Initiative 1</i>	<i>Bridge Inspection and Repair Program</i>
<i>Key Initiative 2</i>	<i>Stormwater Conveyance System Maintenance and Improvements</i>
Priority B	The City partners with our schools for safe learning environments and to protect students.
<i>Key Initiative 1</i>	<i>Advance School Resource Officer Partnership with Our Schools</i>
<i>Key Initiative 2</i>	<i>Develop and Implement Vaping Prevention and Regulations</i>
Priority C	Youth have opportunities to engage in safe activities.
<i>Key Initiative 1</i>	<i>Advance Cultural and Recreation Collaborative Programming Focused on Youth Deterrence</i>
Priority D	Fire prevention efforts focus on downtown buildings and urban wildfire interfaces.
<i>Key Initiative 1</i>	<i>FIREWISE Program Partnership with Homeowner Associations</i>
<i>Key Initiative 2</i>	<i>Improve Insurance Service Office Urban Area Rating</i>
<i>Key Initiative 3</i>	<i>Downtown Fire Sprinkler Program</i>
Priority E	Offenders participate in programs to reduce recidivism.
<i>Key Initiative 1</i>	<i>Continue to Strengthen Teen Court and Jumpstart Efforts and Explore Opportunities for Repeat Traffic Offenders</i>
Priority F	Municipal Code updates maximize the safety of buildings.
<i>Key Initiative 1</i>	<i>2018 Fire and Building Code Updates</i>
STRATEGY 3	Use Data-Driven Approaches as the Foundation
Priority A	The City partners with regional law enforcement to share data, identify patterns, and fight crime.
<i>Key Initiative 1</i>	<i>Combined Regional Information Systems Project (CRISP)</i>
Priority B	Data driven approaches are used to maximize the effect of available resources and increase the impact of our efforts.
<i>Key Initiative 1</i>	<i>Data Driven Approaches to Crime and Traffic Safety (DDACTS)</i>
<i>Key Initiative 2</i>	<i>Crash Reduction</i>

STRATEGIC FOCUS AREA

ECONOMIC VITALITY

In Our Community, People And Businesses Are Thriving

- ▶ OUR ECONOMY IS HEALTHY AND RESILIENT
- ▶ LOCAL BUSINESSES FEEL VALUED AND SUPPORTED
- ▶ CITIZENS HAVE QUALITY JOBS WITH ADEQUATE INCOME TO BE ABLE TO LIVE IN OUR CITY AND PROVIDE FOR THEIR FAMILIES
- ▶ WE PROVIDE FRIENDLY, STREAMLINED, EASY-TO-UNDERSTAND SUPPORT FROM CITY DEPARTMENTS
- ▶ OUR HIGHLY QUALIFIED WORKFORCE ATTRACTS BUSINESSES TO OUR CITY

OBJECTIVES/MEASURES

- Increase building permits issued/building valuation
- Decrease industrial/office/and retail vacancy rates
- Attract companies to open in or relocate to Loveland
- Existing companies expanding in Loveland
- Increase annual percentage change in lodging tax revenue
- Increase average annual wage
- Increase number of jobs/Maintain unemployment rate at less than national average
- Improve % of customers favorably rating overall development services experience
- Improve % of customers favorably rating overall building permit experience

ECONOMIC VITALITY

STRATEGY 1: CONTINUALLY IMPROVE OUR PROCESSES

PRIORITY A

The Development Review and Building Permit Processes are continuously improved to ensure efficiency, service and safety.

STRATEGY 2: MAXIMIZE EXISTING ASSETS & OPPORTUNITIES

PRIORITY A

Community Broadband is established to provide high-speed, affordable internet connections for individuals and businesses.

PRIORITY B

Downtown is revitalized to foster a vibrant commercial city-center.

PRIORITY C

NoCo Regional Airport becomes the premier destination for aviation centered business, research, development, education and training.

PRIORITY D

Key development corridors are actively managed to foster business, recreational and quality-of-life opportunities.

STRATEGY 3: SUPPORT & EXPAND EXISTING BUSINESSES

PRIORITY A

Business retention and expansion efforts are positively impacted.

PRIORITY B

The City supports local and regional workforce efforts by participating in implementation of the Larimer County Workforce Strategic Plan.

STRATEGY 4: ATTRACT NEW BUSINESSES & VISITORS

PRIORITY A

New businesses are attracted to Loveland.

PRIORITY B

Retail development is facilitated and expanded.

PRIORITY C

Growth is fostered in our tourism sector.

PRIORITY D

Implement the creative district to strengthen the existing arts community and attract new possibilities.

STRATEGIC FOCUS AREA: ECONOMIC VITALITY

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Continually Improve Our Processes
Priority A	The Development Review and Building Permit Processes are continuously improved to ensure efficiency, service and safety.
<i>Key Initiative 1</i>	<i>Development Review and Building Permit Process Improvements</i>
STRATEGY 2	Maximize Existing Assets and Opportunities
Priority A	Community Broadband is established to provide high-speed, affordable internet connections for individuals and businesses.
<i>Key Initiative 1</i>	<i>PULSE Project</i>
Priority B	Downtown is revitalized to foster a vibrant commercial city-center.
<i>Key Initiative 1</i>	<i>Revitalize Downtown</i>
Priority C	NoCo Regional Airport is the premier destination for aviation centered business, research, development, education and training.
<i>Key Initiative 1</i>	<i>Implement Airport Strategic Plan</i>
Priority D	Key development corridors are actively managed to foster business, recreational and quality-of-life opportunities.
<i>Key Initiative 1</i>	<i>Pursue Economic Development Potential of Major Transportation Corridors (i.e., US34, US287, SH402)</i>
<i>Key Initiative 2</i>	<i>Implement the Big Thompson River Master Plan</i>
STRATEGY 3	Support and Expand Existing Businesses
Priority A	Business retention and expansion efforts are positively impacted.
<i>Key Initiative 1</i>	<i>Business Retention and Expansion Plan</i>
Priority B	The City supports local and regional workforce efforts by participating in implementation of the Larimer County Workforce Strategic Plan.
<i>Key Initiative 1</i>	<i>Participate in Regional Workforce Strategic Plan</i>
<i>Key Initiative 2</i>	<i>Incorporate Thompson School District's Career and Technical Education Center in Workforce Development Efforts</i>
STRATEGY 4	Attract New Businesses and Visitors
Priority A	New businesses are attracted to Loveland.
<i>Key Initiative 1</i>	<i>Business Attraction</i>
Priority B	Retail development is facilitated and expanded.
<i>Key Initiative 1</i>	<i>Facilitate and Expand Retail Development</i>
Priority C	Growth is fostered in our tourism sector.
<i>Key Initiative 1</i>	<i>Implement Tourism Strategic Plan</i>
Priority D	Implement the creative district to strengthen the existing arts community and attract new possibilities.
<i>Key Initiative 1</i>	<i>Creative District Implementation Plan</i>

STRATEGIC FOCUS AREA

INFRASTRUCTURE & TRANSPORTATION

In Our Community, People Can Rely On Public Infrastructure That Supports And Fosters Community Quality of Life And Effective Transportation Choices

- ▶ PEOPLE CAN TRAVEL SAFELY AND RELIABLY VIA MULTIPLE MODES (VEHICLE, PUBLIC TRANSIT, BIKE, PEDESTRIAN)
- ▶ TRAFFIC CONGESTION IS REDUCED TO INCREASE CONVENIENCE AND IMPROVE TRAVEL EFFICIENCY
- ▶ EXISTING PUBLIC INFRASTRUCTURE IS RELIABLE AND WELL-MAINTAINED TO PROTECT THE PUBLIC'S INVESTMENT
- ▶ RESOURCE NEEDS ARE ACTIVELY FORECAST AND ACTION PLANS IMPLEMENTED TO ENSURE THE CITY CAN SUPPORT FUTURE GROWTH
- ▶ REGIONAL COLLABORATION IS REALIZED TO MAXIMIZE BENEFITS AND THE INVESTMENT OF PUBLIC DOLLARS

OBJECTIVES/MEASURES

- Maintain average PM peak travel time minutes on US34 (from Cascade to Centerra)
- Decrease % of signalized intersections operating at \leq Level "D"
- Maintain average city-wide Pavement Condition Index of 72
- Increase public transit ridership/para rides/per capita
- Decrease linear feet of gaps/increase total linear feet of sidewalk
- Increase % of survey respondents favorably rating ease of travel by bicycle in Loveland
- Increase % of survey respondents favorably rating ease of walking in Loveland
- Increase % of survey respondents favorably rating traffic flow on major streets
- Increase % of survey respondents favorably rating traffic signal timing

INFRASTRUCTURE & TRANSPORTATION

STRATEGY 1: INCREASE THE EFFICIENCY OF OUR TRANSPORTATION SYSTEM

- PRIORITY A** Traffic moves efficiently through major transportation corridors.
- PRIORITY B** Pavement is maintained to ensure a safe and efficient travel surface.
- PRIORITY C** Emerging technology is evaluated and employed to improve and streamline traffic management operations.

STRATEGY 2: ENSURE WELL-MAINTAINED & ACCESSIBLE PUBLIC INFRASTRUCTURE

- PRIORITY A** Ongoing maintenance for Water, Wastewater, Power, Stormwater and Broadband systems is a top priority to protect the substantial public investment required to develop this essential public infrastructure.
- PRIORITY B** Public facilities, sidewalks, infrastructure and right-of-ways conform to ADA standards.

STRATEGY 3: ENSURE CAPACITY & READINESS FOR FUTURE GROWTH

- PRIORITY A** Existing Master Plans and Capital Improvement Plans are considered during the annual budget development process.
- PRIORITY B** Utility plans are developed and implemented to prepare for projected growth and system demands.

STRATEGY 4: PROVIDE A MULTI-MODAL TRANSPORTATION SYSTEM

- PRIORITY A** Bicycle, pedestrian and public transportation options are safe, reliable, and interconnected to provide alternatives to relieve traffic congestion

STRATEGIC FOCUS AREA: INFRASTRUCTURE & TRANSPORTATION

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Increase the Efficiency of Our Transportation System
Priority A	Traffic moves efficiently through major transportation corridors.
<i>Key Initiative 1</i>	<i>I25 (CDOT), US34, SH402, US287 and East-West Alternatives</i>
Priority B	Pavement is maintained to ensure a safe and efficient travel surface.
<i>Key Initiative 1</i>	<i>Pavement Condition Index (PCI) Goals and Maintenance Strategies</i>
Priority C	Emerging technology is evaluated and employed to improve and streamline traffic management operations.
<i>Key Initiative 1</i>	<i>Traffic Operations Audit Findings and Implementation Plan</i>
STRATEGY 2	Ensure a Well-Maintained & Accessible Public Infrastructure
Priority A	Ongoing maintenance for Water, Wastewater, Power, Stormwater and Broadband systems maintenance is a top priority to protect the substantial public investment required to develop this essential public infrastructure.
<i>Key Initiative 1</i>	<i>Utility Systems Asset Management Plans</i>
<i>Key Initiative 2</i>	<i>Stormwater System Asset Management Plan</i>
<i>Key Initiative 3</i>	<i>Broadband System Asset Management Plan</i>
Priority B	Public facilities, sidewalks, infrastructure and right-of-ways conform to current ADA standards.
<i>Key Initiative 1</i>	<i>City-wide Americans with Disabilities Act (ADA) Assessment and Implementation Plan</i>
<i>Key Initiative 2</i>	<i>Parks & Recreation Americans with Disabilities (ADA) Implementation Plan</i>
<i>Key Initiative 3</i>	<i>Public Sidewalk Americans with Disabilities (ADA) Implementation Plan</i>
STRATEGY 3	Ensure Capacity & Readiness for Future Growth
Priority A	Existing Master Plans and Capital Improvement Plans are considered during the annual budget development process.
<i>Key Initiative 1</i>	<i>Implementation Plans for Existing Master Plans</i>
<i>Key Initiative 2</i>	<i>Explore Funding Possibilities for HIP Streets Infrastructure Needs</i>
Priority B	Utility plans are developed and implemented to prepare for projected growth and system demands.
<i>Key Initiative 1</i>	<i>Public Utility District Plans</i>
<i>Key Initiative 2</i>	<i>Regional Solid Wasteshed Management Plan Implementation</i>
<i>Key Initiative 3</i>	<i>Power, Raw Water, and Water Efficiency & Drought Plans</i>
STRATEGY 4	Provide a Multi-Modal Transportation System
Priority A	Bicycle, pedestrian and public transportation options are safe, reliable, and interconnected to provide alternatives to relieve traffic congestion.
<i>Key Initiative 1</i>	<i>Connect Loveland Master Planning</i>
<i>Key Initiative 2</i>	<i>Recreation and Open Lands Trails Integrate within the Street and Bike Lane networks to Further Broaden Transportation System</i>

FISCAL STABILITY & STRENGTH

In Our Community, People Trust That Their Public Investments Are Managed Responsibly And That Superior Value Is Returned On Those Investments

-  **WE DEMONSTRATE ACCOUNTABILITY AND RESPONSIBLE MANAGEMENT OF PUBLIC FUNDS AND RESOURCES**
-  **WE ARE INTENTIONAL IN ACHIEVING AND MAINTAINING CASH RESERVES THAT MEET POLICY DIRECTIVES SO THAT WE ARE PREPARED FOR EMERGENCIES AND TIMES OF ECONOMIC UNCERTAINTY**
-  **WE ACHIEVE AND MAINTAIN A STRONG AND SUSTAINABLE FINANCIAL CONDITION**

OBJECTIVES/MEASURES

- Increase % of survey respondents favorably rating the value of services for taxes paid to Loveland
- Mill levy compared regionally (1)
- Sales tax rate compared to other northern front range municipalities
- Increase revenue per capita through growing our economy
- Decrease sales tax delinquency rate
- Achieve fiscal contingency reserve goal of 15% of operating expenditures
- Sales tax per capita (1)
- Achieve unqualified opinion on annual audit

(1) While the City's efforts may not directly impact this measure, it is considered an overall indicator that may inform both local and regional, collaborative efforts.

FISCAL STABILITY & STRENGTH

STRATEGY 1: ADDRESS THE IMBALANCE BETWEEN REVENUE & EXPENSES

- PRIORITY A** Existing and potential revenue options are reviewed and possibilities are considered annually.
- PRIORITY B** Cost of service and fees, and tax and fee rates are reviewed and adjusted at least annually to improve cost recovery.
- PRIORITY C** Unfunded liabilities are systematically identified and monitored.
- PRIORITY D** Projects are evaluated on a life cycle cost basis and financed through a balanced program of debt and pay-as-you-go.

STRATEGY 2: ALIGN BUDGET DEVELOPMENT WITH THE CITY-WIDE STRATEGIC PLAN

- PRIORITY A** The budget process is streamlined and efficient.
- PRIORITY B** The budget development process is revised to integrate with the Strategic Plan and data-based approaches are used to support prioritization and decision-making.

STRATEGY 3: OPTIMIZE FINANCIAL STRUCTURES & SYSTEMS

- PRIORITY A** Financial information is transparent and accessible.
- PRIORITY B** City services are evaluated for optimal service provision.
- PRIORITY C** Citywide technology and financial systems needs are identified and financial funding mechanisms are established.
- PRIORITY D** Purchasing function alternatives are investigated and considered to support a more efficient, effective and robust purchasing system.
- PRIORITY E** Existing multiple downtown districts (created for specific policy purposes) are reviewed for possible consolidation.
- PRIORITY F** An assets inventory is completed and an asset management and protection plan is implemented.

STRATEGIC FOCUS AREA: FISCAL STABILITY & STRENGTH

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Address Imbalance Between Revenue and Expenses
Priority A	Existing and potential revenue options are reviewed and possibilities are considered.
<i>Key Initiative 1</i>	<i>Revenue Analysis and Recommendations</i>
Priority B	Cost of service and fees, and tax and fee rates are reviewed and adjusted at least annually.
<i>Key Initiative 1</i>	<i>Annual Review Program for Cost of Service and Recommendations for Corresponding Fees, Taxes, and Rates</i>
Priority C	Unfunded liabilities are systematically identified and monitored.
<i>Key Initiative 1</i>	<i>Unfunded Liabilities Monitoring Program</i>
Priority D	Projects are evaluated on a life cycle cost basis and financed through a balanced program of debt and pay-as-you-go.
<i>Key Initiative 1</i>	<i>Project Life Cycle Approach with Balanced Debt and Pay-As-You-Go Approach</i>
STRATEGY 2	Align Budget Development with City-wide Strategic Plan
Priority A	The budget process is streamlined and efficient.
<i>Key Initiative 1</i>	<i>Budget Process Improvements</i>
Priority B	The budget development process is revised to integrate with the Strategic Plan and data-based approaches are used to support prioritization and decision-making.
<i>Key Initiative 1</i>	<i>Update Budget Development Approach</i>
<i>Key Initiative 2</i>	<i>Performance Measurement Program</i>
STRATEGY 3	Optimize Structure & Systems
Priority A	Financial information is transparent and accessible.
<i>Key Initiative 1</i>	<i>Financial Information</i>
Priority B	City services are evaluated for optimal service provision.
<i>Key Initiative 1</i>	<i>Explore Options for Provision of City Services</i>
Priority C	Citywide technology and financial systems needs are identified and financial funding mechanisms are established.
<i>Key Initiative 1</i>	<i>Financial Funding Mechanisms for Technology and Financial Systems</i>
Priority D	Purchasing function alternatives are investigated and considered support a more efficient, effective and robust purchasing system.
<i>Key Initiative 1</i>	<i>Purchasing Function Alternatives and Recommendations</i>
Priority E	Existing multiple downtown districts (created for specific policy purposes) are reviewed for possible consolidation.
<i>Key Initiative 1</i>	<i>Downtown Districts</i>
Priority F	An assets inventory is completed and an asset management and protection plan is implemented.
<i>Key Initiative 1</i>	<i>Asset Inventory and Management and Protection Plan</i>

STRATEGIC FOCUS AREA

LIVABILITY

In Our Community, All People Have Shelter, And All People Have Access To Opportunities And Experiences That Enrich Their Lives

- ▶ OUR COMMUNITY IS WELL-PLANNED AND SAFE, AND DEVELOPMENT IS ATTRACTIVE
- ▶ AFFORDABLE AND ATTAINABLE HOUSING IS AVAILABLE THROUGH PARTNERSHIP AND COLLABORATION
- ▶ WE FOSTER PARTNERSHIPS AND COLLABORATION TO REDUCE HOMELESSNESS
- ▶ PEOPLE ENGAGE IN DIVERSE CULTURAL AND RECREATIONAL OPPORTUNITIES
- ▶ CITY AMENITIES, SERVICES AND EVENTS ARE ACCESSIBLE AND AVAILABLE TO ALL COMMUNITY MEMBERS

OBJECTIVES/MEASURES

- Increase % of survey respondents favorably rating quality of life in Loveland
- Increase % of survey respondents favorably rating sense of community
- Increase % of survey respondents favorably rating overall "built environment" and quality of new development in Loveland
- Increase homeless adults and families who obtain permanent housing
- Increase % of survey respondents favorably rating public library services, and City recreation programs and classes
- Increase % of survey respondents favorably rating City of Loveland parks
- Increase % of residents living within 10 minute walk of a City park
- Increase % of survey respondents favorably rating opportunities to attend cultural/arts/music activities
- Increase citizens accessing cultural, education and recreational opportunities

LIVABILITY

STRATEGY 1: STRIVE TO ENSURE OPPORTUNITY IS AVAILABLE TO ALL

PRIORITY A

City departments collaborate on current programming and identify resources to be able to offer new and expanded educational, recreational and cultural programs that foster community building, bring people together for shared experiences and offer opportunities to improve skills, talents and lives.

PRIORITY B

The City continues to build robust and productive community collaborations to increase housing opportunities, invest in the creation of affordable and attainable housing and works to ensure our Municipal Code supports viable, creative options for shelter.

PRIORITY C

The City is committed to prompting the next level of regional action so that people experiencing or at risk for homelessness have access to shelter and supportive services.

STRATEGY 2: ENHANCE COMMUNITY IMAGE, CHARACTER & A SENSE OF PLACE

PRIORITY A

Regulations are in place to preserve the physical appeal and safety of the community by preventing undesirable activities and nuisance conditions while encouraging voluntary efforts to correct property issues.

PRIORITY B

The City provides cultural, educational, and recreational opportunities that welcome all, foster inclusion and contribute to the overall quality of a person's and family's life.

PRIORITY C

The City increases its efforts to deliver projects and events that build on the character and attractiveness of our community and strengthen our image.

STRATEGIC FOCUS AREA: LIVABILITY

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Strive to Ensure Opportunity is Available to All
Priority A	City departments collaborate to streamline current programming and identify resources to be able to offer new and expanded educational, recreational and cultural programs that foster community building, bring people together for shared experiences and offer opportunities to improve skills, talents and lives.
<i>Key Initiative 1</i>	<i>Collaborative, Integrated City-wide Educational, Recreational and Cultural Programming</i>
Priority B	The City continues to build robust and productive community collaborations to increase housing opportunities, invest in the creation of affordable and attainable housing and works to ensure our Municipal Code supports viable, creative options for shelter.
<i>Key Initiative 1</i>	<i>Affordable and Attainable Housing</i>
Priority C	The City is committed to prompting the next level of regional action so that people experiencing or at risk for homelessness have access to shelter and supportive services.
<i>Key Initiative 1</i>	<i>Implement Homeless Strategic Plan</i>
STRATEGY 2	Enhance Community Image, Character and Sense of Place
Priority A	Regulations are in place to preserve the physical appeal and safety of the community by preventing undesirable activities and nuisance conditions while encouraging voluntary efforts to correct property issues.
<i>Key Initiative 1</i>	<i>Unified Development Code (UDC) Changes</i>
<i>Key Initiative 2</i>	<i>Nuisance Abatement</i>
Priority B	The City provides cultural, educational, and recreational opportunities that welcome all, foster inclusion and contribute to the overall quality of a person's and family's life.
<i>Key Initiative 1</i>	<i>Implement Library Strategic Plan</i>
<i>Key Initiative 2</i>	<i>Implement Parks & Recreation Strategic Plan</i>
<i>Key Initiative 3</i>	<i>Develop and Implement Cultural Master Plan</i>
Priority C	The City increases its efforts to deliver projects and events that build on the character and attractiveness of our community and strengthen our image.
<i>Key Initiative 1</i>	<i>Special Events</i>
<i>Key Initiative 2</i>	<i>Historic Properties</i>
<i>Key Initiative 3</i>	<i>Public Art</i>

STRATEGIC FOCUS AREA

SUSTAINABILITY(1)

In Our Community, People Are Surrounded By Sustainable Natural Beauty And We Protect Our Natural Resources As A Legacy For Future Generations



NATURAL RESOURCES ARE PROTECTED AND SUSTAINABLE PRACTICES ARE IN PLACE TO PROTECT OUR CITY'S LEGACY

OBJECTIVES/MEASURES

- Increase % of survey respondents favorably rating the quality of overall natural environment in Loveland
- Increase % of survey respondents favorably rating the quality of preservation of natural areas such as open space, farmlands and greenbelts
- Encourage and promote efficient per capita water and energy use
- Reduce City facility energy consumption
- Increase % of City fleet using alternative fuel
- Maintain percent of solid waste diverted from landfill
- Increase % of City trees replaced

(1) This Focus Area is newly added as of 02/01/2020. Further development will occur during 2020 including a survey and compilation of current City sustainability efforts. This comprehensive baseline inventory will support discussion and the potential to develop a more integrated City-wide approach and plan for sustainable initiatives.

SUSTAINABILITY(1)

STRATEGY 1: PROTECT OUR NATURAL BEAUTY

PRIORITY A

Open space buffers are established and preserved to surround our community with natural beauty.

STRATEGY 2: ENSURE A LEGACY FOR FUTURE GENERATIONS

PRIORITY A

The City strives to enhance our efforts to protect our natural resources, and to achieve more organizational integration in this area to realize greater positive effects.

(1) This Focus Area is newly added as of 02/01/2020. Further development will occur during 2020 including a survey and compilation of current City sustainability efforts. This comprehensive baseline inventory will support discussion and the potential to develop a more integrated City-wide approach and plan for sustainable initiatives.

STRATEGIC FOCUS AREA: SUSTAINABILITY(1)

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 3	Protect Our Natural Beauty and Ensure a Legacy for Future Generations
Priority A	Open space buffers are established and preserved to surround our community with natural beauty.
<i>Key Initiative 1</i>	<i>Develop and Implement Systematic Open Space Buffer Plan</i>
Priority B	The City strives to enhance our efforts to protect our natural resources, and achieve more organizational integration to realize greater positive effects.
<i>Key Initiative 1</i>	<i>Integrate Current Internal Efforts as a Basis for Developing City-wide "Sustainability Plan"</i>

(1) This Focus Area is newly added as of 02/01/2020. Further development will occur during 2020 including a survey and compilation of current City sustainability efforts. This comprehensive baseline inventory will support discussion and the potential to develop a more integrated City-wide approach and plan for sustainable initiatives.

STRATEGIC FOCUS AREA

INNOVATION & ORGANIZATIONAL EXCELLENCE

In Our Community, People Enjoy Excellent Municipal Services Provided By Engaged, High Performing Employees

- ▶ DATA AND PERFORMANCE MEASURES ARE TRACKED AND USED TO MAKE DECISIONS AND ALLOCATE RESOURCES
- ▶ WE DEMONSTRATE ACCOUNTABILITY, TRANSPARENCY AND CONTINUOUS IMPROVEMENT
- ▶ WE DELIVER EXCELLENT SERVICE
- ▶ CITY EMPLOYEES ARE DEDICATED, HIGH-QUALITY PUBLIC SERVICE PROFESSIONALS
- ▶ TECHNOLOGY IS LEVERAGED TO CREATE EFFICIENCIES AND DELIVER HIGHER IMPACT RESULTS
- ▶ WE VALUE AND APPRECIATE OUR CITY EMPLOYEES

OBJECTIVES/MEASURES

- Increase % of survey respondents favorably rating quality of services provided by Loveland
- Increase % of survey respondents favorably rating quality of overall customer service by Loveland employees
- Estimated dollars saved as a result of IGNITE submissions
- Achieve City-wide employee engagement score equal to or better than industry standard
- Achieve voluntary employee turnover rate equal to or better than industry standard
- Increase average employee tenure

INNOVATION & ORGANIZATIONAL EXCELLENCE

STRATEGY 1: CREATE A HIGH-PERFORMING ORGANIZATIONAL CULTURE

- PRIORITY A** : A City-wide Strategic Plan is developed and implemented to align department, division and individual work plans to better utilize resources and achieve overarching goals.
- PRIORITY B** : Innovation and process improvements are encouraged to increase productivity and efficiency.
- PRIORITY C** : The City attracts, develops and retains devoted and talented employees.
- PRIORITY D** : Employee engagement is evaluated and actions taken to increase workforce engagement.
- PRIORITY E** : Data is accurately gathered and tracked to inform decisions, measure performance, determine priorities and allocate resources.

STRATEGY 2: DELIVER EXCELLENT SERVICE

- PRIORITY A** : City staff understand the City's service philosophy, values and expectations, provide consistent, courteous and knowledgeable service to both internal and external customers.
- PRIORITY B** : Elected officials and staff strive for excellent relations for the benefit of delivering high quality service to our community.

INNOVATION & ORGANIZATIONAL EXCELLENCE

STRATEGY 3: SUPPORT THE SAFETY & WELL-BEING OF OUR EMPLOYEES

PRIORITY A

The City prioritizes a safe working environment and City employees have the training and physical work environment to feel safe performing their duties

PRIORITY B

City staff are provided the health, financial and wellness programs to encourage health-risk mitigation

STRATEGY 4: LEVERAGE TECHNOLOGY

PRIORITY A

The City uses an inclusive, collaborative technology governance model to develop and select technology projects that will increase organizational efficiency and effectiveness

STRATEGIC FOCUS AREA: INNOVATION & ORGANIZATIONAL EXCELLENCE

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Create a High-Performing Organizational Culture
Priority A	A City-wide Strategic Plan is developed and implemented to align department, division and individual work plans to better utilize resources and achieve overarching goals.
<i>Key Initiative 1</i>	<i>Develop and Implement City-wide Strategic Plan</i>
<i>Key Initiative 2</i>	<i>Develop an implementation plan and seek funding for a next generation electronic document management and workflow automation system</i>
Priority B	Innovation and process improvements are encouraged to increase productivity and efficiency.
<i>Key Initiative 1</i>	<i>IGNITE</i>
<i>Key Initiative 2</i>	<i>Process Mapping and Recommendations for Improvement</i>
<i>Key Initiative 3</i>	<i>Workload Prioritization and Management</i>
Priority C	The City attracts, develops and retains devoted and talented employees.
<i>Key Initiative 1</i>	<i>Talent Acquisition, Onboarding, Assimilation, Development and Retention Plan</i>
Priority D	Employee engagement is evaluated and actions taken to increase workforce engagement.
<i>Key Initiative 1</i>	<i>Employee Engagement Survey Results and Follow-Up Actions</i>
Priority E	Data is accurately gathered and tracked to inform decisions, measure performance, determine priorities and allocate resources.
<i>Key Initiative 1</i>	<i>Finalize City-wide Performance Measures to Dovetail with City-wide Strategic Plan</i>
<i>Key Initiative 2</i>	<i>Revise Budget Development Process to Integrate City-wide Strategic Plan</i>
<i>Key Initiative 3</i>	<i>Develop Data Book for Benchmarking</i>
STRATEGY 2	Deliver Excellent Service
Priority A	City staff understand the City's philosophy, values and expectations in the areas of ethics and customer service, provide consistent, courteous and knowledgeable service to both internal and external customers.
<i>Key Initiative 1</i>	<i>Develop and Deliver City-wide Customer Service Training</i>
<i>Key Initiative 2</i>	<i>Develop and implement Ethics Policy</i>
<i>Key Initiative 3</i>	<i>Internal Service Provider Survey and Follow-Up Actions</i>
Priority B	Elected officials and staff strive for excellent relations for the benefit of delivering high quality service to our community.
<i>Key Initiative 1</i>	<i>Develop and Implement Elected Officials and Staff Relations Plan</i>
STRATEGY 3	Support the Safety and Well-Being of Our Employees
Priority A	The City prioritizes a safe working environment and City employees have the training and physical work environment to feel safe performing their duties.
<i>Key Initiative 1</i>	<i>City-wide Safety Assessment Findings and Follow-up Actions</i>
<i>Key Initiative 2</i>	<i>City Facility Safety Assessments and Action Plan</i>
<i>Key Initiative 3</i>	<i>Emerging Safety Issues Training</i>
Priority B	City staff are provided the health, financial and wellness programs to encourage health-risk mitigation.
<i>Key Initiative 1</i>	<i>Support Employee Mental Health</i>
STRATEGY 4	Leverage Technology
Priority A	The City uses an inclusive, collaborative technology governance model to develop and select technology projects that will increase organizational efficiency and effectiveness
<i>Key Initiative 1</i>	<i>Establish a Multi-Departmental Information Technology Executive Steering Committee</i>
<i>Key Initiative 2</i>	<i>Develop an implementation plan and seek funding for a next generation electronic document management and workflow automation system</i>
<i>Key Initiative 3</i>	<i>Develop an implementation plan and seek funding for a robust collaboration suite that will enhance communications and drive efficiencies</i>

STRATEGIC FOCUS AREA

OUTREACH, COLLABORATION & ENGAGEMENT

In Our Community, People Are Informed And Actively Engaged In Their Local Government

-  WE HAVE A COMPREHENSIVE CITY-WIDE COMMUNICATION STRATEGY AND A COORDINATED, SYSTEMATIC IMPLEMENTATION PLAN
-  TIMELY, COMPLETE INFORMATION IS COMMUNICATED TO THE PUBLIC
-  WE COLLABORATE TO LEVERAGE RESOURCES AND DELIVER HIGHER IMPACT RESULTS
-  WE ACTIVELY SEEK CITIZEN ENGAGEMENT

OBJECTIVES/MEASURES

- Increase % of survey respondents favorably rating the City's website as a source for information about Loveland government and its activities, events and services
- Reduce website bounce rate (1)
- Increase city-wide Citizen Survey reponse rate
- Increase % of survey respondents favorably rating opportunities to participate in community matters
- Increase % of survey respondents indicating their attendance or other household members attending a local public meeting in the last 12 months

(1) Bounce Rate indicates the percentage of sessions where customers leave the site after visiting only one page (interpreted as customers not interacting with the site).

OUTREACH, COLLABORATION, & ENGAGEMENT

STRATEGY 1: COMMUNICATE TIMELY, COMPLETE INFORMATION TO THE PUBLIC

PRIORITY A

The City has a comprehensive city-wide communication strategy and a coordinated, systematic implementation plan.

PRIORITY B

People can easily find relevant and up-to-date information on the City's website.

STRATEGY 2: ACTIVELY SEEK CITIZEN ENGAGEMENT

PRIORITY A

Boards and Commissions are engaged and their recommendations are valued in consideration of policy decisions.

PRIORITY B

The City proactively and equitably surveys citizens to collect input for decision-making, prioritization and City goal-setting.

PRIORITY C

Meaningful engagement opportunities are facilitated across the city and for diverse purposes.

PRIORITY D

Volunteer opportunities provide meaningful ways for community members to engage in City service delivery.

STRATEGY 3: COLLABORATE TO LEVERAGE RESOURCES & DELIVER HIGHER IMPACT RESULTS

PRIORITY A

Opportunities for future strategic collaboration are identified.

PRIORITY B

The City supports positive outcomes for students through coordinated planning efforts.

STRATEGIC FOCUS AREA: OUTREACH, COLLABORATION & ENGAGEMENT

OVERVIEW OF STRATEGIES, PRIORITY AREAS AND KEY INITIATIVES

STRATEGY 1	Communicate Timely, Complete Information to the Public
Priority A	The City has a comprehensive city-wide communication strategy and a coordinated, systematic implementation plan.
<i>Key Initiative 1</i>	<i>Develop City-wide Communication Plan</i>
Priority B	People can easily find relevant and up-to-date information on the City's website.
<i>Key Initiative 1</i>	<i>Update City Website</i>
STRATEGY 2	Actively Seek Citizen Engagement
Priority A	Board and Commissions are engaged and their recommendations are valued in consideration of policy decisions.
<i>Key Initiative 1</i>	<i>Boards and Commissions Survey and Follow-Up Actions</i>
Priority B	The City proactively and equitably surveys citizens to collect input for decision-making, prioritization and City goal-setting.
<i>Key Initiative 1</i>	<i>Update City-Wide Citizen Survey</i>
Priority C	Meaningful engagement opportunities are facilitated across the city and for diverse purposes.
<i>Key Initiative 1</i>	<i>Develop and Implement Engagement Plan</i>
<i>Key Initiative 2</i>	<i>Community Conversations for Strategic Planning</i>
Priority D	Volunteer opportunities provide meaningful ways for community members to engage in City service delivery.
<i>Key Initiative 1</i>	<i>Volunteer Survey and Follow-Up Actions</i>
STRATEGY 3	Collaborate to Leverage Resources and Deliver Higher Yield Results
Priority A	Opportunities for future strategic collaboration are identified.
<i>Key Initiative 1</i>	<i>Future Strategic Collaborations & Objectives</i>
Priority B	The City supports positive outcomes for students through coordinated planning efforts.
<i>Key Initiative 1</i>	<i>Thompson School District Collaboration</i>