



AGENDA

Golf Advisory Board Meeting

5:15 PM - Wednesday, September 27, 2023

Parks and Recreation Conference Room, 500 E. 3rd Street

Addition To Procedural Information Option For Remote Participation:

1. By Telephone:

When it is time to speak during the meeting, the moderator will unmute the line, state the person's name who will be speaking.

To participate, dial the following phone number: +1 669 900 6833 US

Then, there will be a prompt to enter the meeting ID followed by the pound (#) sign.

Meeting ID: 812 8799 0022# Please press # when asked for a participant ID.

Stay on the line until the meeting moderator provides additional instructions

Notice of Non-Discrimination

It is the policy of the City of Loveland to provide equal services, programs and activities without regard to race, color, national origin, creed, religion, sex, sexual orientation, disability, or age and without regard to the exercise of rights guaranteed by state or federal law. It is the policy of the City of Loveland to provide language access services at no charge to populations of persons with limited English proficiency (LEP) and persons with a disability who are served by the City.

For more information on non-discrimination or for translation assistance, please contact the City's Title VI Coordinator at TitleSix@cityofloveland.org or 970-962-2372. The City will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act (ADA). For more information on ADA or accommodations, please contact the City's ADA Coordinator at ADACoordinator@cityofloveland.org or 970-962-3319 .

Notificación en contra de la discriminación

La política de la Ciudad de Loveland es proveer servicios, programas y actividades iguales sin importar la raza, color, origen nacional, credo, religión, sexo, orientación sexual, discapacidad, o edad y sin importar el uso de los derechos garantizados por la ley estatal o federal. La política de la Ciudad de Loveland es proveer servicios gratis de acceso de lenguaje a la población de personas con dominio limitado del inglés (LEP, por sus iniciales en inglés) y a las personas con discapacidades quienes reciben servicios de la ciudad.

Si desea recibir más información en contra de la discriminación o si desea ayuda de traducción, por favor comuníquese con el Coordinador del Título VI de la Ciudad en TitleSix@cityofloveland.org o al 970-962-2372 . La Ciudad hará acomodaciones razonables para los ciudadanos de acuerdo con la Ley de Americanos con Discapacidades (ADA, por sus iniciales en inglés). Si desea más información acerca de la ADA o acerca de las acomodaciones, por favor comuníquese con el Coordinador de ADA de la Ciudad en ADACoordinator@cityofloveland.org o al 970-962-3319 .

Title VI and ADA Grievance Policy and Procedures can be located on the City of Loveland website at: cityofloveland.org

Password to the public wireless network (colguest) is accesswifi

Page

- 1. CALL TO ORDER
- 2. ADOPTION OF MINUTES
 - 2.1. Adoption of minutes:
 - 07.26.23
 - 08.23.23
 - 09.01.23 - Special Meeting
 - [26 Jul 2023 - Minutes](#)
 - [23 Aug 2023 - Minutes](#)
 - [01 Sep 2023 Special Meeting - Minutes](#)
- 3. CITIZENS REPORT
- 4. COUNCIL LIAISON REPORT

3 - 9

5. ACTION OR DISCUSSION ITEMS

- 5.1. 2024 Loveland Golf Advisory Board Work Plan
Presenter: Mark Esoda

10 - 27

[Agenda 5.1](#)

6. STAFF REPORTS

- 6.1. Golf Manager Report
6.2. Financial Report

7. BOARD MEMBER COMMENTS

8. ADJOURN

UPCOMING MEETINGS OR EVENTS

Next Board Meeting: October 25, 2023



MINUTES

Golf Advisory Board Meeting

5:15 PM - Wednesday, July 26, 2023

Parks and Recreation Conference Room, 500 E. 3rd Street

The Golf Advisory Board of Loveland, CO was called to order on Wednesday, July 26, 2023, at 5:15 PM, in the Parks and Recreation Conference Room, 500 E. 3rd Street, with the following members present:

PRESENT: Board: Beth Soderquist, Denise Rhoades, Blake Nicholson, David Spangler, Greg Oehman, Peggy Pellizzari, Will Parker, Chuck Weirauch
Council: Councilor Pat McFall
Staff: Kara Kish, Mark Esoda, Andrea Sheldon, Kaylynn Thompson

EXCUSED: Nate Thoreson

1. CALL TO ORDER

The meeting was called to order at 5:13pm.

2. ADOPTION OF MINUTES

The minutes from the May 24, 2023, meeting were unanimously approved as submitted.

3. CITIZENS REPORT

No report from citizens

4. COUNCIL LIAISON REPORT

Councilor McFall updated the Board on recent Council topics including:

- Centerra South project was approved.
- A new pay plan was adopted for City employees.
- 6th and Douglas rezoning put on hold.
- Ballot issue that would allow citizens to vote to keep or remove sales tax on food – could be a 9 million dollar hit to the general fund.
- Ballot issue that would allow citizens to vote to approve or deny URA requests.
- Long term plans for housing for the homeless; dealing with residual effects of services for the homeless being in downtown Loveland, i.e., granting the police more leeway in dealing with this issue.
- LFRA wants to ask the voters for a new tax to help the Fire Department pay for equipment, etc.

5. ACTION OR DISCUSSION ITEMS

Youth Board Member

Mark Esoda reviewed the information in the packet regarding the proposal of adding youth members to all the boards and commissions and asked for the Board's feedback based on questions from the City Clerk. The Board feels that:

- Youth board member must be a high school student under 21 and a golfer.
- Youth member must be business minded.
- Youth member needs to be held to same standard as all other Board members regarding attendance. Especially, if they want to vote.
- Youth member should be brought on the summer prior to the full year of school. A graduating senior won't work due to Golf season.
- Youth member must be able to handle contentious discussions.

No action taken

6. NON-ACTION OR INFORMATIONAL ITEMS

2024 Fees and Policies

Andrea Sheldon presented agenda packet information reviewing the decisions made by the Board in May regarding fees and policies. Staff has heard from Private cart owners and other players who have expressed their concerns with the sunseting of this program in 2030. A lengthy discussion ensued reviewing the decisions made in May and revisiting several issues including:

- Per use fees for authorized users and guest riders.
- Grandfathering existing owners with no new cart owners for the time being.
- Sunseting the use of private carts in 2030

The Board followed this conversation with a review of other fees and policies passed in May including:

- Discussion of twilight times.
- Grandfathering the sale of full week passes to current passholders.
- 5% increase on initial pass price.
- No increase to seasonal pass per rounds user fees
- No increase to daily fees
- Increase to Cattail Creek cart rental rates.

The general consensus of the Board was to go forward with the fees as approved at the May meeting and hold a public information meeting in conjunction with the August meeting to discuss fee/program changes and solicit feedback. All private cart owners will be specifically invited to attend.

The Olde Course at Loveland Historical Signage

Andrea Sheldon introduced the topic of the historical sign at The Olde Course at Loveland. The contents of the sign will include historical perspectives of the development of the course and include contributions made by Don Fox and others. The sign will cost around \$1,000 and will be an 18x24 sign encased in a steel case stand. Andrea is currently working on making sure proper credit is given for the photos and drawings. Will Parker shared that he had spoken to a member of the committee that suggested a tribute to Don Fox and they were pleased with the sign and its contents.

7. STAFF REPORTS

Golf Manager Report: Mark reported on the following items:

- The new cart fleet arrived at the courses; the seats of the carts seem to retain

heat from the sun more than the old seats.

- The contracts for the roof replacement of the Mariana Butte maintenance building and design services for the Mariana Butte range tee project at Mariana Butte are complete. Bid documents for the MBGC tee renovation are in the works.
- The #1 tee at Cattail is open again.
- No shows are down to 9%.
- 13,000 range balls have been lost since August; 1 letter has been sent.
- The sculpture at The Olde Course will be installed in September.
- Smaller projects include:
 - Music, monitors, and floors at Cattail.
 - The repaving of the upper parking lot at Mariana Butte - August 21-25th.
 - Aerification dates set: Mariana Butte, Aug 21st, The Olde Course is Sep. 11th, and Cattail is Sep. 18th.

Financial Report: Andrea provided a brief financial report. Year over year expenses are tracking higher than 2022, but so are revenues.

8. **BOARD MEMBER COMMENTS**

- Chuck Weirauch believes we would bring in more revenue by alternating 9- and 10-minute interval tee times.
- Beth Soderquist expressed concerned for the path on the hill between the upper and lower parking lots at Mariana Butte. She feels that a hand rail should be placed along the path.

9. **ADJOURN-** There being no further business, the meeting was adjourned at 6:40PM.

UPCOMING MEETINGS OR EVENTS

Loveland Classic Golf Tournament Saturday, 08.12 & Sunday 08.13.2023

Next Meeting Wednesday, 08.23.2023 |The Cherry Room at the Chilson Senior Center



MINUTES

Golf Advisory Board Meeting

5:15 PM - Wednesday, August 23, 2023

Chilson Senior Center, Cherry Room, 700 E. 4th, Loveland

The Golf Advisory Board of the Loveland, CO was called to order on Wednesday, August 23, 2023, at 5:15 PM, in the Chilson Senior Center, Cherry Room, 700 E. 4th, Loveland, with the following members present:

PRESENT: Board: Beth Soderquist, Denise Rhoades, Blake Nicholson, Nate Thoreson, Greg Oehman, David Spangler, Peggy Pellizzari, Chuck Weirauch, Will Parker
Council: Councilor Pat McFall
Staff: Mark Esoda, Andrea Sheldon, Jordan McCormick, Leo Calabro, Doug Anderson, Dennis Kling, Kara Kish

EXCUSED:

1. CALL TO ORDER

The meeting was called to order at 5:16PM by Chair Beth Soderquist.

2. Move to Adjourn

Chair Beth Soderquist entertained a motion to delay all business items until the September Golf Advisory Board meeting and to immediately adjourn to move into the Golf Information meeting. Blake Nicholson so moved; Chuck Weirauch seconded with unanimous approval.

There being no further business, the meeting was adjourned at 5:17pm.

3. ADJOURN TO GOLF INFORMATION MEETING

UPCOMING MEETINGS OR EVENTS

Next Meeting September 27, 2022



MINUTES

Golf Advisory Board Meeting

5:15 PM - Friday, September 1, 2023

Parks and Recreation Conference Room, 500 E. 3rd Street

The Golf Advisory Board of the Loveland, CO was called to order on Friday, September 1, 2023, at 4:15 PM, in the Parks and Recreation Conference Room, 500 E. 3rd Street, with the following members present:

PRESENT: Board: Beth Soderquist, Denise Rhoades, Blake Nicholson, David Spangler, Greg Oehman, Peggy Pellizzari, Will Parker, Chuck Weirauch, Nate Thoreson
Council: Councilor Pat McFall
Staff: Kara Kish, Mark Esoda, Andrea Sheldon, Kaylynn Thompson

EXCUSED: None

1 CALL TO ORDER

The meeting was called to order by Chair, Beth Soderquist at 4:15 PM.

2 ACTION OR DISCUSSION ITEMS

a) Review of Golf Information Meeting information: Decisions for 2024 Fee Package

Beth Soderquist began the meeting by reviewing the outcomes of the Golfer Information meeting held on 08/23/23 and opened the floor for discussion. A lengthy dialogue ensued during which feedback received via email, in-person interactions, or through other communication channels, was related and reviewed and the following areas were considered at length:

- Increasing all golf green fees (including user fees) by \$0.50 and not increasing private cart fees
-
- Basing future fee increases on the Consumer Price Index
- Reviewing the fiscal objectives of fee increases; how much does the fund need and how should that amount be achieved.
- Decreasing the tee time interval from 10 minutes to 9 minutes (or less) to achieve increased green fee revenues instead of raising revenue via private cart fees.
- Improvement opportunities for communication surrounding proposed fee increases.
- Pros and cons of sunseting the private cart program.
- Responsibility of the Board to make business-minded decisions. Eventually, a solution must be implemented, the program cannot continue as is.
- Fairness of raising golf green fees to cover private carts, the daily green fee market and the effect that may have on the daily fee player .
- Is labeling the private cart program as being subsidized correct or is it a pricing category.

- Costs of private carts to the City. Is there a cost, or is it lost revenue opportunities.
- Sunsetting or not sunsetting the program.
- Offering or not offering new contracts

Nate Thoreson joined the meeting at 5:15PM

Kara Kish related information to the Board about subsidization: The golf courses are municipal assets. Traditionally, in recreation program cost recovery, pricing decisions take into account the balance between the benefit an individual user receives and the broader benefit to the community. Some activities or classes may have a higher individual benefit, such as specialized sports instruction, while others may have a more significant community-wide benefit. Classes with higher individual benefit are usually priced to be cost-plus. The revenue generated from cost-plus classes can help subsidize the costs of other classes that provide more of a community benefit. The private carts program is a program with high individual benefit.

Councilor McFall offered that reviewing of the objectives of fee increases was reasonable. Raising the rates on all golfers so private cart owners don't have to pay more would not seem to be a likely objective.

Action: After careful consideration and deliberation by the Board, Blake Nicholson made the motion to modify the initially proposed 2024 proposed private cart rates and policies as follows:

YEARLY TRAIL PERMITS

2024 Fees

- The Olde Course at Loveland/Cattail Creek = \$496.00
- Mariana Bute = \$814.00

Per Round Rider Fees

- No per round rider fee for the owner(s) of the cart. Guest riders of authorized operators required to pay rider fee. Members of authorized operator household exempt.
- Guest Rider Fees
 - o \$5.00/9 holes
 - o \$10.0/18 holes

PER ROUND/USE PRIVATE CART PERMIT

2024 Fees

- \$25.00 Yearly Cart Registration Fee

Per Round Rider Fees

- FIRST SEAT | Guest riders of authorized operators required to pay rider fee. Members of authorized operator household exempt
 - o \$12.00 9 Holes
 - o \$17.00 18-Holes

Future increases to the "first seat" price will be tied to the daily fee rental rate.

- SECOND SEAT | Guest riders of authorized operators required to pay rider fee.
 - o \$5.00/9 holes
 - o \$10.0/18 holes

Policy Changes

- Existing private cart contracts will be renewed for 2024 and beyond. No new cart contracts will be issued in 2024.
 - The decision to sunset private cart in 2030 will not be implemented for 2024
- It was seconded by Denise Rhoades and passed with unanimous approval.

UPCOMING MEETINGS OR EVENTS

Next Board Meeting: September 27, 2023

3 ADJOURN

There being no further business, the meeting was adjourned at 6:15PM



AGENDA ITEM: 5.1

MEETING DATE: 09/27/2023

DESCRIPTION: 2024 Loveland Golf Advisory Board Work Plan

SUMMARY:

In February 2022, City Council adopted revisions to the Boards and Commission Handbook. One of the revisions centered on the encouragement of... “all Boards and Commissions to develop annually a work plan by November 1 for the subsequent year (the work plan year) that aligns with the City of Loveland Strategic Plan and to produce an annual report summarizing accomplishments of the work plan year by March 31 immediately following the work plan year.”

For review is the adopted 2023 work plan adopted (Attachment 1) and a 2024 Work Plan Form for use (Attachment 2).

Also attached are excerpts from the 2020 City’s Strategic Plan Update - December 2022 (Attachment 3). The entire plan can be viewed in its entirety here [City Council Strategic Plan](#)

Please be prepared to discuss Board priorities for 2024 for inclusion into the work plan.

Discussion: Discuss 2024 Board Priorities for 2024 Work Plan.



**City of Loveland Board and Commission
2023 Work Plan**

Loveland Golf Advisory Board

Duties of the board or commission

- **2.60.120 - Golf advisory board.**

A. There is established a golf advisory board consisting of nine members appointed by the city council. The term of office of each member shall be three years.

B. The purpose of the golf advisory board shall be to serve as an advisory body to the city council and to assist the department of parks and recreation in matters pertaining to golf and the municipal golf courses for the common benefit of the city, its golf courses, and the golfing public.



**Work
Plan
Priorities**

**Strategic Plan
Alignment:**

Priority A	<p>1. Work with Staff to ensure that the Loveland golf courses are managed responsibly and that the golfing community is provided value for their investment.</p> <ul style="list-style-type: none"> • Develop budgets that achieve and maintain a strong and sustainable financial condition • Develop budgets that maintain cash reserves that meet policy directive and fund balances that are prepared to handle emergencies or times of uncertainty, as well as allow for planning future growth • Develop sustainable, long-term strategic plans to continue to renew facilities and course features to better serve golfing communities; update and maintain 10-year Capital Improvement Plan • Develop fee setting policies that address current and future funding needs • Review current operational policies and procedures for revision so that best practices can be implemented for the reduction in expenses, or increase to revenues 	Fiscal Stability and Strength
Priority B	<p>2. Work with Staff to inform and actively engage the Golfing Public</p> <ul style="list-style-type: none"> • Actively seek golfer engagement by hosting annual or bi-annual public, in-person Golfer Update meetings • Work with Staff to have a plan in place to communicate priorities • Provide Staff with topics of concern or interest to be considered for inclusion in newsletters or Social Media posts • Provide ideas for programming for youth, beginning and existing golfers that increase reach and participation • Provide ideas for engaging and informing the non-golfing community about golf in Loveland 	Outreach, Collaboration and Engagement
Priority C	<p>3. Work with Staff on formulating and implementing Master Plan objectives in conjunction with the overall Parks and Recreation Master Plan</p> <ul style="list-style-type: none"> • Review and provide feedback on golf architect suggestions to update or enhance golf courses for the golfing public • Provide feedback for the continued beautification of the golf courses, i.e., flower beds, other plantings 	Infrastructure and Transportation



City of Loveland Board and Commission 2024 Work Plan

Loveland Golf Advisory Board

Duties of the board or commission

- **2.60.120 - Golf advisory board.**

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City of Loveland Board and Commission 2024 Work Plan

**Work
Plan
Priorities**

**Strategic Plan
Alignment:**

Priority A	1. Insert Title Here <ul style="list-style-type: none">List of focus items under this priority itemPlease list as many items under this priority as needed	List area of alignment here
Priority B		
Priority C		
Priority D		

STRATEGIC PLAN

Progress Report

FOCUS 2020

December 20, 2022



TABLE OF CONTENTS

3	MESSAGE FROM CITY MANAGER
4	VISION, MISSION AND VALUES
5	FOUNDATIONAL PILLARS
6	STRATEGIC INITIATIVES STATUS OVERVIEW
7	PUBLIC SAFETY
17	ECONOMIC VITALITY
26	INFRASTRUCTURE & TRANSPORTATION
35	FISCAL STABILITY & STRENGTH
40	LIVABILITY
46	SUSTAINABILITY
49	INNOVATION & ORGANIZATIONAL EXCELLENCE
52	OUTREACH, COLLABORATION & ENGAGEMENT

MESSAGE FROM CITY MANAGER



I am happy to provide you with the sixth status report on our City-wide Strategic Plan, which was adopted by City Council on March 3, 2020.

Shortly after adoption of the Plan, we were called to the unexpected priorities driven by the COVID-19 pandemic.

I am extremely proud of our dedicated employees and their ability to adapt our operations and procedures to protect the safety of those we serve, while continuing to accomplish the business of the City.

I am increasingly impressed that in spite of the overwhelming priorities created by COVID-19, our Directors and employees have still made great progress on the initiatives presented in the Strategic Plan.

This report provides updates on the status of the Strategic Plan Focus 2020 initiatives (including Initiatives for Innovation information) since City Council was last updated on May 10, 2022.

Respectfully Submitted,

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.

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

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

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

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.

STRATEGIC FOCUS AREA

LIVABILITY

In Our Community, All People Have Access To Services, 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

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 was newly added as of 02/01/2020. Further development was planned to occur during 2020 including a survey and compilation of current City sustainability efforts. It was anticipated that this comprehensive baseline inventory would support discussion and the potential to develop a more integrated City-wide approach and plan for sustainable initiatives. Due to COVID impacts, the envisioned steps have not been able to proceed as planned.

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

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 response 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).