



City Council Work Session Agenda

October 22, 2024 at 6:00 PM

Jeni Arndt, Mayor
Emily Francis, District 6, Mayor Pro Tem
Susan Gutowsky, District 1
Julie Pignataro, District 2
Tricia Canonico, District 3
Melanie Potyondy, District 4
Kelly Ohlson, District 5

Council Information Center (CIC)
300 Laporte Avenue, Fort Collins

Cablecast on FCTV
Channel 14 on Connexion
Channel 14 and 881 on Comcast

Carrie Daggett
City Attorney

Kelly DiMartino
City Manager

Delynn Coldiron
City Clerk

CITY COUNCIL WORK SESSION 6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. Grants Development Update.

The purpose of this item is to present an update to Council on Central Grants Development.

2. Natural Areas Strategic Framework Update.

The purpose of this item is to provide Councilmembers with an overview of the Natural Areas Strategic Framework and receive feedback on preliminary draft components and community engagement efforts.

3. Impact Fees Discussion.

The purpose of this item is to share with the Council the findings of the Capital Expansion Fee Study, Transportation Capital Expansion Fee Study, and Utility model updates that were completed in Q4 2023 and the fee schedules proposed for a January 2025 effective date. Additionally, staff will provide updates to the ancillary work under way related to fee credits and offsets, and the development review systems and processes.

4. Equity Work and Indicators Update.

The purpose of this item is to provide Council with an update on Equity Indicators and work the Equity & Inclusion Office has developed since 2021.

C) ANNOUNCEMENTS

D) ADJOURNMENT

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 970.221.6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide advance notice. Requests for interpretation at a meeting should be made by noon the day before.

A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione aviso previo. Las solicitudes de interpretación en una reunión deben realizarse *antes del mediodía del día anterior*.

File Attachments for Item:

1. Grants Development Update.

The purpose of this item is to present an update to Council on Central Grants Development.

October 22, 2024

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Kerri Ishmael, Senior Analyst, Grants Administration
Travis Storin, Chief Financial Officer

SUBJECT FOR DISCUSSION

Grants Development Update.

EXECUTIVE SUMMARY

The purpose of this item is to present an update to Council on Central Grants Development.

ATTACHMENTS

1. Presentation

Grants Development Update

Kerri Ishmael
Senior Analyst, Grants Administration

Travis Storin
Chief Financial Officer



Formula Funds

awarded based on a set formula v. a competitive process

**Housing and Urban
Development (HUD)**

**Federal Transit
Administration**

Managed by Social Sustainability

Managed by Transfort

Continuous Operating and Infrastructure Funds

Competitive Funds

**State and Federal
Agencies**

Managed by Recipient Department(s)

One-time Operating and Infrastructure Funds

Created in late 2022, the program funds one FTE and entails:

Pre-Award Support

- Finding Competitive Funding Opportunities
- Determine Compliance/Requirements
 - Do we meet Eligibility
 - Project Readiness (can we meet timeline)
 - Pre-requisites (do we have all ducks in a row)
 - Required match - \$ amount and sources
 - Post-award requirements
(do we have ability = staff time and expertise)
- Grant Applications

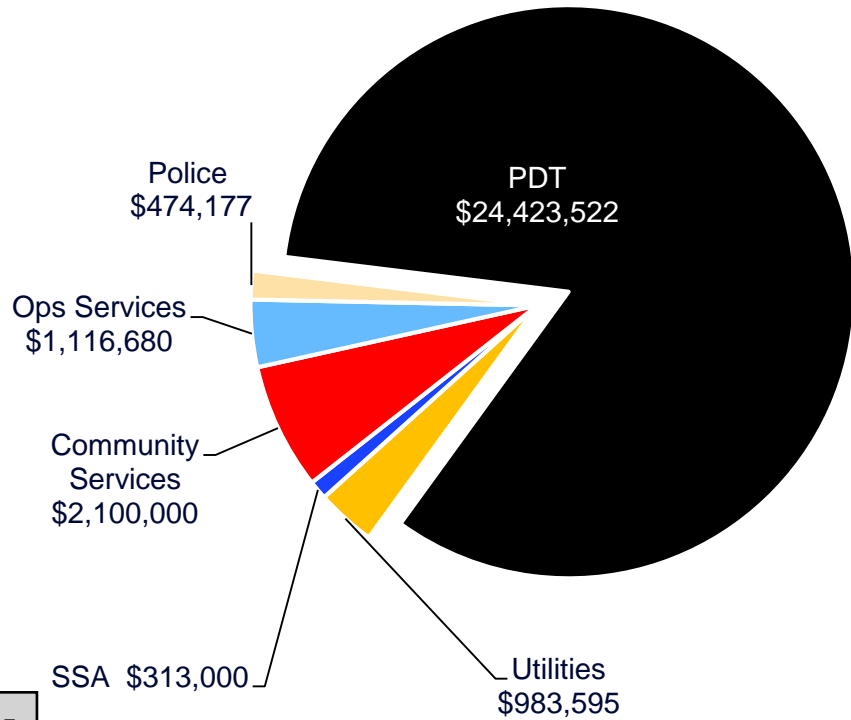
Post-Award Support

- Finalizing Grant Agreements
- Post-award compliance
- Financial reporting
- Reimbursements
- Subrecipient monitoring
- Proper documentation for audits
- Rolling-out indirect cost recovery 2024 and forward

2023

Applications submitted = 54, totaling \$79M

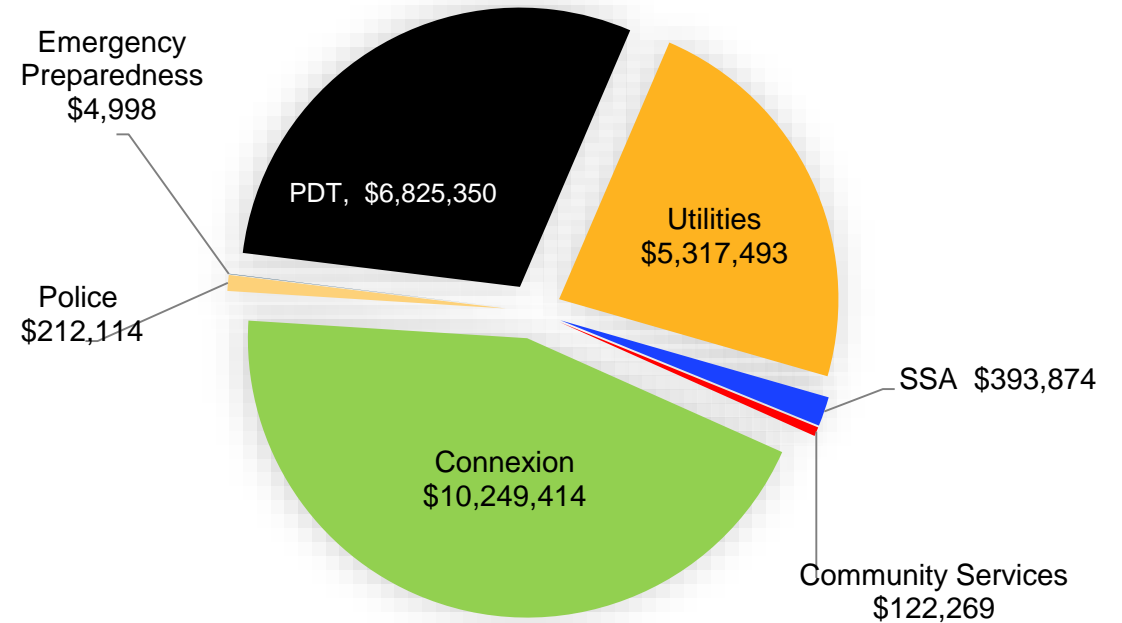
Grant awards = 34, totaling \$29.4M



2024, as of Q3

Applications submitted = 29, totaling \$57.4M

Grants awards = 20, totaling \$23.1M



Contractual Support used by Departments for:

- Identifying Funding Opportunities that **align** with Identified Priorities
- Grant Application
Federal applications are demanding (technical aspects – merit criteria, benefit cost analysis, connection to state and regional priorities)

ROI from Contractual Support

Observed with PDT, Utilities and Operation Services

- Departments work with SME firms and City's Grants Administration = Successful Grant Awards

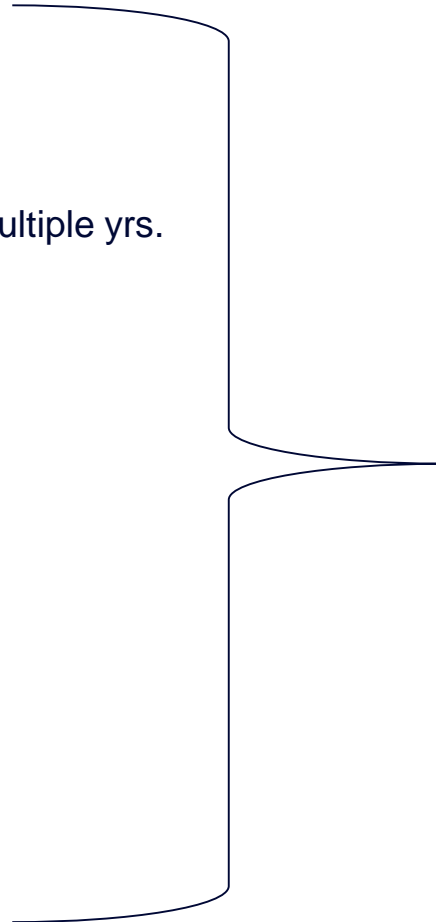
Key = Subject Matter Expert (SME) firms have:

- Technical expertise
- Relationships with state departments and federal agencies
- History in applying to funding opportunity

Requires funding to tap SME as needed

What's Involved

- **Performance Reporting**
 - (monthly/quarterly/yearly) through life of grant = multiple yrs.
- **Financial Reporting** (convoluted federal forms)
- **Calculating Grant Share v. City's Match Share**
- **Accounting for Grant Costs**
 - Allowable costs for Allowable Activity
 - Period of Performance (incurred v. paid costs)
- **Reimbursements** (convoluted federal forms)
 - Documentation to support costs
- **Monitoring subrecipients versus contractors**
- **Responding to Granting Agency Inquiries**



Competitive Grants

Falls to Department Personnel with support from Grants Administration FTE

OUTCOMES

Favorable

Strong Record of Compliance = Low Risk Grantee

- Less policing = less work for granting agency
- Builds relationship = provides insight into future opportunities
- Can support being awarded under competitive program

Unfavorable

Compliance Issues = High Risk Grantee

- More policing = more work for granting agency
- Can negatively impact award outcome
- De-obligation of grant funds and worse case recoupment of funds

Formula Funds

awarded based on a set formula v. a competitive process

Housing and Urban Development (HUD)

Federal Transit Administration

Managed by Social Sustainability

Managed by Transfort

Continuous Operating and Infrastructure Funds

Requires

- Project/Service offering build-out for granting agency approval
- Subject matter expert over compliance requirements
- Project reporting to granting agency
- Reimbursement submittals to granting agency

Dedicated Social Sustainability and Transfort FTEs with roles in grant writing, administration and compliance

Competitive Funds

State and Federal Agencies

Managed by All City Departments

One-time Operating and Infrastructure Funds

Requires

- Evaluating Funding Opportunity (Eligibility, Period of Performance, Match requirement, ROI)
- Grant Application (SOW, Budget, Merit Criteria, Letters of Support)
- Subject matter expert over compliance requirements
- Project reporting to granting agency
- Reimbursement submittals to granting agency

Non-Dedicated department FTEs with support from Grants Administration and third-party consultant

Tapped Opportunities

Proposition 123 funds – NEW

- \$200k award - DOLA's Local Planning Capacity Grant Program (to reduce City's approval timelines for affordable housing)

Developing Opportunities

Affordable Housing Financing Fund – NEW from Prop 123

(Colorado Office of Economic Development and International Trade)

- Land acquisition grants to local governments/forgivable loans to NFP (lesser of \$5M/appraised value) for development of affordable rentals and for-sale housing

Housing Catalyst received \$1.6M last funding cycle for rental developments

More Housing Now and Land Use Initiative - Newer

(DOLA program - local governments to increase opportunity for affordable housing development)

- Summer 2024 funding cycle max award capped at \$2M
- Planning – supports housing needs assessments and land use strategy
- Infrastructure – upgrade/upscale city owned infrastructure in support of development

More Housing Now and Land Use Initiative – Newer

(US Dept of Housing and Urban Development)

- FY24 - 2nd funding cycle (VERY competitive with only 30 awards (\$1M to \$7M))
- Supports projects that:
 - Further develop, evaluate and implement housing policy plans
 - Improve housing strategies
 - Facilitate affordable housing production

Funds (1) Planning and Policy Activities (2) Development (land acquisition) and (3) Infrastructure includes new/upgrade city owned infrastructure in support of development, as well as neighborhood amenities (parks, community centers, safe streets, et al)

Thank You

File Attachments for Item:

2. Natural Areas Strategic Framework Update.

The purpose of this item is to provide Councilmembers with an overview of the Natural Areas Strategic Framework and receive feedback on preliminary draft components and community engagement efforts.

October 22, 2024

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Dean Klinger, Community Services Director
Katie Donahue, Natural Areas Director
Julia Feder, Environmental Planning Manager

SUBJECT FOR DISCUSSION

Natural Areas Strategic Framework Update.

EXECUTIVE SUMMARY

The purpose of this item is to provide Councilmembers with an overview of the Natural Areas Strategic Framework and receive feedback on preliminary draft components and community engagement efforts.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Do Councilmembers have feedback about the proposed vision, values, and goals?
2. Do Councilmembers have feedback on the outreach that was conducted and informed this plan?

BACKGROUND / DISCUSSION

PROJECT BACKGROUND

The Natural Areas Strategic Framework provides grounding direction for the department's Conservation and Stewardship Planning (CSP) process and serves as an update to the 2014 Natural Areas Master Plan. CSP guides the management of Natural Areas properties to protect habitat and scenic values, while supporting public access for the community. CSP is rooted in the language of the City of Fort Collins Open Space Yes! and Larimer County's Help Preserve Open Space tax initiatives that fund most of the Natural Areas' efforts. These ballots, alongside previous department master plans, informed the development of CSP's elements. The Strategic Framework aims to define a 10-year vision and department values, in addition to updating existing goals.

ROLE OF THE STRATEGIC FRAMEWORK

Natural Areas planning occurs at two levels: systemwide and across management zones. The Strategic Framework is the systemwide plan that provides structure for other Natural Areas' planning efforts. Utilizing themes from ballot language and Citywide guidance, it provides foundational planning components (vision, values, and goals) that frame up the next level of planning, management zone updates. The Strategic

Framework sets the vision for the next 10-20 years, is updated every ten years and adopted by City Council.

At the management zone level, land is categorized into six geographic zones that are defined by ecosystem type. Management zone updates are iterative and present an opportunity for adapting management techniques to new science or responding to conditions in the field. Comprehensive management zone updates are completed on a rotating basis every seven years and provide an in-depth evaluation of implementation priorities. These updates create a regular opportunity to gather targeted community input. They highlight the unique character of each zone, identify management actions, and are administratively adopted by the department Director. Management zone tactics inform annual work planning and biannual budgeting. Together, the Strategic Framework and management zone updates serve as a comprehensive guide to the department's work.

Previous Natural Areas master plans catalog historic and ongoing department efforts. These plans continue to serve as important reference documents to the department's evolving work. The Strategic Framework does not intend to replace these documents or replicate this approach. Rather, the Strategic Framework orients towards the north star of conservation while providing an updated planning structure that ensures the department's vision, values, and goals reflect community feedback. This revised approach supports the action-based planning that takes place during management zone updates.

COMMUNITY ENGAGEMENT SUMMARY

Since the fall of 2023, Natural Areas Department (NAD) staff has performed a range of engagement activities to understand community desires for natural areas. Statistically valid results from the countywide 2023 Our Lands Our Future (OLOF) questionnaire grounded community engagement efforts. For the purposes of the Strategic Framework, staff only considered OLOF responses from City of Fort Collins residents.

Additionally, a variety of groups, including partner agencies, City departments, and the broader community provided input on the role of NAD and their desires for conservation and stewardship. More than 4,000 community touch points informed the drafting of the vision, goals, and values. Engagement methods included:

- Individual interviews with members from the Land Conservation and Stewardship Board (LCSB) and multiple presentations at LCSB meetings throughout this process
- Individual interviews with the City and County ballot writers
- A Super Issues Boards and Commissions Meeting
- Small group discussions with historically underrepresented groups
- Interactive discussions with a Technical Advisory Committee representing diverse perspectives
- Online questionnaire
- Interactive tabling at community events and natural area trailheads
- Social media blasts
- A project website

In summary, feedback collected across the community indicates strong support for the continued protection of land and water resources, environmental stewardship, and habitat preservation. Engagement themes included a desire for NAD to take a comprehensive approach to managing natural areas, balancing

conservation, access, and community engagement, including a desire for enhanced educational programming and communication. Additionally, the community expressed value in NAD's ability to leverage partnerships to extend the impact of its work.

VISION, VALUES and GOALS

The Strategic Framework proposes updates to the existing department vision and goals, in addition to defining department values. The vision, values, and goals map closely to City values and plans, while remaining rooted in the language of City of Fort Collins Open Space Yes! and Larimer County Help Conserve Open Space ballot measures and the existing Natural Areas Department mission: *To conserve and enhance lands with natural resource, agricultural, and scenic values, while providing meaningful education and appropriate recreation opportunities.*

Vision

The 2014 Natural Areas Master Plan established a vision specific to that planning document: *Through the work of the Natural Areas Department, a diverse system of conserved and restored lands will connect community members to nature. These conserved lands will protect nature and contribute to the health and wellbeing of our community.*

While the intent of this 2014 Natural Areas Master Plan Vision remains and is reflected across all levels of planning, the Strategic Framework proposes an updated vision to extend across all Natural Areas work. The vision statement intends to inspire action and reflect the desired condition that drives these efforts. The proposed vision statement for Natural Areas:

Thriving ecosystems for a greater Fort Collins community

Values

Natural Areas Values reflect the foundation provided by the Open Space Yes! and Help Preserve Open Space ballot initiatives, and themes expressed by the community throughout the public engagement process. Natural Areas Values reflect the City's values, while prioritizing the department's distinct focus on ecological protection and management.

Values define how the department will work across goals and will be used as a filter to determine what and when initiatives are implemented. Values will serve a similar function to the "Priorities" referenced in recent management zone updates.

Resource Protection

Natural Areas commits to preserving species and features characteristic of the region's ecosystem and heritage. This may include prioritizing:

- Protecting threatened and endangered species
- Enhancing populations of critical common species
- Creating and enhancing wetland habitats using secured water resources
- Safeguarding and honoring cultural and paleontological resources

Ecological Function

Natural Areas takes action to sustain and improve the health and performance of natural systems. This may include prioritizing:

- Connecting rivers and streams to their floodplain and sustaining instream flows
- Introducing disturbance management to mimic natural cycles
- Supporting ecological research and sharing discoveries with the community to further inspire stewardship
- Monitoring and collecting data to inform ecological management

Connectivity

Natural Areas protects a connected landscape of conserved land to support ecosystems and create movement corridors that provide a balance of services to both wildlife and people. This may include prioritizing:

- Conserving properties adjoining previously conserved spaces
- Sustaining the health of the Poudre River Watershed
- Linking neighborhoods to nearby natural areas

Partnership

Natural Areas leverages shared decision-making and invest in increasing the impact of our conservation actions through building relationships across City departments, agencies, and with community groups. This may include prioritizing:

- Working with Larimer County Department of Natural Resources to conserve land and water, and providing habitat protections across Northern Colorado
- Leveraging cross-department expertise and opportunities to meet Natural Areas goals along with other City goals such as stormwater protection, safe routes to school, and affordable housing
- Supporting region-wide efforts such as the Poudre Trail and the Colorado Front Range Trail

Safety & Wellbeing

Natural Areas provides safe environments for community members to engage with and find renewal through time spent in nature, while also protecting and ensuring the safety of these natural systems. This may include prioritizing:

- Implementing education and communication campaigns focused on high water safety
- Emphasizing the importance of practicing proper trail etiquette so that all community members can enjoy their experiences and recreate respectfully
- Providing Ranger presence and support across the Natural Areas system through cordial and informational contacts, alongside regulation enforcement

Belonging

Natural Areas ensures programs and places are welcoming to all and encourages a diversity of experiences. This may include prioritizing:

- Supporting natural spaces near to the places the community lives, works, learns, and plays through Nature in the City investments and programming
- Creating fun and formative educational experiences for young people to encourage a lifelong love of the outdoors
- Translating print and digital materials, such as signs and brochures

Service

Natural Areas demonstrates honesty, transparency, inclusivity, and respect by providing authentic and diverse engagement opportunities that focus on listening and active participation. This may include prioritizing:

- Offering diverse volunteer opportunities across natural areas that encourage community stewardship
- Seeking input from surrounding neighborhoods and diverse community groups when onboarding new natural area properties
- Providing clear and concise instructions for permitting

Integrity

Natural Areas implements the community’s vision and values by responsible management of community ecological, financial, and social resources. This may include prioritizing:

- Utilizing data-informed planning processes
- Maximizing the impact of dedicated sales tax funding and reporting on an annual basis
- Ensuring that employees have access to the tools and support needed to complete their work

Goals

The Strategic Framework proposes four updated goals that will organize the work of the department and support future planning. By updating the scope and intent of the goals, the department aims to:

- Strongly support the organization’s conservation-first mission
- Reflect the major themes heard in public engagement, specifically the importance of habitat protection and management, engagement, connectivity, and access
- Provide useful guidance for more specific layers of planning
- Furnish a documented direction using language that is approachable and easily understood

Previous Goal	Proposed Goal
Conserve and Protect Land and Water	Conserve and Protect Land & Water
Protect and Improve Ecosystem Health and Resilience	Strengthen Habitats and Ecological Resilience

Previous Goal	Proposed Goal
Provide Meaningful Education and Appropriate Recreation Opportunities	Support Access to Nature
Responsibly Steward the Community’s Resources	Foster Community Connections and Stewardship

Goal 1: Conserve and Protect Land & Water

The protection of land and water sustains connected landscapes, sensitive and important habitats, and the cultural connections and heritage of the region. With a deep commitment to the conservation mission, Natural Areas supports the biodiversity and landscape of Northern Colorado.

In the coming decade, Natural Areas will:

- Work with willing landowners to acquire additional properties
- Continue to conserve riparian corridors, regional landscapes, community separators, and neighborhood open spaces
- Engage private landowners through securing and monitoring conservation easements
- Protect flows in the Cache la Poudre River and enhance instream flows

Goal 2: Strengthen Habitats and Ecological Resilience

Healthy ecosystems are vital for plants and wildlife, providing vibrant habitat, clean water, and resilience in changing conditions. Through restoration and adaptive management, Natural Areas works to take a data-informed approach to improve the condition of regional ecosystems.

In the coming decade, Natural Areas will:

- Restore land, rivers, streams, and water bodies through application of best available science
- Conduct baseline inventories and grow long-term monitoring programs to guide adaptive management
- Promote habitat resilience through responsible disturbance management
- Invest in the recovery and reintroduction of native, rare, endangered, or locally extinct species, while also working to maintain strong populations of more common species

Goal 3: Support Access to Nature

Human connection to nature supports wellbeing, inspires a sense of community, and instills a conservation ethic. Through diverse opportunities to connect with nature, Natural Areas contributes to the overall welfare of our community in ways that are grounded in and balance resource protection, equity, and inclusion.

In the coming decade, Natural Areas will:

- Develop and maintain a sustainable trail system to minimize erosion, protect habitats, preserve water quality, and better adapt to changing conditions
- Support connections between the places the community lives, works, and plays to natural areas

- Promote regional trail connections in partnership with adjacent agencies
- Encourage visitors to stop and soak up the experience of being in nature by providing opportunities for quietude, respite, and discovery

Goal 4: Foster Community Connections and Stewardship

Engagement and education bolster the community's commitment to conservation and land stewardship. Natural Areas inspires people to protect the environment on conserved lands, and beyond.

In the coming decade, Natural Areas will:

- Engage diverse audiences through a variety of education and outreach programs that meet each group where they are with inclusive messaging and transparency
- Uphold safety across the community through regulation enforcement and education about wildlife, visitor etiquette, and resource protection
- Inspire volunteerism to create a diverse network of natural area ambassadors that drive community actions around conservation
- Work with historically underserved community members and the Native American and Indigenous community to honor connections to nature

NEXT STEPS

In Q1 2025, staff will seek additional input from the public on a Strategic Framework draft. This will include presentations to and receiving feedback from interested boards and commissions. A final draft plan will be released and considered for adoption by City Council by Q3 2025.

ATTACHMENTS

1. Land Conservation and Stewardship Board Minutes, September 11, 2024 (excerpt)
2. Land Conservation and Stewardship Board Minutes, October 9, 2024 (excerpt)
3. Presentation

MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



Land Conservation & Stewardship Board

Regular Meeting | 1745 Hoffman Mill Road

September 11, 2024

Members:

Ross Cunniff, Chair

Scott Mason, Vice Chair

Denise Culver, Member

Andrea Elson, Member

Jennifer Gooden, Member

Holger Kley, Member

Elena Lopez, Member

River Mizell, Member

Mark Sears, Member

1. CALL TO ORDER: Meeting was called to order at 5:30 p.m.

2. ROLL CALL:

LCSB: Holger Kley, Scott Mason, Mark Sears, Andrea Elson, Denise Culver, Jennifer Gooden, Elena Lopez

Excused: Ross Cunniff, River Mizell

NAD Staff: Katie Donahue, Becky Pomeroy, Aaron Reed, Julia Feder, Aran Meyer, Kelly Smith, Emily Shingler, Matt Parker, Mary Boyts

Excerpt related to this Council Work Session Agenda Item:

6. ACTION ITEMS

Strategic Framework update

Julia Feder, Environmental Planning Manager, was joined by Kelly Smith, Sr. Environmental Planner and Kristy Bruce, Environmental Planner, in providing the LCSB with an update on the Strategic Framework project and the updated Natural Areas Department goals. Staff opened the presentation with the process timeline. They explained that the Strategic Framework provides structure and alignment for the management zone documents which are adaptive, and action based. Staff reported on the extensive public engagement and the resulting feedback themes of balancing conservation, access, and community engagement. Staff then led the LCSB through a careful review of each of the four draft NAD goals.

Discussion

The LCSB and staff engaged in a discussion focused on the draft goals and the accompanying narratives. Staff shared their process and explained the rationale for the specific updates in each goal/narrative. They reiterated that the goals were informed by the community feedback. The Board offered thoughtful assessment of the text to more clearly convey the intent of each goal.

Themes of Board member feedback included:

- Highlight the importance of the ballot as the foundation of Natural Areas' work
- Strengthen the conservation and ecological focus of Goals 1 and 2
- Keep a strong focus on Protection
- Emphasize the need for adaptive management to address changing conditions

MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



Land Conservation & Stewardship Board Regular Meeting

- Incorporate flora, wetlands, and riparian systems into narrative and examples
- Balance goal three so we are not encouraging overcrowding
- More clearly state that if NAD prioritizes access to nearby nature, that they are able to preserve regional larger-scale habitats
- Reflect that people use natural areas in different ways
- Show connection to and ways Natural Areas influences policies and standard operating procedures across the City and region
- Clearly state NAD's leadership position in conservation in the region

Staff reported they would present to the Natural Resources Advisory Board and return to the LCSB in October to share other elements of the Strategic Framework staff presents to City Council at the October 22nd work session.

10. ADJOURNMENT

The meeting was adjourned at 8:42 p.m.

MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



Land Conservation & Stewardship Board

Regular Meeting | 1745 Hoffman Mill Road

October 9, 2024

Members:

Ross Cunniff, Chair

Scott Mason, Vice Chair

Denise Culver, Member

Andrea Elson, Member

Jennifer Gooden, Member

Holger Kley, Member

Elena Lopez, Member

River Mizell, Member

Mark Sears, Member

1. CALL TO ORDER: Meeting was called to order at 5:31 p.m.

2. ROLL CALL:

LCSB: Elena Lopez, Denise Culver, Jennifer Gooden, Mark Sears, Ross Cunniff, Holger Kley

Excused: Scott Mason, Andrea Elson, River Mizell

NAD Staff: Katie Donahue, Kristy Bruce, Kelly Smith, Matt Parker, Emily Shingler, Mary Boyts, Tawnya Ernst, Zoë Shark

Excerpt related to this Council Work Session Agenda Item:

6. ACTION ITEMS

Strategic Framework: Vision & Values

Katie Donahue, Director and Julia Feder, Environmental Planning Manager provided a follow up to the September 11, 2024, Land Conservation and Stewardship Board meeting including a summary of the Board's input. They presented the proposed Natural Areas Values which reflect the ballot initiatives and themes expressed by the community throughout the public engagement process. They noted the proposed Values align with the City's values, while prioritizing the department's distinct focus on ecological protection and management.

Discussion

Themes of feedback provided by LCSB included:

- Word choice and themes in the vision statement
- Opportunities to emphasize Ecological Function and Resource Protection
- Clarifying the role of research and monitoring across multiple values
- Highlighting sound stewardship of tax dollars

Chair Cunniff stated he felt the Strategic Framework was going in a great direction.

The LCSB requested the Strategic Framework discussion captured in the September minutes and the draft October minutes be shared with Council prior to the October 22, 2024, Work Session.

10. ADJOURNMENT

The meeting was adjourned at 7:26 p.m.

Natural Areas Strategic Framework:

The Guide to Conservation and
Stewardship in a Changing World

Dean Klingner

Community Services Director

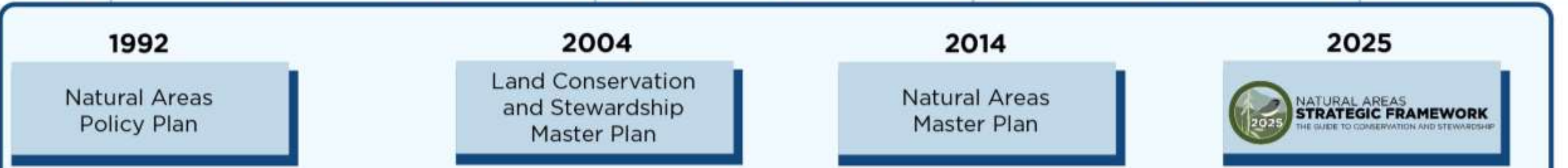
Katie Donahue

Natural Areas Director



1. Does Council have feedback on the Strategic Framework including the proposed vision, values, and goals?
2. Does Council have feedback on the outreach conducted to inform this plan?

Foundations of Conservation and Stewardship

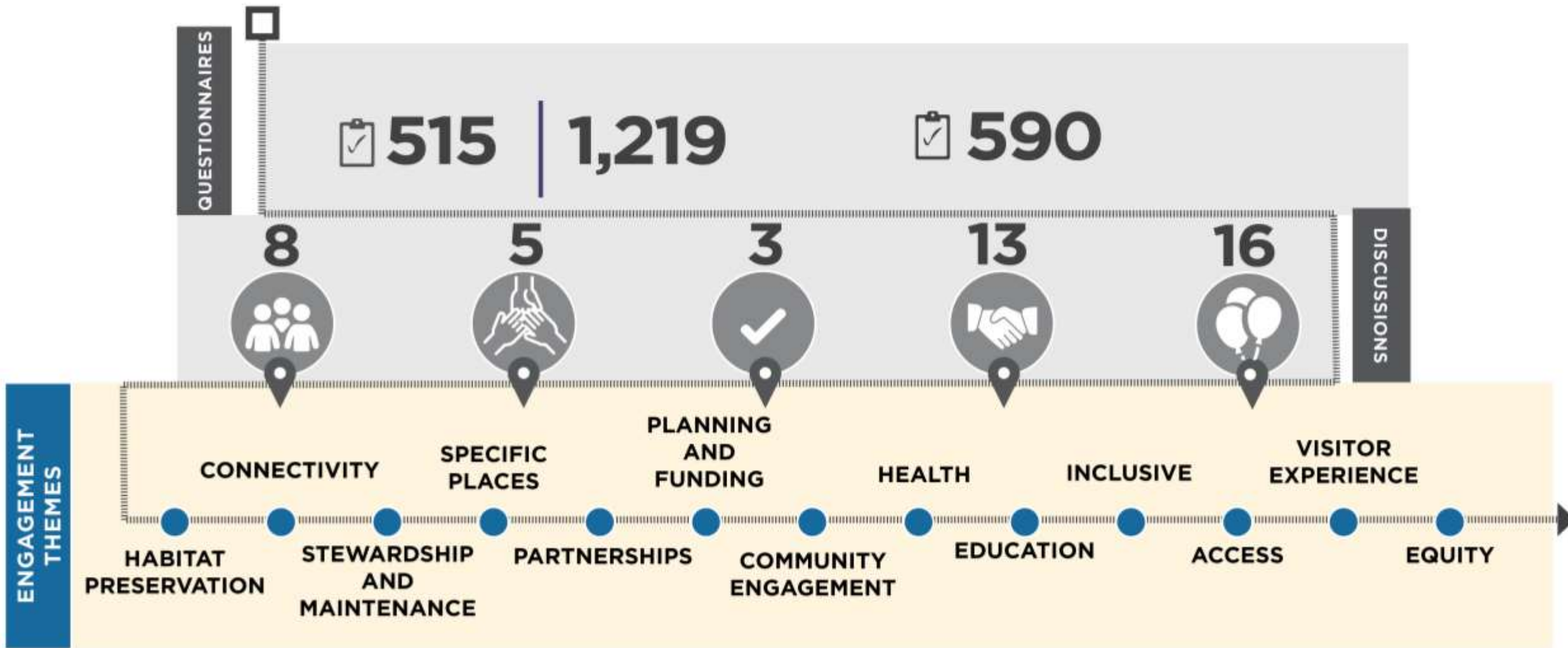


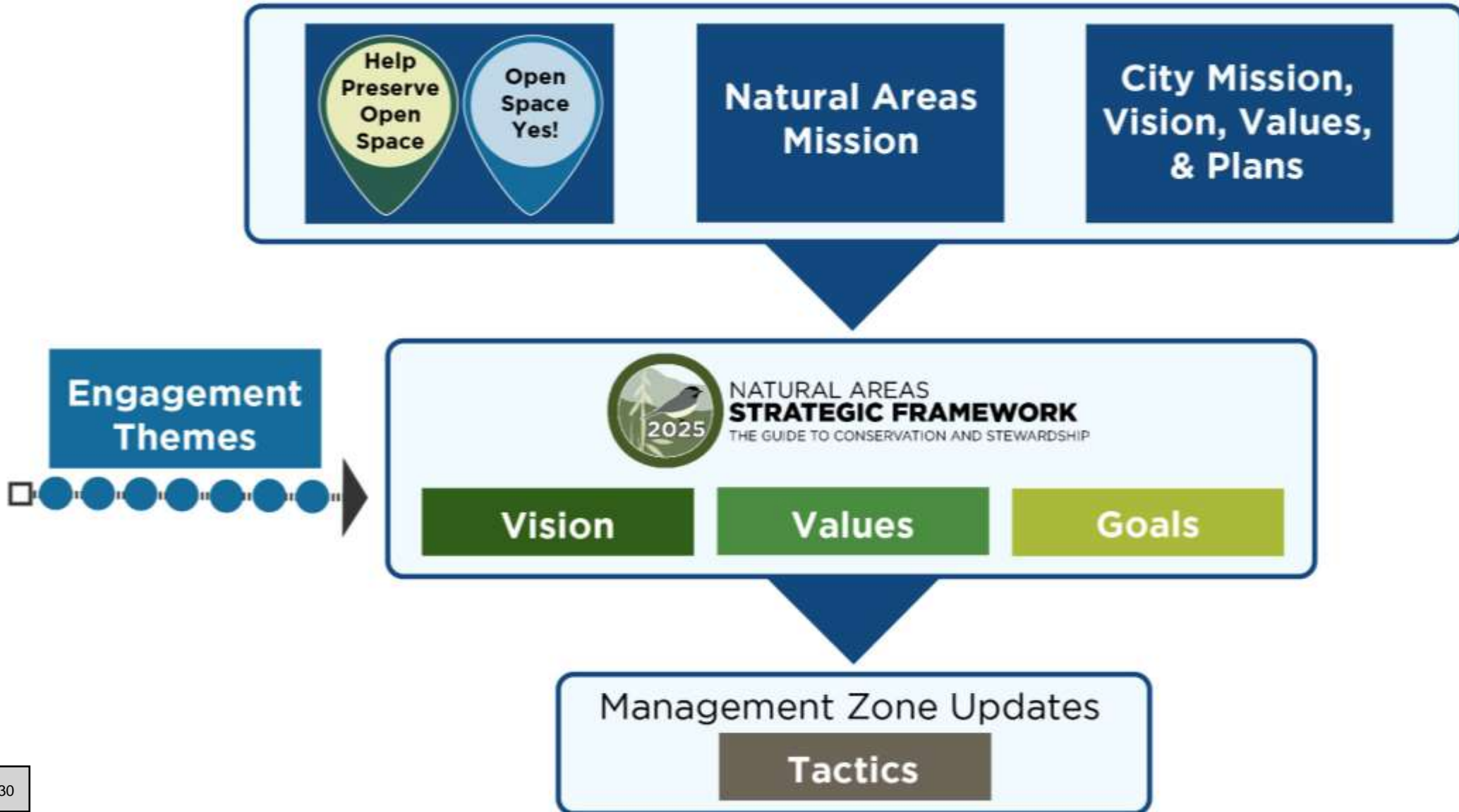
Natural Areas Guidance Plans

Strategic Framework Engagement



Strategic Framework Engagement







NATURAL AREAS STRATEGIC FRAMEWORK THE GUIDE TO CONSERVATION AND STEWARDSHIP

Vision

Values

Goals

Management Zone Updates

Mountains to Plains Zone

2022 & 2029

Cache la Poudre River Zone

2023 & 2030

Urban Zone

2024 & 2031

Mountane Zone

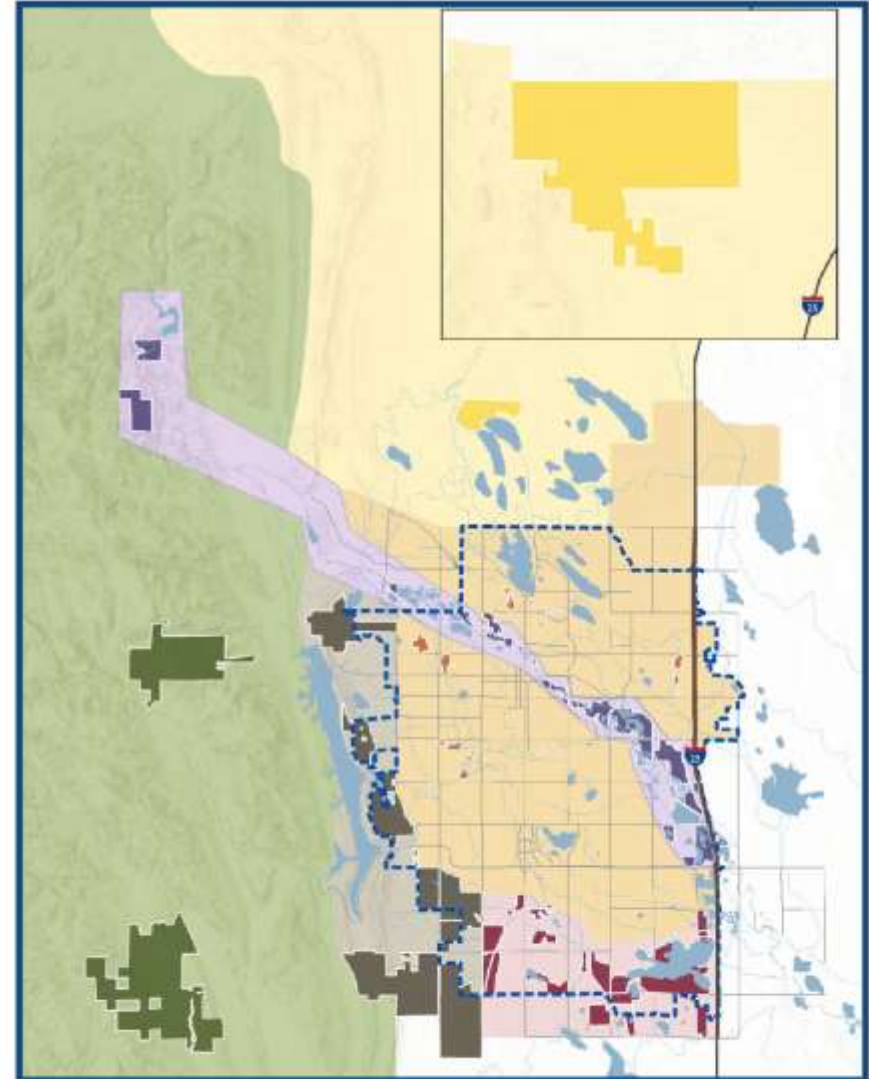
2026 & 2032

Fossil Creek Zone

2027 & 2033

Foothills Zone

2028 & 2034



The Strategic Framework Plan Will:

- Be forward looking
- Illustrate habitat and community needs
- Be data and community informed
- Be easily understood by and engaging for the community
- Support a foundation for ongoing Natural Areas planning efforts
 - Vision
 - Values
 - Goals

**THRIVING ECOSYSTEMS FOR A GREATER
FORT COLLINS COMMUNITY**







1. Does Council have feedback on the Strategic Framework including the proposed vision, values, and goals?
2. Does Council have feedback on the outreach conducted to inform this plan?

File Attachments for Item:

3. Impact Fees Discussion.

The purpose of this item is to share with the Council the findings of the Capital Expansion Fee Study, Transportation Capital Expansion Fee Study, and Utility model updates that were completed in Q4 2023 and the fee schedules proposed for a January 2025 effective date. Additionally, staff will provide updates to the ancillary work under way related to fee credits and offsets, and the development review systems and processes.

October 22, 2024

WORK SESSION AGENDA

ITEM SUMMARY

City Council



STAFF

David Lenz, Director, Financial Planning & Analysis
 Randy Reuscher, Lead Rate Analyst, Utilities
 Marc Virata, Engineer III, Planning, Development & Transportation

SUBJECT FOR DISCUSSION

Impact Fees Discussion.

EXECUTIVE SUMMARY

The purpose of this item is to share with the Council the findings of the Capital Expansion Fee Study, Transportation Capital Expansion Fee Study, and Utility model updates that were completed in Q4 2023 and the fee schedules proposed for a January 2025 effective date. Additionally, staff will provide updates to the ancillary work under way related to fee credits and offsets, and the development review systems and processes.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions do councilmembers have related to the Fee Studies and Utility model updates?
2. What guidance do councilmembers have for staff prior to bringing 2025 Fee Update ordinances to council for adoption in November?

Click or tap here to enter text.

BACKGROUND / DISCUSSION

Work to Date:

During 2023 and 2024, city staff worked both internally and with external consultants to update the city's development related impact fees. The City's utility organizations underwent their biennial internal update of their impact fee models during 2023. This work continued in 2024, primarily related to the Water utility fee environment. The City also contracted with Economic & Planning Systems, Inc. to update the Capital Expansion Fee (CEF) study and with TischlerBise to update the Transportation Capital Expansion Fee (TCEF) study.

After discussion with the Council Finance Committee in December 2023, staff proceeded with inflation only adjustments to the CEF, TCEF, Utility PIFs and Electric Capacity Fee for 2024 while the Water Utility discussions continued with no increase proposed for 2024. These inflation updates were adopted by

Council on 2nd reading on February 20, 2024 and became effective on March 1, 2024. The CEFs increased by **5.6%**; the TCEFs and Utility fees increased by **7.4%**.

Proposed fee schedules for 2025 will reflect the results of the 2023 model and study updates with adjustments added for 2024 inflationary impacts.

The development review process and fee structure underwent a comprehensive update in 2019. As part of that review, the new Development Review fees were updated and implemented effective January 2022. These administrative user fees, along with the building permit and inspection fees, are subject to annual review. The following 2025 fee adjustments have been included in the 2025 BFO offers:

Building Permits	7.2%
Inspections	7.2%
Development Review	No Change

Staff are in the process of replacing the existing Licensing, Permitting & Code Enforcement (LPCE) system that handles the City’s building permitting and development review activities. Estimated completion is targeted for the 2nd half of 2026.

Study/Model Updates:

Utilities Fees:

Utilities staff updates development fee models every two years. In alternating years, when models are not updated, an inflationary adjustment is applied to utility development fees. Staff use the Engineering News Record (ENR) construction cost index to apply inflationary adjustments. The Utility Water, Wastewater (Sewer), and Stormwater Plant Investment Fees (PIFs) and Electric Capacity Fee (ECF) were updated.

Each model was updated this year to capture current inputs, including current escalation factors and each of the various drivers such costs, consumption, and future system needs. Utilities have experienced extreme cost pressures, especially on the electric side. Some items such as electric transformers have increased dramatically in price due to supply chain issues and higher material costs. The table below shows the results of the modeling update for each of the development fees and the proposed fee adjustments for 2025.

Utility Fee	Model Update vs. 2023 Actual	2024 Actual vs. 2023 Actual	2025 Proposed vs. 2024 Actual
Electric Capacity Fee (ECF)	14.8%	7.4%	9.3%
Water Plant Investment Fee (PIF)	5.7%	7.4%	No Change
Wastewater Plant Investment Fee (PIF)	4.1%	7.4%	No Change
Stormwater Plant Investment Fee (PIF)	7.0%	7.4%	1.5%
Water Supply Requirement (WSR)	No Change	No Change	(6.5%)

Transportation Capital Expansion Fee (TCEF)

TCEF is a one-time fee collected from development and redevelopment to mitigate impacts to the transportation network. It is used to support growth share related infrastructure improvements which add

capacity to the system from both a roadway and multi-modal perspective. Fees cannot be used for improvements which solely benefit adjacent development, existing deficiencies, and/or for maintenance.

For residential development, updated amounts are based on square feet of finished living space. Garages, porches and patios are excluded from the TCEF assessment. For nonresidential development, TCEFs are stated per thousand square feet of floor area, using three categories. The TCEF schedule for nonresidential development is designed to provide a reasonable fee amount for general types of development. There has been further emphasis on active modes and to provide further clarity the fee schedule is broken down by roadway capacity and active modes.

Summary fees from the study are highlighted below with a comparison to the 2023 fees; the 2023 TCEF Draft Report with full detail is included as Attachment 1.

Residential	Unit	Roadway		Active		Update	2023	Change	% Change
		Fee	% of Total	Modes	% of Total	Total	Total		
up to 700 sq. ft.	Dwelling	\$2,863	91%	\$272	9%	\$3,135	\$2,703	\$432	16%
701-1,200 sq. ft.	Dwelling	\$4,988	91%	\$487	9%	\$5,475	\$5,020	\$455	9%
1,201-1,700 sq. ft.	Dwelling	\$6,363	91%	\$625	9%	\$6,988	\$6,518	\$470	7%
1,701-2,200 sq. ft.	Dwelling	\$7,380	91%	\$726	9%	\$8,106	\$7,621	\$485	6%
over 2,200 sq. ft.	Dwelling	\$8,191	91%	\$809	9%	\$9,000	\$8,169	\$831	10%
Development Type	Unit	Roadway		Active		Update	2023	Change	% Change
		Fee	% of Total	Modes	% of Total	Total	Total		
Commercial	1,000 sq. ft.	\$11,045	94%	\$702	6%	\$11,747	\$9,946	\$1,801	18%
Office & Other Services	1,000 sq. ft.	\$6,450	86%	\$1,075	14%	\$7,525	\$7,327	\$198	3%
Industrial	1,000 sq. ft.	\$2,897	75%	\$944	25%	\$3,841	\$2,365	\$1,476	62%

Capital Expansion Fees (CEFs)

The City has five separate CEFs, related to neighborhood and community parks, and fire, police and general government services. These fees were initially adopted in 1996 based on an internal study by City staff. External study updates were completed in 2013 and 2017 by Duncan Associates. The studies relied on the standards-based (or incremental expansion) methodology, which bases the fees on the existing levels of service. The new fees were adopted in 2017 and implemented over a three-year time period. The 2023 update by Economic & Planning Systems, Inc. adheres to the existing standard-based approach to fee calculation.

Almost all fee categories have increased from current 2023 fee levels. The biggest overall impact contributing to higher rates is the significantly higher asset valuations for police and fire services (and to a lesser extent, general governmental) outpacing the service population growth rates. These inflationary impacts have been realized locally in the higher cost of the City's purchases of goods and services, especially in the post-COVID environment. In this update, the Office and Other Services type has been broken out from the general Commercial type and is aligned with TCEF categories based on differing demand impacts.

Highlighted below are the updated summary fee calculations for residential and non-residential properties compared to the 2023 fees. More detailed information is included in the Presentation appendix and the 2023 CEF Draft Report in Attachment 2.

Residential	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Update Total	2023 Total	Change	% Change
up to 700 sq. ft.	Dwelling	\$2,813	\$2,140	\$604	\$382	\$745	\$6,684	\$6,593	\$91	1%
701-1,200 sq. ft.	Dwelling	\$4,260	\$3,241	\$914	\$578	\$1,129	\$10,122	\$8,844	\$1,278	14%
1,201-1,700 sq. ft.	Dwelling	\$4,783	\$3,638	\$1,026	\$649	\$1,267	\$11,363	\$9,652	\$1,711	18%
1,701-2,200 sq. ft.	Dwelling	\$5,145	\$3,913	\$1,104	\$698	\$1,363	\$12,223	\$9,764	\$2,459	25%
over 2,200 sq. ft.	Dwelling	\$5,848	\$4,448	\$1,254	\$794	\$1,549	\$13,894	\$10,880	\$3,014	28%
Development Type	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Update Total	2023 Total	Change	% Change
Commercial	1,000 sq. ft.			\$1,281	\$811	\$1,582	\$3,674	\$2,791	\$883	32%
Office and Other Services	1,000 sq. ft.			\$701	\$444	\$866	\$2,010	\$2,791	(\$781)	-28%
Industrial	1,000 sq. ft.			\$332	\$210	\$410	\$953	\$656	\$297	45%

The methodology to roll the study results forward for a January 1, 2025 effective date is straightforward. The 2023 rate schedules are adjusted for the inflation in 2024 utilizing the relevant underlying index: an increase of **1.9%** for TCEF and **2.7%** for the CEFs. The table below provides the combined TCEF and CEF fees for 2025, with comparisons to the actual 2023 study values and to the existing 2024 rates.

Residential	Unit	2025			2023 Study			2024 Actual		
		Proposed CEF	Proposed TCEF	Proposed Total	Total	\$	%	Total	\$	%
up to 700 sq. ft.	Dwelling	\$6,865	\$3,195	\$10,060	\$9,819	\$241	2.5%	\$9,865	\$195	2.0%
701-1,200 sq. ft.	Dwelling	\$10,395	\$5,579	\$15,974	\$15,597	\$377	2.4%	\$14,730	\$1,244	8.0%
1,201-1,700 sq. ft.	Dwelling	\$11,670	\$7,121	\$18,791	\$18,351	\$440	2.4%	\$17,194	\$1,597	8.7%
1,701-2,200 sq. ft.	Dwelling	\$12,553	\$8,260	\$20,813	\$20,329	\$484	2.4%	\$18,495	\$2,318	11.4%
over 2,200 sq. ft.	Dwelling	\$14,269	\$9,171	\$23,440	\$22,894	\$546	2.4%	\$20,263	\$3,177	13.9%
Development Type	Unit	Proposed CEF	Proposed TCEF	Proposed Total	Total	\$	%	Total	\$	%
Commercial	1,000 sq. ft.	\$3,773	\$11,970	\$15,743	\$15,421	\$322	2.1%	\$13,629	\$2,114	13.7%
Office and Other Services	1,000 sq. ft.	\$2,065	\$7,668	\$9,733	\$9,535	\$198	2.1%	\$10,816	(\$1,083)	-11.4%
Industrial	1,000 sq. ft.	\$979	\$3,914	\$4,893	\$4,794	\$99	2.1%	\$3,233	\$1,660	34.6%

As part of the adoption of 2025 proposed fees summarized above, a number of ordinance adjustments and clean-up items will be addressed. Specifically, this includes the addition of the Office and Other Services category for the CEFs, the official adoption of the of the “Denver-Aurora-Lakewood, CO” index as the successor to “Denver-Boulder, CO” index, and the clarification of the non-residential fees for the TCEFs as being “per 1,000 sq. ft.”. Additionally, staff will seek clarity around the use of fire protection capital expansion fees collected on behalf of the Poudre Fire Authority.

NEXT STEPS

- Consideration of Fee Update Ordinances – 1st Reading November 19, 2024
- 2025 Fee Updates effective January 1, 2025

ATTACHMENTS

1. 2023 Transportation Capital Expansion Fee Draft Report
2. 2023 Capital Expansion Fee Draft Report
3. Presentation



Transportation Capital Expansion Fee Study

*Submitted to:
City of Fort Collins, Colorado*

October 20, 2023

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Transportation Capital Expansion Fee Study

City of Fort Collins, Colorado

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EXECUTIVE SUMMARY

The City of Fort Collins currently collects Transportation Capital Expansion Fee (TCEF) based on a 2017 study completed by TischlerBise. The City has retained TischlerBise to update its TCEF program.

The 2023 TCEF study uses a combination of incremental expansion and plan-based methodologies to provide improvements for all modes of travel. Figure 1 provides an overview of the methodology and cost components used in the Fort Collins study.

Figure 1. TCEF Methods and Cost Components

Types of Improvement	Cost Allocation	Service Area	Cost Recovery	Incremental Expansion	Plan-Based
Capacity Roadway Expansion	Vehicle Miles of Travel (VMT)	Citywide	-	Roadway Capacity	-
Active Modes	Person and Jobs	Citywide	-	-	Bike Lanes, Ped/Bike Intersections, Signals

Transportation Capital Expansion Fees by Type of Land Use

As documented in this report, the City of Fort Collins has complied with applicable legal precedents and Colorado's Impact Fee enabling legislation (discussed below). The TCEF schedule is proportionate and reasonably related to the cost of capital improvements needed to accommodate new development. Specific costs have been identified using local data and current dollars. With input from City staff, TischlerBise determined demand indicators for transportation capacity and calculated proportionate share factors to allocate costs by type of development. The TCEF methodology also identifies the extent to which new development is entitled to various types of credits to avoid potential double payment of growth-related capital costs.

Figure 2 shows the maximum supportable TCEF schedules. For residential development, updated amounts are based on square feet of finished living space. Garages, porches and patios are excluded from the TCEF assessment. Fees by dwelling size rather than type simplifies administration, improves proportionality, and is consistent with the way other Capital Expansion Fees are collected in Fort Collins.

For nonresidential development, TCEFs are stated per thousand square feet of floor area, using three broad categories. The TCEF schedule for nonresidential development is designed to provide a reasonable fee amount for general types of development. For unique developments, the City may allow or require an independent assessment.

Active modes improvements and expansions were included in the 2017 analysis. There has been further emphasis on active modes and to provide further clarity the maximum supportable fee schedule is broken down by roadway capacity and active modes.

Figure 2. Maximum Supportable TCEF

Residential (per dwelling unit)								
Square Feet of Finished Living Space	VMT per Unit	Roadway Capacity Fee	Persons per Unit	Active Modes Fee	Maximum Supportable Fee	Current Fees	Increase/Decrease	Percent Change
up to 700	11.79	\$2,863	0.99	\$272	\$3,135	\$2,703	\$432	16%
701 to 1,200	20.54	\$4,988	1.77	\$487	\$5,475	\$5,020	\$455	9%
1,201 to 1,700	26.20	\$6,363	2.27	\$625	\$6,988	\$6,518	\$470	7%
1,701 to 2,200	30.39	\$7,380	2.64	\$726	\$8,106	\$7,621	\$485	6%
over 2,200	33.73	\$8,191	2.94	\$809	\$9,000	\$8,169	\$831	10%

Nonresidential (per 1,000 square feet)								
Development Type	VMT per KSF	Roadway Capacity Fee	Jobs per KSF	Active Modes Fee	Maximum Supportable Fee	Current Fees	Increase/Decrease	Percent Change
Commercial	45.48	\$11,045	2.12	\$702	\$11,747	\$9,946	\$1,801	18%
Office & Other Services	26.56	\$6,450	3.26	\$1,075	\$7,525	\$7,327	\$198	3%
Industrial	11.93	\$2,897	2.86	\$944	\$3,841	\$2,365	\$1,476	62%

GENERAL IMPACT FEE REQUIREMENTS

Colorado Impact Fee Enabling Legislation

For local governments, the first step in evaluating funding options for transportation improvements is to determine basic options and requirements established by state law. Some states have more conservative legal parameters that basically restrict local government to specifically authorized actions. In contrast, “home-rule” states grant local governments broader powers that may or may not be precluded or preempted by state statutes depending on the circumstances and on the state’s particular laws. Home rule municipalities in Colorado, like Fort Collins, have the authority to impose impact fees based on both their home rule power granted in the Colorado Constitution and the impact fee enabling legislation enacted in 2001 by the Colorado General Assembly.

Impact fees (also known as capital expansion fees) are one-time payments imposed on new development that must be used solely to fund growth-related capital projects, typically called “system improvements”. An impact fee represents new growth’s proportionate share of capital facility needs. In contrast to project-level improvements, impact fees fund infrastructure that will benefit multiple development projects, or even the entire service area, as long as there is a reasonable relationship between the new development and the need for the growth-related infrastructure. Project-level improvements, typically specified in a development agreement, are usually limited to transportation improvements near a proposed development, such as ingress/egress lanes.

According to Colorado Revised Statute Section 29-20-104.5, impact fees must be legislatively adopted at a level no greater than necessary to defray impacts generally applicable to a broad class of property. The purpose of impact fees is to defray capital costs directly related to proposed development. The statutes of other states allow impact fee schedules to include administrative costs related to impact fees and the preparation of capital improvement plans, but this is not specifically authorized in Colorado’s statute. Impact fees do have limitations, and should not be regarded as the total solution for infrastructure funding. Rather, they are one component of a comprehensive portfolio to ensure adequate provision of public facilities. Because system improvements are larger and more costly, they may require bond financing and/or funding from other revenue sources. To be funded by impact fees, Section 29-20-104.5 requires that the capital improvements must have a useful life of at least five years. By law, impact fees can only be used for capital improvements, not operating or maintenance costs. Also, development impact fees cannot be used to repair or correct existing deficiencies in existing infrastructure.

Additional Legal Guidelines

Both state and federal courts have recognized the imposition of impact fees on development as a legitimate form of land use regulation, provided the fees meet standards intended to protect against regulatory takings. Land use regulations, development exactions, and impact fees are subject to the Fifth Amendment prohibition on taking of private property for public use without just compensation. To comply with the Fifth Amendment, development regulations must be shown to substantially advance a legitimate governmental interest. In the case of impact fees, that interest is the protection of public

health, safety, and welfare by ensuring development is not detrimental to the quality of essential public services. The means to this end are also important, requiring both procedural and substantive due process. The process followed to receive community input (i.e., stakeholder meetings, work sessions, and public hearings) provides opportunities for comments and refinements to the impact fees.

There is little federal case law specifically dealing with impact fees, although other rulings on other types of exactions (e.g., land dedication requirements) are relevant. In one of the most important exaction cases, the U. S. Supreme Court found that a government agency imposing exactions on development must demonstrate an “essential nexus” between the exaction and the interest being protected (see *Nollan v. California Coastal Commission*, 1987). In a more recent case (*Dolan v. City of Tigard, OR*, 1994), the Court ruled that an exaction also must be “roughly proportional” to the burden created by development.

There are three reasonable relationship requirements for development impact fees that are closely related to “rational nexus” or “reasonable relationship” requirements enunciated by a number of state courts. Although the term “dual rational nexus” is often used to characterize the standard by which courts evaluate the validity of development impact fees under the U.S. Constitution, TischlerBise prefers a more rigorous formulation that recognizes three elements: “need,” “benefit,” and “proportionality.” The dual rational nexus test explicitly addresses only the first two, although proportionality is reasonably implied, and was specifically mentioned by the U.S. Supreme Court in the *Dolan* case. Individual elements of the nexus standard are discussed further in the following paragraphs.

All new development in a community creates additional demands on some, or all, public facilities provided by local government. If the capacity of facilities is not increased to satisfy that additional demand, the quality or availability of public services for the entire community will deteriorate. Development impact fees may be used to cover the cost of development-related facilities, but only to the extent that the need for facilities is a consequence of development that is subject to the fees. The *Nollan* decision reinforced the principle that development exactions may be used only to mitigate conditions created by the developments upon which they are imposed. That principle likely applies to impact fees. In this study, the impact of development on infrastructure needs is analyzed in terms of quantifiable relationships between various types of development and the demand for specific facilities, based on applicable level-of-service standards.

The requirement that exactions be proportional to the impacts of development was clearly stated by the U.S. Supreme Court in the *Dolan* case and is logically necessary to establish a proper nexus. Proportionality is established through the procedures used to identify development-related facility costs, and in the methods used to calculate impact fees for various types of facilities and categories of development. The demand for facilities is measured in terms of relevant and measurable attributes of development (e.g., a typical housing unit’s average weekday vehicle trips).

A sufficient benefit relationship requires that impact fee revenues be segregated from other funds and expended only on the facilities for which the fees were charged. The calculation of impact fees should also assume that they will be expended in a timely manner and the facilities funded by the fees must serve the development paying the fees. However, nothing in the U.S. Constitution or the state enabling

legislation requires that facilities funded with fee revenues be available exclusively to development paying the fees. In other words, benefit may extend to a general area including multiple real estate developments. Procedures for the earmarking and expenditure of fee revenues are discussed near the end of this study. All of these procedural as well as substantive issues are intended to ensure that new development benefits from the impact fees they are required to pay. The authority and procedures to implement impact fees is separate from and complementary to the authority to require improvements as part of subdivision or zoning review.

Impact fees must increase the carrying capacity of the transportation system. Capacity projects include, but are not limited to the addition of travel lanes, intersection improvements (i.e., turning lanes, signalization or roundabouts) and widening roads (e.g., adding travel lanes, paved shoulders, and bike lanes). Whenever improvements are made to existing roads, non-impact fee funding is typically required to help pay a portion of the cost.

Impact Fee Methodologies

In contrast to project-level improvements, impact fees fund growth-related infrastructure that will benefit multiple development projects, or the entire jurisdiction (referred to as system improvements). There are three general methods for calculating one-time charges for public facilities needed to accommodate new development. The choice of a particular method depends primarily on the timing of infrastructure construction (past, concurrent, or future) and service characteristics of the facility type being addressed. Each method has advantages and disadvantages in a particular situation, and can be used simultaneously for different cost components.

Reduced to its simplest terms, the process of calculating infrastructure costs for new development involves two main steps: (1) determining the cost of development-related capital improvements and (2) allocating those costs equitably to various types of development. In practice, TCEF calculations can become quite complicated because of many variables involved in defining the relationship between development and the need for facilities within the designated service area. The following sections discuss three basic methods.

COST RECOVERY (PAST IMPROVEMENTS)

The rationale for recoupment, often called cost recovery, is that new development is paying for its share of the useful life and remaining capacity of facilities already built, or land already purchased, from which new growth will benefit. This methodology is often used for utility systems that must provide adequate capacity before new development can take place.

INCREMENTAL EXPANSION (CONCURRENT IMPROVEMENTS)

The incremental expansion method documents current level-of-service (LOS) standards for each type of public facility, using both quantitative and qualitative measures. New development is only paying its proportionate share for growth-related infrastructure needed to maintain current standards. Revenue will be used to expand or provide additional facilities, as needed to keep pace with new development.

PLAN-BASED (FUTURE IMPROVEMENTS)

The plan-based method allocates costs for a specified set of improvements to a specified amount of development. Improvements are typically identified in a capital improvements plan and development potential is identified by land use assumptions. There are two options for determining the cost per service unit: 1) total cost of a public facility can be divided by total service units (average cost), or 2) the growth-share of the capital facility cost can be divided by the net increase in service units over the planning timeframe (marginal cost).

CREDITS

Regardless of the methodology, a consideration of “credits” is integral to a legally defensible impact fee study. There are two types of “credits” with specific characteristics, both of which should be addressed in studies and ordinances.

- First, a revenue credit might be necessary if there is a double payment situation and other revenues are contributing to the capital costs of infrastructure to be funded by TCEF revenue. This type of credit is integrated into the TCEF calculation, thus reducing the gross amount. In contrast to some studies that only provide general costs, with credits at the back-end of the analysis, Fort Collins’s 2023 transportation TCEF update uses growth shares to provide an up-front reduction in total costs. Also, the 2023 update provides TCEF revenue projections to verify that new development will fully fund the growth cost of future infrastructure (i.e., only TCEF revenue will pay for growth costs).
- Second, a site-specific credit or developer reimbursement might be necessary for dedication of land or construction of system improvements to be funded by TCEF revenue. This type of credit is addressed in the administration and implementation of the TCEF program.

TRANSPORTATION CAPITAL EXPANSION FEE – ROADWAY CAPACITY COMPONENT

The City of Fort Collins Transportation Capital Expansion Fees (TCEF) are calculated using an incremental approach for roadway capacity improvements. Transportation improvements that provide additional vehicular capacity, account for approximately 91 percent of the growth-related cost in the analysis while active modes represent 9.

The roadway capacity component of the TCEF is derived from custom trip generation rates (see Appendix A), trip rate adjustment factors, and the capital cost per vehicle miles of travel (VMT). The latter is a function of average trip length, trip-length weighting factor by type of development, and the growth cost of transportation improvements.

Existing Levels of Service for Transportation

There are currently 497 lane miles of arterial streets in the City of Fort Collins. The steps to calculate a current level of service for the City’s arterial street network involve calibrating existing development to the system network. To do so, development units by type are multiplied by adjusted vehicle trip ends per development unit. The factors used to calculate the current level of service expressed in vehicle miles of travel (VMT) are discussed below, and shown in Figure 5 after the discussion.

VEHICLE MILES OF TRAVEL

VMT is a measurement unit equal to one vehicle traveling one mile¹. In the aggregate, VMT is the product of vehicle trips multiplied by the average trip length. For the 2023 TCEF update, the average trip length is calibrated to lane miles of existing City arterials within Fort Collins.

TRIP GENERATION RATES

The 2023 TCEF update is based on average weekday vehicle trip ends (AWVTE). For residential development, trip rates are customized using demographic data for Fort Collins, as documented in Appendix A. For nonresidential development, trip generation rates are from the reference book Trip Generation published by the Institute of Transportation Engineers (ITE 11th Edition, 2021). A vehicle trip end represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway). To calculate transportation fees, trip generation rates require an adjustment factor to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor is 50 percent for industrial, institutional, and office development. As discussed further below, the TCEF methodology includes additional adjustments to make the fees proportionate to the infrastructure demand for particular types of development.

¹ Typical VMT calculations for development-specific traffic studies, along with most transportation models of an entire urban area, are derived from traffic counts on particular road segments multiplied by the length of that road segment. For the purpose of the TCEF study, VMT calculations are based on attraction (inbound) trips to development located in the service area, with trip length limited to the road network considered to be system improvements (arterials and collectors). This refinement eliminates pass-through or external- external trips, and travel on roads that are not system improvements (e.g., state highways).

ADJUSTMENT FOR PASS-BY TRIPS

For retail development, the trip adjustment factor is less than 50 percent because such development attract vehicles as they pass by on arterial roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For the average shopping center, ITE indicates that 25 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 75 percent of attraction trips have the commercial site as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor is 75 percent multiplied by 50 percent, or approximately 38 percent of the trip ends.

TRIP LENGTH WEIGHTING FACTOR BY TYPE OF LAND USE

The transportation fee methodology includes a percentage adjustment, or weighting factor, to account for trip length variation by type of land use. TischlerBise derived the weighting factors using household survey results provided by North Front Range Metropolitan Planning Organization (NRFMPO, 2010). As shown in Figure 3, trips associated with residential development are approximately 110 percent of the average trip length. Conversely, trips associated with commercial development (i.e., retail and restaurants) are approximately 66 percent of the average trip length while other nonresidential development typically accounts for trips that are 100 percent of the average for all trips.

Figure 3. Average Trip Length by Trip Purpose in North Front Range

Type of Development	Trip Purpose	Trips	Average Miles Per Trip	Weighting Factor	
1-Residential	All other at home activities	4,920	5.30	3.469	
1-Residential	Dropped off passenger	566	4.36	0.328	
1-Residential	Picked up passenger	557	3.47	0.257	
1-Residential	Indoor recreation/entertainment	516	4.80	0.330	
1-Residential	Change transportation mode	354	9.37	0.441	
1-Residential	Outdoor recreation/entertainment	254	6.60	0.223	
1-Residential	Service private vehicle	160	5.44	0.116	
1-Residential	Working at home	127	4.06	0.069	
1-Residential	Loop Trip and Other travel related	55	2.71	0.020	
1-Residential	School at home	7	2.03	0.002	
1-Residential Total		7,516		5.255	1.10
2-Retail/Restaurant	Routine shopping	1,236	2.76	1.571	
2-Retail/Restaurant	Eat meal outside home	577	3.10	0.824	
2-Retail/Restaurant	Other	180	5.37	0.445	
2-Retail/Restaurant	Major purchase / specialty item	91	6.15	0.258	
2-Retail/Restaurant	Drive through	88	1.80	0.073	
2-Retail/Restaurant Total		2,172		3.170	0.66
3-Other Nonresidential	Attend a class	790	2.59	0.756	
3-Other Nonresidential	Work/business related	618	8.48	1.937	
3-Other Nonresidential	Errands (bank, dry cleaning, etc.)	475	2.34	0.411	
3-Other Nonresidential	Personal business (attorney, accountant)	241	5.50	0.490	
3-Other Nonresidential	Health care	224	6.39	0.529	
3-Other Nonresidential	Civic/religious	196	5.13	0.372	
3-Other Nonresidential	Other activities at school	92	3.72	0.126	
3-Other Nonresidential	All other activities at work	70	5.82	0.151	
3-Other Nonresidential Total		2,706		4.771	1.00
		TOTAL	12,394	4.784	

Data Source: Table R-27, NRFMPO Household Survey, 2010. Analysis excludes "Visit friends/relatives" because the average distance of 22.43 miles traveled is an outlier, approximately four times the overall average. "Work/job" travel was also excluded because trip origins and destinations can not be allocated between residential and type of nonresidential development.

LANE CAPACITY

The TCEF roadway capacity component is based on established daily per lane capacities for arterial roads. According to City staff, arterial roads were established to have a daily per lane capacity of 7,700, assuming 12 feet travel lanes, with no additional shoulder width, in an urban area.

AVERAGE VEHICLE TRIP LENGTH

The City of Fort Collins recently completed a travel diary study which surveyed residents on their daily travel including modes, distance, and purpose. Based on the results of the study, the average vehicle trip length in Fort Collins is 4.90 miles.

ORIGIN & DESTINATION TRIP ANALYSIS

Lastly, there is a demand on Fort Collins transportation network that is not associated with any development within city limits. Specifically, there are vehicle trips that originate and end outside of Fort Collins. The nature of these trips means there is a demand that is not Fort Collins growth-related thus not eligible for TCEF funding. Therefore, TischlerBise partnered with transportation engineers at Felsburg Holt & Ullevig to identify the thru-trips (external – external) in Fort Collins. Based on analysis of the Fort Collins travel demand model, seven percent of trips were identified as external – external. As a result, a seven percent reduction is included in the demand calculation.

Figure 4. Origin & Destination Trip Analysis

Origin/Destination	Internal	External
Internal	50%	15%
External	28%	7%

Source: Felsburg Holt & Ullevig analysis of Fort Collins travel demand model

Development Prototypes and Projected Vehicle Miles of Travel

The relationship between the amount of development within Fort Collins and vehicle miles of travel (VMT) is documented in Figure 5. In the table below DU means dwelling unit; KSF means 1,000 square feet of nonresidential development; Institute of Transportation Engineers is abbreviated ITE; VTE means vehicle trip ends. Trip generation rates by bedroom range are documented in Appendix A – Land Use Assumptions.

Projected development over the next ten years and the corresponding need for additional lane miles is shown in the lower section of Figure 5. Fort Collins has a current infrastructure standard of 1.62 arterial lane miles per 10,000 VMT. Based on the detailed demand factors and projected growth, VMT is projected to increase from 3.07 million to 3.55 million over the next ten years (or 13 percent). To accommodate projected development over the next ten years, Fort Collins will need 61.9 additional lane miles of complete streets to maintain current levels of service.

Figure 5. Projected VMT Increase to Development within Fort Collins

<i>Development Type</i>	<i>Weekday VTE</i>	<i>Development Unit</i>	<i>Primary Trip Adjustment</i>	<i>Trip Length Wtg Factor</i>	
Residential 0-1 Bedroom	4.26	DU	58%	1.10	R1
Residential 2 Bedrooms	6.34	DU	58%	1.10	R2
Residential 3 Bedrooms	8.80	DU	58%	1.10	R3
Residential 4+ Bedrooms	10.56	DU	58%	1.10	R4
Commercial	37.01	KSF	38%	0.66	NR1
Office & Other Services	10.84	KSF	50%	1.00	NR2
Industrial	4.87	KSF	50%	1.00	NR3
Avg Trip Length (miles) [1]	4.90				
Vehicle Capacity Per Lane	7,700				

<i>Fort Collins Travel Model</i>	<i>Base Year</i>	<i>5-Year Increment</i>							<i>10-Year Increase</i>
	<i>2023</i>	<i>1 2024</i>	<i>2 2025</i>	<i>3 2026</i>	<i>4 2027</i>	<i>5 2028</i>	<i>10 2033</i>		
Residential 0-1 Bedroom	6,212	6,320	6,429	6,550	6,671	6,792	7,524	1,312	
Residential 2 Bedrooms	17,883	18,195	18,507	18,856	19,205	19,554	21,660	3,777	
Residential 3 Bedrooms	24,688	25,118	25,549	26,030	26,512	26,993	29,901	5,213	
Residential 4+ Bedrooms	23,807	24,222	24,637	25,102	25,566	26,031	28,835	5,028	
Commercial KSF	10,024	10,060	10,097	10,135	10,173	10,211	10,393	370	
Office & Other Services KSF	21,999	22,215	22,430	22,627	22,823	23,019	23,950	1,951	
Industrial KSF	10,944	10,979	11,014	11,049	11,083	11,117	11,378	434	
0-1 Bedroom Trips	15,349	15,615	15,885	16,184	16,483	16,782	18,590	3,242	
2 Bedroom Trips	65,759	66,907	68,054	69,337	70,621	71,904	79,648	13,889	
3 Bedroom Trips	126,008	128,202	130,402	132,857	135,317	137,772	152,615	26,607	
4+ Bedroom Trips	145,813	148,355	150,897	153,745	156,587	159,435	176,609	30,795	
Commercial Trips	140,970	141,485	142,000	142,535	143,071	143,607	146,169	5,199	
Office & Other Services Trips	119,232	120,403	121,573	122,637	123,700	124,764	129,808	10,576	
Industrial Trips	26,650	26,735	26,820	26,904	26,987	27,071	27,706	1,057	
Total Inbound Vehicle Trips	639,780	647,702	655,631	664,199	672,766	681,334	731,145	91,365	
Vehicle Miles of Travel (VMT)	3,073,002	3,113,973	3,154,985	3,199,451	3,243,911	3,288,376	3,548,550	475,548	
Arterial Lane Miles	497	502.3	507.6	513.4	519.2	525.0	558.9	61.9	
Ten-Year VMT Increase =>								13%	

[1] Source: Fort Collins Travel Diary Study (2022)

Capital Cost per Vehicle Miles of Travel

As indicated by the travel demand model above, there is a need for 61.9 new lane miles to continue providing the current level of service to projected future demand. Furthermore, seven percent of the demand on the Fort Collins transportation network is from external – external trips. As a result, 57.6 miles is attributed to future growth in Fort Collins (61.9 lane miles x [1 - 0.07] = 57.6 lane miles).

Additionally, Fort Collins staff estimates the construction cost of a new lane mile being \$2,000,500. By combining the projected need in lane miles and cost per lane mile results in a growth-related capital cost per \$115.5 million. Over the next ten years, there is a projected increase of 475,548 VMT. Comparing the growth-related capital cost and growth in VMT, the study finds a capital cost of \$242.85 per VMT (\$115,488,00 / 475,548 VMT = \$242.85 per VMT, rounded).

Figure 6. Capital Cost per VMT

10-Year Need in Roadway Lane Miles	61.9
Lane Miles Attributed to External - External Trips (7%)	4.3
Fort Collins Growth-Related Lane Miles	57.6
Construction Cost per Lane Mile	\$2,005,000
Fort Collins Growth-Related Construction Cost	\$115,488,000
10-Year Increase in Vehicle Miles Traveled (VMT)	475,548
Capital Cost per VMT	\$242.85

Revenue Credit Evaluation

A credit for other revenues is only necessary if there is potential double payment for system improvements. In Fort Collins, Road & Bridge Fund property taxes and gas tax revenue will be used for maintenance of existing facilities, correcting existing deficiencies, and for capital projects that are not TCEF system improvements. As shown later in Figure 8, TCEF revenue over the next ten years mitigates the growth-related share of the roadway capacity needs. Thus, there is no potential double payment from other revenues to fund the growth cost of roadway capacity projects.

Importantly, seven percent of the future need is attributed to external – external trips which represents \$8.6 million. This is not attributed to Fort Collins development, thus, not eligible for TCEF funding. Fort Collins will have to identify other revenues (i.e., grants) to support this external cost.

Input Variables for TCEF – Roadway Capacity Component

A summary of inputs for the roadway capacity component of the TCEF program are detailed in Figure 7. Residential fees are based on the square footage of the dwelling unit while there are three nonresidential development types in the fee schedule (consistent with the current Fort Collins TCEF schedule). The roadway capacity TCEF is found by multiply the VMT demand factor and the growth cost per VMT. For example, the fee for a housing unit over 2,200 square feet is \$8,191 (33.73 VMT per unit x \$242.85 per VMT = \$8,191 per unit).

The fees represent the highest supportable amount for each type of applicable land use and represents new growth's fair share of the cost for capital facilities. The City may adopt fees that are less than the amounts shown. However, a reduction in TCEF revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures, and/or a decrease in levels of service.

Figure 7. Maximum Supportable TCEF – Roadway Capacity Component

Fee Component	Cost per VMT
Roadway Expansion	\$242.85
Gross Total	\$242.85
Net Total	\$242.85

Residential (per dwelling unit)		
Square Feet of Finished Living Space	VMT per Unit	Roadway Capacity Fee
up to 700	11.79	\$2,863
701 to 1,200	20.54	\$4,988
1,201 to 1,700	26.20	\$6,363
1,701 to 2,200	30.39	\$7,380
over 2,200	33.73	\$8,191

Nonresidential (per 1,000 square feet)		
Development Type	VMT per KSF	Roadway Capacity Fee
Commercial	45.48	\$11,045
Office & Other Services	26.56	\$6,450
Industrial	11.93	\$2,897

Revenue Projection from Maximum Supportable Fee Amounts

This section summarizes the potential cash flow to the City of Fort Collin if the TCEF is implemented at the maximum supportable amounts. The cash flow projections are based on the assumptions detailed in this chapter and the development projections discussed in Appendix A – Land Use Assumptions.

At the top of Figure 8, the cost of growth over the next ten years is listed. The summary provides an indication of the TCEF revenue generated by new development. The fee for the average sized single family and multifamily units are used in the calculations. Shown at the bottom of the figure, the maximum supportable TCEF is estimated to generate \$111.3 million in revenue while there is a growth-related cost of \$115.5 million, offsetting about 97 percent of the growth-related costs. The remaining funding gap represents the external – external share of future demand on the transportation network.

Figure 8. Projected Revenue from Maximum Supportable TCEF – Roadway Capacity Component

Infrastructure Costs for Transportation Facilities

	Total Cost	Growth Cost
Roadway Capacity	\$124,109,500	\$115,488,000
Total Expenditures	\$124,109,500	\$115,488,000

Projected Development Impact Fee Revenue

		Single Family \$7,380 per unit	Multifamily \$4,988 per unit	Commercial \$11,045 per KSF	Office \$6,450 per KSF	Industrial \$2,897 per KSF
Year		Housing Units	Housing Units	KSF	KSF	KSF
Base	2023	47,183	25,406	10,024	21,999	10,944
1	2024	47,769	26,087	10,060	22,215	10,979
2	2025	48,354	26,768	10,097	22,430	11,014
3	2026	49,009	27,529	10,135	22,627	11,049
4	2027	49,663	28,291	10,173	22,823	11,083
5	2028	50,318	29,052	10,211	23,019	11,117
6	2029	50,972	29,813	10,249	23,215	11,152
7	2030	51,627	30,575	10,287	23,412	11,186
8	2031	52,508	31,599	10,323	23,591	11,250
9	2032	53,389	32,624	10,358	23,770	11,314
10	2033	54,271	33,649	10,393	23,950	11,378
Ten-Year Increase		7,087	8,243	370	1,951	434
Projected Revenue		\$52,304,559	\$41,115,500	\$4,083,218	\$12,585,770	\$1,257,186
		Projected Revenue => \$111,346,000				
		Total Expenditures => \$124,109,000				
		Non-Impact Fee Funding => \$12,763,000				

TRANSPORTATION CAPITAL EXPANSION FEE – ACTIVE MODES COMPONENT

The City of Fort Collins TCEF are calculated using a plan-based approach for active mode expansions. Transportation improvements that provide additional vehicular capacity, account for approximately 91 percent of the growth-related cost in the analysis while active modes represent 9.

The active modes component of the TCEF is based on the demand from residential and nonresidential development and allocated based on the percent of commuters who walk or bike to work. Person per housing unit and employee density factors are then applied to find the proportionate demand from the development types.

Active Modes Capital Plan

The 2022 Active Modes Plan is the guiding document for the capital expansion plans for bike and pedestrian infrastructure in Fort Collins. The Plan identified High, Medium, and Low priority/readiness projects needed in the coming future to address existing demand and future demand from development. Since the TCEF study examines infrastructure need over the next ten years, City staff has advised that the high and medium project lists are a realistic plan over that planning horizon. Between the two lists there are 200 projects ranging from small spot treatments addressing signage and side paths to extensive separated bike lane expansion projects. Pages from the Plan listing the projects are provided in the appendix of this report.² Overall, the capital plans for active mode expansion totals \$87,554,000 over the next ten years.

Active Modes Capital Plan Cost Analysis

Based on the projected growth in demand on the Fort Collins transportation network, 13 percent (\$11.4 million) of the total capital cost of the Active Modes Plan is attributed to development over the next ten years. As shown in Figure 9, the cost is allocated to residential and nonresidential demand based on the data from the Travel Diary Study Report (2022). From the survey, 22 percent of commuters in Fort Collins use active modes to travel to work. This factor is used to allocate the active modes capital cost to nonresidential demand while the remaining 78 percent is allocated to residential demand. The allocated costs are compared to the 10-year projected increase in population and jobs to find capital cost per unit factors. For example, the capital cost per person is \$275.18 ($\$11,382,000 \times 78 \text{ percent} / 32,262 \text{ population increase} = \$275.18 \text{ per person}$).

² The Active Modes Plan can also be found on the City's website at <https://www.fcgov.com/fcmoves/active-modes-plan>.

Figure 9. Active Modes Cost Analysis

High and Medium Priority Projects	\$87,554,000
Growth-Share of Project List	13%
Growth-Related Cost of Active Modes Plan	\$11,382,020

	<i>Residential</i>	<i>Nonresidential</i>
Proportionate Share [1]	78.0%	22.0%
Attributed Capital Cost	\$8,877,976	\$2,504,044
10-Year Population/Jobs Increase	32,262	7,580
Capital Cost per Person/Job	\$275.18	\$330.37

[1] Source: Fort Collins Travel Diary Study Report (2022)

Revenue Credit Evaluation

A credit for other revenues is only necessary if there is potential double payment for system improvements. In Fort Collins, there are general revenues and grants for maintenance of existing facilities and addressing existing demand. However, there are no other revenues available to address future demand on active mode infrastructure. As shown later in Figure 11, TCEF revenue over the next ten years mitigates the growth-related share of the active modes plan. Thus, there is no potential double payment from other revenues to fund the growth cost of active modes projects.

Input Variables for TCEF – Active Modes Component

A summary of inputs for the active modes component of the TCEF program are detailed in Figure 10. Residential fees are based on the square footage of the dwelling unit while there are three nonresidential development types in the fee schedule (consistent with the current Fort Collins TCEF schedule). The active modes TCEF is found by multiply the person/job demand factor and the growth cost per person/job. For example, the fee for a housing unit over 2,200 square feet is \$809 (2.94 persons per unit x \$275.18 per person = \$809 per unit).

The fees represent the highest supportable amount for each type of applicable land use and represents new growth's fair share of the cost for capital facilities. The City may adopt fees that are less than the amounts shown. However, a reduction in TCEF revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures, and/or a decrease in levels of service.

Figure 10. Maximum Supportable TCEF – Active Modes Component

Fee Component	Cost per Person	Cost per Job
Active Modes	\$275.18	\$330.37
Gross Total	\$275.18	\$330.37
Net Total	\$275.18	\$330.37

Residential (per dwelling unit)		
Square Feet of Finished Living Space	Persons per Unit	Active Modes Fee
up to 700	0.99	\$272
701 to 1,200	1.77	\$487
1,201 to 1,700	2.27	\$625
1,701 to 2,200	2.64	\$726
over 2,200	2.94	\$809

Nonresidential (per 1,000 square feet)		
Development Type	Jobs per KSF	Active Modes Fee
Commercial	2.12	\$702
Office & Other Services	3.26	\$1,075
Industrial	2.86	\$944

Revenue Projection from Maximum Supportable Fee Amounts

This section summarizes the potential cash flow to the City of Fort Collins if the TCEF is implemented at the maximum supportable amounts. The cash flow projections are based on the assumptions detailed in this chapter and the development projections discussed in Appendix A – Land Use Assumptions.

At the top of Figure 11, the cost of growth over the next ten years is listed. The summary provides an indication of the TCEF revenue generated by new development. The fee for the average sized single family and multifamily units are used in the calculations. Shown at the bottom of the figure, the maximum supportable TCEF is estimated to generate \$11.9 million in revenue while there is a growth-related cost of \$11.4 million, offsetting all growth-related costs. The remaining funding gap represents the existing demand in Fort Collins and will be funded through other revenues.

Figure 11. Projected Revenue from Maximum Supportable TCEF – Active Modes Component

	Total Cost	Growth Cost
Active Modes	\$87,554,000	\$11,382,020
Total Expenditures	\$87,554,000	\$11,382,020

Projected Development Impact Fee Revenue

		Single Family \$726 per unit	Multifamily \$487 per unit	Commercial \$702 per KSF	Office \$1,075 per KSF	Industrial \$944 per KSF
Year		Housing Units	Housing Units	KSF	KSF	KSF
Base	2023	47,183	25,406	10,024	21,999	10,944
1	2024	47,769	26,087	10,060	22,215	10,979
2	2025	48,354	26,768	10,097	22,430	11,014
3	2026	49,009	27,529	10,135	22,627	11,049
4	2027	49,663	28,291	10,173	22,823	11,083
5	2028	50,318	29,052	10,211	23,019	11,117
6	2029	50,972	29,813	10,249	23,215	11,152
7	2030	51,627	30,575	10,287	23,412	11,186
8	2031	52,508	31,599	10,323	23,591	11,250
9	2032	53,389	32,624	10,358	23,770	11,314
10	2033	54,271	33,649	10,393	23,950	11,378
Ten-Year Increase		7,087	8,243	370	1,951	434
Projected Revenue		\$5,145,408	\$4,014,284	\$259,522	\$2,097,628	\$409,660
Projected Revenue =>						\$11,927,000
Total Expenditures =>						\$87,554,000
Non-Impact Fee Funding =>						\$75,627,000

IMPLEMENTATION AND ADMINISTRATION

Development impact fees (in this case TCEF) should be periodically evaluated and updated to reflect recent data. Fort Collins has consistently annually updated the TCEF schedule based on local inflation data. If cost estimates or demand indicators change significantly, the City should redo the fee calculations.

Colorado's enabling legislation allows local governments to "waive an impact fee or other similar development charge on the development of low- or moderate-income housing, or affordable employee housing, as defined by the local government."

Credits and Reimbursements

A general requirement that is common to impact fee methodologies is the evaluation of credits. A revenue credit may be necessary to avoid potential double payment situations arising from one-time impact fees plus on-going payment of other revenues that may also fund growth-related capital improvements. The determination of revenue credits is dependent upon the impact fee methodology used in the cost analysis and local government policies.

Policies and procedures related to site-specific credits should be addressed in the resolution or ordinance that establishes the impact fees. Project-level improvements, required as part of the development approval process, are not eligible for credits against impact fees. If a developer constructs a system improvement included in the fee calculations, it will be necessary to either reimburse the developer or provide a credit against the fees due from that particular development. The latter option is more difficult to administer because it creates unique fees for specific geographic areas.

Based on national experience, TischlerBise typically recommends reimbursement agreements with developers that construct system improvements. The reimbursement agreement should be limited to a payback period of no more than ten years and the City should not pay interest on the outstanding balance. The developer must provide sufficient documentation of the actual cost incurred for the system improvement. The City should only agree to pay the lesser of the actual construction cost or the estimated cost used in the impact fee analysis. If the City pays more than the cost used in the fee analysis, there will be insufficient fee revenue for other capital improvements. Reimbursement agreements should only obligate the City to reimburse developers annually according to actual fee collections from the applicable Benefit District.

Citywide Service Area

The TCEF service area is defined as the entire incorporated area within Fort Collins. The infrastructure funded through the TCEF is citywide benefiting and can be attributed to demand throughout the city.

Expenditure Guidelines

Fort Collins will distinguish system improvements (funded by transportation capital expansion fees) from project-level improvements, such as local streets within a residential subdivision. TischlerBise

recommends limiting transportation fee expenditures to arterials and collectors, and should be consistent with Fort Collins City Code. System improvements that are eligible for transportation fee funding could include:

- Constructing an arterial or collector street.
- A carrying-capacity enhancement to existing arterials or collectors, such reconstruction to add greater street width, including additional vehicular travel lanes, bike lanes, and/or shoulders.
- Adding turn lanes, traffic signals, or roundabouts at the intersection of a State Highway with a City arterial or collector, or a City arterial with another City arterial or collector.

Development Categories

Proposed transportation fees for residential development are by square feet of finished living space, excluding unfinished basement, attic, and garage floor area. Appendix A provides further documentation of demographic data by size threshold.

The three general nonresidential development categories in the proposed TCEF schedule can be used for all new construction within the Service Area. Nonresidential development categories represent general groups of land uses that share similar average weekday vehicle trip generation rates, as documented in Appendix A.

- “Industrial” includes the processing or production of goods, along with warehousing, transportation, communications, and utilities.
- “Commercial” includes retail development and eating/drinking places, along with entertainment uses often located in a shopping center (i.e., movie theater).
- “Office & Other Services” includes offices, health care and personal services, business services (i.e., banks) and lodging. Public and quasi-public buildings that provide educational, social assistance, or religious services are also included in this category.

An applicant may submit an independent study to document unique demand indicators for a particular development. The independent study must be prepared by a professional engineer or certified planner and use the same type of input variables as those in this transportation capital expansion fee update. For residential development, the fees are based on average weekday vehicle trip ends per housing unit. For nonresidential development, the fees are based on average weekday vehicle trips ends per 1,000 square feet of floor area. The independent fee study will be reviewed by City staff and can be accepted as the basis for a unique fee calculation. If staff determines the independent fee study is not reasonable, the applicant may appeal the administrative decision to City elected officials for their consideration.

APPENDIX A – LAND USE ASSUMPTIONS

Development-related capital expansion fees often use per capita standards and persons per housing unit or persons per household to derive proportionate share fee amounts. Housing types have varying household sizes and, consequently, a varying demand on City infrastructure and services. Thus, it is important to differentiate between housing types and size.

When persons per housing unit (PPHU) is used in the development impact fee calculations, infrastructure standards are derived using year-round population. In contrast, when persons per household (PPHH) is used in the development impact fee calculations, the fee methodology assumes all housing units will be occupied, thus requiring seasonal or peak population to be used when deriving infrastructure standards. Thus, TischlerBise recommends that fees for residential development in Fort Collins be imposed according to persons per housing unit.

Based on housing characteristics, TischlerBise recommends using two housing unit categories for the TCEF study: (1) Single Family and (2) Multifamily. Each housing type has different characteristics which results in a different demand on City facilities and services. Figure 12 shows the US Census American Community Survey 2021 5-Year Estimates data for the City of Fort Collins. Single family units have a household size of 2.54 persons and multifamily units have a household size of 1.73 persons

Figure 12. Fort Collins Persons per Housing Unit

Units in Structure	Persons	Households	Persons per Household	Housing Units	Persons per Housing Unit	Housing Mix	Vacancy Rate
Single Family	115,988	44,342	2.62	45,625	2.54	65%	3%
Multifamily	42,457	22,862	1.86	24,496	1.73	35%	7%
Subtotal	158,445	67,204	2.36	70,121	2.26		4%
Group Quarters	8,197						
TOTAL	166,642						

Source: U.S. Census Bureau, 2021 5-Year Estimate American Community Survey
Single unit includes detached and attached (i.e. townhouse) and mobile homes

Base Year Population and Housing Units

The City of Fort Collins has provided its own 2023 base year household population estimate which is what will be used to calculate base year housing units.

Figure 13. Base Year Household Population

Fort Collins, CO	Base Year 2023
Household Population [1]	164,053

[1] Source: City of Fort Collins Population Estimate

In 2023, there are an estimated 72,590 housing units in Fort Collins. The housing mix and PPHU factors in Figure 12 are applied to the household population to estimate single family and multifamily units. Overall, single family housing is 65 percent of the total, while multifamily is 35 percent.

Figure 14. Base Year Housing Units

Fort Collins, CO	2023 Housing Units [1]
Single Family	47,183
Multifamily	25,406
Total	72,590

[1] Source: City of Fort Collins Population Estimate; PPHU Factors

However, recent trends over the last three years show multifamily housing growing at a greater rate than single family at 54 percent vs 46 percent of total housing growth respectively as shown in Figure 15. This is the trend that will be used for housing and population growth projections.

Figure 15. Building Permit History

Fort Collins, CO	2020-2023 Building Permits	Percent of Total
Single Family	1,104	46%
Multifamily	1,284	54%
Total	2,388	

Source: City of Fort Collins

In 2023, the household population in Fort Collins is estimated to be 164,053. To estimate the total residents, the group quarters population of 10,392 is applied to the household population. As a result, the 2023 population is estimated at 174,445 residents and will be used for housing and population projections.

Figure 16. Base Year Population

Fort Collins, CO	2023 Household Population	2023 Group Quarters Population	2023 Total Population
Population	164,053	10,392	174,445

Source: City of Fort Collins Population Estimate

Population and Housing Unit Projections

From the 2023 base year housing unit totals, there is a projected increase of 21 percent in housing stock over the next ten years. Following the trend that there is more multifamily development (54 percent) than single family development (46 percent), there is an estimated 8,243 multifamily units and 7,087 single family units projected. Population growth is assumed to continue with housing development based on the PPHU factors by housing type. As a result, there is a projected increase of 32,262 residents over the next ten years. This is an 18.5 percent increase from the base year, slightly lower than housing development at 21 percent since there is a shift in multifamily development and smaller household sizes.

Figure 17. Residential Development Projections

City of Fort Collins, CO	Base Year 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total Increase
Population [1]	174,445	177,109	179,774	182,753	185,733	188,713	191,693	194,673	198,684	202,696	206,707	32,262
<i>Percent Increase</i>		1.5%	1.5%	1.7%	1.6%	1.6%	1.6%	1.6%	2.1%	2.0%	2.0%	18.5%
Housing Units [2]												
Single Family	47,183	47,769	48,354	49,009	49,663	50,318	50,972	51,627	52,508	53,389	54,271	7,087
Multifamily	25,406	26,087	26,768	27,529	28,291	29,052	29,813	30,575	31,599	32,624	33,649	8,243
Total	72,590	73,856	75,122	76,538	77,954	79,370	80,786	82,202	84,108	86,014	87,920	15,330

[1] Source: City of Fort Collins Population Estimate; Population growth is projected based on housing development and PPHU factors by type of home

[2] Source: Housing growth is projected based on housing development and PPHU factors

Current Employment and Nonresidential Floor Area

The impact fee study will include nonresidential development as well. Job estimates are from North Front Range MPO Traffic TAZ database. The model forecasts employment growth for the entire city from 2020 to 2045 in five-year increments. To find the total employment in the base year, 2023, a straight-line approach from 2020 to 2025 was used. Listed in Figure 18, 107,677 jobs are estimated in the City of Fort Collins. Nearly half the employment is in the office industry. However, retail, industrial, and institutional industries have a significant presence as well.

Figure 18. Base Year Employment by Industry

Employment Industries	Base Year 2023	Percent of Total
Industrial	17,181	16%
Institutional	17,433	16%
Retail	21,282	20%
Office	51,782	48%
Total Jobs	107,677	100%

Source: North Front Range MPO TAZ employment database

The base year nonresidential floor area for the industry sectors is calculated with the Institution of Transportation Engineers' (ITE) square feet per employee averages, Figure 19. For industrial the Light Industrial factors are used; for institutional the Hospital factors are used; for retail the Shopping Center factors are used; for office the General Office factors are used.

Figure 19. Institute of Transportation Engineers (ITE) Employment Density Factors

Employment Industry	ITE Code	Land Use	Demand Unit	Emp Per Dmd Unit	Sq Ft Per Emp
Industrial	110	Light Industrial	1,000 Sq Ft	1.57	637
Institutional	610	Hospital	1,000 Sq Ft	2.86	350
Retail	820	Shopping Center	1,000 Sq Ft	2.12	471
Office	710	General Office	1,000 Sq Ft	3.26	307

Source: *Trip Generation*, Institute of Transportation Engineers, 11th Edition (2021)

By combining the base year job totals and the ITE square feet per employee factors, the nonresidential floor area is calculated in Figure 20. There is an estimated total of 43 million square feet of nonresidential floor area in Fort Collins. The office and industrial industries account for almost two-thirds of the total floor area at 37 percent and 25 percent respectively, while retail accounts for 23 percent and institutional accounts for 14 percent of the total.

Figure 20. Base Year Nonresidential Floor Area

Employment Industries	Base Year Jobs [1]	Sq. Ft. per Job [2]	Base Year Floor Area (Sq. Ft.)
Industrial	17,181	637	10,944,355
Institutional	17,433	350	6,101,592
Retail	21,282	471	10,023,588
Office	51,782	307	15,896,963
Total	107,677		42,966,498

[1] Source: North Front Range MPO TAZ employment database

[2] Source: Trip Generation, Institute of Transportation Engineers, 11th Edition (2021)

Employment and Nonresidential Floor Area Projections

Based on the TAZ employment database, over the ten-year projection period, it is estimated that there will be an increase of 7,580 jobs. The majority of the increase comes from the office sector (58 percent); however, the institutional sector (23 percent) has a significant impact as well.

The nonresidential floor area projections are calculated by applying the ITE square feet per employee factors to the job growth. In the next ten years, the nonresidential floor area is projected to increase by 2.8 million square feet, a 6 percent increase from the base year. The office and institutional sectors have the greatest increase.

Figure 21. Employment and Nonresidential Floor Area Projections

City of Fort Collins, CO	Base Year 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total Increase
Jobs [1]												
Industrial	17,181	17,236	17,291	17,345	17,399	17,453	17,507	17,560	17,661	17,762	17,862	681
Institutional	17,433	17,621	17,809	17,980	18,152	18,323	18,495	18,666	18,832	18,999	19,165	1,732
Retail	21,282	21,359	21,437	21,518	21,599	21,680	21,760	21,841	21,916	21,991	22,066	785
Office	51,782	52,271	52,760	53,204	53,648	54,091	54,535	54,979	55,374	55,768	56,163	4,381
Total Jobs	107,677	108,487	109,297	110,047	110,797	111,547	112,297	113,047	113,784	114,520	115,257	7,580
Nonresidential Floor Area (1,000 square feet) [2]												
Industrial	10,944	10,979	11,014	11,049	11,083	11,117	11,152	11,186	11,250	11,314	11,378	434
Institutional	6,102	6,167	6,233	6,293	6,353	6,413	6,473	6,533	6,591	6,650	6,708	606
Retail	10,024	10,060	10,097	10,135	10,173	10,211	10,249	10,287	10,323	10,358	10,393	370
Office	15,897	16,047	16,197	16,334	16,470	16,606	16,742	16,879	17,000	17,121	17,242	1,345
Total Floor Area	42,966	43,254	43,542	43,810	44,079	44,348	44,616	44,885	45,164	45,443	45,721	2,755

[1] Source: North Front Range MPO TAZ employment database

[2] Source: Trip Generation, Institute of Transportation Engineers, 11th Edition (2021)

Vehicle Trip Generation

RESIDENTIAL VEHICLE TRIPS BY HOUSING TYPE

A customized trip rate is calculated for the single family and multifamily units in Fort Collins. In Figure 22, the most recent data from the US Census American Community Survey is inputted into equations provided by the ITE to calculate the trip ends per housing unit factor. A single family unit is estimated to generate 12.70 trip ends and a multifamily unit is estimated to generate 6.00 trip ends on an average weekday.

Figure 22. Customized Residential Trip End Rates by Housing Type

Tenure by Units in Structure	Vehicles Available (2)	Households by Structure Type (2)			Vehicles per HH by
		Single Family	Multifamily	Total	
Owner-occupied	74,579	33,116	2,493	35,609	2.09
Renter-occupied	55,237	11,226	20,369	31,595	1.75
Total	129,816	44,342	22,862	67,204	1.93
Housing Units (3) =>		45,625	24,496	70,121	
Persons per Housing Unit =>		2.54	1.73	2.26	

Housing Type	Persons in Households (4)	Trip Ends (5)	Vehicles by Type of Unit	Trip Ends (6)	Average Trip Ends	Local Trip Ends per Unit	National Trip Ends per Unit (7)	Difference from ITE
Single Family	115,988	323,073	88,984	832,918	577,996	12.70	9.43	35%
Multifamily	42,457	97,146	40,832	194,723	145,934	6.00	4.54	32%
Total	158,445	420,219	129,816	1,027,640	723,930	10.80		

1. Vehicles available by tenure from Table B25046, 2020 American Community Survey 5-Year Estimates.
2. Households by tenure and units in structure from Table B25032, 2020 American Community Survey 5-Year Estimates.
3. Housing units from Table B25024, 2020 American Community Survey 5-Year Estimates.
4. Total population in households from Table B25033, 2020 American Community Survey 5-Year Estimates.
5. Vehicle trips ends based on persons using formulas from Trip Generation (ITE 2021). For single-family housing (ITE 210), the fitted curve equation is $EXP(0.89 * LN(\text{persons}) + 1.72)$. To approximate the average population of the ITE studies, persons were divided by 12 and the equation result multiplied by 558. For multi-family housing (ITE 221), the fitted curve equation is $(2.29 * \text{persons}) - 64.48$ (ITE 2017).
6. Vehicle trip ends based on vehicles available using formulas from Trip Generation (ITE 2021). For single-family housing (ITE 210), the fitted curve equation is $EXP(0.92 * LN(\text{vehicles}) + 2.68)$. To approximate the average number of vehicles in the ITE studies, vehicles available were divided by 21 and the equation result multiplied by 256. For multi-family housing (ITE 221), the fitted curve equation is $(4.77 * \text{vehicles}) - 46.46$ (ITE 2021).
7. Trip Generation, Institute of Transportation Engineers, 11th Edition (2021).

RESIDENTIAL VEHICLE TRIPS ADJUSTMENT FACTORS

A vehicle trip end is the out-bound or in-bound leg of a vehicle trip. As a result, so to not double count trips, a standard 50 percent adjustment is applied to trip ends to calculate a vehicle trip. For example, the out-bound trip from a person's home to work is attributed to the housing unit and the trip from work back home is attributed to the employer.

However, an additional adjustment is necessary to capture City residents' work bound trips that are outside of the city. The trip adjustment factor includes two components. According to the National Household Travel Survey (2009), home-based work trips are typically 31 percent of out-bound trips (which are 50 percent of all trip ends). Also, utilizing the most recent data from the Census Bureau's web application "OnTheMap", 51 percent of Fort Collins workers travel outside the city for work. In combination, these factors account for 8 percent of additional production trips ($0.31 \times 0.50 \times 0.51 = 0.08$). Shown in Figure 23, the total adjustment factor for residential housing units includes attraction trips (50 percent of trip ends) plus the journey-to-work commuting adjustment (8 percent of production trips) for a total of 58 percent.

Figure 23. Residential Trip Adjustment Factor for Commuters

Employed Fort Collins Residents (2019)	73,469
Residents Working in the City (2019)	36,223
Residents Commuting Outside of the City for Work	37,246
Percent Commuting Out of the City	51%
Additional Production Trips	8%
Standard Trip Adjustment Factor	50%
Residential Trip Adjustment Factor	58%

Source: U.S. Census, OnTheMap Application, 2019

NONRESIDENTIAL VEHICLE TRIPS

Vehicle trip generation for nonresidential land uses are calculated by using ITE's average daily trip end rates and adjustment factors found in their recently published 11th edition of *Trip Generation*. To estimate the trip generation in Fort Collins, the weekday trip end per 1,000 square feet factors highlighted in Figure 24 are used.

Figure 24. Institute of Transportation Engineers Nonresidential Factors

Employment Industry	ITE Code	Land Use	Demand Unit	Wkdy Trip Ends Per Dmd Unit	Wkdy Trip Ends Per Employee
Industrial	110	Light Industrial	1,000 Sq Ft	4.87	3.10
Institutional	610	Hospital	1,000 Sq Ft	10.77	3.77
Retail	820	Shopping Center	1,000 Sq Ft	37.01	17.42
Office	710	General Office	1,000 Sq Ft	10.84	3.33

Source: *Trip Generation*, Institute of Transportation Engineers, 11th Edition (2021)

For nonresidential land uses, the standard 50 percent adjustment is applied to office, industrial, and institutional. A lower vehicle trip adjustment factor is used for retail because this type of development attracts vehicles as they pass-by on arterial and collector roads. For example, when someone stops at a convenience store on their way home from work, the convenience store is not their primary destination.

In Figure 25, the Institute for Transportation Engineers' land use code, daily vehicle trip end rate, and trip adjustment factor is listed for each land use.

Figure 25. Daily Vehicle Trip Factors

Land Use	ITE Codes	Daily Vehicle Trip Ends	Trip Adj. Factor
Residential (per housing unit)			
Single Family	210	12.70	58%
Multifamily	220	6.00	58%
Nonresidential (per 1,000 square feet)			
Industrial	110	4.87	50%
Institutional	610	10.77	50%
Retail	820	37.01	38%
Office	710	10.84	50%

Source: Trip Generation, Institute of Transportation Engineers, 11th Edition (2021); National Household Travel Survey, 2009

Residential Trip Generation by Housing Unit Size (sq. ft.)

As an alternative to simply using average trip generation rates for residential development by housing type, TischlerBise has derived custom trip rates using demographic data for Fort Collins. Key inputs needed for the analysis (i.e., average number of persons and vehicles available per housing unit) are available from the U.S. Census Bureau's American Community Survey (ACS).

FORT COLLINS CONTROL TOTALS

As previously shown in Figure 12, Fort Collins averages 2.26 residents per housing unit. Single family includes detached and attached dwellings and manufactured housing. Duplexes and apartments are combined as multifamily. The average number of persons per housing unit in Fort Collins will be compared to national averages derived from traffic studies tabulated by the Institute of Transportation Engineers (ITE).

Trip generation rates are also dependent upon the average number of vehicles available per dwelling. Figure 26 indicates vehicles available by housing type within Fort Collins. As expected, single family housing has more vehicles available per dwelling (1.95) than multifamily housing (1.67).

Figure 26. Vehicles Available per Housing Unit

Tenure	Vehicles Available [1]	Households [2]			Vehicles per Household by Tenure
		Single Family	Multifamily	Total	
Owner-occupied	74,579	33,116	2,493	35,609	2.09
Renter-occupied	55,237	11,226	20,369	31,595	1.75
Total	129,816	44,342	22,862	67,204	1.93

Housing Type	Vehicles Available	Housing Units [3]	Vehicles per Housing Unit
Single Family	88,984	45,625	1.95
Multifamily	40,832	24,496	1.67
Total	129,816	70,121	1.85

[1] Vehicles available by tenure from Table B25046, American Community Survey, 2017-

[2] Households by tenure and units in structure from Table B25032, American Community Survey, 2021

[3] Housing units from Table B25024, American Community Survey, 2021

DEMAND INDICATORS BY DWELLING SIZE

Custom tabulations of demographic data by bedroom range can be created from individual survey responses provided by the U.S. Census Bureau, in files known as Public Use Microdata Samples (PUMS). Because PUMS files are available for areas of roughly 100,000 persons, Fort Collins is included in Public Use Microdata Area (PUMA) 103 that covers the northern portion of Larimer County. At the top of Figure 27, cells with yellow shading indicate the survey results, which yield the unadjusted number of persons and vehicles available per dwelling. These multipliers are adjusted to match the control totals for Fort Collins, as documented in Figure 12 and Figure 26.

In comparison to the national averages based on ITE traffic studies, Fort Collins has fewer persons per dwelling, but a greater number of vehicles available per dwelling. Rather than rely on one methodology, the recommended multipliers shown below with grey shading and bold numbers are an average of trip rates based on persons and vehicles available (all types of housing units combined). In Fort Collins, the average housing unit is estimated to yield an 8.40 Average Weekday Vehicle Trip Ends (AWVTE).

Figure 27. Average Weekday Vehicle Trips Ends by Bedroom Range

Bedroom Range	Persons ¹	Vehicles Available ¹	Housing Units ¹	Housing Mix	Unadjusted Persons/HU	Adjusted Persons/HU ²	Unadjusted VehAvl/HU	Adjusted VehAvl/HU ²
0-1	457	386	388	8.6%	1.18	1.17	0.99	0.97
2	1,885	1,678	1,117	24.6%	1.69	1.68	1.50	1.47
3	3,585	3,217	1,542	34.0%	2.32	2.30	2.09	2.05
4+	4,410	3,630	1,487	32.8%	2.97	2.94	2.44	2.39
Total	10,337	8,911	4,534		2.28	2.26	1.97	1.93

National Averages According to ITE (Trip Generation Manual, 11th Edition, 2021)

ITE Code	AWVTE per Person	AWVTE per Vehicle Available	AWVTE per Household	Housing Mix	Persons per Household	Veh Avl per Household
221 Apt	1.84	5.10	4.54	35%	2.47	0.89
210 SFD	2.65	6.36	9.43	65%	3.56	1.48
Wgtd Avg	2.37	5.92	7.72		3.18	1.27

Recommended AWVTE per Dwelling Unit by Bedroom Range

Bedroom Range	AWVTE per HU Based on Persons ³	AWVTE per HU Based on Vehicles Available ⁴	AWVTE per Housing Unit ⁵
0-1	2.77	5.74	4.26
2	3.98	8.70	6.34
3	5.45	12.14	8.80
4+	6.97	14.15	10.56
Total	5.36	11.43	8.40

1. American Community Survey, Public Use Microdata Sample for CO PUMA 00103 (2017-2021 5-Year).
2. Adjusted multipliers are scaled to make the average PUMS values match control totals for Fort Collins, based on American Community Survey (2017-2021 5-Year).
3. Adjusted persons per housing unit multiplied by national weighted average trip rate per person.
4. Adjusted vehicles available per housing unit multiplied by national weighted average trip rate per vehicle available.
5. Average of trip rates based on persons and vehicles available per housing unit.

AWVTE per Dwelling by House Type

ITE Code	AWVTE per HU Based on Persons ³	AWVTE per HU Based on Vehicles Available ⁴	AWVTE per Housing Unit ⁵	Fort Collins Persons/HU	Fort Collins VehAvl/HU
221 Apt	4.10	9.89	7.00	1.73	1.67
210 SFD	6.02	11.54	8.78	2.54	1.95
All Types	5.36	11.44	8.40	2.26	1.93

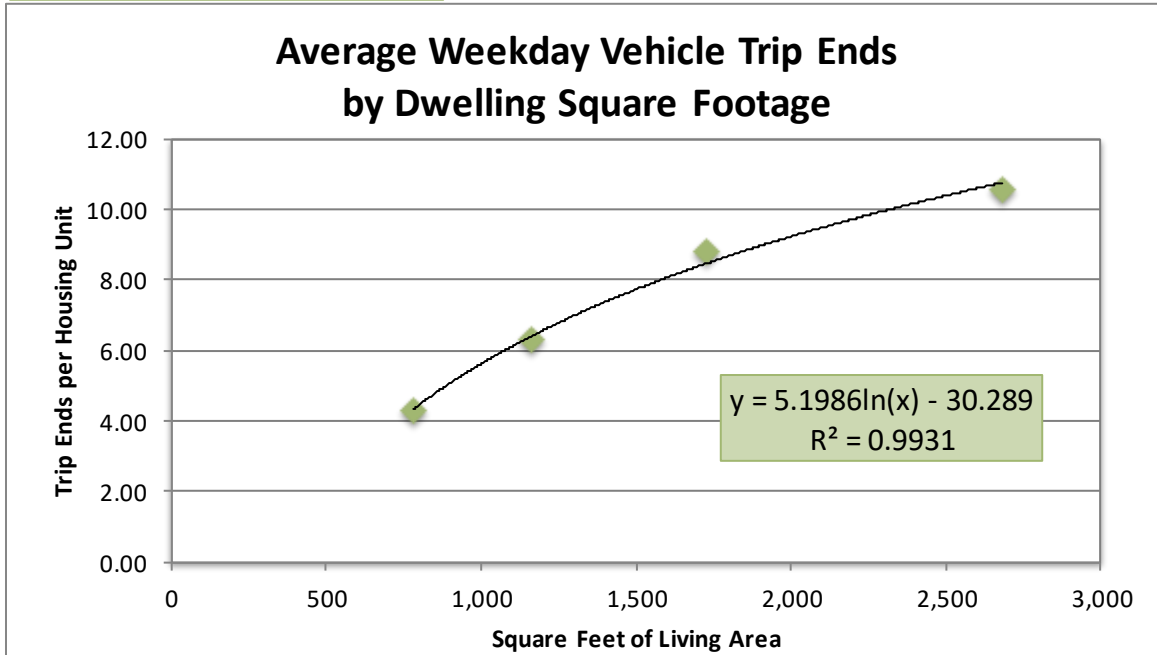
To derive average weekday vehicle trip ends by dwelling size, TischlerBise matched trip generation rates and average floor area, by bedroom range, as shown in Figure 28. Floor area averages were calculated with certificate of occupancies issued from 2020 through 2022. The logarithmic trend line formula is derived from the four actual averages in Fort Collins. The trend line is then used to derive estimated trip ends by dwelling size thresholds.

In 2017, TischlerBise completed the previous TCEF for Fort Collins. At that time, the average size home (1,701 to 2,200 square feet) was estimate to generate 8.92 daily vehicle trip ends. Compared to the updated average rate of 9.72 vehicle trip ends, the average size home has increased by 8 percent.

Figure 28. Residential Vehicle Trip Ends by Dwelling Size

Unit size ranges are based on current fee schedule and consistent with residential certificates of occupancy issued from 2020-2022. Average weekday vehicle trip ends per housing unit are derived from 2021 ACS PUMS data for the area that includes Fort Collins.

Actual Averages per Hsg Unit			Fitted-Curve Values	
Bedrooms	Square Feet	Trip Ends	Sq Ft Range	Trip Ends
0-1	781	4.26	up to 700	3.77
2	1,162	6.34	701 to 1,200	6.57
3	1,729	8.80	1,201 to 1,700	8.38
4+	2,684	10.56	1,701 to 2,200	9.72
			over 2,200	10.79



APPENDIX B – ACTIVE MODES PROJECT LISTS

Below are pages from the Fort Collins Active Modes Plan (2022) listing the high and medium priority/readiness projects.

Figure 29. High Priority/Readiness Projects

Fort Collins Active Modes Plan | Chapter 7: Implementing The Vision

High Priority/Readiness Projects

In the near term, to achieve the goals of improving safety and increasing mode share, the focus is placed on quick wins—projects that can be readily implemented and will have immediate impact.

Project Focus	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Pedestrian	7	Drake	Timberline	Signal Operations	Spot	44	8	\$ 206,000
			Lemay	Geometric Redesign	Spot			
		Shields	Signal Operations	Spot				
		Shields St	Casa Grande	Signal Operations	Spot			
Pedestrian	46	Harmony Rd	Mason	Signal Operations	Spot	44	8	\$ 206,000
			Boardwalk	Signal Operations	Spot			
			Lemay	Signal Operations	Spot			
			Starflower	Geometric Redesign	Spot			
Pedestrian	1	College Ave	Willow	Signal Operations	Spot	44	7	\$ 109,000
			Laporte	Signal Operations	Spot			
			Mountain	Signal Operations	Spot			
			Olive	Signal Operations	Spot			
Pedestrian	4	Mulberry St	Magnolia	Signal Operations	Spot	44	7	\$ 453,000
			College	Signal Operations	Spot			
			Mason	Signal Operations	Spot			
			Loomis	Geometric Redesign	Spot			
			Shields	Signal Operations	Spot			
Taft Hill	Signal Operations	Spot						
Pedestrian	11	Willow St	Whitcomb / Canyon	Geometric Redesign	Spot	46	3	\$ 50,000
			Linden	High-Visibility Crosswalk	Spot			
Pedestrian	29	Taft Hill Rd	Lincoln	Beacon / RRFB	Spot	40	8	\$ 153,000
			Prospect	Signal Operations	Spot			
Pedestrian	3	College Ave	Valley Forge	Geometric Redesign	Spot	40	8	\$ 303,000
			Monroe	Signal Operations	Spot			
Pedestrian	9*	Elizabeth St	Rutgers	Geometric Redesign	Spot	42	6	\$ 600,000
			Columbia	Geometric Redesign	Spot			
			Shields St	Plum	Geometric Redesign			
Bicycle	61	Taft Hill Rd	Glenmoor	Signals	Spot	45	2	\$ 600,000
Pedestrian	2	College Ave	Shields	Geometric Redesign	Spot	44	4	\$ 600,000
			Taft Hill	Geometric Redesign	Spot			
			Constitution	Geometric Redesign	Spot			
Pedestrian	10	Mason St	Laurel	Signal Operations	Spot	45	2	\$ 600,000
			Prospect	Signals	Spot			
Pedestrian	2	College Ave	Prospect	Geometric Redesign	Spot	44	3	\$ 343,000
			Mason Trail	Prospect	Geometric Redesign			
Pedestrian	10	Mason St	Mountain	Signal Operations	Spot	38	7	\$ 6,000
			Olive	Signal Operations	Spot			
Bicycle	51	W Prospect Rd	Sheely Dr	Signals	Spot	40	5	\$ 600,000
Bicycle	33	E Magnolia St	Remington St	Signs & Markings	Spot	40	4	\$ 3,000

*Project Includes a partner such as Colorado DOT, Larimer County, or Colorado State University

Figure 30. High Priority/Readiness Projects cont.

Fort Collins Active Modes Plan | Chapter 7: Implementing The Vision

Project Focus	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Pedestrian	5	Mulberry St	Stover	Beacon / RRFB	Spot	40	4	\$ 1,302,000
			Remington	Median / Diverter	Spot			
			Peterson	New Crossing	Spot			
Bicycle	30	Mountain Ave, Lincoln Ave	N Howes St - Willow St	Buffered Bike Lane, Separated Bike Lane	0.5	38	6	\$ 193,000
Pedestrian	31	Harmony Rd	Corbett	Geometric Redesign	Spot	37	7	\$ 200,000
			Timberline	Signal Operations	Spot			
Bicycle	52	W Lake St	S Shields St - S Mason St	Separated Bike Lane	1.2	39	5	\$ 251,000
Bicycle	50	E Vine Dr	Jerome St	Signals	Spot	42	2	\$ 600,000
Pedestrian	22	Lemay Ave	Prospect	Signal Operations	Spot	36	7	\$ 100,000
			Stuart	Signal Operations	Spot			
Bicycle	39	S Shields St	W Mulberry St - Davidson Dr	Separated Bike Lane	1.6	38	5	\$ 1,489,000
Bicycle	32	Magnolia St	S Sherwood St - Whedbee St	Bike Boulevard	0.8	37	5	\$ 29,000
Bicycle	41	S Shields St	W Lake St	Two-Way Sidepath	Spot	34	8	\$ 29,000
Pedestrian	21	Lemay	Mulberry	Geometric Redesign	Spot	39	3	\$ 150,000
Bicycle	2	E Elizabeth St	S College Ave	Intersection redesign	Spot	37	4	\$ 585,000
Bicycle	7	S Taft Hill Rd	W Elizabeth St - W Horsetooth Rd	Separated Bike Lane	2.5	34	7	\$ 707,000
Bicycle	52	City Park Ave	W Mulberry St	Signals	Spot	35	6	\$ 600,000
Bicycle	6	S Taft Hill Rd	Laporte Ave - W Elizabeth St	Separated Bike Lane	1.1	34	6	\$ 279,000
Bicycle	12	Birch St	S Shields St	Signs & Markings	Spot	34	6	\$ 3,000
Bicycle	28	Jefferson St	N College Ave - E Mountain Ave	Separated Bike Lane	0.5	35	5	\$ 116,000
Pedestrian	40	Shields	Stuart	Geometric Redesign	Spot	36	4	\$ 150,000
Pedestrian	15	Mason	Maple	Geometric Redesign	Spot	38	2	\$ 150,000
Bicycle	35	Birch St, Crestmore Pl, Skyline Dr	Orchard Pl - City Park Ave	Bike Boulevard	1.4	32	7	\$ 6,000
Bicycle	36	Glenmoor Dr, W Plum St	S Taft Hill Rd - Skyline Dr	Bike Boulevard	1.1	32	7	\$ 3,000
Bicycle	50	Springfield Dr	Castlerock Dr - S Shields St	Bike Boulevard	0.6	32	7	\$ 6,000
Bicycle	12	S Shields St	W Mountain Ave - W Mulberry St	Separated Bike Lane	2.2	31	7	\$ 111,000
Pedestrian	67	Horsetooth	Platte	Median / Diverter	Spot	33	6	\$ 234,000
			Auntie Stone	Median / Diverter				
Bicycle	47	Castlerock Dr, Lake St, Skyline Dr, Clearview Ave	S Taft Hill Rd - W Elizabeth St	Bike Boulevard	3.5	34	5	\$ 5,000
Bicycle	58*	Gillette Dr	Phemister Rd - W Drake Rd	Separated Bike Lane	3.0	34	5	\$ 135,000
Bicycle	76	E Horsetooth Rd	S Lemay Ave - Ziegler Rd	Separated Bike Lane	0.7	34	5	\$ 561,000
Bicycle	11	Conifer St	N College Ave	Intersection redesign	Spot	34	5	\$ 585,000
Bicycle	57	Centre Ave	S Shields St - Phemister Rd	Separated Bike Lane	1.0	35	4	\$ 347,000
Bicycle	40	S Shields St	Davidson Dr - Hilldale Dr	Separated Bike Lane	0.1	32	6	\$ 777,000

*Project includes a partner such as Colorado DOT, Larimer County, or Colorado State University

Figure 31. High Priority/Readiness Projects cont.

Fort Collins Active Modes Plan | Chapter 7: Implementing The Vision

Project Focus	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Bicycle	11	Laporte Ave	Fishback Ave - N Washington Ave	Bike Lane	1.7	33	5	\$ 61,000
Bicycle	104	Boardwalk Dr	JFK - Harmony	Buffered Bike Lane	0.3	33	5	\$ 51,000
Pedestrian	72	Riverside Ave	Prospect Rd	Geometric Redesign	Spot	33	5	\$ 150,000
Bicycle	64	Drake Rd	S Taft Hill Rd - Tulane Dr	Separated Bike Lane	0.3	34	3	\$ 1,312,000
Bicycle	74	W Horsetooth Rd	Richmond Dr - S Mason St	Sidepath (both sides)	0.8	34	3	\$ 2,594,000
Bicycle	51*	W Pitkin St	S Shields St - S College Ave	Separated Bike Lane	0.7	33	4	\$ 1,314,000
Pedestrian	13	Magnolia	Sherwood	Geometric Redesign	Spot	33	3	\$ 903,000
			Loomis	Geometric Redesign	Spot			
			Meldrum	Geometric Redesign	Spot			
			Washington	High-Visibility Crosswalk	Spot			
Pedestrian	12	Olive	Remington	Geometric Redesign	Spot	34	2	\$ 300,000
			Mathews	Geometric Redesign	Spot			
Bicycle	40	N Roosevelt Ave	Laporte Ave	Signals	Spot	30	5	\$ 600,000
Pedestrian	60	Ziegler	Saber Cat	Beacon / RRFB	Spot	29	6	\$ 32,000
Bicycle	44	Centre Ave	W Lake St	Intersection redesign	Spot	35	0	\$ 585,000
Bicycle	59	Booth Rd	Tietz Dr - Bay Rd	Sidepath (one side)	0.5	32	3	\$ 130,000
Bicycle	62	S Lemay Ave	E Stuart St - E Horsetooth Rd	Sidepath (both sides)	0.2	32	3	\$ 4,439,000
Bicycle	62	Spring Creek Trail	Taft Hill Rd	New connection	Spot	32	3	\$ 320,000
Pedestrian	30	Taft Hill	Lake	New Crossing	Spot	32	2	\$ 585,000
Bicycle	7	E Horsetooth Rd	Kingsley Dr	Signals	Spot	27	6	\$ 600,000
Bicycle	1	E Prospect St	Stover St	Two-Way Sidepath	Spot	27	6	\$ 29,000
Bicycle	48	S Howes St	W Laurel St	Signs & Markings	Spot	29	4	\$ 3,000
Bicycle	39	S College Ave	Rutgers Ave	New connection	Spot	32	1	\$ 320,000
Bicycle	26	W Stuart St	S Taft Hill Rd (Project #1)	Two-Way Sidepath	Spot	26	5	\$ 29,000
Bicycle	34	Riverside Ave	E Mulberry St	Intersection redesign	Spot	29	2	\$ 585,000
Bicycle	46	Jackson Ave	W Mulberry St	Two-Way Sidepath	Spot	23	6	\$ 29,000
Pedestrian	48	Cinquefoil	Kechter	Median / Diverter	Spot	21	4	\$ 32,000
Bicycle	20	S Timberline Rd	E Lincoln Ave	Intersection redesign	Spot	21	2	\$ 585,000
Pedestrian	25	Frey	Laporte	Geometric Redesign	Spot	21	2	\$ 150,000
Pedestrian	75	Mason Trail	Prospect Rd	Beacon / RRFB	Spot	18	3	\$ 600,000
Pedestrian	34	Timberline	Horsetooth	Geometric Redesign	Spot	17	3	\$ 150,000
Bicycle	8	E Horsetooth Rd	Caribou Dr	Signals	Spot	18	2	\$ 600,000

High-Priority/Readiness Phase, Opinion of Probable Cost: \$30,400,000 over five years (2022 costs)

Figure 32. Medium Priority/Readiness Projects

Fort Collins Active Modes Plan | Chapter 7: Implementing The Vision

Medium Priority/Readiness Projects

In the medium priority/readiness phase of implementation, program resources and capacity grow to deliver more and more complex projects.

Project Type	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Bicycle	24	Timberline Rd	Annabel Ave - E Prospect Rd	Separated Bike Lane	1.8	31	6	\$ 605,000
Bicycle	65	E Drake Rd	Tulane Dr - Rigden Pkwy	Sidepath (both sides)	0.5	34	2	\$ 5,817,000
Bicycle	75	E Horsetooth Rd	Mitchell Dr - S Lemay Ave	Sidepath (both sides)	0.3	34	2	\$ 2,941,000
Bicycle	46	Clearview Ave	Ponderosa Dr - Skyline Dr	Bike Boulevard	1.0	30	6	\$ 4,000
Bicycle	48	W Lake St	S Overland Tr - S Taft Hill Rd	Bike Boulevard	1.1	30	6	\$ 7,000
Bicycle	69	Worthington Ave	W Drake Rd - W Swallow Rd	Bike Boulevard	1.6	30	6	\$ 4,000
Pedestrian	19	3rd St	Lincoln	Beacon / RRFB	Spot	30	6	\$ 32,000
Pedestrian	20	Riverside	Lemay	Geometric Redesign	Spot	31	5	\$ 150,000
Bicycle	67	Water Blossom Ln, Willow Fern Way	W Drake Rd - Marshwood Dr	Bike Boulevard	1.0	28	7	\$ 2,000
Bicycle	56*	Rolland Moore Dr, Phemister Rd	S Shields St - Bay Rd	Separated Bike Lane, Bike Lane	1.7	30	5	\$ 331,000
Bicycle	85	Harmony Rd	S Taft Hill Rd - S Lemay Ave	Separated Bike Lane	2.6	30	5	\$ 1,218,000
Bicycle	29	Linden St	Walnut St - Jefferson St	Bike Route	1.0	30	5	\$ 7,000
Bicycle	80	John F Kennedy Pkwy, E Troutman Pkwy	E Horsetooth Rd - E Harmony Rd	Separated Bike Lane, Buffered Bike Lane	1.2	26	8	\$ 383,000
Bicycle	66	E Drake Rd, Ziegler Rd	Rigden Pkwy - William Neal Pkwy	Separated Bike Lane	1.4	27	7	\$ 195,000
Bicycle	38	Laurel St	S Shields St - S Howes St	Separated Bike Lane, Buffered Bike Lane	0.2	28	6	\$ 371,000
Bicycle	42	Pennoch Pl	all	Bike Boulevard	1.4	28	6	\$ 1,000
Pedestrian	65	Center	Phemister	Beacon / RRFB	Spot	28	6	\$ 32,000
Bicycle	99	Howes St	W Mountain Ave - W Laurel St	Buffered Bike Lane	0.5	30	4	\$ 58,000
Bicycle	14	Mcmurry Ave	E Harmony Rd	Intersection redesign	Spot	30	4	\$ 585,000
Bicycle	60	East Spring Creek Trail	Lemay Ave	Two-Way Sidepath	Spot	30	4	\$ 29,000
Bicycle	54	E Suniga Rd	Jerome St	Signs & Markings	Spot	31	3	\$ 3,000
Bicycle	2	N Shields St	W Willox Ln - W Mountain Ave	Separated Bike Lane	0.9	27	6	\$ 433,000
Bicycle	26	S Timberline Rd	Vermont Dr - Battlecreek Dr	Separated Bike Lane	2.0	27	6	\$ 708,000
Bicycle	63	W Drake Rd	S Overland Tr - S Taft Hill Rd	Separated Bike Lane	1.1	27	6	\$ 299,000
Bicycle	27	Skyline Dr	W Prospect Rd	Signals	Spot	28	5	\$ 600,000
Pedestrian	16	College	Myrtle	Geometric Redesign	Spot	30	3	\$ 117,000
Pedestrian	43	College	Willox	Signal Operations	Spot	30	3	\$ 50,000

*Project includes a partner such as Colorado DOT, Larimer County, or Colorado State University

Figure 33. Medium Priority/Readiness Projects cont.

Fort Collins Active Modes Plan | Chapter 7: Implementing The Vision

Project Type	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Bicycle	25	S Timberline Rd	E Prospect Rd - Vermont Dr	Separated Bike Lane	0.4	25	7	\$ 414,000
Bicycle	10	West St, Maple St	N Roosevelt Ave - N Shields St	Bike Boulevard	0.5	26	6	\$ 5,000
Bicycle	21	Redwood St, Linden St	Conifer St - Linden Center Dr	Buffered Bike Lane	0.8	26	6	\$ 41,000
Bicycle	60	Purdue Rd, Tulane Dr, Mathews St, Rutgers Ave	S College Ave - E Swallow Rd	Bike Boulevard	0.6	26	6	\$ 9,000
Pedestrian	55	Redwood	Conifer	High-Visibility Crosswalk	Spot	27	5	\$ 36,000
			Suniga	High-Visibility Crosswalk	Spot			
Bicycle	37	W Elizabeth St	S Overland Tr - CSU Transit Center	Separated Bike Lane	6.8	28	4	\$ 4,062,000
Bicycle	28	Heatheridge Rd	W Prospect Rd	Signals	Spot	28	4	\$ 600,000
Pedestrian	14	Sherwood	Cherry	High-Visibility Crosswalk	Spot	30	2	\$ 168,000
			Maple	Geometric Redesign	Spot			
Bicycle	58	Willox Ln	Blue Spruce	Signals	Spot	31	1	\$ 600,000
Pedestrian	41	Timberline	Mulberry	Geometric Redesign	Spot	31	1	\$ 150,000
Bicycle	44	S Lemay Ave	Riverside Ave - E Stuart St	Separated Bike Lane	1.6	25	6	\$ 740,000
Bicycle	45	E Elizabeth St	S College Ave - S Lemay Ave	Buffered Bike Lane, Bike Lane	1.9	26	5	\$ 90,000
Bicycle	98	Loomis Ave	Laporte Ave - W Mulberry St	Buffered Bike Lane	0.6	26	5	\$ 31,000
Pedestrian	61	Timberline	International	New Crossing	Spot	26	5	\$ 632,000
			Sykes	Beacon / RRFB	Spot			
Pedestrian	56	Willox	Bramblebush	Beacon / RRFB	Spot	27	4	\$ 32,000
Bicycle	43*	Phemister Rd	Mason Trail	New connection	Spot	28	3	\$ 320,000
Bicycle	103	E Lincoln Ave	Lemay - Timberline	Separated Bike Lane	0.9	30	1	\$ 3,019,000
Bicycle	27	N Loomis Ave	Cherry St - Laporte Ave	Bike Boulevard	1.0	24	6	\$ 2,000
Bicycle	34	Ponderosa Dr, Fuqua Dr, Clearview Ave	W Mulberry St - W Prospect Rd	Bike Boulevard	0.6	24	6	\$ 8,000
Bicycle	49	Underhill Dr, Skyline Dr	Springfield Dr - Westbridge Dr	Bike Boulevard	1.4	24	6	\$ 3,000
Bicycle	53	Emigh St, McHugh St, Welch St	E Elizabeth St - E Prospect Rd	Bike Boulevard	1.0	24	6	\$ 4,000
Bicycle	61	Brookwood Dr, Rollingwood Ln, Silverwood Dr, Oxborough Ln	E Stuart St - Centennial Rd	Bike Boulevard	3.1	24	6	\$ 10,000
Bicycle	89	S Lemay Ave	E Harmony Rd - Carpenter Rd	Separated Bike Lane	1.1	25	5	\$ 830,000
Bicycle	49*	S College Ave	W/E Swallow Rd	Signs & Markings	Spot	25	5	\$ 3,000
Bicycle	41*	Meridian Ave	W Plum St - Hughes Way	Separated Bike Lane	2.5	26	4	\$ 682,000

*Project includes a partner such as Colorado DOT, Larimer County, or Colorado State University

Figure 34. Medium Priority/Readiness Projects cont.

Project Type	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Pedestrian	53	JFK	Monroe	Geometric Redesign	Spot	26	4	\$ 150,000
Pedestrian	74	Troutman Pkwy	Boardwalk	Geometric Redesign	Spot	26	4	\$ 150,000
Bicycle	73	W Horsetooth Rd	Horsetooth Ct - Richmond Dr	Sidepath (both sides)	3.6	28	2	\$ 3,599,000
Bicycle	20	Conifer St	N College Ave - N Lemay Ave	Buffered Bike Lane	0.4	24	5	\$ 97,000
Bicycle	18*	Turnberry Rd	Country Club Rd - Mountain Vista Dr	Separated Bike Lane	0.9	25	4	\$ 1,254,000
Pedestrian	63	Lake	West of Whitcomb	Beacon / RRFB	Spot	25	4	\$ 32,000
Pedestrian	66	Prospect	Whedbee	New Crossing	Spot	25	4	\$ 600,000
Bicycle	23	E Vine Dr	Linden St - I-25	Sidepath (one side)	0.1	27	2	\$ 4,447,000
Bicycle	83	S Lemay Ave	E Horsetooth Rd - E Harmony Rd	Sidepath (both sides)	3.0	27	2	\$ 2,689,000
Pedestrian	44*	College Ave	Palmer	Beacon / RRFB	Spot	27	2	\$ 1,200,000
			Saturn	Beacon / RRFB	Spot			
Bicycle	45	Red St	Canal Crossing	New connection	Spot	28	1	\$ 320,000
Bicycle	56	Horsetooth	Seneca	Signals	Spot	24	4	\$ 600,000
Pedestrian	69	Mason	Boardwalk	High-Visibility Crosswalk	Spot	24	4	\$ 18,000
Bicycle	81	W County Road 38E	Red Fox Rd - S Taft Hill Rd	Sidepath (both sides)	0.4	25	3	\$ 1,600,000
Bicycle	97	Overland Trail	W Vine Dr - W Drake Rd	Separated Bike Lane	0.3	25	3	\$ 7,624,000
Pedestrian	71	JFK Pkwy	Pavilion	New Crossing	Spot	23	4	\$ 585,000
Pedestrian	45*	College	Fossil Creek	Geometric Redesign	Spot	25	2	\$ 190,000
Bicycle	64	Willox Ln	Lemay Ave	Intersection redesign	Spot	26	1	\$ 585,000
Pedestrian	62	Shields	Laurel	Beacon / RRFB	Spot	21	5	\$ 600,000
Pedestrian	6	Shields	Laporte	Geometric Redesign	Spot	17	8	\$ 50,000
Pedestrian	33	Timberline	Vermont	Geometric Redesign	Spot	19	6	\$ 117,000
Pedestrian	52	Harmony	Silvergate	Beacon / RRFB	Spot	21	4	\$ 117,000
Pedestrian	59	Laporte	Impala	High-Visibility Crosswalk	Spot	19	5	\$ 32,000
Pedestrian	42	Airpark	Lincoln	New Crossing	Spot	20	1	\$ 585,000
Pedestrian	27	Overland Trail	Mulberry	Beacon / RRFB	Spot	16	4	\$ 1,185,000
			Rampart	New Crossing	Spot			
Pedestrian	35	Miles House	Drake	New Crossing	Spot	11	6	\$ 600,000
Pedestrian	49	Lemay	Brittany	New Crossing	Spot	17	2	\$ 632,000
		Trilby		Beacon / RRFB	Spot			

Medium Priority/Readiness Projects, Opinion of Probable Cost: \$57,100,000 over five years (2022 costs)

Draft Report

2023 Capital Expansion Fee Study

The Economics of Land Use



Prepared for:
City of Fort Collins, Colorado

Prepared by:
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November 21, 2023

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1. Executive Summary

Introduction

This Report was prepared by Economic & Planning Systems (EPS) for the City of Fort Collins to update its Capital Expansion Fee (CEF) program. CEFs are the City's term for what are defined as impact fees under State of Colorado law. The Report documents costs and other supporting data to provide the nexus and proportionality requirements needed to adopt impact fees to comply with State of Colorado law and other case law regarding development charges. Capital Expansion fee calculations are provided for the following fee categories currently levied by the City on new development:

- Neighborhood Parks
- Community Parks
- Police
- Fire Protection
- General Government

Current Capital Expansion Fee Program

The City collects impact fees or CEFs for neighborhood parks, community parks, fire protection, police, general government, and transportation (**Table 1**). The transportation impact fee is known as the Transportation Capital Expansion Fee or TCEF. The TCEF is currently undergoing an update contained in a separate study.

Residential capital expansion fees are charged per dwelling unit with the fees varying by the size of the dwelling unit, as large units have larger average household sizes than smaller units. The current residential CEFs (including the TCEF) range from a total of \$9,296 for dwelling units up to 700 square feet to \$19,049 for units over 2,200 square feet. These fees apply to all dwelling unit types (e.g., single family and multifamily) and are applied based on the gross square feet in the building permit application.

In total, nonresidential CEFs are \$12,737 per 1,000 sq. ft. (\$12.74 per sq. ft.) for commercial buildings, \$10,118 per 1,000 sq. ft. (\$10.12 per sq. ft.) for office/other service buildings, and \$3,021 per 1,000 sq. ft. (\$3.02 per sq. ft.) for industrial buildings. Capital expansion fees are collected typically at the time of building permit for building construction.

Table 1. Current Capital Expansion Fees

Land Use Type	Neighborhood Park	Community Park	Fire	Police	General Government	TCEF (Transportation)	Total
Residential (per dwelling)							
Up to 700 sq. ft.	\$2,108.00	\$2,977.00	\$516.00	\$289.00	\$703.00	\$2,703.00	\$9,296.00
700 - 1,200 sq. ft.	\$2,822.00	\$3,985.00	\$698.00	\$391.00	\$948.00	\$5,020.00	\$13,864.00
1,201 - 1,700 sq. ft.	\$3,082.00	\$4,351.00	\$759.00	\$425.00	\$1,035.00	\$6,518.00	\$16,170.00
1,701 - 2,200 sq. ft.	\$3,114.00	\$4,396.00	\$772.00	\$431.00	\$1,051.00	\$7,621.00	\$17,385.00
Over 2,200 sq. ft.	\$3,470.00	\$4,901.00	\$859.00	\$480.00	\$1,170.00	\$8,169.00	\$19,049.00
Nonresidential (per 1,000 sq. ft.)							
Commercial	\$0.00	\$0.00	\$650.00	\$364.00	\$1,777.00	\$9,946.00	\$12,737.00
Office and Other Services	\$0.00	\$0.00	\$650.00	\$364.00	\$1,777.00	\$7,327.00	\$10,118.00
Industrial	\$0.00	\$0.00	\$152.00	\$85.00	\$419.00	\$2,365.00	\$3,021.00

Source: City of Fort Collins; Economic & Planning Systems

Proposed Updated Capital Expansion Fee Program

This Report documents the calculations for a new capital expansion fee program with the following proposed changes.

New Fee Land Use Types

A new fee for land use comprised of offices and other services is proposed. Traditionally, office and other services impact fees have been charged at the same rate as retail/commercial developments. However, the TCEF fees have been charging office and other service impact fees at a different rate than retail/commercial developments. To create consistency between the CEF and TCEF fees, EPS is proposing that office and other services impact fees be added to the fee schedule to create more consistency with the TCEF fees.

Updated Capital Expansion Fees

This report provides calculations of the maximum capital expansion fees that the City may charge, supported by this nexus and proportionality analysis. The law allows City Council to adopt the full fees determined in this report, or to adopt lower fees for a variety of policy reasons determined to be in the interest of the City. The proposed maximum residential and nonresidential capital expansion fees are shown below in **Table 2**.

Updated residential fees range from \$6,684 to \$13,893 (**Table 2**). The range in residential fees is based on the average household size in each size category and dwelling unit type. Larger homes tend to have larger household sizes, creating more impact on public facilities. Increases in the residential fees range from 1.4 percent to 27.7 percent. For smaller residences, the fee percent increase is lower due to the proportionally larger decrease in average household size for smaller units. For example, the household size in housing units smaller than 700 square feet decreased from 1.78 in 2017 to 1.40 in 2023. Meanwhile, units over 2,200 square feet only decreased by 0.04 persons per dwelling unit from 2.95 in 2017 to 2.91 in 2023.

Fees vary according to the employment and customer/visitor generation factors for each land use type explained further in Chapter 2. Nonresidential fees range from \$953.13 to \$3,673.89 per 1,000 square feet. Changes in the nonresidential fees range from a decrease of 28.0 percent for office and other services to an increase of 45.3 percent for industrial land uses. The decrease in office and other services land uses is a result of updating the fee category to align with the TCEF fees as described in the previous section.

Table 2. Updated Residential and Nonresidential Capital Expansion Fees, 2023

Land Use Type	Parks		Fire	Police	General Government	Total
	Neighborhood Park	Community Park				
Update						
Residential (per dwelling)						
Up to 700 sq. ft.	\$2,813.46	\$2,140.12	\$603.52	\$381.89	\$745.25	\$6,684.24
700 - 1,200 sq. ft.	\$4,260.38	\$3,240.76	\$913.90	\$578.29	\$1,128.52	\$10,121.85
1,201 - 1,700 sq. ft.	\$4,782.88	\$3,638.21	\$1,025.98	\$649.21	\$1,266.93	\$11,363.21
1,701 - 2,200 sq. ft.	\$5,144.61	\$3,913.37	\$1,103.58	\$698.31	\$1,362.74	\$12,222.61
Over 2,200 sq. ft.	\$5,847.97	\$4,448.40	\$1,254.46	\$793.78	\$1,549.06	\$13,893.67
Nonresidential (per 1,000 sq. ft.)						
Retail/Commercial	\$0.00	\$0.00	\$1,281.17	\$810.68	\$1,582.04	\$3,673.89
Office and Other Services	\$0.00	\$0.00	\$701.02	\$443.58	\$865.64	\$2,010.24
Industrial	\$0.00	\$0.00	\$332.38	\$210.32	\$410.43	\$953.13
Current						
Residential (per dwelling)						
Up to 700 sq. ft.	\$2,108.00	\$2,977.00	\$516.00	\$289.00	\$703.00	\$6,593.00
700 - 1,200 sq. ft.	\$2,822.00	\$3,985.00	\$698.00	\$391.00	\$948.00	\$8,844.00
1,201 - 1,700 sq. ft.	\$3,082.00	\$4,351.00	\$759.00	\$425.00	\$1,035.00	\$9,652.00
1,701 - 2,200 sq. ft.	\$3,114.00	\$4,396.00	\$772.00	\$431.00	\$1,051.00	\$9,764.00
Over 2,200 sq. ft.	\$3,470.00	\$4,901.00	\$859.00	\$480.00	\$1,170.00	\$10,880.00
Nonresidential (per 1,000 sq. ft.)						
Retail/Commercial	\$0.00	\$0.00	\$650.00	\$364.00	\$1,777.00	\$2,791.00
Office and Other Services	\$0.00	\$0.00	\$650.00	\$364.00	\$1,777.00	\$2,791.00
Industrial	\$0.00	\$0.00	\$152.00	\$85.00	\$419.00	\$656.00
Percent Change						
Residential (per dwelling)						
Up to 700 sq. ft.	33.5%	-28.1%	17.0%	32.1%	6.0%	1.4%
700 - 1,200 sq. ft.	51.0%	-18.7%	30.9%	47.9%	19.0%	14.4%
1,201 - 1,700 sq. ft.	55.2%	-16.4%	35.2%	52.8%	22.4%	17.7%
1,701 - 2,200 sq. ft.	65.2%	-11.0%	43.0%	62.0%	29.7%	25.2%
Over 2,200 sq. ft.	68.5%	-9.2%	46.0%	65.4%	32.4%	27.7%
Nonresidential (per 1,000 sq. ft.)						
Retail/Commercial	--	--	97.1%	122.7%	-11.0%	31.6%
Office and Other Services	--	--	7.8%	21.9%	-51.3%	-28.0%
Industrial	--	--	118.7%	147.4%	-2.0%	45.3%

Source: City of Fort Collins; Economic & Planning Systems

Legal Standards for Impact Fees

Impact fees can be charged by local governments on new development to pay for capital facilities needed to serve growth. The State of Colorado has adopted a standard with the adoption of Senate Bill 15, codified as Section 29-20-104 and 104.5 of the Colorado Revised Statutes following a Colorado Supreme Court decision.

The Colorado Supreme Court ruled in *Krupp v. Breckenridge Sanitation District* (1999) that the District could assess an impact fee based on a set of development characteristics that reflect the general performance of a proposed use, rather than the specific conditions of an individual proposal. While traditional exactions are determined on an individual basis and applied on a case-by-case basis, an "impact fee" is calculated based on the impact of all new development and the same fee is shared to all new development in a particular class.¹ The finding of the Court distinguishes impact fees, as a legislatively adopted program applicable to a broad class of property owners, from traditional exactions, which are discretionary actions applicable to a single project or property owner.

In 2001, the State Legislature provided specific authority in adopting Senate Bill 15 that "provides that a local government may impose an impact fee or other similar development charge to fund expenditures by such local government on capital facilities needed to serve new development." The bill amended Title 29 of the Colorado statutes that govern both municipalities and counties and defines "local government" to include a county, home rule, or statutory city, city, or territorial charter city.

The law requires local governments to "quantify the reasonable impacts of proposed development on existing capital facilities and establish the impact fee or development charge at a level no greater than necessary to defray such impacts directly related to proposed development." The standard that must be met within the State of Colorado requires mitigation to be "directly related" to impacts.

¹ Colorado Municipal League, *Paying for Growth*, Carolynne C. White, 2002.

Impact Fee Requirements

- **Capital Facilities** – Fees may not be used for operations or maintenance. Fees must be spent on new or expanded capital facilities, which have been further defined as directly related to a government service, with an estimated useful life of at least five years and that are required based on the charter or a general policy.
- **Existing Deficiencies** – Fees are formally collected to mitigate impacts from growth and cannot be used to address existing deficiencies. In the analysis used to establish an impact fee program, the evaluation must distinguish between the impacts of growth and the needs of existing development.
- **Capital Maintenance** – Major “capital maintenance” projects are not typically eligible to be funded with impact fees unless it can be shown that the project increases the capacity of the community to accommodate growth. In that case, only the growth-serving element of the project is eligible to be funded with impact fees.
- **Credits** – In the event a developer must construct off-site infrastructure in conjunction with their project, the local government must provide credits against impact fees for the same infrastructure, provided that the necessary infrastructure serves the larger community. Credits may not apply if a developer is required to construct such a project as a condition of approval due to the direct impact on the capital facility created by the project. Credits are handled on a case-by-case basis.
- **Timing** – The City must hold revenues in accounts dedicated to the specific use. Funds must be expended within a reasonable period or returned to the developer. The State enabling legislation does not specify the maximum length of time to be used as a “reasonable period.” This has been generally accepted or interpreted to be a 10-year period.
- **Accounting Practices** – The City must adopt stringent accounting practices as specified in the State enabling legislation. Funds generated by impact fees may not be commingled with any other funds.
- **Affordable Housing** – The law allows impact fees on affordable housing “as defined by the community” to be waived.

2. Methodology

This chapter describes common impact fee calculation techniques, the methodology used to calculate new impact fees, and important estimates and factors used in the calculations.

Impact Fee Methodologies

There are several methods that can be used to calculate impact fees. The two most common techniques are the Plan-Based Method and the Incremental Expansion Method. The method chosen needs to be appropriate for the local circumstances as described below. Colorado law does not specify the methodology to be used; these methods are commonly used in Colorado and in other states.

Plan-Based Method

This method uses a community's long-range comprehensive plan, capital improvement plan, or other adopted plan identifying capital facilities and infrastructure needed to serve growth. Projects identified in these plans are costed out and included in the fee program. A growth projection is made over the time period for which the defined projects are needed or planned to be built. The fee calculation is essentially the cost of the planned project(s) divided by the forecasted amount of growth. This method is best used when detailed capital project planning has been done.

The plan-based method has limitations. First, many communities are not able to conduct capital planning with the level of detail needed in an impact fee study. It can be difficult to tie future facility needs with expected growth, and growth can be unpredictable. The fee calculations are highly sensitive to the amount of forecasted growth, as growth is the denominator in the fee calculation.

Incremental Expansion Method

The Incremental Expansion Method is a more frequently used method for calculating impact fees. This method is also called the "level of service" method. This technique answers the question:

What should each new unit (increment) of development pay to maintain the city's current level of service?

This approach takes a snapshot of the current level of service in the city and converts it typically to a value per unit of service demand (e.g. per capita or per service population). The current level of service is defined as the inventory of the city's existing facilities and capital assets, and the cost to replicate that level of service (replacement cost) as the city grows. The asset inventory or value is then converted to a cost per capita, per dwelling unit, or per nonresidential square foot that is the basis for the fee.

The Incremental Expansion Method was used in this study to calculate impact fees for Parks, Police, Fire, and General Government.

Level of Service Definition

Using the Incremental Expansion Method, this study defines the level of service (LOS) as the replacement cost of the existing facilities and capital equipment in the City in 2023. The fee calculations document the current inventories of parks facilities and land, police facilities and fleet/equipment, fire facilities and fleet/equipment, and general government facilities and fleet/equipment. The LOS is converted to a cost or value per service population that is used to calculate the impact fees for each major land use type.

Cost Allocations by Land Use Type

Many City services and related capital facilities are provided for residential and commercial (nonresidential) development. To ensure that impact fees are proportional to the impact by type of land use, it is necessary to allocate the level of service or facility costs to residential and nonresidential development. For all categories, the City's service population combined with person-occupancy factors are used to allocate costs as described in the next section.

Service Population

Under the incremental expansion method, the impact fee is based on the cost to maintain the current infrastructure standard expressed as the *replacement cost per service population*. Under this method, each new increment of development pays a fee that is designed to maintain the current level of service per unit of service population (replacement cost per service population). Service population is a metric that combines the resident population plus in-commuting workers for a total “daily” or “functional” population.

Capital expansion fee calculations use service population and person-occupancy factors by land use type as the basis for allocating costs to residential and nonresidential development (except for parks, which uses residential population). The calculation of service population is shown in **Table 3**.

The City of Fort Collins estimated its population to be 174,445 people in 2023. There are an estimated 107,677 jobs in Fort Collins and an estimated 102,037 employees (workers) after adjusting for people who hold multiple jobs. In-commuters account for 57.8 percent of the job holders and because they are present in the City for only part of a day, they are weighted at 50 percent of the impact of a full-time resident. These adjustments add 29,507 of equivalent population to the population resulting in a service population of 203,952.

Table 3. Fort Collins Service Population Calculation, 2023

Description		2023	Source
Service Population			
Population	A	174,445	City of Fort Collins, 2023
Jobs		107,677	North Front Range MPO TAZ, 2023
Jobs Per Employed Person		1.06	LEHD, 2020
Employees		102,037	Calculation
In-Commuters		57.8%	LEHD, 2020
Commuting Employee Weight		50.0%	EPS Estimate
In-Commuting Employee Impact	B	29,507	Calculation
Total Service Population	= A + B	203,952	

Source: TischlerBise; North Front Range MPO TAZ, 2023; U.S. Census LEHD; Economic & Planning Systems

Residential Occupancy Factors

Occupancy factors are developed in this section to convert new development into increments of new service population. The occupancy factors also allocate service demand between residential and nonresidential land uses.

As shown in **Table 4**, people are estimated to spend approximately 71.3 percent of their day at home, which is equivalent to the residential service demand factor. The other 29.7 percent of the time spent away from home is accounted for in the nonresidential occupancy factors.

Table 4. Fort Collins Residential Service Demand Factor Calculation, 2023

Description	Factor	2023	Source	
Residential Conditions				
Population		174,445	City of Fort Collins, 2023	
Nonworking Residents	52.0%	90,711	LEHD, 2020	
Working Residents	48.0%	83,734	LEHD, 2020	
Out Commuter Residents	50.6%	42,369	LEHD, 2020	
Work/Live Residents	49.4%	41,364	LEHD, 2020	
Residential Service Demand				
Nonworking Residents	20 hours per day	1,814,228	person-hours per day	
Out Commuter Residents	14 hours per day	593,169	person-hours per day	
Work/Live Residents	14 hours per day	<u>579,102</u>	person-hours per day	
Residential Total	A	2,986,498	person-hours per day	
Total Person-Hours per Day	B	24	4,186,680	population X 24 hours
Residential Service Demand Factor	=A/B	71.3%	percent of day spent at home <i>(population's allocation to residential land uses)</i>	

Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD); U.S. Census; Economic & Planning Systems

Next, the service population per dwelling unit is estimated using average household sizes and the time spent away from the home. The average household size for single family and multiple dwelling units was obtained from the U.S. Census *Public Use Microdata Sample* (PUMS), and the averages by household size ranges were calibrated from the American Housing Survey. The previously calculated residential service demand factor was then applied to generate the residential occupancy factors, as shown in **Table 5**. For example, a home with 1,890 square feet has an average household size of 2.56 persons and a 1.83-person occupancy factor. As highlighted in an analysis and memorandum sent to the City Council on March 30, 2023, an 1,890 square foot household in Fort Collins was used as a basis for residential comparative analysis. This report will also use the 1,890 square foot household as an example for each of the fee categories to help provide specific context to this study update.

Table 5. Fort Collins Residential Occupancy Factors

Description	Index	Average HH Size	% of Time in Unit	Impact Fee Factor
Fort Collins Average	100.0%	2.36	71.3%	1.68
By Square Feet				
Up to 700 sq. ft.	59.2%	1.40	71.3%	1.00
700 - 1,200 sq. ft.	90.0%	2.12	71.3%	1.51
1,201 - 1,700 sq. ft.	100.7%	2.38	71.3%	1.70
1,701 - 2,200 sq. ft.	108.4%	2.56	71.3%	1.83
Over 2,200 sq. ft.	123.3%	2.91	71.3%	2.08

Source: 2019 U.S. Census Bureau American Housing Survey, Division 8 (Mountain);
Economic & Planning Systems

Nonresidential Occupancy Factors

Nonresidential occupancy factors were derived from trip rate factors, vehicle occupancy data, and employment generation factors, as shown in **Table 6**. Daily trip rates are one-half the average daily trip ends during a weekday and are sourced from the Institute of Transportation Engineers' (ITE) Trip Generation Manual. Employee density figures were from the TCEF study being prepared by TischlerBise. Using these factors, service population figures were derived for three general land use categories, ranging from 0.55 for industrial uses, to 2.12 for retail and commercial uses. This method accounts for on-site employment and customers or visitors that are comprised of the resident population as well as people coming into the city for shopping, leisure, or business activities.

Table 6. Fort Collins Nonresidential Occupancy Factors

Land Use	Unit Sq. Ft.	ITE Code	Daily Trip Ends	Daily Trips ^[1]	Persons/ Trip	Persons per 1,000 sq. ft. (8 hours/day)	Employees per 1,000 sq. ft. (8 hours/day)	Employee Hours in Day	Employee Hours
				(Trip ends / 2)					
Retail/Commercial	1,000	820	37.75	18.88	1.91	36.11	2.12	8	16.98
Office and Other Services	1,000	710	9.74	4.87	1.18	5.75	3.15	8	25.17
Industrial	1,000	110	4.87	2.44	1.18	2.87	1.57	8	12.56

Land Use	Vistors per 1,000 sq. ft. (8 hours/day)	Visitor Hour Factor	Vistor Hours	Total Hours	Total Hours in Day	Service Population per day
	F = C - D	G	H = F * G	I = E + H	J	= I / J
Retail/Commercial	33.99	1.00	33.99	50.97	24	2.12
Office and Other Services	2.60	1.00	2.60	27.77	24	1.16
Industrial	1.30	0.50	0.65	13.21	24	0.55

Source: Economic & Planning Systems

^[1]The daily trips are the daily trip ends divided by 2 so that non-residential land uses are not charged for both ends of a trip (origin and destination)

3. Neighborhood and Community Parks Capital Expansion Fees

This chapter documents the level of service, replacement cost estimates, cost allocations, and other calculations used to determine the Parks CEF for neighborhood parks and community parks. Capital expansion fees are collected to fund facility construction, equipment purchases, and land acquisition. As the City grows, the space needed for these support functions also grows. Capital expansion fees will be used to maintain the current level of service, expressed as the replacement cost of its maintenance facilities, developed parkland, and land cost to replace such parkland. The City currently manages 573 acres of community parks and 384 acres of neighborhood parks.

Level of Service Definition

The total estimated replacement cost of parks facilities is \$350,566,728 for neighborhood parks and \$266,667,038 for community parks, as shown in **Table 7**. The replacement cost, which is split into two fee categories, is \$2,009.61 per residential population for neighborhood parks and \$1,528.66 per residential population for community parks. This value includes the replacement cost estimates for all maintenance facilities, all parkland, and the land cost estimates for all parklands.

Table 7. Parks Cost per Service Unit, 2023

Description		Neighborhood Parks	Community Parks
Development Cost per Acre	<i>A</i>	\$580,708	\$215,342
Developed Acres	<i>B</i>	422	573
Existing Park Replacement Cost	$= A \times B$	\$245,058,961	\$123,390,913
Land Cost per Acre	<i>A</i>	\$250,000	\$250,000
Developed Acres	<i>B</i>	422	573
Existing Land Cost	$= A \times B$	\$105,500,000	\$143,250,000
Maintenance Facility Cost per Acre	<i>A</i>	\$7,767	\$26,124
Developed Acres	<i>B</i>	422	573
Maintenance Facility Need	$= A \times B$	\$3,277,656	\$14,969,230
Total Park Replacement Cost		\$350,566,728	\$266,667,038
Cost per Residential Population	174,445	\$2,009.61	\$1,528.66

Source: City of Fort Collins; Economic & Planning Systems

To determine the development cost of the maintenance facilities, East District, Spring Canyon, and Fossil Creek maintenance facility development costs were used to estimate a replacement cost per acre based on community and neighborhood park acres served by each facility, as shown in **Table 8**. As previously determined by the City, the cost allocation of maintenance facilities is 80 percent for community parks and 20 percent for neighborhood parks.

Table 8. Parks Maintenance Facility per Capita Cost, 2023

Description	Replacement Cost
Maintenance Facilities	
East District	\$7,325,000
Community Park Share (80%)	\$5,860,000
Community Park Acres Served	118
Community Park Cost/Acre	\$49,493
Neighborhood Park Share (20%)	\$1,465,000
Neighborhood Park Acres Served	84
Neighborhood Park Cost/Acre	\$17,399
Spring Canyon	\$1,815,147
Community Park Share (80%)	\$1,452,117
Maintenance Facility Need	103
Community Park Cost/Acre	\$14,098
Total Park Replacement Cost	\$363,029
Neighborhood Park Acres Served	132
Neighborhood Park Cost/Acre	\$2,750
Fossil Creek	\$2,623,710
Community Park Share (80%)	\$2,098,968
Community Park Acres Served	142
Community Park Cost/Acre	\$14,781
Neighborhood Park Share (20%)	\$524,742
Neighborhood Park Acres Served	167
Neighborhood Park Cost/Acre	\$3,152
Total Replacement Cost	\$11,763,856
Maintenance Facility Need	
Community Park Average Cost/Acre	\$26,124
Neighborhood Park Average Cost/Acre	\$7,767

Source: City of Fort Collins; Economic & Planning Systems

Residential Capital Expansion Fee Calculation

The replacement cost per service population is multiplied by the household sizes for each housing unit size range. Park fees are charged only on residential development and full household size factors are used. For a single-family home or multifamily unit that is 1,890 square feet, the fee per unit is \$5,144.61 for neighborhood parks (**Table 9**) and \$3,913.37 for community parks (**Table 10**), which equates to \$9,057.88 per unit. This is based on an average household size of 2.56 people. The capital expansion fee was calculated for a range of unit sizes as currently permitted in the City of Fort Collins fee schedule.

Table 9. Neighborhood Parks Residential Capital Expansion Fee, 2023

Description	Avg. HH Size	Updated Fee <i>per unit</i>	Current Fee <i>per unit</i>
Cost per Service Population	\$2,009.61		
Residential			
Up to 700 sq. ft.	1.40	\$2,813.46	\$2,108.00
700 - 1,200 sq. ft.	2.12	\$4,260.38	\$2,822.00
1,201 - 1,700 sq. ft.	2.38	\$4,782.88	\$3,082.00
1,701 - 2,200 sq. ft.	2.56	\$5,144.61	\$3,114.00
Over 2,200 sq. ft.	2.91	\$5,847.97	\$3,470.00

Source: Economic & Planning Systems

Table 10. Community Parks Residential Capital Expansion Fee, 2023

Description	Avg. HH Size	Updated Fee <i>per unit</i>	Current Fee <i>per unit</i>
Cost per Service Population	\$1,528.66		
Residential			
Up to 700 sq. ft.	1.40	\$2,140.12	\$2,977.00
700 - 1,200 sq. ft.	2.12	\$3,240.76	\$3,985.00
1,201 - 1,700 sq. ft.	2.38	\$3,638.21	\$4,351.00
1,701 - 2,200 sq. ft.	2.56	\$3,913.37	\$4,396.00
Over 2,200 sq. ft.	2.91	\$4,448.40	\$4,901.00

Source: Economic & Planning Systems

4. Police Capital Expansion Fee

This chapter documents the level of service, replacement cost estimates, cost allocations, and other calculations used to determine the Police Capital Expansion Fee. Fees are collected to fund facility expansions, fleet replacement, and equipment replacement. These fees will be used to maintain the current level of service, expressed as the replacement cost of police facilities, fleet, and capital equipment. The police department currently has 3 primary facilities and 430 fleet vehicles.

Level of Service Definition

The total replacement cost of police facilities, fleet, and equipment is \$77,990,689, as shown in **Table 11**. The replacement cost is \$382.40 per service population. This value accounts for debt owed and an estimated 90 percent capacity factor based on current utilization.

Table 11. Police Inventory and Replacement Cost per Capita, 2023

Description	Quantity	Cost Factor	Capacity Factor	Bldg. Cost	Land Cost	Replacement Cost
Police Facilities		Per SF				
Police Facilities	3	\$517	90%	\$60,753,240	\$3,421,110	\$58,099,026
IT Capital Equipment	--	--		--	--	<u>18,414,943</u>
Subtotal		\$517		\$60,753,240	\$3,421,110	\$76,513,969
Police Fleet Inventory		Per Unit				
Admin Vehicle	29	\$33,916				\$983,559
Drug Task Force	11	31,842				350,258
Equipment	4	209,137				836,549
Investigation	83	37,400				3,104,223
Mobile Command Vehicle	1	440,929				440,929
Patrol	296	41,644				12,326,696
Public Safety	6	<u>97,887</u>				<u>587,323</u>
Subtotal	430	\$43,325				\$18,629,537
Debt						Principal
2012 COPS						-\$7,430,000
2019 COPS						-6,604,740
Vehicle Equipment						<u>-3,118,078</u>
Subtotal						-\$17,152,818
Total						\$77,990,689
Cost per Service Population	Functional Population:	203,952				\$382.40

Source: City of Fort Collins; Economic & Planning Systems

Residential Capital Expansion Fee Calculation

For a single-family home or multi-family unit that is 1,890 square feet, the fee per unit is \$698.31. This is based on an occupancy factor of 1.83 people adjusted for time spent at home, as shown in **Table 12**. The capital expansion fee was calculated for a range of unit sizes as currently permitted in the City of Fort Collins fee schedule.

Table 12. Police Residential Capital Expansion Fee, 2023

Description	Factor	Updated Fee <i>per unit</i>	Current Fee <i>per unit</i>
Cost per Service Population	\$382.40		
Residential			
Up to 700 sq. ft.	1.00	\$381.89	\$289.00
700 - 1,200 sq. ft.	1.51	\$578.29	\$391.00
1,201 - 1,700 sq. ft.	1.70	\$649.21	\$425.00
1,701 - 2,200 sq. ft.	1.83	\$698.31	\$431.00
Over 2,200 sq. ft.	2.08	\$793.78	\$480.00

Source: Economic & Planning Systems

Nonresidential Capital Expansion Fee

Using the previously derived service population and occupancy factors, the proposed nonresidential impact fee was calculated for three major land uses as shown in **Table 13**. Proposed capital expansion fees range from \$0.21 per square foot for industrial uses to \$0.81 per square foot for retail/commercial uses.

Table 13. Police Nonresidential Capital Expansion Fee, 2023

Description	Service Pop. <i>per 1,000 sq. ft.</i>	Updated Fee <i>per 1,000 sq. ft.</i>	Updated Fee <i>per sq. ft.</i>	Updated Fee <i>per 1,000 sq. ft.</i>	Current Fee <i>per 1,000 sq. ft.</i>
Cost per Service Population		\$382.40			
Nonresidential					
Retail/Commercial	2.12	\$810.68	\$0.81	\$810.68	\$364.00
Office	1.16	\$443.58	\$0.44	\$443.58	\$364.00
Industrial	0.55	\$210.32	\$0.21	\$210.32	\$85.00

Source: Economic & Planning Systems

5. Fire Protection Capital Expansion Fee

This chapter documents the current Fire Protection Capital Expansion fee structure, replacement cost estimates, cost allocations, and other factors used to calculate the proposed Fire Protection Capital Expansion Fees. The Poudre Fire Authority (PFA) consists of eleven staffed fire stations, two volunteer fire stations, one headquarters, and one training facility, which serve a variety of emergency response needs. These include fire suppression, emergency medical response, hazardous materials response, technical rescue, fire prevention, public outreach and education, and wildland preparedness planning and response. PFA is the overarching authority that serves a large portion of Larimer County including Fort Collins. The Poudre Valley Fire Protection District (PVFPD) collects separate impact fees for its service area outside of the City of Fort Collins.

Level of Service Definition

The total replacement cost of Fire Protection facilities, fleet, and equipment is \$145,020,455, as shown in **Table 14**. The total replacement cost is for the entire PFA district including areas outside of Fort Collins. The asset inventory needs to be allocated to Fort Collins for its CEF calculation, which is shown in **Table 15**.

Table 14. Fire Protection Inventory and Replacement Cost per Capita, 2023

Description	Location	Factor	Cost Factor	Bldg. Cost	Land Cost	Replacement Cost
Fire Facilities		SF	Cost per SF			
Burn Building (Training)	3400 W. Vine Drive	1,560	\$650	\$1,014,000	\$0	\$1,014,000
Fire Stations	--	111,630	650	72,559,500	4,987,466	77,546,966
Vacant Land (Future Station #18)	4500 E. Mulberry	--	--	0	675,000	675,000
Fit Tower Training	3400 W. Vine	3,764	650	2,446,600	0	2,446,600
Offices	--	25,974	650	16,883,100	831,307	17,714,407
Training Center A	3400 W. Vine Drive	<u>13,970</u>	<u>650</u>	<u>9,080,500</u>	<u>698,298</u>	<u>9,778,798</u>
Subtotal		156,898	\$650	\$101,983,700	\$7,192,071	\$109,175,771
Fire Fleet Inventory		Units	Cost per Unit			
Fleet		22	\$44,214			\$972,713
Battalion Chiefs		8	41,552			332,413
Frontline Apparatus		45	465,978			20,968,995
Reserves		5	760,000			3,800,000
Training		13	196,521			2,554,774
Support		6	28,570			171,420
Antiques		3	38,499			115,496
Lawn Mowers		25	5,960			149,000
Equipment		92	48,541			4,465,734
Misc.		<u>15</u>	<u>154,276</u>			<u>2,314,139</u>
Subtotal		189	\$189,654			\$35,844,684
Total						\$145,020,455

Source: City of Fort Collins; Poudre Fire Authority; Economic & Planning Systems

The City of Fort Collins generates 84.99 percent of PFA calls. The replacement cost attributable to the City is therefore \$123,252,885, or \$604.32 per service population, as shown in **Table 15**.

Table 15. Fire Protection Asset Cost by Service Area, 2023

Description	Call Volume	Total Replacement Cost	Functional Population	Cost per Service Population
		A	B	= A / B
Total	100.00%	\$145,020,455		
PFA Fort Collins	84.99%	\$123,252,885	203,952	\$604.32

Source: City of Fort Collins; Poudre Valley Fire Authority; Economic & Planning Systems

Residential Capital Expansion Fee Calculation

For a single-family home or multifamily unit that is 1,890 square feet, the fee per unit with the City of Fort Collins is \$1,103.58. This is based on an occupancy factor of 1.83 people adjusted for time spent at home. The capital expansion fee was calculated for a range of unit sizes as currently permitted in the City of Fort Collins fee schedule (as shown in **Table 16**).

Table 16. Fire Residential Capital Expansion Fee, 2023

Description	Factor	Updated Fee <i>per unit</i>	Current Fee <i>per unit</i>
Cost per Service Population		\$604.32	
Residential			
Up to 700 sq. ft.	1.00	\$603.52	\$516.00
700 - 1,200 sq. ft.	1.51	\$913.90	\$698.00
1,201 - 1,700 sq. ft.	1.70	\$1,025.98	\$759.00
1,701 - 2,200 sq. ft.	1.83	\$1,103.58	\$772.00
Over 2,200 sq. ft.	2.08	\$1,254.46	\$859.00

Source: Economic & Planning Systems

Nonresidential Capital Expansion Fee

Using the previously derived service population and occupancy factors, the proposed nonresidential capital expansion fee was calculated for three major land uses as shown in **Table 17**. Proposed fees range from \$0.33 per square foot for industrial uses to \$1.28 per square foot for retail/commercial uses.

Table 17. Fire Protection Nonresidential Capital Expansion Fee, 2023

Description	Service Pop. per 1,000 sq. ft.	Updated Fee per 1,000 sq. ft.	Updated Fee per sq. ft.	Updated Fee per 1,000 sq. ft.	Current Fee per 1,000 sq. ft.
Cost per Service Population		\$604.32			
Nonresidential					
Retail/Commercial	2.12	\$1,281.17	\$1.28	\$1,281.17	\$650.00
Office	1.16	\$701.02	\$0.70	\$701.02	\$650.00
Industrial	0.55	\$332.38	\$0.33	\$332.38	\$152.00

Source: Economic & Planning Systems

6. General Government Capital Expansion Fee

This chapter documents the level of service, replacement cost estimates, cost allocations, and other calculations used to determine the General Government Capital Expansion Fee. These fees are collected to fund facility expansions for general government purposes such as office space for city staff, facilities maintenance buildings, city fleet, equipment, and courts and justice functions. As the city grows, the space needs for these support functions also grows. Capital Expansion fees will be used to maintain the current level of service, expressed as the replacement cost of its major facilities and fleet.

Level of Service Definition

The total replacement cost of general government is estimated at \$152,198,009, as shown in **Table 18**. The replacement cost for general government is \$746.25 per service population. This value includes all facilities owned by the City of Fort Collins including City Hall and other administrative buildings, streets and traffic operations, IT equipment, general governmental vehicles, and heavy equipment.

Table 18. General Government Inventory and Replacement Cost, 2023

Description	Location	Factor	Cost Factor	Bldg. Cost	Land Cost	Replacement Cost
Facilities		SF	Cost per SF			
281 North College	281 N College Ave	37,603	\$513	\$19,290,339	\$855,000	\$20,145,339
City Hall	300 LaPorte Ave	31,553	583	18,401,710	1,306,358	19,708,068
215 N Mason Office	215 N Mason St	72,000	518	37,324,800	1,238,000	38,562,800
300 LaPorte (OPS Services)	300 LaPorte Ave	26,564	540	14,344,560	0	14,344,560
Streets Building	625 9th St	51,314	513	26,324,082	1,817,640	28,141,722
Traffic Operations Building	626 Linden St	9,500	540	5,130,000	424,440	5,554,440
Fleet / FACs Warehouse - Loomis	518 N Loomis Ave	10,122	432	4,372,704	22,050	4,394,754
IT Equipment	--	--	--	--	--	9,706,551
Subtotal		238,656	\$525	\$125,188,195	\$5,663,488	\$140,558,234
Fleet		Quantity	Cost per Unit			
Heavy Equipment		180	\$112,554			\$20,259,649
Misc. Maintenance Equipment		67	43,531			2,916,571
Vehicles, Trucks, and Trailers		96	52,782			5,067,109
Subtotal		343	\$82,342			\$28,243,329
Debt						Principal
2012 COPS						-\$280,000
2019 COPS						-13,780,260
Vehicle Equipment						-2,543,294
Subtotal						-\$16,603,554
Total						\$152,198,009
Cost per Service Population	Functional Population:		203,952			\$746.25

Source: City of Fort Collins; Economic & Planning Systems

Residential Capital Expansion Fee Calculation

For a single-family home or multifamily unit that is 1,890 square feet, the fee per unit is \$1,362.74. This is based on an occupancy factor of 1.83 people adjusted for time spent at home, as shown in **Table 19**. The capital expansion fee was calculated for a range of unit sizes as currently permitted in the City of Fort Collins fee schedule.

Table 19. General Government Residential Capital Expansion Fee, 2023

Description	Factor	Updated Fee <i>per unit</i>	Current Fee <i>per unit</i>
Cost per Service Population	\$746.25		
Residential			--
Up to 700 sq. ft.	1.00	\$745.25	\$703.00
700 - 1,200 sq. ft.	1.51	\$1,128.52	\$948.00
1,201 - 1,700 sq. ft.	1.70	\$1,266.93	\$1,035.00
1,701 - 2,200 sq. ft.	1.83	\$1,362.74	\$1,051.00
Over 2,200 sq. ft.	2.08	\$1,549.06	\$1,170.00

Source: Economic & Planning Systems

Nonresidential Impact Fee

Using the previously derived service population and occupancy factors, the proposed nonresidential impact fee was calculated for three major land uses as shown in **Table 20**. Proposed capital expansion fees range from \$0.41 per square foot for industrial uses to \$1.58 per square foot for retail/commercial uses.

Table 20. General Government Nonresidential Capital Expansion Fee, 2023

Description	Service Pop. <i>per 1,000 sq. ft.</i>	Updated Fee <i>per 1,000 sq. ft.</i>	Updated Fee <i>per sq. ft.</i>	Updated Fee <i>per 1,000 sq. ft.</i>	Current Fee <i>per 1,000 sq. ft.</i>
Cost per Service Population		\$746.25			
Nonresidential					
Retail/Commercial	2.12	\$1,582.04	\$1.58	\$1,582.04	\$1,777.00
Office	1.16	\$865.64	\$0.87	\$865.64	\$1,777.00
Industrial	0.55	\$410.43	\$0.41	\$410.43	\$419.00

Source: Economic & Planning Systems



**APPENDIX:
Peer Communities Impact Fee Comparisons**

Table A-1. Comparison of Major Inputs: 2017 vs. 2023 Study

Description	2017	2023 Update	Difference	% Change
Household Size				
Up to 700 sq. ft.	1.78	1.40	-0.38	-21.3%
700 - 1,200 sq. ft.	2.40	2.12	-0.28	-11.7%
1,201 - 1,700 sq. ft.	2.61	2.38	-0.23	-8.8%
1,701 - 2,200 sq. ft.	2.65	2.56	-0.09	-3.4%
Over 2,200 sq. ft.	2.95	2.91	-0.04	-1.4%
Non-Residential Occupancy Factors (Employees per 1,000 sq. ft. + Visitors)				
Retail/Commercial	2.25	2.12	-0.13	-5.8%
Office and Other Services	--	1.16	--	--
Industrial	0.53	0.55	0.02	3.8%
Service Population				
Population	--	174,445	--	--
Functional Population	157,626	203,952	46,326	29.4%
Asset Value				
Neighborhood Parks	\$153,272,704	\$350,566,728	\$197,294,024	128.7%
Community Parks	216,422,189	266,667,038	50,244,849	23.2%
PFA Fort Collins	55,846,482	123,252,885	67,406,403	120.7%
Police	31,264,546	77,990,689	46,726,143	149.5%
General Government	100,991,253	152,198,009	51,206,756	50.7%
Total	\$557,797,174	\$970,675,349	\$412,878,175	74.0%

Source: Duncan Associates; Economic & Planning Systems

Table A-2. Current Residential Impact Fee Comparisons

		Parks				
Land Use Type	Fort Collins Current	Boulder	Cheyenne	Greeley	Loveland	Longmont
Residential (per dwelling)						
Single Family - 1,890 sq. ft	\$7,510.00	\$5,918.00	\$400.00	\$6,213.00	\$8,299.00	\$8,325.17
Multi Family - 1,890 sq. ft.	\$7,510.00	\$5,918.00	\$400.00	\$6,213.00	\$5,721.00	\$4,792.93
		Police				
Residential (per dwelling)						
Single Family - 1,890 sq. ft	\$431.00	\$482.00	\$949.37	\$280.00	\$1,104.00	--
Multi Family - 1,890 sq. ft.	\$431.00	\$482.00	\$949.37	\$280.00	\$769.00	--
		Fire				
Residential (per dwelling)						
Single Family - 1,890 sq. ft	\$772.00	\$430.00	--	\$728.00	--	--
Multi Family - 1,890 sq. ft.	\$772.00	\$430.00	--	\$728.00	--	--
		General Government				
Residential (per dwelling)						
Single Family - 1,890 sq. ft	\$1,051.00	\$759.00	--	--	\$1,370.00	--
Multi Family - 1,890 sq. ft.	\$1,051.00	\$759.00	--	--	\$953.00	--
		Transportation				
Residential (per dwelling)						
Single Family - 1,890 sq. ft	\$7,621.00	\$228.00	\$1,514.25	\$7,213.00	--	\$2,060.56
Multi Family - 1,890 sq. ft.	\$7,621.00	\$228.00	\$1,211.40	\$7,213.00	--	\$2,060.56
		Total				
Residential (per dwelling)						
Single Family - 1,890 sq. ft	\$17,385.00	\$7,817.00	\$2,863.62	\$14,434.00	\$10,773.00	\$10,385.73
Multi Family - 1,890 sq. ft.	\$17,385.00	\$7,817.00	\$2,560.77	\$14,434.00	\$7,443.00	\$6,853.49

Source: City of Boulder; City of Cheyenne; City of Greeley; City of Loveland; City of Longmont; City of Fort Collins; Economic & Planning Systems

Table A-3. Current Nonresidential Impact Fee Comparisons

Land Use Type	Fort Collins Current	Police				
		Boulder	Cheyenne	Greeley	Loveland	Longmont
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$364.00	\$790.00	\$603.42	\$841.00	\$489.10	--
Office and Other Services	\$364.00	\$320.00	\$295.00	\$452.00	--	--
Industrial	\$85.00	\$190.00	\$518.63	\$230.00	\$62.70	--
Fire						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$650.00	\$680.00	--	\$1,872.00	--	--
Office and Other Services	\$650.00	\$980.00	--	\$1,006.00	--	--
Industrial	\$152.00	\$630.00	--	\$513.00	--	--
Transportation						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$9,946.00	\$600.00	\$2,422.81	\$8,347.00	--	\$3,340.00
Office and Other Services	\$7,327.00	\$240.00	\$1,817.11	\$5,383.00	--	\$1,450.00
Industrial	\$2,365.00	\$150.00	\$1,817.11	\$2,742.00	--	\$450.00
General Government						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$1,777.00	\$430.00	--	--	\$526.70	--
Office and Other Services	\$1,777.00	\$620.00	--	--	--	--
Industrial	\$419.00	\$400.00	--	--	\$75.20	--
Total						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$12,737.00	\$2,500.00	\$3,026.23	\$11,060.00	\$1,015.80	\$3,340.00
Office and Other Services	\$10,118.00	\$2,160.00	\$2,112.11	\$6,841.00	\$0.00	\$1,450.00
Industrial	\$3,021.00	\$1,370.00	\$2,335.74	\$3,485.00	\$137.90	\$450.00

Source: City of Boulder; City of Cheyenne; City of Greeley; City of Loveland; City of Longmont; City of Fort Collins; Economic & Planning Systems

Council Work Session: Impact Fee Discussion

David Lenz

Financial Planning & Analysis

Randy Reuscher

Lead Rate Analyst - Utilities

Marc Virata

Engineering



- Work Program
- 2023 Fee Study Findings and Utility Model Updates
- Proposed Fees for 2025
- Summary Examples and Comparatives
- Questions?

Item 3. Questions for City Council

- What questions do councilmembers have related to the Fee Studies and Utility model updates?
- What guidance do councilmembers have for staff prior to bringing 2025 Fee update ordinances to council for adoption in November?

Item 3.



Work Program

2023

- Capital Expansion Fee (CEF) Study Update – ***Economic & Planning Systems, Inc.***
- Transportation Capital Expansion Fee (TCEF) Study Update - ***TischlerBise***
- Biennial Utility Fee Model updates
- Water Supply Requirements: Additional analysis and outreach
- Council Finance Committee: October and December update meetings

2024

- February: Council adoption of 2024 fees w/ inflationary updates only
- April Work Session – Impact Fee Discussion
- Finalization of Water Utility fee environment: Adoption 1st Reading – October 15
- Policy considerations to supplement existing fee credit program in conjunction with BFO process
- Work Session – today
- Adoption 1st Reading – November 19
- Development Review – Ongoing: *Technology improvements, staffing adjustments, and process updates*

Item 3. Methodology: 2025 Fees and Beyond

- Adopt 2023 Study and model updates as developed
- Adjust study and model updates for 2024 inflation impacts
- New proposed fees effective January 1, 2025
- Return to established cadence of updates:
 - Utilities:
 - *Biennial model updates: resume in 2025*
 - *Inflation adjustments in even numbered years*
 - TCEF/CEF:
 - *Study updates every four years: 2027 next update*
 - *Inflation adjustments in all other years*
- Continual monitoring of cost environment and process improvements

- Current State:
 - Flat credit of \$14,000 per unit
 - Any affordable developer can access credits for 30% AMI units **only**
 - Affordable Housing Capital Fund (AHCF), funded via the CCIP Renewable Tax, is available for qualified projects – requires council appropriation for utilization
 - In 2022, an additional \$350,000 of ARPA funding was appropriated for eligible projects
- BFO offer update:
 - \$200,000 in both 2025 and 2026 is targeted to meet near-term needs
- Avenues to explore expansion of funds available to address affordable housing goals:
 - CCIP tax renewal in 2026
 - Investigation of Utility fee offsets – currently no programs in place
 - Linkage Fee consideration



Study / Model Updates and Proposed Fees



Utility Finance updates their fund models every two years with inflationary adjustments generally made in the off-years

Utilities – 2025 Proposed Fees

Utility Fee	Model Update vs. 2023 Actual	2024 Actual vs. 2023 Actual	2025 Proposed vs. 2024 Actual
Electric Capacity Fee (ECF)	14.8%	7.4%	9.3%
Water Plant Investment Fee (PIF)	5.7%	7.4%	No Change
Wastewater Plant Investment Fee (PIF)	4.1%	7.4%	No Change
Stormwater Plant Investment Fee (PIF)	7.0%	7.4%	1.5%
Water Supply Requirement (WSR)	No Change	No Change	(6.5%)

Item 3. Transportation Capital Expansion Fees: Overview



Premise of Fees

- One-time fee from development and redevelopment
- Used to support growth share related infrastructure improvements
- Cannot be used for maintenance

Use of Fees

- Reimbursement to developers
 - Northfield reimbursement
 - Waterfield
 - Waters Edge
 - Country Club Reserve
 - Alpine Bank
- Contribution to Capital Projects
 - Roadway projects (TCPPS)
 - Active Modes (Active Modes Plan)

Previous Updates

- “Transportation Capital Expansion Fee Study” (2017), TischlerBise
- 2012 Transportation CIP
- 2014 Bicycle Master Plan
- 2010/2016 Arterial Intersection Prioritization Study
- 10 year build out through development
- 2016 Arterial Cost/Lane Mile (\$1.4M)

EF: 2023 Study Update (TischlerBise)

- Generally, in range when compared to an inflation adjustment approach
 - (7.4% based on August 2022-August 2023 Engineering News-Record Denver City Cost Index)
- Estimate \$115M over the next 10 years to keep up with anticipated growth needs and level of service

Residential	Unit	Roadway Fee	% of Total	Active Modes	% of Total	Update Total	2023 Total	Change	% Change
up to 700 sq. ft.	Dwelling	\$2,863	91%	\$272	9%	\$3,135	\$2,703	\$432	16%
701-1,200 sq. ft.	Dwelling	\$4,988	91%	\$487	9%	\$5,475	\$5,020	\$455	9%
1,201-1,700 sq. ft.	Dwelling	\$6,363	91%	\$625	9%	\$6,988	\$6,518	\$470	7%
1,701-2,200 sq. ft.	Dwelling	\$7,380	91%	\$726	9%	\$8,106	\$7,621	\$485	6%
over 2,200 sq. ft.	Dwelling	\$8,191	91%	\$809	9%	\$9,000	\$8,169	\$831	10%

Development Type	Unit	Roadway Fee	% of Total	Active Modes	% of Total	Update Total	2023 Total	Change	% Change
Commercial	1,000 sq. ft.	\$11,045	94%	\$702	6%	\$11,747	\$9,946	\$1,801	18%
Office & Other Services	1,000 sq. ft.	\$6,450	86%	\$1,075	14%	\$7,525	\$7,327	\$198	3%
Industrial	1,000 sq. ft.	\$2,897	75%	\$944	25%	\$3,841	\$2,365	\$1,476	62%



Premise of Fees

- New developments pay a proportionate share of costs to “buy-in” to the current level of services the City provides.
- Paid upon application of a building permit and assessed by land use type.
- The concept of growth paying for the impact of growth is a policy decision that past City Councils have made.

Use of Fees

- For approved capital expenditures identified in capital improvement plans.
- Includes planning, design, surveying, permitting and engineering costs; the cost of purchasing or leasing real property and construction costs.
- Does not, and generally cannot, include repair or maintenance costs.

Previous Updates

- Duncan and Associates (2013 and 2017)
- Adhered to the incremental expansion methodology
- Updated asset values based on the cost of construction per sq. ft.
- Additional capital added to General Government Fees

Overall

- Residential Occupancy Factor decreases
- Non-Residential Employee per sq. ft. adjustments
- Additional Non-Residential category justified by different demand impact – Office and Other Services
- Growing service population

Residential	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Update Total	2023 Total	Change	% Change
up to 700 sq. ft.	Dwelling	\$2,813	\$2,140	\$604	\$382	\$745	\$6,684	\$6,593	\$91	1%
701-1,200 sq. ft.	Dwelling	\$4,260	\$3,241	\$914	\$578	\$1,129	\$10,122	\$8,844	\$1,278	14%
1,201-1,700 sq. ft.	Dwelling	\$4,783	\$3,638	\$1,026	\$649	\$1,267	\$11,363	\$9,652	\$1,711	18%
1,701-2,200 sq. ft.	Dwelling	\$5,145	\$3,913	\$1,104	\$698	\$1,363	\$12,223	\$9,764	\$2,459	25%
over 2,200 sq. ft.	Dwelling	\$5,848	\$4,448	\$1,254	\$794	\$1,549	\$13,894	\$10,880	\$3,014	28%
Development Type	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Update Total	2023 Total	Change	% Change
Commercial	1,000 sq. ft.			\$1,281	\$811	\$1,582	\$3,674	\$2,791	\$883	32%
Office and Other Services	1,000 sq. ft.			\$701	\$444	\$866	\$2,010	\$2,791	(\$781)	-28%
Industrial	1,000 sq. ft.			\$332	\$210	\$410	\$953	\$656	\$297	45%

F/TCEF: 2025 Proposed Fees

- Adjust 2023 Studies for 2024 inflationary impacts:
 - CEFs: 2.7%
 - TCEFs: 1.9%
- Proposed effective date: January 1, 2025
- Ordinance Adjustments and Clean-up

Residential	Unit	2025		
		Proposed CEF	Proposed TCEF	Proposed Total
up to 700 sq. ft.	Dwelling	\$6,865	\$3,195	\$10,060
701-1,200 sq. ft.	Dwelling	\$10,395	\$5,579	\$15,974
1,201-1,700 sq. ft.	Dwelling	\$11,670	\$7,121	\$18,791
1,701-2,200 sq. ft.	Dwelling	\$12,553	\$8,260	\$20,813
over 2,200 sq. ft.	Dwelling	\$14,269	\$9,171	\$23,440
Development Type				
Commercial	1,000 sq. ft.	\$3,773	\$11,970	\$15,743
Office and Other Services	1,000 sq. ft.	\$2,065	\$7,668	\$9,733
Industrial	1,000 sq. ft.	\$979	\$3,914	\$4,893

2023 Study	2025 vs 2023 Study	
Total	\$	%
\$9,819	\$241	2.5%
\$15,597	\$377	2.4%
\$18,351	\$440	2.4%
\$20,329	\$484	2.4%
\$22,894	\$546	2.4%
\$15,421	\$322	2.1%
\$9,535	\$198	2.1%
\$4,794	\$99	2.1%

2024 Actual	2025 vs 2024 Actual	
Total	\$	%
\$9,865	\$195	2.0%
\$14,730	\$1,244	8.0%
\$17,194	\$1,597	8.7%
\$18,495	\$2,318	11.4%
\$20,263	\$3,177	13.9%
\$13,629	\$2,114	13.7%
\$10,816	(\$1,083)	-11.4%
\$3,233	\$1,660	34.6%

Multi-Unit Residence Example (48,000 sq. ft. development w/ 55 units)					
Type	2023	2024		2025	2025 - \$/Unit
	Actual	Actual	Study	Proposed	Proposed
CEF	\$ 486,420	\$ 513,645	\$ 556,710	\$ 571,741	\$ 10,395
TCEF	\$ 276,100	\$ 296,505	\$ 301,125	\$ 306,846	\$ 5,579
Dev Review/Permits/Other	\$ 58,850	\$ 58,850	\$ 58,850	\$ 60,950	\$ 1,108
Water PIF	\$ 77,501	\$ 83,236	\$ 81,919	\$ 83,236	\$ 1,513
Water Supply Requirement	\$ 196,039	\$ 196,039	\$ 196,039	\$ 183,391	\$ 3,334
Wasterwater PIF	\$ 165,385	\$ 177,623	\$ 172,166	\$ 177,623	\$ 3,230
Stormwater PIF	\$ 24,040	\$ 25,819	\$ 25,723	\$ 26,206	\$ 476
Electric Capacity Fee	\$ 132,949	\$ 142,788	\$ 152,626	\$ 156,067	\$ 2,838
Combined Fees	\$ 1,417,285	\$ 1,494,505	\$ 1,545,157	\$ 1,566,060	\$ 28,474
Percentage Change	N/A	5.4%	9.0%	4.8%	
		vs. 2023		vs. 2024 Act	

2025 Proposed Fees include inflation adjustments for 2024 impacts

Item 3. **Questions for City Council**

- What questions do councilmembers have related to the Fee Studies and Utility model updates?
- What guidance do councilmembers have for staff prior to bringing 2025 Fee update ordinances to council for adoption in November?



Appendix 1: Examples and Comparisons

Combined Fees Summary: Single / Duplex Residence

Single/Duplex Residence Example (1,890 sq. ft. floorplan)				
Type	2023	2024		2025
	Actual	Actual	Study	Proposed
CEF	\$ 9,764	\$ 10,310	\$ 12,223	\$ 12,553
TCEF	\$ 7,621	\$ 8,185	\$ 8,106	\$ 8,260
Dev Review/Permits/Other	\$ 2,792	\$ 2,792	\$ 2,792	\$ 2,948
Water PIF	\$ 4,807	\$ 5,162	\$ 5,081	\$ 5,162
Water Supply Requirement	\$ 22,813	\$ 22,813	\$ 22,813	\$ 21,342
Wasterwater PIF	\$ 4,168	\$ 4,476	\$ 4,339	\$ 4,476
Stormwater PIF	\$ 1,305	\$ 1,402	\$ 1,397	\$ 1,423
Electric Capacity Fee	\$ 4,391	\$ 4,716	\$ 5,041	\$ 5,154
Combined Fees	\$ 57,662	\$ 59,856	\$ 61,792	\$ 61,318
Percentage Change	N/A	3.8%	7.2%	2.4%
		vs. 2023		vs. 2024 Act

2025 Proposed Fees include inflation adjustments for 2024 impacts

Combined Fees Summary: Restaurant

Restaurant 4,000 Sq Ft.				
Type	2023	2024		2025
	Actual	Actual	Study	Proposed
CEF	\$ 11,164	\$ 11,788	\$ 14,696	\$ 15,093
TCEF	\$ 39,784	\$ 42,728	\$ 46,988	\$ 47,881
Dev Review/Permits/Other	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,687
Water PIF	\$ 60,101	\$ 64,548	\$ 63,526	\$ 64,548
Water Supply Requirement	\$ 137,718	\$ 137,718	\$ 137,718	\$ 128,833
Wasterwater PIF	\$ 37,555	\$ 40,334	\$ 39,095	\$ 40,334
Stormwater PIF	\$ 4,553	\$ 4,890	\$ 4,872	\$ 4,963
Electric Capacity Fee	\$ 33,893	\$ 36,401	\$ 38,909	\$ 39,787
Combined Fees	\$ 344,268	\$ 357,908	\$ 365,304	\$ 361,126
Percentage Change	N/A	4.0%	6.1%	0.9%
		vs. 2023		vs. 2024 Act

2025 Proposed Fees include inflation adjustments for 2024 impacts

Combined Fees Summary: Office

Office 15,000 Sq. Ft.				
Type	2023	2024		2025
	Actual	Actual	Study	Proposed
CEF	\$ 41,865	\$ 44,205	\$ 30,150	\$ 30,964
TCEF	\$ 109,905	\$ 118,035	\$ 112,875	\$ 115,020
Dev Review/Permits/Other	\$ 29,540	\$ 29,540	\$ 29,540	\$ 30,152
Water PIF	\$ 49,542	\$ 53,208	\$ 52,366	\$ 53,208
Water Supply Requirement	\$ 43,953	\$ 43,953	\$ 43,953	\$ 41,117
Wasterwater PIF	\$ 19,956	\$ 21,433	\$ 20,774	\$ 21,433
Stormwater PIF	\$ 7,588	\$ 8,150	\$ 8,120	\$ 8,272
Electric Capacity Fee	\$ 12,418	\$ 13,337	\$ 14,256	\$ 14,577
Combined Fees	\$ 314,767	\$ 331,861	\$ 312,033	\$ 314,743
Percentage Change	N/A	5.4%	-0.9%	-5.2%
		vs. 2023		vs. 2024 Act

2025 Proposed Fees include inflation adjustments for 2024 impacts

Combined Fees Summary: Retail

Retail 15,000 Sq. Ft.				
Type	2023	2024		2025
	Actual	Actual	Study	Proposed
CEF	\$ 41,865	\$ 44,205	\$ 55,110	\$ 56,598
TCEF	\$ 149,190	\$ 160,230	\$ 176,205	\$ 179,553
Dev Review/Permits/Other	\$ 24,024	\$ 24,024	\$ 24,024	\$ 24,528
Water PIF	\$ 49,542	\$ 53,208	\$ 52,366	\$ 53,208
Water Supply Requirement	\$ 37,674	\$ 37,674	\$ 37,674	\$ 35,243
Wasterwater PIF	\$ 19,956	\$ 21,433	\$ 20,774	\$ 21,433
Stormwater PIF	\$ 7,588	\$ 8,150	\$ 8,120	\$ 8,272
Electric Capacity Fee	\$ 12,418	\$ 13,337	\$ 14,256	\$ 14,577
Combined Fees	\$ 342,257	\$ 362,261	\$ 388,528	\$ 393,413
Percentage Change	N/A	5.8%	13.5%	8.6%
		vs. 2023		vs. 2024 Act

2025 Proposed Fees include inflation adjustments for 2024 impacts

Capital Expansion Fee Comparison: Residential



Land Use Type	Fort Collins	Boulder	Cheyenne	Greeley	Loveland	Longmont
Parks						
Residential (per dwelling)						
Single Family - 1,890 sq. ft.	\$7,930.00	\$6,125.00	\$400.00	\$6,877.00	\$8,944.00	\$8,649.80
Multi Family - 1,890 sq. ft.	\$7,930.00	\$6,125.00	\$400.00	\$6,877.00	\$6,165.00	\$5,027.59
Police						
Residential (per dwelling)						
Single Family - 1,890 sq. ft.	\$455.00	\$499.00	\$975.00	\$310.00	\$1,190.00	--
Multi Family - 1,890 sq. ft.	\$455.00	\$499.00	\$975.00	\$310.00	\$829.00	--
Fire						
Residential (per dwelling)						
Single Family - 1,890 sq. ft.	\$815.00	\$445.00	--	\$806.00	\$1,000.00	--
Multi Family - 1,890 sq. ft.	\$815.00	\$445.00	--	\$806.00	\$692.00	--
General Government						
Residential (per dwelling)						
Single Family - 1,890 sq. ft.	\$1,110.00	\$785.00	--	--	\$1,476.00	--
Multi Family - 1,890 sq. ft.	\$1,110.00	\$785.00	--	--	\$1,027.00	--
Transportation						
Residential (per dwelling)						
Single Family - 1,890 sq. ft.	\$8,185.00	\$4,694.37	\$1,555.14	\$7,983.00	\$2,650.72	\$2,113.04
Multi Family - 1,890 sq. ft.	\$8,185.00	\$3,470.62	\$1,244.11	\$7,983.00	\$1,851.61	\$2,113.04
Total						
Residential (per dwelling)						
Single Family - 1,890 sq. ft.	\$18,495.00	\$12,548.37	\$2,930.14	\$15,976.00	\$15,260.72	\$10,762.84
Multi Family - 1,890 sq. ft.	\$18,495.00	\$11,324.62	\$2,619.11	\$15,976.00	\$10,564.61	\$7,140.63

Note: Boulder Transportation Fees include an impact fee and an excise tax.

Source: City of Boulder; City of Cheyenne; City of Greeley; City of Loveland; City of Longmont; City of Fort Collins; Economic & Planning Systems

Item 3. Capital Expansion Fee Comparison: Non-Residential



Land Use Type	Fort Collins	Boulder	Cheyenne	Greeley	Loveland	Longmont
Police						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$384.00	\$820.00	\$619.71	\$931.00	\$527.10	--
Office and Other Services	\$384.00	\$330.00	\$302.97	\$500.00	--	--
Industrial	\$90.00	\$190.00	\$532.64	\$255.00	\$67.60	--
Fire						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$686.00	\$710.00	--	\$2,072.00	\$600.00	--
Office and Other Services	\$686.00	\$1,020.00	--	\$1,113.00	--	--
Industrial	\$161.00	\$650.00	--	\$568.00	\$120.00	--
General Government						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$1,877.00	\$440.00	--	--	\$567.60	--
Office and Other Services	\$1,877.00	\$640.00	--	--	--	--
Industrial	\$442.00	\$410.00	--	--	\$81.10	--
Transportation						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$10,682.00	\$3,100.00	\$2,488.23	\$9,238.00	\$9,520.00	\$3,420.00
Office and Other Services	\$7,869.00	\$2,730.00	\$1,866.17	\$5,958.00	\$4,045.00	\$1,480.00
Industrial	\$2,540.00	\$2,640.00	\$1,866.17	\$3,035.00	\$1,172.50	\$470.00
Total						
Nonresidential (per 1,000 sq. ft.)						
Commercial	\$13,629.00	\$5,070.00	\$3,107.94	\$12,241.00	\$11,214.70	\$3,420.00
Office and Other Services	\$10,816.00	\$4,720.00	\$2,169.14	\$7,571.00	\$4,045.00	\$1,480.00
Industrial	\$3,233.00	\$3,890.00	\$2,398.81	\$3,858.00	\$1,441.20	\$470.00

Note: Boulder Transportation Fees include an impact fee and an excise tax.

Source: City of Boulder; City of Cheyenne; City of Greeley; City of Loveland; City of Longmont; City of Fort Collins; Economic & Planning Systems



Appendix 2: 2023 Fee Study Details

TCEF 2023 Study Update Methodology

- Roadway Capacity: Incremental Expansion Methodology (same as previous TCEF study)
- Active Modes Component: Plan Based Methodology

Data inputs

- North Front Range MPO and census data to update demand from development
- Growth Share of Plans
 - 2023 Transportation Capital Projects Prioritization Study (TCPPS)
 - 2022 Active Modes Plan
 - 10-year buildout of additional lane miles through development
 - Arterial Cost per Lane Mile (\$2.0M)
- Travel Diary Study Report

- Roadway Capacity: Incremental Expansion Methodology
 - Projected 10-year needs of transportation infrastructure (in terms of lane miles)
 - TCPSP projects that are growth related
 - Development construction of additional lane miles
 - Evaluates the growth share of infrastructure that's attributable to development impact
 - Impact is based on Vehicle Miles Traveled (VMT)
 - Vehicle trip length from Travel Diary Survey (4.9 miles)
- Roadway Capacity Analysis
 - 13% increase in VMT
 - 61.9 new lane mile needs over 10 years to maintain current LOS
 - 7% (4.3 lane miles) of trips on roadway network is external-external trips
 - \$8.6M out \$124M of our roadway capacity needs not attributable to growth/TCEF
 - 57.6 miles attributed to growth

- Active Modes Component: Plan Based Methodology
 - 10-year growth related cost compared to 10-year growth projection
 - High and Medium priority Active Modes Projects (\$87M)
- Active Modes Plan Analysis
 - From \$87M of High & Medium priority Active Modes Plan projects 13% (\$11M) attributed to 10-year growth
 - Based on demand from residential and nonresidential development and allocated based on the percent of commuters who walk or bike to work (22% active modes Travel Study Log)
 - Active Modes Plan share increase from 2017 (4%) to 2023 (9%)

- **Standards Based or “Incremental Expansion” Approach**
 - Maintains the current level of service or investment per unit of development
 - Replacement/Construction cost valuations
 - Offsets for debt funding
 - Adjustments by land use type and occupancy factors

- **Key Data inputs**
 - Updated 2023 asset inventories for City of Fort Collins and Poudre Fire Authority
 - Neighborhood and Community Park development costs and current land valuation estimates
 - Current market cost of construction estimates and Larimer County valuations
 - Updated residential household size and non-residential occupancy factors
 - Alignment of existing conditions with concurrent TCEF Study Update

- **Parks**

- Higher land valuations
- Inclusion of East District Maintenance Facility
- Neighborhood Parks – higher development costs reflective of newest park buildouts

- **Police and Fire**

- Significant Asset Value increases – Additional Equipment and Facilities and Higher unit replacement costs

- **General Government**

- Increased Asset Values but lower increases relative to Police and Fire

F: 2023 Study Update (Economic & Planning Systems, Inc.)



CEF - 2023 Fees

Residential	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	2023 Total
up to 700 sq. ft.	Dwelling	\$2,108	\$2,977	\$516	\$289	\$703	\$6,593
701-1,200 sq. ft.	Dwelling	\$2,822	\$3,985	\$698	\$391	\$948	\$8,844
1,201-1,700 sq. ft.	Dwelling	\$3,082	\$4,351	\$759	\$425	\$1,035	\$9,652
1,701-2,200 sq. ft.	Dwelling	\$3,114	\$4,396	\$772	\$431	\$1,051	\$9,764
over 2,200 sq. ft.	Dwelling	\$3,470	\$4,901	\$859	\$480	\$1,170	\$10,880
Development Type	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Current Total
Commercial	1,000 sq. ft.			\$650	\$364	\$1,777	\$2,791
Office and Other Services	1,000 sq. ft.			\$650	\$364	\$1,777	\$2,791
Industrial	1,000 sq. ft.			\$152	\$85	\$419	\$656

CEF - Update

Residential	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Update Total
up to 700 sq. ft.	Dwelling	\$2,813	\$2,140	\$604	\$382	\$745	\$6,684
701-1,200 sq. ft.	Dwelling	\$4,260	\$3,241	\$914	\$578	\$1,129	\$10,122
1,201-1,700 sq. ft.	Dwelling	\$4,783	\$3,638	\$1,026	\$649	\$1,267	\$11,363
1,701-2,200 sq. ft.	Dwelling	\$5,145	\$3,913	\$1,104	\$698	\$1,363	\$12,223
over 2,200 sq. ft.	Dwelling	\$5,848	\$4,448	\$1,254	\$794	\$1,549	\$13,894
Development Type	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Update Total
Commercial	1,000 sq. ft.			\$1,281	\$811	\$1,582	\$3,674
Office and Other Services	1,000 sq. ft.			\$701	\$444	\$866	\$2,010
Industrial	1,000 sq. ft.			\$332	\$210	\$410	\$953

CEF - Change \$

Residential	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Change Total
up to 700 sq. ft.	Dwelling	\$705	(\$837)	\$88	\$93	\$42	\$91
701-1,200 sq. ft.	Dwelling	\$1,438	(\$744)	\$216	\$187	\$181	\$1,278
1,201-1,700 sq. ft.	Dwelling	\$1,701	(\$713)	\$267	\$224	\$232	\$1,711
1,701-2,200 sq. ft.	Dwelling	\$2,031	(\$483)	\$332	\$267	\$312	\$2,459
over 2,200 sq. ft.	Dwelling	\$2,378	(\$453)	\$395	\$314	\$379	\$3,014
Development Type	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Change Total
Commercial	1,000 sq. ft.			\$631	\$447	(\$195)	\$883
Office and Other Services	1,000 sq. ft.			\$51	\$80	(\$911)	(\$781)
Industrial	1,000 sq. ft.			\$180	\$125	(\$9)	\$297

CEF - Change %

Residential	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Change %
up to 700 sq. ft.	Dwelling	33%	-28%	17%	32%	6%	1%
701-1,200 sq. ft.	Dwelling	51%	-19%	31%	48%	19%	14%
1,201-1,700 sq. ft.	Dwelling	55%	-16%	35%	53%	22%	18%
1,701-2,200 sq. ft.	Dwelling	65%	-11%	43%	62%	30%	25%
over 2,200 sq. ft.	Dwelling	69%	-9%	46%	65%	32%	28%
Development Type	Unit	N'hood Park	Comm. Park	Fire	Police	Gen. Gov't	Change %
Commercial	1,000 sq. ft.			97%	123%	-11%	32%
Office and Other Services	1,000 sq. ft.			8%	22%	-51%	-28%
Industrial	1,000 sq. ft.			119%	147%	-2%	45%





Appendix 3: Development Review / Building Permits / Inspections

Item 3. Development Review / Building Permits / Inspections

- 2019 was last comprehensive fee update
 - Development Review fees last adjusted for 2022

- Focus on improvement of the customer service experience through multiple means: improved technology, staffing adjustments, and process updates

- License, Permitting & Code Enforcement (LPCE) system replacement – estimated completion in 2nd half 2026

- Ongoing fee analysis balancing customer expectations, levels of service and cost recovery requirements

- Administrative User Fees – included in Budget (BFO) offers for 2025/26
 - 2025 Fee Adjustments:

– Development Review:	No Change
– Building Permits:	7.2%
– Inspections	7.2%



Appendix 4: Fee Credits and Offsets

Item 3. **Affordable Housing: City of Fort Collins Fee Credits**

- Prior to 2013, development fees for Affordable Housing were typically waived, especially for the City’s designated Housing Authority (Housing Catalyst)
- Fee credit program started in 2013 and has gone through several iterations
- Current state:
 - Flat credit of \$14,000 per unit
 - Any affordable developer can access credits for 30% AMI units **only**
 - Affordable Housing Capital Fund (AHCF), funded via the CCIP Renewable Tax, is available for qualified projects – requires council appropriation for utilization
 - In 2022, an additional \$350,000 of ARPA funding was appropriated for eligible projects

-
- *Units serving the lowest income households require extra subsidy to build, manage, and maintain; rents can’t be increased to cover the cost of the unit*
 - *Most affordable housing developments are multi-unit buildings with 1-3 bedrooms per unit*
 - *Fee categories “under 700 sq. feet” and “700-1,200 sq. feet” are most relevant to affordable projects*

Fee Credits/Reductions: Options to Consider

- Continue program operation as it is today – credits can be used toward fees paid from AHCF for 30% AMI units
- Waive some or all fees for 30% AMI units
- Waive some or all fees for a broader income range
- Create a tiered approach where fees are waived for some units (e.g., 30-50% AMI) and partially credited for others (e.g., 60% AMI and above)

Fee offsets will generally need subsidy to fund levels of service

Options		Annual Cost Estimate / Subsidy Requirement
1	Keep fee credit program as is – flat credit of \$14,000 per unit (~ 58% of fees for 30% AMI units) – 25 units per year	\$350,000
2	Increase to maintain current ratio of fees covered for 30% AMI units (~ 64% of fees for 30% AMI units) – 25 units per year	\$360,000 - \$380,000
3	Increase to cover all fees for 30% AMI units (100% of fees for 30% AMI units) – 25 units per year	\$560,000 - \$595,000
4	Expand to cover some or all fees for a wider AMI range	
4A	40% AMI or below – 40 units per year	\$900,000 - \$950,000
4B	50% AMI or below – 85 units per year	\$1.9 - \$2.0 million
4C	60% AMI or below – 125 units per year	\$2.8 – \$2.9 Million
4D	70% AMI or below – 165 units per year	\$3.7 – \$3.9 million
4E	80% AMI or below – (all affordable housing) – 185 units per year (City’s commitment under proposition 123)	\$4.2 – \$4.4 million

Approaches to Incentivizing Affordable Housing – Fee Reductions

	Fort Collins	Longmont	Loveland	Boulder	Denver	Colorado Springs
Impact Fee Type / Structure	Varies by dwelling size and Sq. ft. of non-residential	Varies by dwelling size and sq. ft of non-residential	Flat fee per unit type	<ul style="list-style-type: none"> Fees vary by dwelling size <i>plus</i> Transportation Excise Taxes 	Water and Sewer tap fees	Police/Fire/Parks with rates based on units/structure plus water taps
Eligibility / Framework	<ul style="list-style-type: none"> 30% AMI 	<ul style="list-style-type: none"> 80% AMI – Sale 50% AMI – Rental Minimum 12% Inclusionary housing 	<ul style="list-style-type: none"> 80% AMI 	<ul style="list-style-type: none"> Less than 30% of income on housing 25% inclusionary housing requirement 	Tiered Options <ul style="list-style-type: none"> Hi / Lo- cost markets Sale/Rental Minimum of: 8% @ 60% AMI to 15% @ 90% AMI 	<ul style="list-style-type: none"> All units reserved for below 120% AMI
Other Program Items	2022 ARPA funding	Fee Deferral – pay at certificate of occupancy	Investigating variance of fees by dwelling size	Non-Residential Linkage Fee charged based on job generation	Incentives: <ul style="list-style-type: none"> Reduced parking space requirements 	Point system rebate based on scoring rubric
Amount	\$14K per unit – fixed fee credit	Fee Waivers For Sale Units: 50 – 100% Rental Units: 20 – 50%	100% Fee waiver for non-profits using Low Income Housing Tax Credit	Variable	\$6.5K - \$10k capped at 50% of total fees	0 – 100% fee rebate
Funding Sources	Affordable Housing Capital Fund (AHCF) or General Fund	Affordable Housing Fund funded by fee-in-lieu and allocated local funds	General Fund	Revenue from linkage fees funds Affordable Housing fund	Linkage fee for projects with 9 or fewer units	Housing /Community Vitality Department & Utilities Dept

- Impact fees vary by home size
- Affordable Housing Definition: For-Sale 80% AMI, Rental 50% AMI
- 12% inclusionary housing requirement
- Fee Deferral: Pay fees at CO instead of Permit Issuance
- Waivers and discounts are available only if a project exceeds the 12% minimum requirement
 - Some fees are waived with no backfill, others are offset using the City's Affordable Housing Fund (discretionary)
 - The City's Affordable Housing Fund is funded by IH Fee-in-lieu and allocated local funds
 - 50% to 100% waiver for for-sale units, 20% to 50% for rental units

- Affordable Housing Definition: 80% AMI
- 100% Fee Waiver for non-profit builders and developers utilizing LIHTC for 80% AMI (recently passed)
- Loveland Affordable Housing Task Force
 - Partnership with the City
 - Examining options to restructure impact fees and water fees to vary by home size
 - Current fees are charged as a flat fee per unit
- The fee waivers are currently backfilled by the City's General Fund

- Capital impact fees vary by home size
 - \$4,400-\$11,500 based on home size
 - Non-residential: \$0.58 per sq. ft. to \$2.16 per sq. ft. based on land use
- Transportation excise tax in addition to impact fees
 - \$2.48/ non-residential square foot
 - \$4,128.12 per SFD; \$2,995.02 per attached dwelling
 - Transportation impact fee is low to avoid double charging (\$100-\$300/unit)
- Inclusionary Housing Requirement
 - 25% for project with more than 5 units
 - 20% for smaller developments including single-family homes
- Affordable Housing Definition: Households spend less than 30% of their income on housing, adjusted annually using market data
- Non-residential linkage fees
 - Affordable housing impact fee: linkage between job generation and affordable housing demand
 - Ranges from \$10.45 per sq. ft. to \$31.35 per sq. ft. based on land use type and wages

- No capital impact fees, only water and sewer tap fees
- Inclusionary housing requirement for projects with 10 or more units
- Option 1:
 - High-cost markets: Rental 10% at 60% AMI, For-sale 10% at 80% AMI
 - Typical markets: Rental 8% at 60% AMI, For-sale 8% at 80% AMI
- Option 2:
 - High-cost markets: Rental 15% at 70% AMI avg., For-sale 15% at 90% AMI avg.
 - Typical markets: Rental 12% at 70% AMI, For-sale 12% at 90% AMI
- Base incentives:
 - Reduce parking by 0.5 spaces/unit
 - \$10,000 permit fee reduction per unit in high markets; \$6,500/unit in typical marks not to exceed 50% of total permit fees
- Linkage fees apply projects with 9 or fewer units
 - Residential: Increases to \$5.00 to \$8.00 per square foot as of 7/1/2025
 - Nonresidential: Increases to \$6.00 to \$9.00 per square foot as of 7/1/2025 (\$2.50 industrial)
- No fee waiver program

- Capital Expansion fees for Police, Fire, Parks plus Utility water Tap Fees
- Fee Rebate Program based on point system ranging 0 to 50 points
 - All Units reserved for residents under 120% AMI
 - Score criteria:
 - Up to 10 points for % of units reserved at 50% AMI or below;
 - Up to 10 points for ongoing affordability;
 - Up to 3 points for every additional unit above Section 504 requirements (i.e., accessible units);
 - Up to 5 points for unit set-aside for special needs or veterans experiencing homelessness;
 - Up to 4 points for incorporating 7 principles of universal design;
 - Up to 8 points for alignment with City Planning Documents;
 - Up to 4 points for being located in a High Opportunity Neighborhood;
 - Up to 6 points for incorporation of CSU Conservation Programs
 - Score breakdown: 46-50: 100% fee rebate; 41-45: 80% fee rebate; 36-40: 60% fee rebate; 31-35: 40% fee rebate; 26-30: 20% fee rebate; 25 and below: 0% fee rebate
 - Funded by Housing and Community Vitality Department and Utilities Department

File Attachments for Item:

4. Equity Work and Indicators Update.

The purpose of this item is to provide Council with an update on Equity Indicators and work the Equity & Inclusion Office has developed since 2021.

October 22, 2024

WORK SESSION AGENDA

ITEM SUMMARY

City Council



STAFF

Claudia Menendez, Equity & Inclusion Officer
Rupa Venkatesh, Assistant City Manager

SUBJECT FOR DISCUSSION

Equity Work and Indicators Update.

EXECUTIVE SUMMARY

The purpose of this item is to provide Council with an update on Equity Indicators and work the Equity & Inclusion Office has developed since 2021.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What follow-up questions does Council have on the topic of equity indicators and the work underway?

BACKGROUND / DISCUSSION

In 2019, the City selected the City University of New York (CUNY) Institute for State and Local Governance to lead its Equity Indicators project and establish a framework for measuring and understanding the inequities that exist in Fort Collins and how they change over time. In this project, CUNY collected and analyzed data disaggregated by race, ethnicity, and other demographic factors to examine the broad landscape of disparities in outcomes and perceptions in Fort Collins and worked closely with the City and community to identify a pool of Equity Indicators. The final report was published in March of 2021.

The report's findings have served as a guide for the City to initiate and improve program design and implementation and apply a critical look, or equity lens, to identify and remove barriers or biases in policies, programs, services, and budgeting so community members of all backgrounds can easily access services. This work session is an opportunity to engage Council in dialogue about these developments and seek alignment on next steps.

The 2021 report provides a list of indicators and data sets, disaggregated by race, that were chosen by community focus group participants and then refined by CUNY. The list contains 10 domains, or main categories like strategic outcome areas, each with a set of two to five indicators. Three out ten domains are currently on the public facing dashboard: Criminal Justice, Housing, and Economic Health & Opportunity. These were the first to be displayed on the dashboard because they are the most important issues across all groups. There are additional indicators or metrics that CUNY recommended the City track and monitor and there is cross-departmental efforts underway to explore how to merge current metrics dashboards and assure equity indicators are integrated into the stories the City is sharing about

progress and impact. In summer 2024, departments provided an update on CUNY recommended metrics to Council in an August memo and attached to this agenda item summary as well.

It is important to note that not all the metrics called out in the report are owned by the City nor do we directly influence certain outcomes. Though the indicators report gave a good baseline, the City is in the process of selecting metrics to measure programs, services and policies we directly impact. This will help the City adopt data routines that help us understand qualitative and quantitative impacts. This work is in conjunction with the Customer Experience work being led by Blast X as well as the revamp of the City Strategic Plan which resulted in a more concise plan and objectives.

It is vital to recognize that many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Systems and structures create and perpetuate resource and opportunity gaps. To get to a future of shared prosperity, we must address implicit racism and bias that is baked into systems by way of policies, practices, and procedures that continue to perpetuate disparities in racial, ethnic, gender, economic, disability, age and additional marginalized groups.

The City operates in its own microcosm of demographics, socioeconomic circumstances, and opportunity areas unique to Fort Collins. The work the Equity Office has underway is taking the local context into account and designing approaches that meet the needs of staff and community. One way to support staff with applying an equity lens, is a method called Equity Readiness Assessment or ERA. The ERA is a facilitated discussion that help project teams evaluate how they have embedding equity or illuminate project areas where equity should be centered.

In addition to the list of recommended indicators, CUNY conducted community focus groups with residents of diverse backgrounds. Residents spoke about how they and others within their community have been impacted by disparities. CUNY identified four key themes that emerged across groups: social exclusion, intersecting areas, policies as drivers of disparities, and budgeting and representation within the City of Fort Collins.

DESCRIPTIONS OF CUNY IDENTIFIED THEMES IN ADDITION TO DATA ANALYSIS

Social Exclusion

Feeling socially excluded as members of the Fort Collins community came up in all of the focus groups conducted for this project. Community members shared many experiences demonstrating that feeling welcomed and recognized by the broader Fort Collins community was important for their well-being, and that social inclusion cut across all of the other areas groups centered on the Hispanic/Latinx, undocumented or mixed-status, religious minority, Native American, and people living with disabilities communities shared experiencing discrimination across a wide range of areas including education, city programs and services, economic opportunity, housing, and criminal justice.

Action: During the first years of the Equity & Inclusion Office being established, it was important to focus on making sure these often-marginalized communities felt valued, seen, and heard. For the first time in 2022, the City had an active role in coordinating and sponsoring Juneteenth, Indigenous Peoples Day, and Latino/Hispanic Heritage Month celebrations. In addition, through the opportunity of ARPA funding, Council approved the hiring of a Native American Specialist which has resulted in stronger relationships with that community as well as a city-wide land acknowledgement and fostered the community in creating a new Native non-profit, the First Peoples Community Center.

Intersecting Areas

Participants would name one area as important, and then immediately draw a link between other areas, for example, access to medical care and transportation. Some participants named experiencing disparities in housing (specifically home ownership and difficulties associated with being approved for a housing loan) as interconnected with both the areas of economic opportunity and social inclusion.

Action: Many policy decisions impact several Strategic Outcomes and Service Areas are starting to work more closely together to understand impacts and tradeoffs. The 2024 Council Priorities also provide an opportunity for departments to move out of operating in silos and cross-collaborating.

Policies as Drivers of Disparities

A systems-oriented takeaway that emerged in focus groups was the view that multiple disparities experienced by various communities are linked to policies and laws in place in City of Fort Collins and the State of Colorado. One example given in 2020 was the “U plus 2” occupancy ordinance which was noted to prevent intergenerational households or other cultural family arrangements that help alleviate economic hardship.

Action: In 2024, Council voted to eliminate the “U plus 2” ordinance to align with state law. This provides an opportunity to observe how economic census data and economic stability may shift over time.

Budgeting and Representation Within the City of Fort Collins

Participants voiced the opinion that the City’s efforts in working towards equity would be more transformative if the budget reflected that commitment more strongly. For example, in the area of housing, community members across groups cited a lack of affordable housing as a driver of disparities. Community members also named a lack of diverse representation across departments within the City as a driver of disparities as this meant that their concerns and recommendations were not well understood or shared by those with governing power.

Action: The Equity & Inclusion Office has worked with the Budget team to contribute to the Budgeting for Outcomes Process by updating the Budget Equity Seller’s Guide in 2022 and in 2024. The Equity team also met with each of the seven Budget Teams to discuss equity considerations in offers.

Spanish Language Community Connectors: The Equity & Inclusion Office has invested time and funds to convene the Spanish language Community Connectors group of 12 individuals to address the four themes described above. The 12 members represent several Latin American ethnicities, socioeconomic backgrounds, sexual orientation, levels of English language learning, and citizenship and undocumented status. This group has been meeting since 2023 and has learned how the City works through engaging with staff and using the Strategic Outcome Areas as agenda topics. This has given community members the opportunity to ask questions and learn about how programs and services are designed and implemented and has given staff the opportunity to learn and hear feedback directly from City customers who use and benefit from City programs, services and activities and are impacted by City policies. In 2024, the Community Connectors group has learned about Council Priorities and is engaged in dialogue with Councilmembers to learn more about their vision and goals.

Examples of Strategic Outcome Area Discussions and Resulting Action:

1. Safe Community:

Spanish language Community Connectors group met with Fort Collins Police Services (FCPS) and City Manager’s Office (CMO) staff to discuss the strategic outcome of Safe community. In dialogue the community members correlate lighting with safety, an element of safety different than how the City describes safety which is mostly related to water safety, emergency preparedness, fire and police services. Correlating lighting to safety opened up an opportunity for Utilities Light and Power to do a neighborhood walk through with mobile home park leaders. Staff quickly learned that since mobile home parks are often built in industrial zones that lighting would not be spaced as it is in residential zones. By partnering with the mobile home park leaders, guided by the Equity & Inclusion Office, additional lights will be put in 2024 (Attachment 2). Adding lights to Hickory Street provides the nearly 1000 residents in the area to feel safe at night, but most importantly to have their concerns heard by the City with the installation of three new lampposts.

2. Transportation:

Transfort staff attended a meeting in Q2 of 2024 with the focus group and heard several ideas on improvements and safety concerns the community has as Transfort riders. One main theme was the schedules and timing. Transfort staff listened and adjusted 4 major routes based on the community's feedback. Staff came to give an update to the focus group in August, about three months later. This is an example of responsive customer service that is advancing equity by increasing access to City services for disproportionately affected communities. Listening to 'vulnerable population' creates opportunity for growth and improvement.

These changes went into effect August 12, 2024:

- Route 5 ends the southbound trips at McClelland and Swallow providing a layover at Swallow Station and more reliable connections with Route 6 and MAX.
- Routes 5, 14, and 18 added an additional hour of evening service, ending during the 8 p.m. hour.
- Routes 8, 14, 18, and 81 had minor timetable adjustments to enhance on-time performance.
- Routes 14 and 18 departs from DTC on the hour.
- Route 18 has new routing leaving DTC to avoid using College Ave. The bus stop at College and Laporte (stop #157), with historically low ridership, was removed.

To see routes, please visit: https://ridetransfort.com/wp-content/uploads/All_Routes_Map.pdf

The 2021 CUNY Equity Indicators report has been foundational and informed the 2023-2026 Equity Plan (Attachment 3). The plan guides the City on how to embed equity into all aspects of our work. The Equity & Inclusion Office has identified three goals to improve the status of the four themes and help staff learn how to embed equity considerations into all phases of a project lifecycle. The three goals are:

- 1) Commitment and Common Language in the Workplace
- 2) Inclusive and Equitable Engagement
- 3) Data Accountability

NEXT STEPS

1. The dashboard will be updated and published by the end of Q4 2024. It will include 2019-2023 data where possible for the three themes of Criminal Justice, Economic Health & Opportunity, and Housing. In order to create more alignment with the City structure, domains will be reported under existing Strategic Outcome Areas of Safe Community, Economic Health, and Neighborhood & Community Vitality.
2. Equity Readiness Assessments (ERA) phase 2 will launch in 2025 with an additional process to help teams evaluate the impact of projects, programs and policies. ERAs provide teams with an data analysis and evaluation framework to identify intended and unintended impacts on the community. The Equity & Inclusion Office will prioritize meeting with departments or teams with approved 2025-2026 Budget Enhancements Offers to assure a formative assessment is completed to inform project design with embedded equity considerations.
3. ERAs will be accompanied by internal data analyst consultation using the Data Library Fort Collins Community Profile. This profile is designed as a quick reference for staff looking for high-level citywide and council district metrics. These metrics are the most recently reliable census data available.
4. CMO, Finance and the Equity & Inclusion Office are guiding teams to select metrics that can indicate

impact to help answer the question: How do we know that the programs, services, and activities that the City offers is advancing equity in our community?

ATTACHMENTS

1. Council Memo - Equity Indicators Update, August 15, 2024
2. Hickory Street Lighting Design
3. 2023-2026 Equity Plan
4. Engineering Project Coordination Map
5. Haworth 2019 Health Equity Index
6. Presentation

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Equity & Inclusion Office
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PO Box 580, Fort Collins, CO 80522

970-232-0512
cmenendez@fcgov.com

MEMORANDUM

Date: August 15, 2024
To: Mayor and City Council
Through: Kelly DiMartino, City Manager ^{DS}
Rupa Venkatesh, Assistant City Manager ^{Initial}
From: Claudia Menendez, Equity & Inclusion Officer ^{DS}
Subject: Equity Indicators Update

BOTTOM LINE

During the May 14, 2024 Council Work Session, an update on the Equity Indicators Report was requested. It has shown that the City is still maturing in its understanding of how to best measure the impact of projects and activities, specifically related to vulnerable populations and underserved neighborhoods.

Equity indicators are viable metrics and the city is well positioned through the learnings from the report to guide and prioritize this work, especially related to Council priorities.

BACKGROUND

In 2019, the City selected the CUNY Institute for State and Local Governance (ISLG) to lead its Equity Indicators project and establish a framework for measuring and understanding the inequities that exist in Fort Collins and how they change over time. In this project, ISLG collected and analyzed data disaggregated by race, ethnicity, and other demographic factors to examine the broad landscape of disparities in outcomes and perceptions in Fort Collins and worked closely with the City and community to identify a pool of Equity Indicators. The final report was published in March of 2021.

The indicators can be used to track progress in reducing key disparities moving forward and provide a springboard for deeper exploration of root causes and potential solutions.

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While Equity Indicators themselves cannot directly address inequities, they inform the City's equity work, providing critical information to guide decisions about the allocation of resources and policy development.

Equity Indicators Report Data Sources:

1. Publicly available data or dashboards from local/state sources to include County departments and agencies:
 - Poudre School District data
 - Community Health Survey
 - Larimer County Community Corrections Annual report
 - Colorado Department of Education
2. Publicly available local data from national sources:
 - Fort Collins data from the American Community Survey
 - Home Mortgage Disclosure Act data
3. Data provided directly by City or departments:
 - Fort Collins Police Services Transparency data
 - Utilities burden data
 - 2020 Sustainability Gaps Analysis

CUNY Recommended List of Indicators City of Fort Collins Equity Dashboard:

In 2019, CUNY Institute for State and Local Governance (ISLG) conducted community focus groups to compile the following list of recommended main topic areas and indicators for the City to track. The highlighted metrics are the ones the city currently tracks, are the data owners, and will continue to track as we transition into the new dashboard.

Domain or Topic Areas & Indicators:

Economic Opportunity

- Difficulty Finding Childcare
- Representation Among Business Owners
- Unemployment
- Low-income status
- Ability to Afford Nutritious Meals

Housing

- Sheltered homelessness
- Unsheltered homelessness
- Home ownership

Services

- Internet Access
- Utility Cost Burden
- Sidewalk Accessibility
- Sidewalk condition
- Park quality
- Street maintenance
- Disaster response

Civic Engagement

- Voter turnout
- Opportunity to volunteer
- Boards & Commission representation

Social Inclusion

- City fosters belonging
- Community openness and acceptance

Education

- Third grade reading proficiency (PSD Data)
- High school completion (PSD, Census Data)

Environmental Justice

- Unsafe water
- Pollution from industry

Public Health

- Uninsured rates
- High stress
- Current mental health concern

Transportation

- Commute Time
- Ease of biking
- Ease of traveling by public transit
- Public transit connectivity

Criminal Justice

- Criminal arrest/citation rates
- Traffic citations
- Use of force in general population
- Use of force with arrests
- Jail incarceration (Larimer County Data)
- Neighborhood safety

The March 2021 Equity Indicators report provided a baseline of findings for the City of Fort Collins to understand equity indicators and start to address inequities using a data-informed process. The City has used the findings from the Equity Indicators to inform decision-making about policy and practice and guide the allocation of resources by identifying areas where there are greater opportunities for investment and growth. Some of this work is found in offers submitted through the BFO process and in ongoing work described in the addendum.

It is important to note that not all of the measures included within these areas are directly under the purview of the City. Some fall to the County, or other institutions, and many are complex issues that have multiple root causes and multiple factors that play a role in maintaining disparities. We require a cross-departmental, cross-institutional, multidisciplinary strategic and financial approach and partnership to address identified inequities in a way that will show progress over the next 5-10 years.

TIMELINE & PROGRESS

2021

- March: Equity Indicators Report published
 - Baseline report of inequities by racial group
- August: Equity Officer hired

2022

- Dashboard launched in Q1 with 3 out 10 domains with 12 indicators total published: Housing, Criminal Justice, and Economic Opportunities
Indicators metrics created in Clearpoint to start tracking internally
- City hosted Community Conversations in Q3 on each of the three domains with staff presentations to engage community in dialogue and Q&A

2023

- The 2023-2026 Equity & Inclusion Plan published
 - Equity Office planned next phase for embedding equity within projects and teams
- Equity Indicators Team established but lacked specific skill set to advance the technical aspect of progress monitoring; challenge of how to direct teams to track and develop metrics that measure impact and equitable outcomes

- As a result of this learning, in Q2-Q3, the Equity Office designed the Equity Readiness Assessment to facilitate conversations with project teams and departments
- Triple Bottom Line Scan reviewed for potential refresh; however, there is still work underway to determine how to best apply this tool

2024

- Also as a result of learning the lack of citywide data maturity, a Data Analyst was hired. This is an FTE shared between Social Sustainability and the Equity & Inclusion Office
- The Equity Office is continuing to facilitate Equity Readiness Assessment conversations with project teams and departments. Conversations are primers for using data to inform equity-focused decision making.
- Equity Dashboard is in the process of being redesigned for a better user experience and use of the data. Will be available publicly in Q4 2024
- Council request for Equity Indicators update (this memo)
- October 22nd Council Work Session on Equity Indicators

City Department Updates:

City staff provided narrative on the types of metrics currently in use with explanations on how programs are advancing equitable outcomes for vulnerable populations. The following summary captures a multifaceted approach of how the City is tracking inequities across various sectors and several strategic outcome areas.

Some describe or define the metrics used and type of data collected and some describe quantitative impact. However, most are not yet describing the impact on community and how the City knows if its programs, services, and activities have accomplished or advanced improvements for community members. This is where the opportunity exists.

The full staff update is attached as an addendum.

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RECOMMENDATIONS AND NEXT STEPS

1. Select a set of data to track progress across major projects committing to a 5-10 year look to track progress, impact, and change.
2. Establish clear, measurable goals for each initiative or council priorities.
3. Gather and consider qualitative data from community members to inform quantitative data.
4. Conduct regular, independent or in-house evaluations of major programs to measure equitable community outcomes.

Should Council have specific questions or topics to cover during the October 22nd work session, please advise staff.

ATTACHMENT

1. Equity Indicators Progress Report Addendum

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STRATEGIC OUTCOME AREAS	DOMAIN / INDICATORS & REPORT PAGE NUMBER	<u>Narrative from City Departments</u>
Neighborhood & Community Vitality	Housing Affordability <ul style="list-style-type: none"> Homelessness Neighborhood Pg. 80-90 	<ul style="list-style-type: none"> Housing data in report uses same sources SSD uses The Community Dashboard has two metrics that are not used in this report – Increase in Affordable Inventory and Housing Opportunity Index https://fortcollins.clearpointstrategy.com Housing Opportunity Index shows increasing unaffordability but is based on things we don't control (this Index has been discontinued) The Housing Dashboard (https://www.fcgov.com/housing/dashboard) has metrics on each part of the Housing Strategic Plan vision – everyone, healthy, stable, affordable – plus regular updates on inventory of affordable houses produced annually. The dashboard is currently being updated. In particular, metrics for the “everyone” part of the vision address inequity and track trends in BIPOC homeownership rate, poverty rate and seek to integrate with the Equity and Opportunity Assessment. Sheltered and unsheltered homelessness data in the equity indicators report is pulled from the annual Point in Time Count, conducted regionally on a chosen night in January. This data helps analyze trends in homelessness and build comparisons to other municipalities and continuums of care over time. Beyond trends, this data is not considered to be especially accurate or useful for building solutions (generally understood as an undercount). Data utilized internally and/or on the community dashboard is pulled from the Homeless Management Information System (HMIS). HMIS data is more robust and accurate as direct service

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<p>Social Inclusion</p> <ul style="list-style-type: none"> Community City Inclusiveness <p>Pg. 133-138</p>	<p>agencies update this system daily with detailed data on clients, including demographic data to better understand equity gaps. This data does lead to greater understanding of disparities within the response system, but the direct service work is done by outside agencies, so the City’s level of control is limited to how and where our funds are granted to these agencies.</p>
<p>Public Health</p> <ul style="list-style-type: none"> Access to Care Physical Health Mental Health <p>Pg. 92-116</p>	<p>Public Health data and analysis will need to come from the Larimer County Health Dept. and/or the Health District of Northern Larimer County. *Not an indicator directly influenced by City services.</p>
<p>Services</p> <p>Essential Services</p> <ul style="list-style-type: none"> Utility Cost Burden Internet Services ADA Access <p>Pg. 118-125</p>	<p>Utility Cost Burden</p> <p>To help address the utility cost burden that some community members may experience, programs are available to save money on utility bills, provide financial assistance for past due bills, and increase awareness around water conservation and energy efficiency.</p> <p>The Income-Qualified Assistance Program (IQAP) provides a 25% rate reduction on electric, water, and wastewater utilities. Customers apply for the Low-income Energy Assistance Program (LEAP) between November 1 and April 30, and once approved, they are automatically enrolled in IQAP. Customers who are not eligible to apply for LEAP may be able to access IQAP through an alternate entry program via The Family Center/La Familia or Housing Catalyst, if they meet the requirements established for either organization. Households must be at 60% or below of the state median income to participate in LEAP and IQAP. Racial demographics are not collected for IQAP. Current number of IQAP participants - 1829</p> <p>Residential customers whose electric or water accounts are past-due may request assistance from the Payment Assistance Fund (PAF) once per 12-month period. There are five community partners that administer PAF. Customers meet with an intake worker from one of the organizations to discuss</p>

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		<p>information about the past due account. Applicants must make 80% or less of the area median income. Racial demographics are not collected for PAF.</p> <p>Free home efficiency assessments and product installations are available through Larimer County Conservation Corps (LCCC). Equipment installed includes LED light bulbs, water conserving shower-heads and aerators, smoke/carbon monoxide detectors, clotheslines and high-efficiency toilets. Assessments are offered January through May and are open to any Fort Collins Utilities customer. In 2023, there were 196 assessments completed in the City of Fort Collins. Of those assessments, 22% were participants in IQAP. (2024 data is not yet finalized).</p> <p>Digital Equity Programming The digital divide reaches beyond access to internet connectivity; it encompasses gaps in access, skills, hardware, and utilization. Digital Inclusion programming works to create a robust community digital equity ecosystem in partnership with trusted local organizations—libraries, school districts, community-based organizations, affordable housing properties, and Connexion—all dedicated to equitable access to and use of technology.</p> <p>Current community awards include funding for: a computer lab within The Family Center; PSD Digital Liaison serving Title 1 schools; support of Tech Buddies (a peer volunteer and digital training program), Partnership for an Age Friendly Community; and, Poudre Library District for the funding of laptops made available for free and public access.</p> <p>Reduced Cost Internet Currently, 800 Fort Collins households received Connexion discounted internet at \$20 per month with the difference between the reduced rate and the retail pricing—\$50 per month per customer—paid to Connexion from the City’s Digital Inclusion fund.</p>
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<p>Culture & Recreation</p>	<p>Services</p> <ul style="list-style-type: none"> • Parks & Recreation Pg. 127-132 	<p>Natural Areas and Parks</p> <p>The Natural Areas and Parks Depts current metrics include several from the annual citywide Community Survey such as quality of open space, feelings of safety in natural areas and Parks, and quality of ranger services. These help staff understand if they are addressing inequities by using the demographic information collected. Natural Areas offers specific equity and inclusion-oriented programming and tracks attendance and satisfaction responses for these events. The Natural Areas Department also utilizes equity information and mapping when prioritizing new land acquisitions, so that we have that information available when willing landowners are available to sell land. Acquisition records can be used to show that we are acquiring properties in underserved parts of the community.</p> <ul style="list-style-type: none"> • The 2021 Equity Report indicates a fairly consistent rating between ethnic groups concerning the quality of parks. • Trail and Park access have lower ratings in the Southwest and Northeast portions of town. • ReCreate Plan identifies gaps in the distribution of parks. • Strategic Trail Plan update will identify opportunities to grow the system in the Southwest and Northeast portions of town. • Recent community park mobility reports show that the majority of visitors come from predominantly white households and about 20% of households represent Hispanic origin. <p>Cultural Services: As a response to this report, and the findings from the FoCo Creates Plan, the following programs have been enacted:</p> <ul style="list-style-type: none"> • Community Cultural Program, created in 2022, was designed specifically to address the equity, access and inclusion goals in the FoCo Creates Plan. Programs work with marginalized, and often excluded, communities. • Currently over 100 programs per year reach approximately 5,000 community members and employ over 220 local artists. • Over 90% of the artists hired represent various marginalized social, economic, and racially ethnic identities.
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		<p>FCMoD:</p> <ul style="list-style-type: none"> • Creating the <i>Mind Matters</i> exhibit, uses hands-on experiences and multimedia activities to raise awareness about mental health and create a safe space for important conversations about mental illness. • They also continue their work with inclusion via various exhibits, i.e. the interactive Mexican <i>Alebrijes</i> exhibition currently on view, and their upcoming “Bias Inside Us” and “Skin: Living Armor, Evolving Identity” exhibitions debuting in Fall 2024. These exhibitions will include numerous partnerships with local organizations focusing on the inclusion and support of marginalized communities and will include community engagement programming centered around implicit bias and our role as a community in that discussion. <p>Gardens on Spring Creek and the Lincoln Center</p> <ul style="list-style-type: none"> • Both the Gardens on Spring Creek and the Lincoln Center continue their efforts in accessibility as well as inclusion. The musical line up for the 2024-25 season demonstrate diversity of the arts including racial diversity and performing types. • Fort Fund saw an increase in their grant applications from artists and organizations of color. The regulations for the granting program were reimaged in the Fall of 2023 to create more opportunities for accessible and inclusionary submissions. <p>The Recreation Department has a strong Adaptive and Inclusive Recreation program (ARO) that includes dedicated programs for those with disabilities and inclusion support across all programs.</p> <ul style="list-style-type: none"> • In 2023, over 2,000 community members enrolled in the 224 specialized programs offered by ARO and 2,600 hours of inclusion services were provided across the Recreation department for individual's needing more support in general recreation programming. • The ARO team also partners with multiple departments in the City like FCMoves and Natural Areas and regional partners like Wellington and Poudre School District on inclusion and transition services, so all people have access to opportunities. • Recreation has a dedicated behavioral health specialist funded by ARPA that focuses on expanding access to childcare and programs for people with disabilities paying particular attention to neurodiversity. In addition, ARO utilizes a team of Certified Therapeutic Recreation Specialists to
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		<p>assess needs of community members and create goals for inclusion services that foster independence in programming.</p> <ul style="list-style-type: none">• The Department also has a robust income qualified reduced fee program. It has increased year over year with 2023 being \$700,000 in benefits given. 1,524 households were approved for benefits resulting in 9,469 enrollments and 3,896 reduced fee passes were issue resulting in 43,539 visits to Recreation facilities. Recreation tracks reduced fee visits by facility and reduced fee benefits issued by zip code.
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<p>Economic Health</p>	<p>Economic Opportunity</p> <ul style="list-style-type: none"> - Poverty and food security - Income - Employment - Business ownership - Childcare <p>Pg. 36-54</p>	<p><u>Employment</u></p> <p>Unemployment rate: The unemployment rate is defined by the Bureau of Labor Statistics (BLS) as the percentage of adults who do not have a job, have actively sought work in the last four weeks, and are currently able to work. The unemployment rate is a percentage of the labor force, the sum of the unemployed plus the employed.</p> <p>-Fort Collins Q4 2023 – 3.55% (The target is 5%)</p> <p>Labor force participation: The labor force participation rate is the percentage of the civilian noninstitutional population 16 years and older either working or actively looking for work.</p> <p>-Fort Collins Labor Force Participation – 215,498, higher than the state</p> <p><u>Business Ownership</u></p> <p>Business establishments per capita (Larimer County)</p> <ul style="list-style-type: none"> • Q3 2023 – 42.49, above the target of 41.01 <p>***Business representation – the source for this data point is being reevaluated and will report when the EHO team has a better option.</p> <p>The Multicultural Business and Entrepreneur Center (MBEC) provides 1x1 support, connection to resources, and compliance navigation for local businesses and entrepreneurs of all sizes, with a specific focus on providing support for historically underserved community members. The MBEC is staffed by three Business Connectors, two of which are Spanish bilingual.</p> <p>Since its launch in 2022:</p>
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		<ul style="list-style-type: none"> • Cumulative # of MBEC appointments – 516 (aggregate of all appointments) • Cumulative # of unique MBEC appointments – 281 (aggregate of a client’s first appointment) • Cumulative # of new businesses – 90 <p>Highlights of 2023</p> <ul style="list-style-type: none"> • At least 40% of customers are known Spanish monolingual • Appointments increased by 40% from 2022 to 2023 • 60% of customers surveyed identify as women • 58% of customers surveyed identify as Latinx/Hispanic <p><u>Childcare</u></p> <p>Rates at which people of different groups in Fort Collins experience difficulty in finding affordable childcare.</p> <ul style="list-style-type: none"> • Percent Reporting Difficulty Finding Childcare in Fort Collins, 2022 <ul style="list-style-type: none"> ○ White, Non-Hispanic %%% ○ Hispanic/Latinx %%% ○ Non-White, Non-Hispanic %%% ○ Overall %%% • Percent Reporting Difficulty Finding Childcare in Fort Collins, 2022 <ul style="list-style-type: none"> ○ LGBTQ+ %%% ○ Straight %%% ○ Overall %%% <p>Source: Health District of Northern Larimer County Community Health Survey</p>
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		<p>The Social Sustainability Department (SSD) awards funds annually towards early childhood education and childcare services for low-income households in the community.</p> <ul style="list-style-type: none"> • In 2024, SSD has awarded \$423,955 in ARPA funds and \$176,777 of Human Services Program (general) funds to organizations providing childcare services. • An estimated 1,155 children from low-income households are anticipated to be served by these programs. <p>The City of Fort Collins Recreation Department provides licensed childcare for ages 3 – 11 through both the Funtime Preschool Program (which includes Funtime Adventures- summer preschool camp) and Camp FunQuest (year -round on school out days/breaks and all summer).</p> <ul style="list-style-type: none"> • The licensed childcare programs serve over 500 participants during the summer months alone at both the NACC and Foothills Activity Center. • For Summer 2024, both Funtime Adventures and Camp FunQuest have 255 individual participants on the waitlist for summer camp weeks at both NACC and Foothills Activity Center. With the demand and need in this area, Recreation plans to expand both its Funtime Preschool Program and Camp FunQuest with the construction of the Southeast Community Center. • The Department will be offering Colorado Universal Preschool (UPK) starting with the 2024-2025 school year at the Northside Aztlan Community Center in the renovated childcare/early learning wing. • There is a 40% participation of reduced fee households in Recreation childcare programs. • The Recreation Department has a Behavioral Specialist dedicated to supporting families, participants and staff. Funtime Programs and Camp FunQuest participants receive 58% of all inclusion supports offered by the Adaptive Recreation Opportunity team. Participants receiving inclusion support have diagnoses of autism spectrum disorder, ADHD, Down syndrome, or other non-specified diagnoses that require more intensive support. The Behavior Specialist provided 153.5 hours of behavior support for licensed childcare programs in 2023 and 27 hours of staff training. 2024 totals for behavioral support and staff training completed will be available in August 2024.
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		<p>Get FoCo Get FoCo is a single point of entry for the City’s income qualified programs. Available in English, Spanish, and over 130 languages via Google Translate. Get FoCo improves historic access and adoption barriers to the City’s income-eligible programs by addressing fragmented programming, varying eligibility and renewal timelines, duplicative and paper-only applications, high departmental expense to staff, and more.</p> <ul style="list-style-type: none"> - As of June 2024, there are 3,139 households receiving benefits or 7,728 individuals <p>Sales Tax and Business Licensing The sales tax team has been partnering with the MBEC team for over year and our teams have set up a Teams chat. The sales tax team is available with a direct line of communication to MBEC team when questions arise and is available to schedule appointments with the customers they are working with. The chat has been successful in helping business owners with limited English proficiency obtain sales tax licenses. The number of business owners with limited English proficiency received licenses has not been tracked, but the Teams chat is used about once per week for questions in general. While we haven’t yet scheduled appointments together with businesses, we do see opportunities in these appointments as there can be confusion on who the business should be contacting for sales tax questions.</p> <p>Budget Office Per your activities question, for BFO and Strat Plan, this is the type of data CPIO collects; none of it is broken down demographically: Methods:</p> <ul style="list-style-type: none"> • Animated Budget 101 videos in English/Spanish • Recommended and Adopted Budgets in Brief published in both Spanish and English • Budget Workshop in partnership with the Center for Public Deliberation • OurCity project page with online engagement activities in both English/Spanish • Website and social media promotion • Public Hearings
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		<ul style="list-style-type: none">• Community Survey• Participation: <p>OurCity:</p> <ul style="list-style-type: none">o 1,600 total page visitso 1,100 aware visitors, 599 informed visitors, 151 engagedo 128 survey responseso 118 ideas submitted
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	<p>Education</p> <ul style="list-style-type: none"> - Academic Achievement - Staff Representation - Barriers to Academic Success - Educational attainment <p>Pg. 58-72</p>	<p>Reference PSD Data</p>										
<p>Environmental Health</p>	<p>Environmental Justice</p> <ul style="list-style-type: none"> - Pollutants - Climate Vulnerability Factors <p>Pg. 75-78</p> <ul style="list-style-type: none"> - Recycling pg. 121 	<p>The Healthy Homes program focuses specifically on improving indoor air quality through reducing pollutants including those that can trigger asthma (dust, mold, etc.) and other environmental health hazards such as radon (the leading cause of lung cancer among non-smokers). The program has served 70 homes since advancing the program through the Environmental Justice pilot (2/2023-5/2024) and has distributed the following resources. The resources offered were chosen to create more resilient home environments that are less vulnerable to and prepared for climate change impacts.</p> <table border="1" data-bbox="646 1040 1434 1247"> <thead> <tr> <th>Resource</th> <th>Total Distributed</th> </tr> </thead> <tbody> <tr> <td>Radon test kits</td> <td>70</td> </tr> <tr> <td>Portable Air Cleaner + extra filters</td> <td>66</td> </tr> <tr> <td>Furnace servicing/inspections</td> <td>51</td> </tr> <tr> <td>Low-level Weatherization</td> <td>42</td> </tr> </tbody> </table>	Resource	Total Distributed	Radon test kits	70	Portable Air Cleaner + extra filters	66	Furnace servicing/inspections	51	Low-level Weatherization	42
Resource	Total Distributed											
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	<p>Radon test kits identify high levels of radon in homes to identify mitigation need and help prevent radon induced lung cancer.</p> <p>Portable air cleaners can be used to create a clean air space in the home during wildfire smoke events and/or bad outdoor air quality days. These are especially important for homes with someone who has a respiratory ailment (i.e. asthma, COPD, etc.) and/or young children and adults over 65.</p> <p>Low-level weatherization can help maintain comfortable temperatures in the home and keep pollutants out. Additionally, reduces the use of natural gas, reducing GHG emissions from homes.</p> <p>Furnace servicing/inspections ensures the unit is working/filtering properly and efficiently which keeps the home safe from Carbon Monoxide leaks etc.</p> <p><u>Demographics</u></p> <p>Of the 70 homes that have participated in the HH program 58 (83%) completed the demographics survey.</p> <ul style="list-style-type: none"> • Income level: 67% of homes made less than \$35,000 annually and 81% made less than \$50,000 annually • Gender identity: 67% of participants identified as women • Age: 55% were between the ages of 40-50 years old • Race: <ul style="list-style-type: none"> ○ 59% identified as white ○ 34% identified as Hispanic/Latinx/Spanish Origin • Education level: 58% had a high school diploma or lower • Disability: 11% indicated having a disability <p>Video link: https://www.fcgov.com/airquality/healthyhomes</p> <p>The 2023 Innovate Fort Collins Challenge Grant program provided funding to projects in parts of the community, with a focus on vulnerable housing, that is most impacted by climate change and weather-</p>
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		related impacts such as hotter summer temperatures and extreme cold. Projects were funded in 2023 provided funding to 4 individual households and 3 non-profits with projects that included roof replacements, window, screen and door replacements, and sewer line replacement and repair. Project participants are residents of 5 mobile home communities and the Samaritan House, which provides sheltering and community services. These projects improved the safety, comfort and livability of the participants, enabling household to avoid or reduce electric and natural gas use, have improved indoor air quality and protection from storms.
Safe Community	Criminal Justice & Public Safety - Law Enforcement - Incarceration and Community Supervision - Perceptions of Safety Pg. 28-35	<ul style="list-style-type: none"> • Arrests, charges, and use of force (response to resistance) are good metrics to monitor. • As verified by CUNY, the sample size for some of our data is so small it misrepresents the impacts. We'd like to see a researcher re-evaluate current data with a weighting that demonstrates actionable information. • Population data must include demographic data from the influx of students and workers. Using a rate per 1,000 is skewed otherwise. • Incarceration & Community Supervision are managed by the county and court system. <u>We have no impact on them, so this is not helpful.</u> • Perception of safety questions in the city survey must be specific to police to be valuable here. General safety questions draw on the participants' perceptions of: disorder, fire hazards, street conditions, public nuisances, and more. • We report the last five years of our data here: https://www.fcgov.com/police/transparency
Transportation & Mobility	Transportation - Commuting - Personal Transportation - Public Transportation Pg. 140-150	<ul style="list-style-type: none"> • Transfort's fixed route gathers data consistent with the report via an annual on board survey since 2021 and via public transit specific questions contained in the CPIO Community Survey (Clearpoint TRAN45). • Accessible infrastructure such as ADA compliant bus stops, stop condition ratings and amenities are documented throughout the year and published to Clearpoint (TRAN67, TRAN 78). • The Dial A Ride paratransit program provides on-demand door-to-door trips to qualified individuals with disabilities. Customer experience and vendor accountability are quantified through On Time Performance (TRAN 75) and qualitatively through on board survey.

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		<ul style="list-style-type: none"> • Transfort is currently researching and developing a qualitative measure for equity impact that will consider guidance from the DEI data working group, the North Front Range NPO and industry standard items available within our service planning software with the goal of reaching production in 2025.
<p>High Performing Government</p>	<ul style="list-style-type: none"> - Trust in Government - Engagement with Community - Volunteering <p>Pg. 22-25</p>	<ul style="list-style-type: none"> • The City has engaged consultant Kearnes & West (K&W) to facilitate the delivery of updated Public Engagement Guidelines to guide community engagement strategy and delivery across the organization. The guidelines will include enhanced tools and specific details for staff regarding community-focused criteria to ensure communications and engagement practices are inclusive and accessible to all. K&W is completing interviews with internal and external stakeholder teams at this time, with a draft of the plan expected in late June. The plan will be hosted on the City’s SharePoint pages as a living document/resource hub. • In conjunction with the updated Public Engagement Guidelines, and in partnership with the Office of Equity & Inclusion, CPIO is working on developing a Language Access Guidelines SOP to provide guidance regarding language interpretation/translation requirements and methods across the organization. The SOP will strive to balance community needs while also considering existing organizational resources. The process of developing this SOP is expected to identify shortfalls/needs in resourcing and capacity in this area, and the work of addressing those gaps will

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		<p>continue. A draft of this SOP is expected to be presented to staff for review and feedback mid-summer, 2024.</p> <ul style="list-style-type: none"> In Q4 2023, upgraded interpretation equipment was purchased and delivered. This equipment is now being used at events that require simultaneous interpretation. Staff has continued to refine updated engagement and outreach guidelines, along with language access guidelines. An engagement firm has been hired to help finalize the guidelines, including reviewing them with local community partners to ensure they align with the needs of community.
<p>High Performing Government</p>	<p>- Volunteering Pg. 22-25</p>	<p>Volunteering</p> <ul style="list-style-type: none"> VSP currently tracks metrics on the total number of volunteers and the total number of volunteer hours each year. As of June 1st, the City has Demographic information is provided voluntarily and is not required by volunteers participating in our programs. Currently, 13.59% of volunteers have provided racial/ethnic information. Of these, 11.82% have identified as white, and 1.45% have identified as Hispanic and/or from other racial groups.

Item 4.



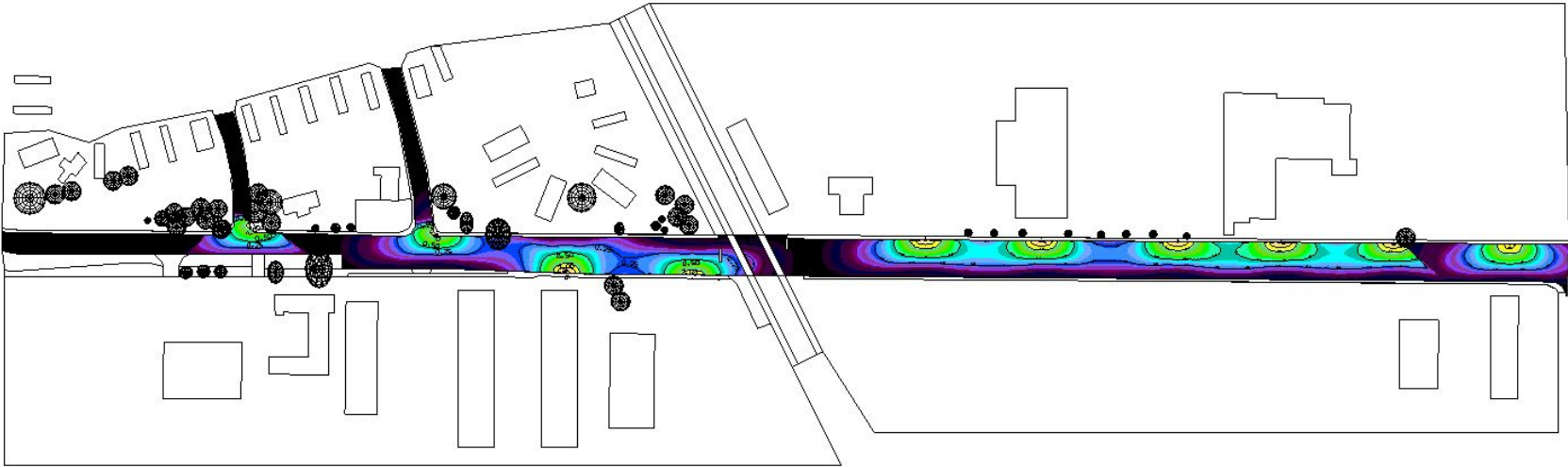
		<ul style="list-style-type: none">• The Volunteer Services Program Manager will engage with the equity office to discuss what other metrics might be gathered to support these indicators.
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Proposed Hickory Street Lighting Design

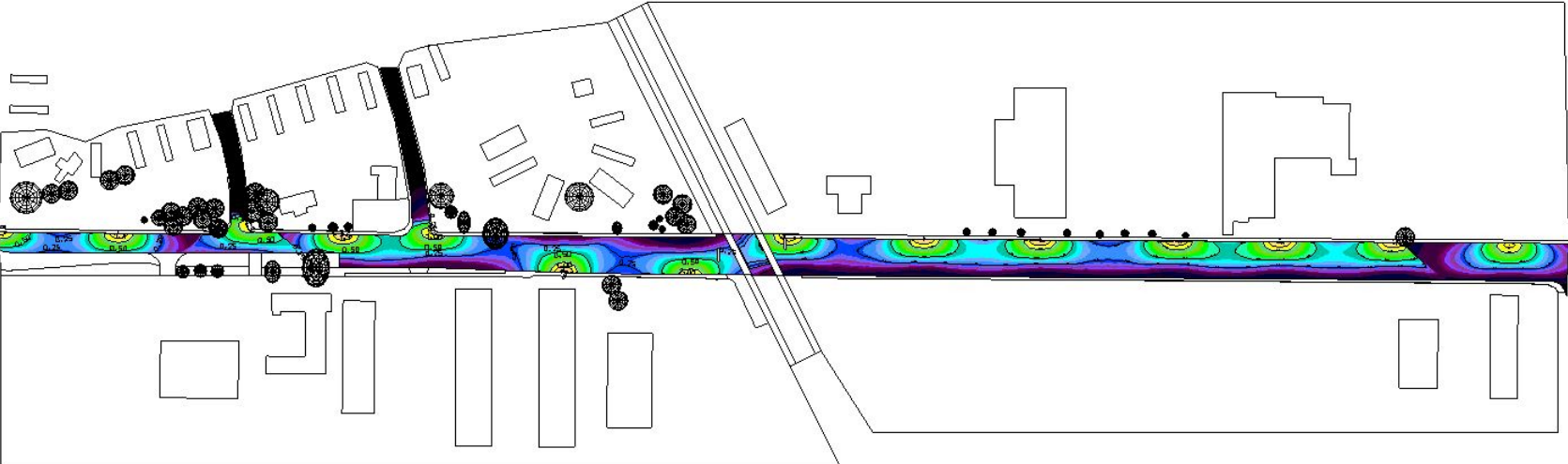
6/30/2023

Site Plan - Overview

Existing:

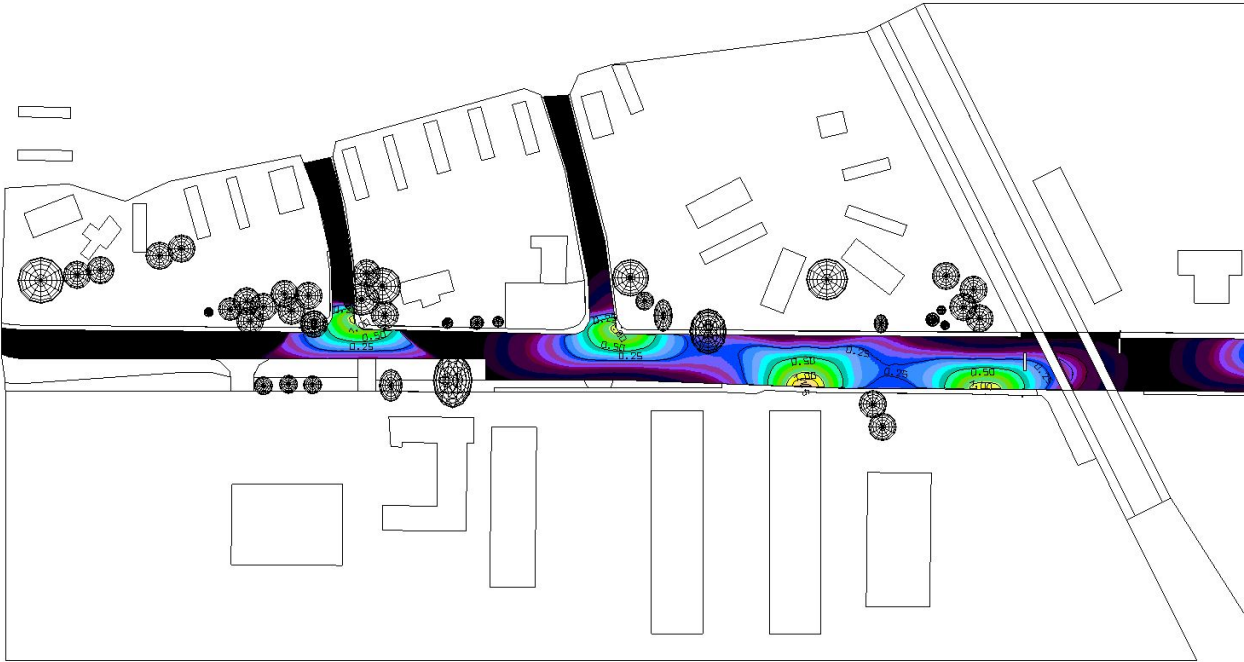


Proposed:

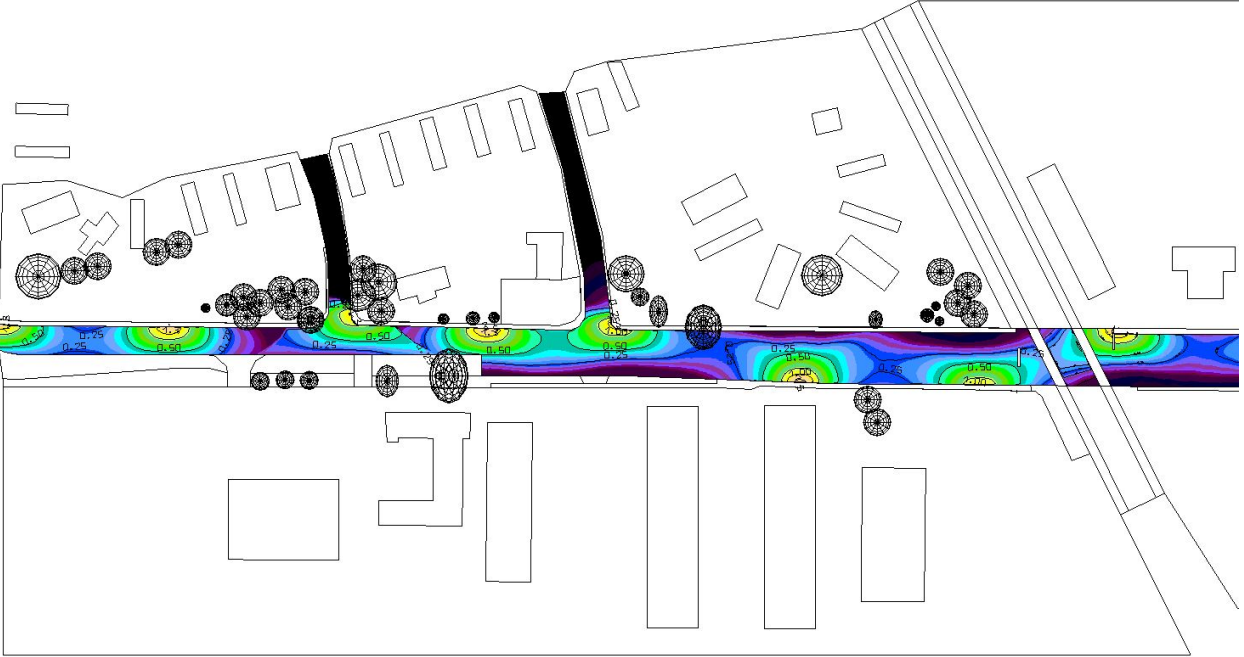


Site Plan - West Side

Existing:

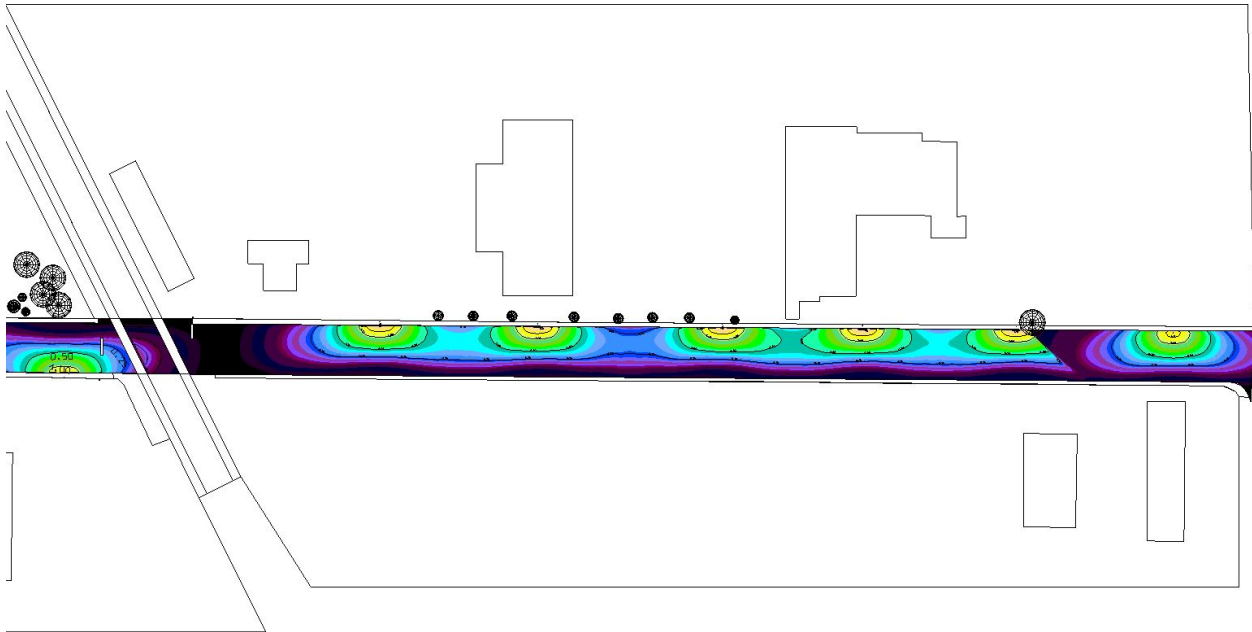


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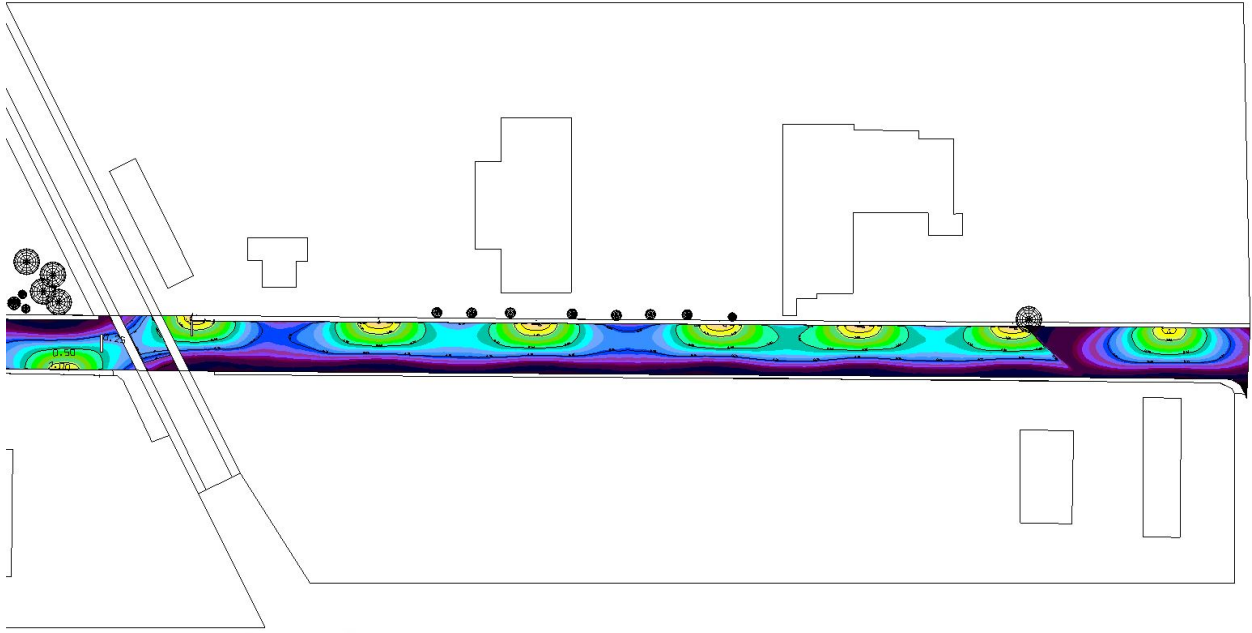


Site Plan - East Side

Existing:

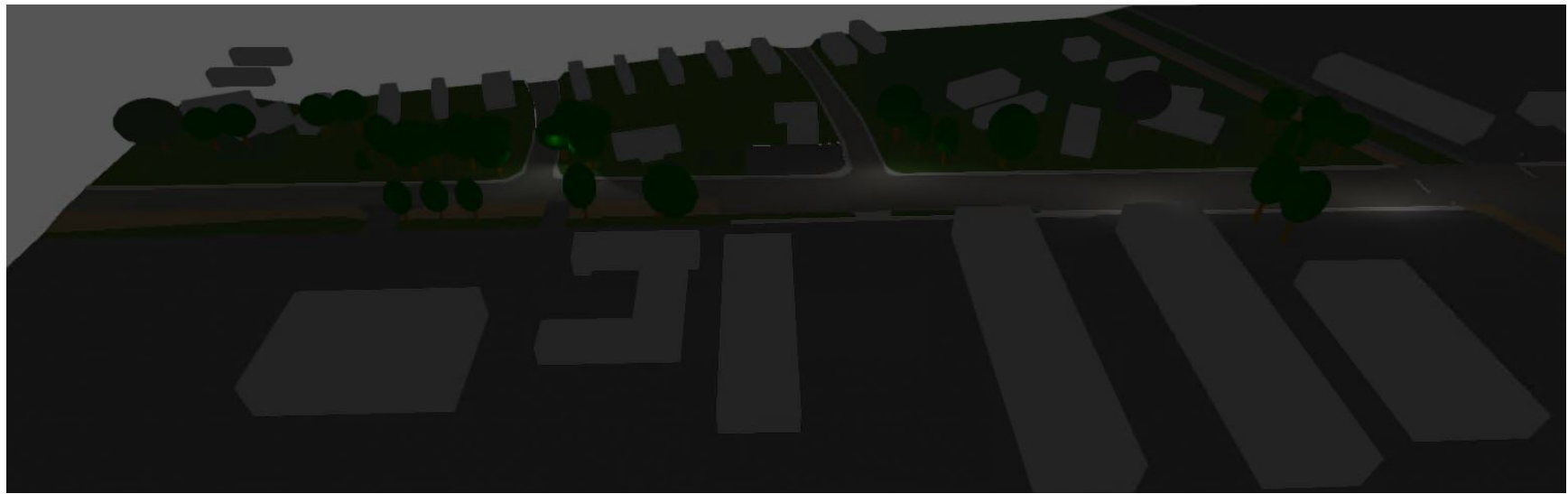


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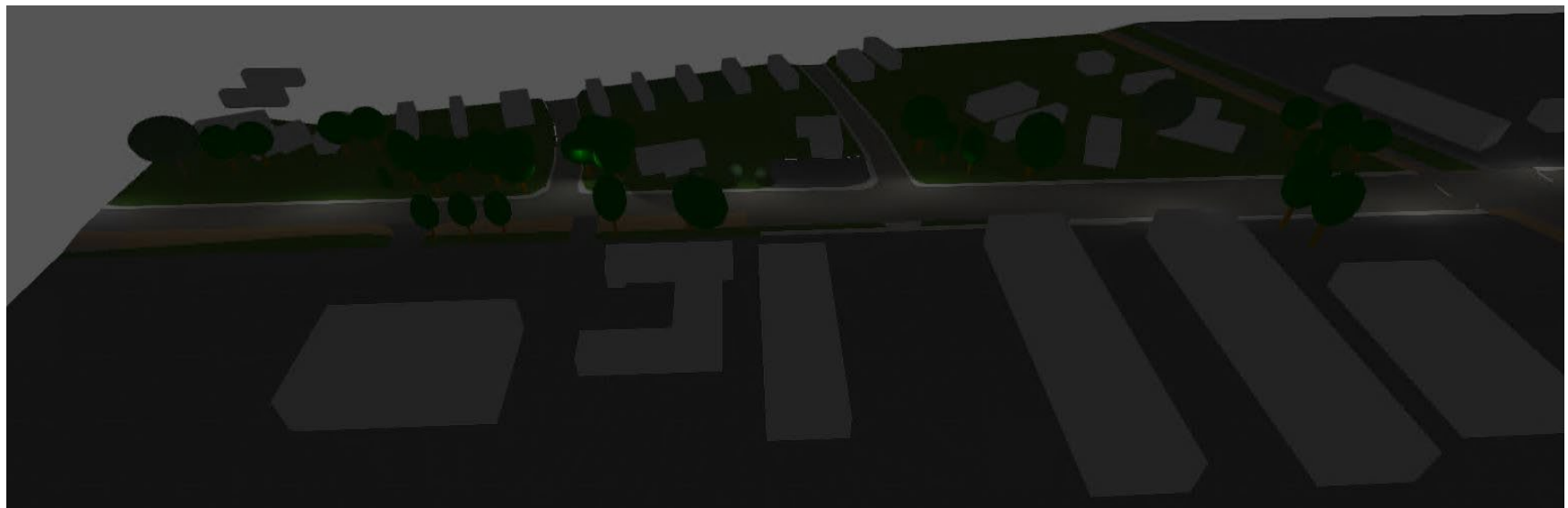


Simulated Lighting Conditions - West Side

Existing:



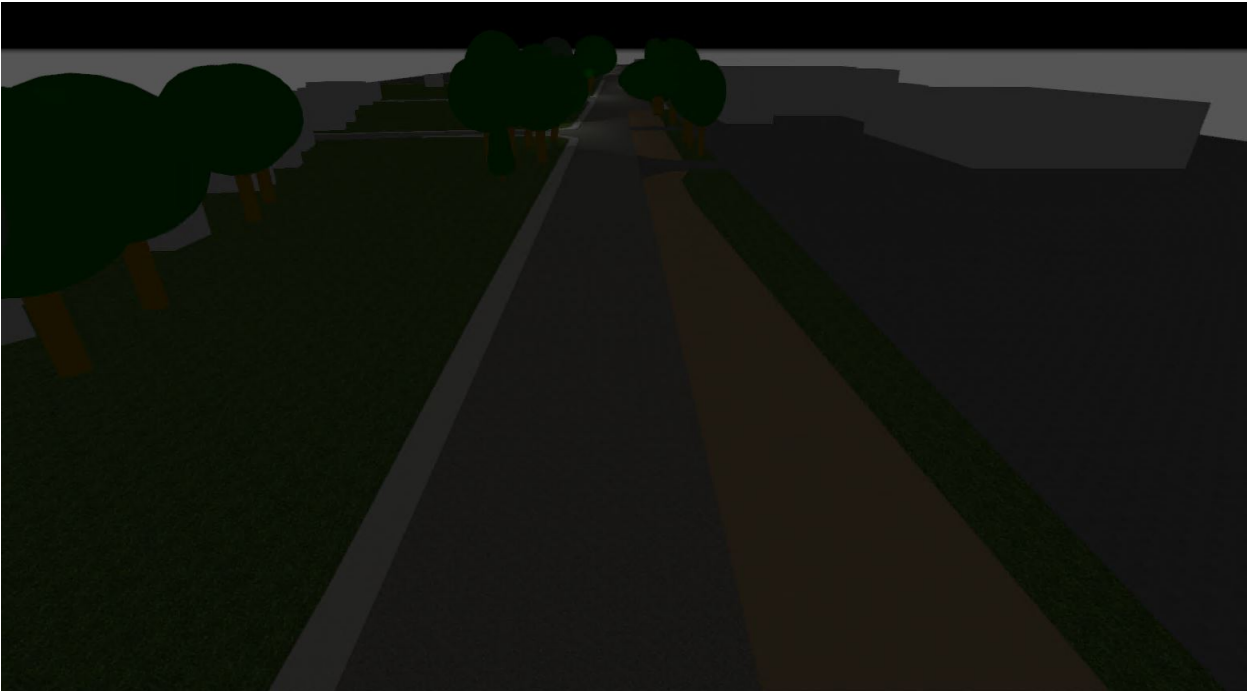
Proposed:



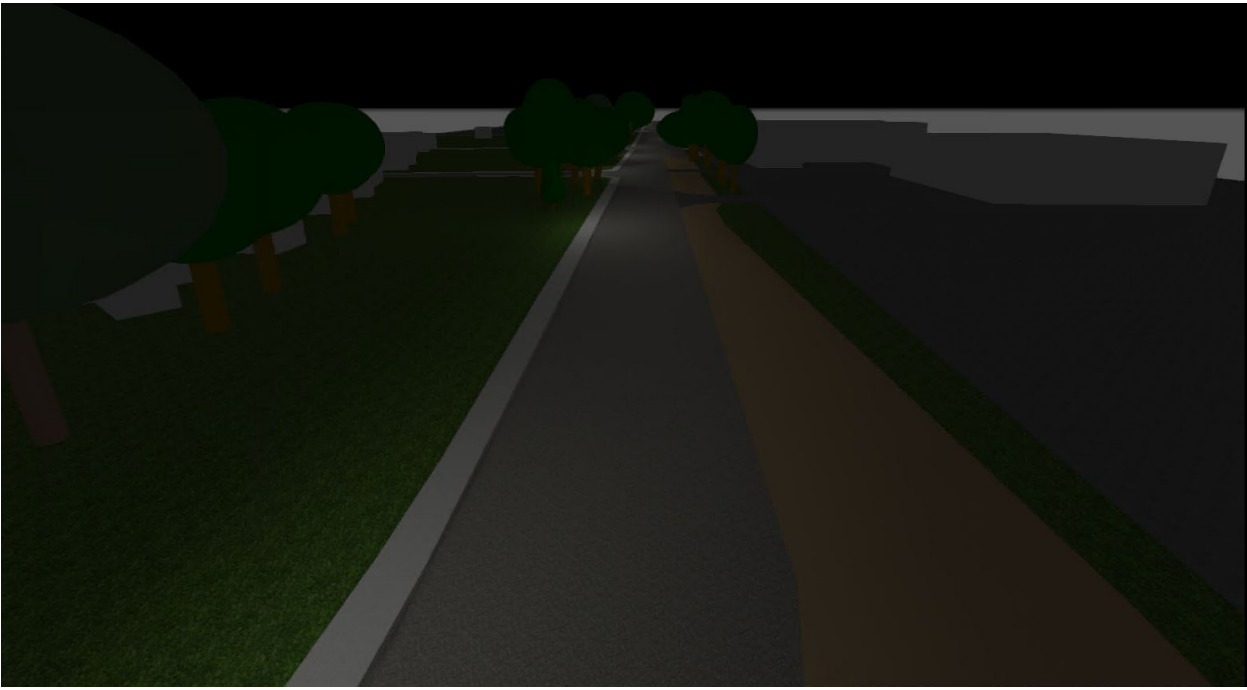
Item 4.

Looking East from West End of Hickory

Existing:



Proposed:



Item 4.

Looking West from Hickory & Maple

Existing:



Proposed:



Item 4.

Looking West Towards Railroad

Existing:



Proposed:





2023 EQUITY PLAN



ACKNOWLEDGEMENTS

Equity and Inclusion work is only possible when collaboration and trusting relationships are activated. The City of Fort Collins staff has many Equity Champions supporting this work wholeheartedly. Their dedication to equity work, guidance, leadership, and friendship are the cornerstone of our collective progress.

SPECIAL THANK YOU TO THE FOLLOWING INDIVIDUALS:

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Jenny Lopez Filkins
Karen Burke
Maren Bzdek
Melanie Clark
JC Ward
Marcy Yoder
Adam Molzer
Zoe Shark
Katie Donahue
LeAnn Williams
Leslie Hill
Basil Hamdan

Jim McDonald
John Song
Jim McDonald
Ted Hewitt
Marc Virata
Cheryl Donaldson
Laura Valdez
Shannon Quist

Employee Resource Group
Members:

- ENCORE
- PRIDE
- WomenFocus
- Caregivers Alliance

Executive Leadership Team
Disability Advisory Board
Human Relations Commission

Janet Freeman
Jackie Kozak-Thiel
Dr. Cori Wong
Alma Vigo-Morales

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RACHAEL JOHNSON
Sr. Equity Specialist



DR. VALERIE SMALL
Native American
Community Relations
Specialist



JENI KOHLES
Lead Employee
Relations Specialist



**CLAUDIA MARÍA
MENÉNDEZ**
Equity & Inclusion
Officer

LETTER FROM THE EQUITY & INCLUSION OFFICER



Diversity, Equity and Inclusion work is all about people. This work is dedicated to seeing humanity and dignity in each other. It is dedicated to seeing and appreciating the cultural contributions of each group that comprises our Fort Collins community. It is dedicated to recognizing that not everyone enjoys the same outcomes and that we have the ability to correct our course of action and increase access to equitable and joyful outcomes. This work is beautiful and inspiring because it is about our collective power to do better for each other.

The Fort Collins Equity & Inclusion Office shares responsibility with all departments to develop and apply an equity lens to our municipal work. Everyone has a role to play, so it is vital that we all understand why equity is important and how our everyday decision-making can provide equitable, supportive experiences for all in the community.

Municipalities are the level of government closest to its people. The decisions we make have profound impacts on daily community life as well as policy, process, service delivery and civic engagement. We have the responsibility to provide services that create a sense of inclusion and belonging for community members of diverse backgrounds and those who have often been excluded from decisions, leadership, processes and resources. The Fort Collins Equity & Inclusion Office is invested in relational work that fosters trust in the community and creating an inclusive community through commitment, data accountability and inclusive engagement. Cultivating joyful, safe, inclusive and accessible work and community environments for all is our highest priority.

The Equity & Inclusion Office dedicates time and resources concurrently on internal staff development and relationships as well as community trust-building. These spheres are intrinsically overlapping and connected. We must focus internally first and ensure we create an inclusive workplace that fosters a culture of belonging for all employees. Our commitment to the belonging, safety and well-being of all employees also directs and reflects on our work with community groups. Our efforts are inclusive of all identities across the organization and Fort Collins community.

I am pleased to share with you our Equity & Inclusion Plan for 2023-2026. This plan will help us define our work as we move collectively to implement our shared vision toward building a more equitable Fort Collins. I consider this to be a living document that will remain flexible and adapt to emerging community needs.

An Equity Plan can put a theory of change into action to achieve a collective vision of racial and social equity. Plans can drive institutional and structural change. However, the goal we seek is not a plan. The goal is institutional and structural change, which requires resources to implement—time, money, skills and effort. It requires our local governments' will and expertise to change our policies, the way we do business, our habits and culture. This is not accomplished without discomfort and difficult conversations. However, trust and a belief that equitable outcomes are possible when we work together, speak our truths, and accept each other's differences will drive us to create the change we want to see.

Sincerely,

CLAUDIA MARÍA MENÉNDEZ
Equity & Inclusion Officer

OUR COMMITMENT TO SOCIAL JUSTICE

We are committed to breaking down systemic barriers by prioritizing social justice when creating policies and programs and when making strategic and budgeting decisions in our daily work and interactions.

We lead with racial equity and recognize inequities around gender, gender identity and expression, class, sexual orientation, mental and physical abilities, citizenship status, national origin, age, religious affiliation and spirituality, and the additional ways people are oppressed.

We acknowledge that we are on Indigenous land and that our community has benefitted and continues to benefit from the labor of Black and Brown people.

We speak honestly about these and other historical truths that have led to unequal outcomes for communities of color and we hold ourselves and each other accountable to address these inequities and to challenge prejudice.

We honor the experiences and knowledge of the people and communities most impacted by social inequity by developing policies that will result in greater equity and inclusion for all community members.



Mission

Exceptional Service for an Exceptional Community



Vision

We foster a thriving and engaged community through our operational excellence and culture of innovation.



Values



PARTNERSHIP

We believe in shared decision-making and invest authentically in relationships. We are welcoming, solution-oriented and supportive of each other and our community.



SAFETY & WELLBEING

We are committed to physical and psychological safety in the workplace and throughout the community.



INTEGRITY

We earn the trust of our community by exemplifying the highest standard of ethical behavior. We demonstrate respect, honesty, inclusivity and transparency.



SERVICE

We work to understand the diverse needs of our customers and evolve with the community to implement innovative, people-centered solutions to provide outstanding service.



SUSTAINABILITY

We are entrusted and accountable to protect and enhance the social, economic and environmental resiliency of our community and organization for present and future generations.



BELONGING

We strive to build equitable, inclusive and supportive work environments that cultivate a sense of belonging for employees and community members of all identities to feel safe and valued.

The City has adopted a mission, vision and set of values that help guide our work ethic and support inclusive employee and community relations. We strive to represent community voices and weave input and feedback into program, project and policy development. We invest adequate time to hear from all community voices. We recognize that open and honest conversations are possible when there is trust between community members and local government representatives. We must prioritize trust-building so true equitable and inclusive community development can take place.

The 2022 refresh of the City's Mission, Vision, Values includes the addition of the value of Belonging. Belonging occurs when diversity, equity and inclusion coexist. Belonging is what we must strive toward in employee and community relations, and what every individual needs to thrive professionally and personally. These values guide how we demonstrate our commitment to each other and the community and how we put equity into action.

WHAT IS EQUITY & INCLUSION?

Equality is about treating everyone the same. Equity means considering individuals' and communities' specific experiences, histories, lived and living experiences, and intersectional needs in the decision-making process toward equitable outcomes. It means prioritizing and serving those most marginalized first and with deeper care.

HERE ARE SOME WAYS TO THINK ABOUT EQUITY:

Equity is fairness and justice achieved through systematically assessing disparities in opportunities, outcomes, and participation and redressing those disparities through targeted actions.

Equity is the intentional distribution of resources to the most marginalized populations to help them achieve their needs, interests and goals.

Equity is about understanding that not everyone has the same level of decision-making power, choices and ease of access to services and programs.

Equity means each person has the resources and services to thrive, such that racial or identity-based and socioeconomic disparities are eliminated, and outcomes improve for all.

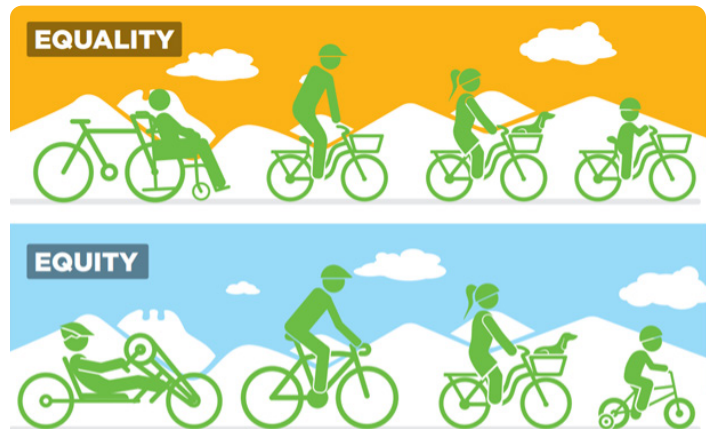
Equity means considering the various circumstances experienced by community groups and understanding individual and institutional positional power that either impedes access or creates ease of access.

Equity is the actions to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual orientation, and physical and mental ability can fully participate in City services and experience equitable community outcomes.

More simply put, equity means understanding community needs and providing for the most marginalized, excluded and underserved communities what they say the need.

The graphic to the right illustrates the difference between equity and equality. Using an equality approach, everyone gets the same bicycle, regardless of their size, ability, or other needs. Using an equity approach, each person gets a bicycle custom to their unique situation. Depending on the situation, we may need to consider income, education, language abilities, gender, sexual orientation, gender identity and expression, or age, among other circumstances.

Designing and providing services for the most marginalized creates equal opportunity for all and is a win-win situation for the entire community.



COMMUNITY-CENTRIC APPROACH TO STRATEGIC PLANNING

The impacts and disparities caused by racism are deep and pervasive. By addressing the disparities at the systemic and institutional level and centering those who have been most marginalized and harmed by these systems, we elevate equitable outcomes for all community members. Disparities create barriers to access to some of life’s basic needs. Some examples of disparities include access to quality education or training programs; minimum wage vs. a living wage; access to nutritious food; access to safe, stable and affordable housing; reliable transportation; access to culturally sensitive mental health and health services; and lack of a general sense of acceptance and belonging. By involving and talking with community members from diverse backgrounds, identities, and lived and living experiences we can create the most equitable outcomes for all.

The Strategic Plan is a tool that clearly articulates City priorities two years at a time. It sets the direction of tax dollars through budget spending. The alignment between strategic planning, budget allocation and service delivery must be specific and intentional for resources to support the needs, goals and interests of the most disproportionately disadvantaged groups in our community. This is the first step to showing the City’s commitment to equity and addressing the disparities people are experiencing in Fort Collins.

The Equity & Inclusion Office and several major non-profit partners, institutions and community-based organizations are working together to address existing policies that perpetuate systemic and institutional racism and other forms of oppression. These are ongoing conversations that require time and trust and the ability to critically analyze current practices and identify where positional power and institutional practices can be changed and new practices put in place. We must move toward creating more equitable outcomes for communities who live in the most disadvantaged circumstances. This work starts by first listening to community stories and experiences.

CITY OF FORT COLLINS STRATEGIC PLAN

To achieve the City’s mission, vision and values, the Strategic Plan and City budget are aligned and focused on continuous improvement in seven Key Outcome Areas:

- Neighborhood Livability & Social Health
- Culture & Recreation
- Economic Health
- Environmental Health
- Safe Community
- Transportation & Mobility
- High Performing Government

In the City budget, revenue is allocated to support policies and initiatives that drive improvement in each outcome. Each Outcome Area includes specific objectives that define different focus areas.

In 2019 the City of Fort Collins adopted a strategic objective stating its commitment to advancing racial equity for all. In 2022, with the Equity & Inclusion Office in place, the City expanded on this strategic objective to include diverse and intersecting identities as a way for all community members to resonate with the objective and feel seen by the City.

2022 STRATEGIC OBJECTIVE

Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender, age, class, sexual orientation, and mental and physical abilities can fully participate in City services and experience equitable community outcomes.

Diversity, equity and inclusion is a wide umbrella with many possible identity-based outcomes. Specifically naming historically excluded groups in the objective permits the Equity & Inclusion Office to build relationships with diverse identity groups and open up two-way communication channels so we can further understand their true needs and start to work toward inclusive, accessible and supportive outcomes.

It is vital that our strategic plan reflects the needs, hopes and goals of communities most disproportionately disadvantaged. If community needs are not clearly identified in our plan, the City will continuously be misaligned with community priorities.

Access the 2022 City of Fort Collins Strategic Plan here: www.fcgov.com/strategicplan

BUDGETING FOR OUTCOMES AND EQUITY IN BUDGETING

A budget reflects our municipal priorities. Ultimately, the City's budget should represent our values and advance our vision and strategic plan. However, we acknowledge our organization is on a journey to continuously improve our efforts toward equity for all and the City acknowledges that community input of excluded voices is needed more now than ever.

Advancing equity and inclusion for all is a business strategy, rather than a philosophical statement. It aims at closing race-based disparity gaps and inequities experienced by marginalized social groups. This allows the City to make intentional connections among the strategic plan, budget, and program implementation and service delivery.

To advance equity for all we must consider diverse social identities. This includes thinking about how race, ethnicity, religion, gender, age, class, sexual orientation, and abilities can impact an individual's level of access to City programs and services. As a municipality, we have the positional power to improve experiences for historically excluded groups, and budgeting for outcomes and with an equity lens provides this opportunity. This process allows department teams to assess and be responsive for any unintended racial, ethnic, identity-based, or socioeconomic consequences, as well as benefits and burdens to community groups or neighborhoods.

Based on continued community and staff feedback, and while also acknowledging advances that have been made in the diversity, equity and inclusion space this year, it remains clear the City must continue focusing, refining and applying an equity lens to service delivery and throughout our community via culturally sensitive community engagement, strategic planning and budgeting processes to demonstrate how the City is dedicated to improving the lives of all community members.



Patrons of the Gardens on Spring Creek admire a pumpkin sculpture during the 2022 Pumpkins on Parade event.

IDENTIFIED GOALS

The Equity & Inclusion Office has identified three goals to advance the City’s equity and inclusion work. These goals have been created based on City staff and community member input. This plan offers guidance for how equity should be integrated throughout every aspect of our work and not seen as additional.

GOAL 1:

Commitment & Common Language in the Workplace

GOAL 2:

Inclusive & Equitable Engagement

GOAL 3:

Data Accountability

The goals and desired outcomes are planned out in short-, mid-, and long-term timeframes. The proposed timeline and outcomes will remain flexible to accommodate organic interests and ability to meet needs that are prioritized.

GOAL 1:

Commitment & Common Language in the Workplace

Our goal is to normalize and operationalize a Citywide understanding of equity and inclusion principles and provide development opportunities for staff across all levels.

Demonstrating our commitment to equity and using common language is vital to setting the stage to truly advance equity for the most marginalized identities in our community. The way we address the community and how we describe identities and needs will determine the level of trust we earn in our role as local government.

Why Language Matters

Speech is a form of action. Whether we like it or not, our words have consequences and impact. They can include or exclude. We know from research that inclusive cultures are high performance cultures – they deliver greater performance and productivity.¹ How we speak to and about each other influences how we treat each other. The language we use daily also builds and permeates our workplace culture.

STRATEGIES	SHORT-TERM OUTCOMES 2023	MID-TERM OUTCOMES 2024	LONG-TERM OUTCOMES 2025 - 2026
Co-create resources to guide inclusive and equitable work	<ul style="list-style-type: none"> City staff reference and use inclusive language guides, ERG resources to encourage respectful employee relations. 	<ul style="list-style-type: none"> City staff gain and apply understanding of DEI terms in internal and external communications. 	<ul style="list-style-type: none"> City staff of all identities feel respected, workplace culture is inclusive, and employee wellbeing in workplaces increases.
Citywide Equity Assessment and Planning	<ul style="list-style-type: none"> Equity & Inclusion Office works with service areas to assess current status of equity efforts, readiness to implement new initiatives, and plan strategies to advance equity. Assessment includes discussions with staff at all levels to create buy-in for equity work. 	<ul style="list-style-type: none"> Annual meetings with service areas to ensure alignment between Equity & Inclusion Office and departments and ensure that each area has actionable strategies to move the City forward on equity. 	<ul style="list-style-type: none"> Yearly follow-up meetings and leadership accountability in addressing equity objectives

Continued on next page

STRATEGIES	SHORT-TERM OUTCOMES 2023	MID-TERM OUTCOMES 2024	LONG-TERM OUTCOMES 2025 - 2026
Training and Organizational Capacity Building	<ul style="list-style-type: none"> Equity & Inclusion Office creates basic DEI concepts video and materials available to all employees. Develop an equity/TBL scan to be used for project planning and improvement. Develop opportunities for Native American engagement. Develop learning opportunities for working with ADA community. Title XI Compliance Managerial Training Employee Relations Training 	<ul style="list-style-type: none"> City leadership and employees at all levels increase awareness of unconscious bias, racial equity foundation, key terminology. City leaders DEI Roundtable held biannually. Department learning opportunity on Employee Relations and impacts on retention of diverse workforce. Citywide ADA training tools for all employees is an integral part of the City's learning platform. New hire ADA training resources and guidelines are available as part of onboarding. 	<ul style="list-style-type: none"> City leadership and employees at all levels apply and practice commitment to equity and inclusion. Ongoing opportunities provided using internal expertise and best practices, and community partnerships. Those with disabilities benefit from more services and built environments designed with ADA universal design. Community services, programs, and activities will benefit from Citywide ongoing ADA and Accessibility efforts, training and learning opportunities.
Create equity-focused committee structures across the City organization	<ul style="list-style-type: none"> Launch Equity Collaborative, including Core Collaborators group, grassroots group, and additional ad hoc equity committees. Inventory existing equity-focused committees across the City. 	<ul style="list-style-type: none"> Equity work at the City happens in a more collaborative, connected and interdisciplinary way Communication about equity work at the City increases, with common language and understanding about the foundations of equity. Structures such as the grassroots equity group provide a mechanism for retaining employees 	<ul style="list-style-type: none"> Increased understanding of equity at all employee levels. Increased level of commitment to equity at all levels of the City.
Collaborate with Employee Resource Groups	<ul style="list-style-type: none"> Collaborate with ERGs to support BIPOC, LGBTQ2S+, and women employees and those who are caregivers. Support ERG-sponsored events, including those connected to heritage months. Create proclamations and resolutions connected to ERG-supported issues and initiatives. Establish Trans/Nonbinary Support Working group to evaluate bathroom accessibility the City's name change process and advocate for changes as needed 	<ul style="list-style-type: none"> Request position to support City ERGs through budgeting process. Conduct focus groups with ERGs to supplement organizational surveys. 	<ul style="list-style-type: none"> Increased sense of belonging for BIPOC, LGBTQ2S+, and other employees that have been harmed by systemic inequities.

IDENTIFIED GOALS CONTINUED:

GOAL 2 - INCLUSIVE & EQUITABLE ENGAGEMENT

Inclusive & Equitable Community Engagement is foundational for local government operations, but especially for building trust with the diversity of people and groups that make up our community. How we communicate and interact with the community speaks to how we understand the needs, goals and interests of the community. We seek to inform and consult, involve, collaborate, and partner with the community. These phases of engagement aim at opening the process to communities impacted by the decisions made. At its core, this process centers equity principles to avoid causing harm to historically marginalized populations.

GOAL 2:

Inclusive & Equitable Engagement

We will build organizational capacity to engage and partner with community groups to co-create how we advance equity for all, emphasizing participation of demographic and geographic groups most impacted by identified disparities and inequities.

STRATEGIES	SHORT-TERM OUTCOMES 2023	MID-TERM OUTCOMES 2024	LONG-TERM OUTCOMES 2025 - 2026
Inclusive and targeted engagement	<ul style="list-style-type: none"> City staff analyzes existing equity indicators to determine who to engage and the best methods to reach target audiences. Specialized engagement with historically excluded community groups to inform City processes. 	<ul style="list-style-type: none"> City staff develop communication strategies to reach specific identities and engage in decision-making processes. City processes reflect the needs of the community. City services address needs identified and prioritized by historically excluded community groups. 	<ul style="list-style-type: none"> City develops advisory circles that inform Citywide projects. City departments see data results change from targeted engagement.
Boards and Commissions and Employee Resource Groups	<ul style="list-style-type: none"> Support Disability Advisory Board (DAB) and Human Relations Commission (HRC) as staff liaisons. Events that promote inclusivity coordinated with DAB and HRC. Employee Resource Groups (ERGs) receive executive support to develop inclusive employee events. 	<ul style="list-style-type: none"> Recommendations to City Council based on root cause analysis work accomplished by DAB and HRC. DAB and HRC events build sense of belonging and inclusion for marginalized community groups. Equity & Inclusion Office partners with ERGs to offer welcoming and educational identity-based spaces. 	<ul style="list-style-type: none"> Recommendations enacted and target audience receives more equitable, supportive services. Boards and commissions diversify outreach and membership. ERGs support a diverse staff and contribute to employee retention.

Continued on next page

IDENTIFIED GOALS CONTINUED:

GOAL 2 - INCLUSIVE & EQUITABLE ENGAGEMENT

STRATEGIES	SHORT-TERM OUTCOMES 2023	MID-TERM OUTCOMES 2024	LONG-TERM OUTCOMES 2025 - 2026
Accessibility	<ul style="list-style-type: none"> Analyze and compile accessibility needs Citywide. 	<ul style="list-style-type: none"> Educate and advocate for standards of access and accommodations across City projects. 	<ul style="list-style-type: none"> People with disabilities benefit from more services and built environments designed with ADA universal design.
Native American Community	<ul style="list-style-type: none"> Convene Native American community quarterly meetings for feedback on pre-identified priority items. Establish a Native American Community Advisory Panel to guide direct Tribal Nation consultations and lead the Land Acknowledgement development process. Facilitate the establishment of a 501(c)(3) and nomination of initial BOD for the purpose of establishing a Native American Community Center. Provide guidance to City staff for active civic engagement through trust-building within the Native American Community. Develop a webpage dedicated to Native American community events, meetings, announcements and reports. 	<ul style="list-style-type: none"> Native American Advisory Panel makes recommendations based on community engagement feedback. Educate and advocate for dedicated space for ceremony and cultural events. Collaborate with local/regional Native American nonprofits to realize collective vision for honoring Original Peoples of Fort Collins. City staff and Native American Community members build respect and trust through transparent engagement. Co-develop Tribal consultation policy. Develop Native American 101 short course for City employees. 	<ul style="list-style-type: none"> Native American community members have a permanent physical location (a Center) in which to express their unique cultural heritage Established relationships within the Native American community are actively engaged in guiding natural areas and cultural resources. Direct government-to-government Tribal consultation is conducted as needed. City establishes protocols for working with both the local Native American community as well as Tribal governments with historical/cultural ties to Fort Collins.

Community Engagement is vital to the advancement of equity in our city. Respectful, thoughtful engagement requires deep empathic listening so we can connect to future possibilities, heal the past, and move forward with new ways of working together.

The Equity & Inclusion Office is investing time in building relational trust with underserved communities. Since opening the Equity & Inclusion Office in August 2021, time has been spent celebrating, supporting, talking and listening to diverse voices in Fort Collins including Native Americans, Latinx/Latine/Hispanic, Black and African American, Asian, LGBTQ+, older adults, youth and young adults, veterans, and religious groups. This work builds the foundation for honest conversations to take place and for historically excluded community members to feel seen, heard and appreciated.

NATIVE AMERICAN COMMUNITY RELATIONS

Thanks to ARPA funding, the Equity & Inclusion Office hired a Native American Relations Specialist for the first time. The City of Fort Collins is embarking on establishing tribal consultation protocols to assist all City departments when working with the Native American community.

Fort Collins Urban Native American Community

Approximately 70% of Native Americans in the US live in urban areas. This trend will continue to increase as Native Americans move from reservations to urban areas to access opportunities. Native American Tribes including the Ute, Cheyenne and Arapaho and many other Tribes were systematically removed from the lands now occupied within the city limits of Fort Collins. Native people within the US are culturally tied to and have oral histories associated with land and natural resources, yet have not had the opportunities to actively engage in local or City decision-making processes impacting their ancestral lands.

Native Americans are a political group, having a direct government-to-government relationship with the US via treaties since before the founding of this country. In recognition of Native American sovereignty, including traditional knowledges and values of the natural world from the Native American community brings an important perspective in addressing the pressing issues of the impacts of climate change and management of the City's natural resources. The Equity & Inclusion Office is actively supporting civic engagement with the Native American community to provide a critical collective voice in the decision-making processes for sovereign citizens from multiple Tribal nations who had occupied these lands prior to colonization since time immemorial.

Building Community Trust with the Native American Community

In 2022, the Equity & Inclusion Office invested time in building strong relationships and trust within the Native American Community. The community came together to discuss and determine priorities, and these meetings established a solid foundation for equitable and inclusive engagement. Consistent quarterly meetings with the Native community will foster transparency and allow these collective voices and identified priorities to be included within the City's departments, planning and budgeting processes, and institutional partnerships.

Community engagement opportunities will allow identification of Native American/Indigenous community members who may be marginalized due to inequitable access to transportation or affordable housing, or who experience food insecurity. The Equity & Inclusion Office will facilitate connections to partners and resources to address community needs.

The Equity & Inclusion Office plans to convene a Native American Community Advisory Panel that will provide internal direct Tribal Government-to-Government consultation for the management of cultural resources, work to build a partnership with the Natural Areas department and others, and allow for protocols that will serve as a framework and bridge local Native American community engagement. The panel is made up of community members who have demonstrated positive relationships with Native American community members.

The Native American Community Advisory Panel will guide the process of developing a Land Acknowledgement for adoption by City Council in Q4 of 2023. It is crucial to establish a strong relationship of trust and reciprocity before beginning the process of creating a Land Acknowledgment. There was some hesitancy in the Native American community about creating a land acknowledgment without understanding the City's commitment to the Native community, to ensure that the land acknowledgment was not merely a performative action. Over the last year, we have established trust and we now have a solid basis to create a written land acknowledgement in 2023. In addition, we will provide thoughtful facilitation, alliance building, and logistical support for the community-driven process focused on establishing a 501(c)(3) with the aim of creating a Native American community center to serve the Northern Colorado Native American community.

Internally, we will create learning opportunities for City employees to learn about Native American historical to contemporaneous federal and state land tenure policies, as well as the unique relationship of Native People as members of sovereign nations with historical and cultural ties to natural resources locally, regionally and nationally.

OUR COMMITMENT TO THE AMERICANS WITH DISABILITIES ACT (ADA) & ACCESSIBILITY

Our mission is to advance equity and equal opportunity for people with disabilities by providing accessibility under the guiding principles of the Americans with Disabilities Act (ADA).

We educate and advocate for the protection of people with disabilities by following standards of access for places of public accommodation, ensuring equal access in our programs, services, and activities.

We make ourselves available to reflect on the progress the City makes in the work of ADA's full promise of advancing disability, equity, dignity, access, and inclusion for the City to make the community and workplace more inclusive.

We are partners and leaders in our communities with a commitment to protecting the quality of life of every resident of Fort Collins in a fiscally responsible manner.

The Equity Office is working across City departments to develop a Citywide approach to accessibility that examines current practices and aims at increasing and refining aspects such as language in contracts, building standards, parks and recreation amenities, and hiring practices and job opportunities for people with disabilities. In addition, City staff is developing and implementing accessibility standards for information technology systems that provide access to information stored electronically and designed to present information for interactive communications, in formats intended for visual and non-visual use.

BOARDS AND COMMISSIONS

The Equity & Inclusion Office acts as staff liaison for two boards and commissions. We value the partnership with these volunteer groups and work in tandem to create inclusive community conversations and spaces, and to apply an equity lens when analyzing policies, practices and procedures to assess disparities as well as the needs and assets of underserved populations.

Disability Advisory Board

The Disability Advisory Board (DAB) serves as an advisor to the Fort Collins City Council on issues relating to community members with disabilities. The Equity & Inclusion Office is the staff liaison to the DAB. Through this partnership we advocate and advance the priorities of the group. Topics such as access to transportation and equal access to meaningful work opportunities are a priority and the DAB will make recommendations that will be shared with Council. In its role as an advocate for community members with disabilities, the board develops educational programs to acquaint them with issues affecting individuals with disabilities, forms special committees to review and address particular issues, and works together with other boards, commissions and City Council to provide recommendations to ensure compliance with Section 504 of the Rehabilitation Act of 1973, the 1990 Americans with Disability Act (ADA), the Fair Housing Act and other legislation relating to persons with disabilities.

Human Relation Commissions

The Human Relations Commission (HRC) was established by City Council to enhance acceptance and respect for diversity through educational programs and activities, and to embrace inclusion of individuals reflective of characteristics such as race, ethnicity, gender identity and expression, physical abilities/qualities, sex, sexual/affectional orientation, age, culture, different ideas and perspectives, familial status, immigration status, geographic background, marital status, national origin, religious and spiritual beliefs, socioeconomic status, and veteran status. The HRC partners with the Equity & Inclusion Office and coordinates these efforts with other City boards and commissions, community groups and organizations. The HRC presents the annual Human Relations Award to recognize those community members who have advanced the cause of human rights through their volunteer efforts.

AN EQUITY LENS AND CIVIC ENGAGEMENT

Applying an equity lens is a way of analyzing policies, practices and procedures by assessing disparities as well as the needs and assets of underserved populations.

When we apply equity lens to our interactions with the public, we ensure that all voices are heard and informed. Equity and inclusion work is especially focused on elevating the voices of communities who have been disproportionately disadvantaged and historically excluded. To increase public participation and quality civic engagement, City staff will benefit from understanding the demographics, circumstances and characteristics of the local community and the positional power of municipal government to influence who participates or benefits directly. It is helpful to stay curious and examine policies, projects, and services through an equity lens. The equity lens prompts listed below begin to illuminate the considerations needed to better understand the diversity of needs in the community and how we might co-create community solutions.

Equity Lens Prompts:

Demographic Considerations

1. Where is this project or initiative to take place? What are the characteristics of the neighborhood?
2. What data have you used to help you prioritize this project in place and time?
3. What data can you provide to describe the target population?
4. What specific results/outcomes are intended for the community?

5. What is the racial and social makeup of this neighborhood? What has caused the numbers to look like they do today?
6. What data is missing?
7. How have you involved community members in developing this project or initiative?
8. What does available data or research say about these possible disparities in a neighborhood?
9. Does the service, program, activity or policy appear to be neutral but result in a disproportionate impact on a protected group?
10. What concerns has the community raised? How have you addressed the concerns raised by community members?
11. Going forward, how do you plan to include voices of those most impacted/burdened? Considerations:
 - Are they already involved in drafting the process?
 - What is the first step in involving them?
 - Or, why are you not including them in the process?
12. Have we considered all possible target audiences? Who might be at risk of exclusion?



Group playing instruments while crowd looks on. Indigenous Peoples Day Proclamation 2022 City Hall, Fort Collins, CO.

Communication Considerations

1. What is the best way to communicate with this group? How do you know?
2. What specific communication strategies/plans are needed to reach target audiences (e.g., working with community leaders, social media, videos, newspapers, print media or mailings, focus groups, translation/interpretation)?
3. How do communication materials get out to the community organizations and networks that serve the diverse populations we need to reach? Do we check periodically to ensure materials are stocked and being used?
4. How do the messages we are communicating foster inclusion, respect and equity?
5. Are there concepts or terms that may be culturally specific and need to be changed to make them more accessible?
6. Is the format easily accessible and understood by the full diversity of our target audience (e.g., plain language, accessible formats, graphics, multiple languages, both online and print)?
7. Have we considered what populations will be missed by only using certain methods (e.g., online or social media communications)? What other approaches might we use?
8. Have we considered the timing and resources for translation/interpretation services?
9. Do images used represent the full diversity of employees or residents?
 - Do they capture the diversity within specific communities of people?
 - Will the people portrayed in the images relate to and feel included in the way they are represented?
 - Is everyone portrayed in positive images that promote equity and break stereotypes?
10. Is meaningful language access being provided to persons with limited English proficiency?

IDENTIFIED GOALS CONTINUED:

GOAL 3 - DATA ACCOUNTABILITY

GOAL 3:
Data
Accountability

We will systematically gather, analyze and interpret qualitative and quantitative data, disaggregated by racial identities, when possible. Data will be used to inform changes and updates to policies, programs and services to decrease inequities and barriers to access.

STRATEGIES	SHORT-TERM OUTCOMES 2023 - 2024	MID-TERM OUTCOMES 2025 - 2026	LONG-TERM OUTCOMES 2027 - 2028
Data Routine and Cataloging	<ul style="list-style-type: none"> City staff collect relevant data, coordinate data systems and use GIS maps to share data internally. 	<ul style="list-style-type: none"> City staff interpret data to understand and track needs, prioritization of investments, and impacts. City staff operationalize a systems approach to analyze and learn from cross-departmental data. 	<ul style="list-style-type: none"> City departments increasingly use data analysis tools to identify racial and identity-based equity disparities more deeply.
Data and Budgeting	<ul style="list-style-type: none"> Equity & Inclusion Office works with department teams to analyze types of data collected. GIS maps are built to further understand census block data and relate to equity indicators racial data. 	<ul style="list-style-type: none"> GIS maps and census blocks and equity indicators racial data are used to inform Budgeting for Outcomes process and prioritize funding to serve most disadvantaged groups. 	<ul style="list-style-type: none"> Funded projects have clear connections to equity indicators data and equitable outcomes measured.

Disaggregated quantitative and qualitative data are essential to furthering equity because they highlight the unique circumstances and experiences of various populations, particularly communities of color and other historically marginalized people. Disaggregated data can reveal not just the needs and issues of populations, but also their strengths, assets and priorities. Ultimately, disaggregated quantitative and qualitative data can help departments understand the root causes of disparities, key to equitably reshaping policies and procedures



Data categories may include:

- Race
- Ethnicity
- Household income
- Gender identity
- Sexual orientation
- Age
- Disability status
- Immigrant or refugee status
- Primary language
- Zip code
- Council district

IDENTIFIED GOALS CONTINUED:

GOAL 3 - DATA ACCOUNTABILITY

Not surprisingly, the racial makeup of Fort Collins has changed since 2010. The Hispanic population has increased as a share of total population (offset by a slight decline in the share of non-Hispanic white residents). The Hispanic population in Fort Collins has grown from 10,400 residents (9%) in 2010 to 19,100 residents (11%) in 2018. From 2010 to 2018, the Hispanic population accounted for 18 percent of total population growth in Fort Collins.

Fort Collins Race & Ethnicity Census Data 2021

Population Estimates, July 1 2021, (V2021)		168,538
Age and Sex		
Persons under 5 years, percent		4.1%
Persons under 18 years, percent		17.5%
Persons 65 years and over, percent		11.1%
Female persons, percent		49.4%
Race and Hispanic Origin		
White alone, percent		84.5%
Black or African American alone, percent (a)		1.5%
American Indian and Alaska Native alone, percent (a)		0.9%
Asian alone, percent (a)		3.2%
Native Hawaiian and Other Pacific Islander alone, percent (a)		0.1%
Two or More Races, percent		7.8%
Hispanic or Latino, percent (b)		12.6%
White alone, not Hispanic or Latino, percent		78.1%
Population Characteristics		
Veterans, 2017-2021		7,674
Foreign born persons, percent, 2017-2021		7.3%

Fort Collins 2021 Census: Data <https://www.census.gov/quickfacts/fortcollinscitycolorado>

Race /Ethnicity	2010 ²	2018 ³	2021
TOTAL	140,082	162,511	168,538
Non-Hispanic white	83% (119,836)	80% (134,197)	84.5 % (141,571)
Hispanic or Latino	9% (13,665)	11% (19,077)	12.6 % (20,224)
Asian	3% (4,621)	4% (6,521)	3.2 % (5,056)
Black or African American	2% (2,306)	1% (1,845)	1.5% (2,528)
American Indian and Alaska Native			0.9% (1,516)
Two or more races	2 % (3,256)	3% (4,918)	7.8% (13,145)
Some other race, non-Hispanic	1% (769)	1 % (1265)	<i>This category is no longer used</i>



Participants waiting for the Dia de los Muertos Bike-In Movie Night showing.

COMMON LANGUAGE & TERMS



BIAS

Prejudice in favor of or against one thing, person or group compared with another, usually in an unfair or negative way. Unconscious bias, also known as implicit bias, is defined as “attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control.” Bias is a mental filter that we can use for self-reflection. Our brain is malleable and capable of positive change⁴.

DISABILITY

A physical or mental impairment that substantially limits one or more major life activity, a record of such an impairment, or being regarded as having such an impairment.

DIVERSITY

Diversity is how we identify along lines of culture, ethnic origin, race, age, gender identity and expression, mental and physical abilities, neurodiversity, religious beliefs, sexual orientation, marital status, political viewpoints, language abilities, socioeconomic status, and more. Diversity is the presence of differences within a given setting.

ETHNICITY

A social group sharing a culture, religion or language. Often used interchangeably with race, ethnicity differs from race due to a reference to a person’s cultural ties to a unique group, and not to their physical appearance.

EQUITY

Equity is both a process and an outcome. It is a process in that policies, programs and tools are developed to ensure the elimination of existing disparities and includes inclusive engagement that leverages diversity. Equity means making it easier for the most marginalized communities to get the services and support they say they need.

EQUITY LENS

A way of analyzing policies, practices and procedures by assessing disparities as well as the needs and assets of underserved populations.

HISTORICALLY EXCLUDED GROUPS/IDENTITIES

Historically excluded groups or identities are underrepresented in both the level of influence and decision-making they hold in relationship to systems of power and in overall resource distribution (e.g., access to participating in City planning processes). Examples include communities of ethnic backgrounds such as African, Latino, Asian, or Native American, or groups who identify as LGBTQIA+, English language learners, children, youth and older adults, women, people with disabilities, and oppressive systems such as living under the federal poverty level.

INCLUSION

An intention or policy of including people who might otherwise be excluded or marginalized based on ethnicity, familial status, gender identity and expression, age, marital status, national origin, geographic background, race, religious and spiritual beliefs, sexual orientation, socioeconomic status, disability, veteran status, or other historically underrepresented groups.

INSTITUTIONAL RACISM

Policies, practices and programs that, most often unintentionally and unconsciously, work to the benefit of white dominant culture and the detriment of culturally and linguistically diverse communities.

INTERSECTIONALITY

An approach developed by Kimberlé Crenshaw arguing that classifications such as gender, race, class, sexual orientation, nationality, and others can interact and intersect in individuals' lives and create interlocking systems of oppression. Those with multiple marginalized identities (e.g., gender, race, class) will be most disadvantaged because they are least likely to have access to structural resources and systemic support⁵.

LGBTQ+

An acronym for “lesbian, gay, bisexual, transgender and queer” with a “+” sign to recognize the limitless sexual orientations and gender identities used by members of this community. To learn additional terms related to LGBTQ+ community visit: hrc.org/resources/glossary-of-terms.

MARGINALIZED

A reference to a person or group who has been systemically isolated from resources necessary to thrive, often by means of segregation, separation and lack of access.

RACE

A social construct, with no biologic basis, that categorizes individuals based on their physical characteristics, particularly skin color and hair texture. Race can be a consistent predictor of a person's quality and length of life.

OUTCOMES

Outcomes in this context relate to how well different communities are faring compared to the overall average across multiple indicators related to social and economic inclusion, health, education, housing and more.

SYSTEMIC RACISM

The various policies, practices, and programs of differing institutions within a community that can lead to adverse outcomes for culturally and linguistically diverse communities compared to white/Caucasian communities.

UNDERSERVED

A reference to people or places who have historically or contemporarily not received equitable resources in health, education, housing, justice or socioeconomic systems

¹ Diversity Council Australia: *Building Inclusion: An Evidence-Based Model of Inclusive Leadership* research report for a research review https://www.dca.org.au/sites/default/files/dca_inclusive_leadership_synopsis_2022.pdf

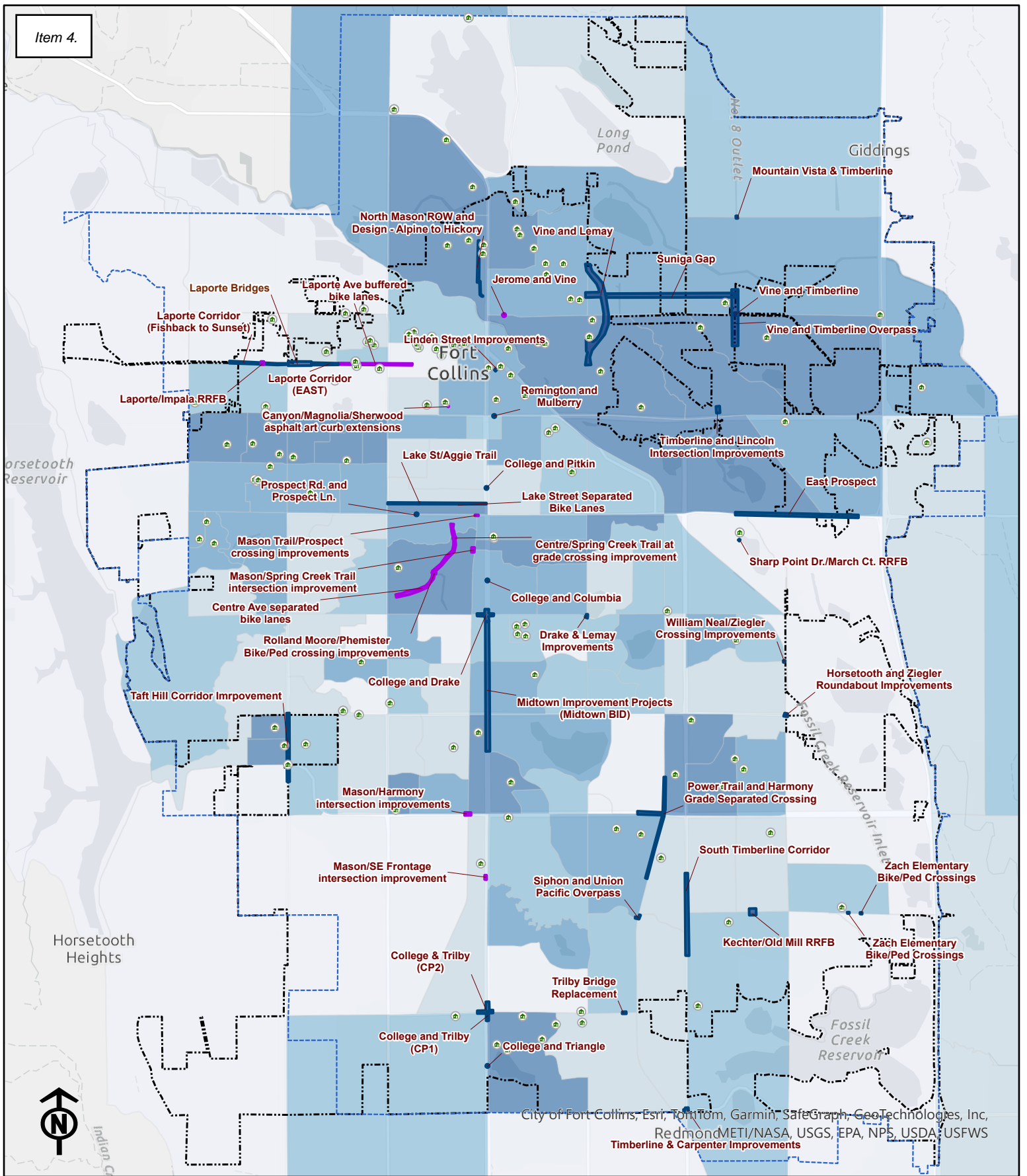
² https://www.opendatanetwork.com/entity/1600000US0827425/Fort_Collins_CO/demographics.population.count?year=2018

³ See <https://www.fcgov.com/socialsustainability/files/final-report-social-sustainability-gaps-analysis-6-8-2020.pdf>

⁴ Gino, F. and Coffman, K., 2021. *Unconscious bias training that works*. *Harvard Business Review*, 99(5), pp.114-123. https://hbr.org/2021/09/unconscious-bias-training-that-works?ab=at_art_art_1x4_s02

⁵ Dr. Cori Wong- *Foundations of Equity and Inclusion Series for City of Fort Collins Learning Series*, 2022.





Transportation Capital Projects
 CoFC Engineering
 CoFC FC Moves
 Growth Management Area
 City Limits

Affordable Housing
 Manufactured Homes

Health Equity Index Score
 0 – 20
 > 20 – 40
 > 40 – 60
 > 60 – 80
 > 80 – 100

CHIA

Chronicles of Health
Impact Assessment

Improving community health through health impact assessments

October 2019

VOLUME 4 ISSUE 1

A CASE STUDY ON INCORPORATING HEALTH AND EQUITY INTO URBAN PLANS, TRANSPORTATION, AND LAND USE POLICIES

Kelly Haworth, MPH; Elizabeth Young Winne, MPH, MURP

Abstract:

In 2017, the Built Environment Program at the Larimer County Department of Health and Environment (Colorado, USA) collaborated with a partner municipal agency to create a health and equity index to be a component of a revitalized sidewalk prioritization model. The Health Equity Index uses indicators that are linked to the determinants of health to spatially understand factors that contribute to an individual or household's likelihood of being more vulnerable. The data to create the Health Equity Index is publicly sourced at block group level from the United States Census American Community Survey 5-year estimates and at census tract level from the Center for Disease Control and Prevention's 500 Cities dataset. The score is one of three factors used to determine sidewalk improvement priorities in the City. The new model mapped prioritization and created broader geographic distribution than what was previously used. The creation of the Health Equity Index was a valuable partnership that led to multiple outcomes outside of the sidewalk prioritization process. First, its creation has established a foundation for partnership between two sectors across different government agencies. Second, the Health and Equity Index has also been used as an assessment tool for the adopted City Plan, the guiding comprehensive plan for the municipal agency. Through this process, we have learned that elements of Health Impact Assessment can be a powerful tool for understanding the health impacts of a policy or process on community, as well as for building and developing trusted cross-sector relationships.



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THE SOCIETY OF
PRACTITIONERS OF
HEALTH IMPACT ASSESSMENT

SOPHIA

Introduction

The United States (U.S.) spends nearly \$3.0 trillion in health care annually, 90% of which is to treat chronic and mental health conditions (OASH, 2016; CDC, 2019). However, the exorbitant expenses are not leading to better health outcomes. Compared to similar wealthy countries, Americans are dying younger and faring worse in measurable health indicators like obesity, diabetes, and injury (OASH, 2016; CDC, 2019). In the U.S., obesity affects almost 30% of adults and 20% of children, nearly one-third of all deaths can be attributed to heart disease or stroke, and approximately 30 million people have diabetes (CDC, 2019). As health professionals see the expenses, morbidity, and mortality climb, the viable programmatic solutions to address chronic diseases have become more complicated. According to the Office of the Assistant Secretary for Health (OASH) at the U.S. Department of Health and Human Services, “scholars estimate that behavioral patterns, environmental exposure, and social circumstances account for as much as 60% of premature deaths. These factors shape the context of how people make choices every day - and reflect the social and physical environments where these choices are made” (OASH, 2016, p. 7). Furthermore, the Robert Wood Johnson Foundation states, “...positive changes in health behaviors require action on the part of the individual, but also require ‘that the environments in which people live, work and play support healthier choices’ ” (Robert Wood Johnson, 2014, p. 6). This research demonstrates the need for interventions that take a system and environmental approach to addressing chronic diseases.

In 2003, the *American Journal of Public Health* released a special issue on “Built Environment and Health,” which led other professional journals to do the same over the next few years; a sign that design professionals are engaged in the topic, research, and practice of including health into land use (Jackson et al., 2013). As a result of the research instigated by this special issue, there has been a growing body of

strategies that public health practitioners and urban planning professionals are able to leverage to address built environment in their communities. For example, the Community Preventive Services Task Force through the CDC has recommended a combined built environment approach to increasing physical activity in the community (CDC, 2019b). This combined approach includes connecting every-day destinations to activity friendly routes to create a strategy that leverages both land use and transportation policies. Health in All Policies (HiAP) is another example of an approach that can be utilized to consider the health ramifications in all policies and all sectors including transportation, land use, agriculture, and housing (Robert Wood Johnson, 2014). Health Impact Assessments (HIA) are an example of a tool that can be used to implement an HiAP strategy; where HIA’s use a standardized process to understand the effects a development, policy, or plan can have on the health of a local community before it is implemented (CDC, 2016). Public health practitioners are able to leverage Public Health 3.0, a national call to action crafted by the Department of Health and Human Services which emphasizes designing public health interventions to address the upstream determinants of health, or “... the macro factors that comprise social-structural influences on health and health systems, government policies, and the social, physical, economic and environmental factors that determine health” (Bharmal et al., 2015, p. 1). All these examples are evidence that the public health field has a growing body of tools, resources, and models to address chronic diseases through a built environment lens.

This article will discuss, from a public health practitioner’s perspective, how a local public health agency has begun to incorporate principles of HIA’s to address chronic disease by working closely with a local municipal organization to incorporate health factors into their sidewalk prioritization process. We review the local context, partnership, methods, and results of how a prioritization of sidewalk development shifted after including health as a key factor for decision making.

Context

In 2016 the Larimer County Department of Health and Environment (LCDHE), a local public health agency, launched a new Built Environment Program (BEP) that works to promote physical activity and address health inequities by promoting healthy community goals in urban plans and subsequent policy documents. LCDHE does not have the authority to implement land use and transportation policies, so in order to achieve desired program goals, BEP staff must collaborate closely with municipal staff who implement the transportation and land use policies. As a result, BEP uses a two pronged approach: working directly with professional partners who implement land use and transportation policies to support them in finding ways to include health into plans and policies, and working with community members, non-profit agencies, and advocacy organizations to develop community-driven projects and support community engagement efforts.

Implementation of the BEP's two-pronged approach is simple: the BEP seeks projects from partners and offers technical assistance to create and increase organizational capacity to incorporate health into plans and policies (see Figure 1). Although not formalized through a policy mandate or resolution, the BEP follows a HiAP approach. In practice, this requires a diverse range of partners, representing sectors including non-profit, community-based groups, data analysts, planning, transportation, public works, and engineering. With this strategy described above, a partnership was formed with a Municipal Engineering Department in the City of Fort Collins and resulted in the creation of the Health Equity Index (HEI) which was used as a portion of the municipal agency's sidewalk prioritization model. The HEI described in this paper followed the same process as conducting a HIA and was used as a tool to implement our HiAP strategy.

Figure 1: Technical Assistance graphic

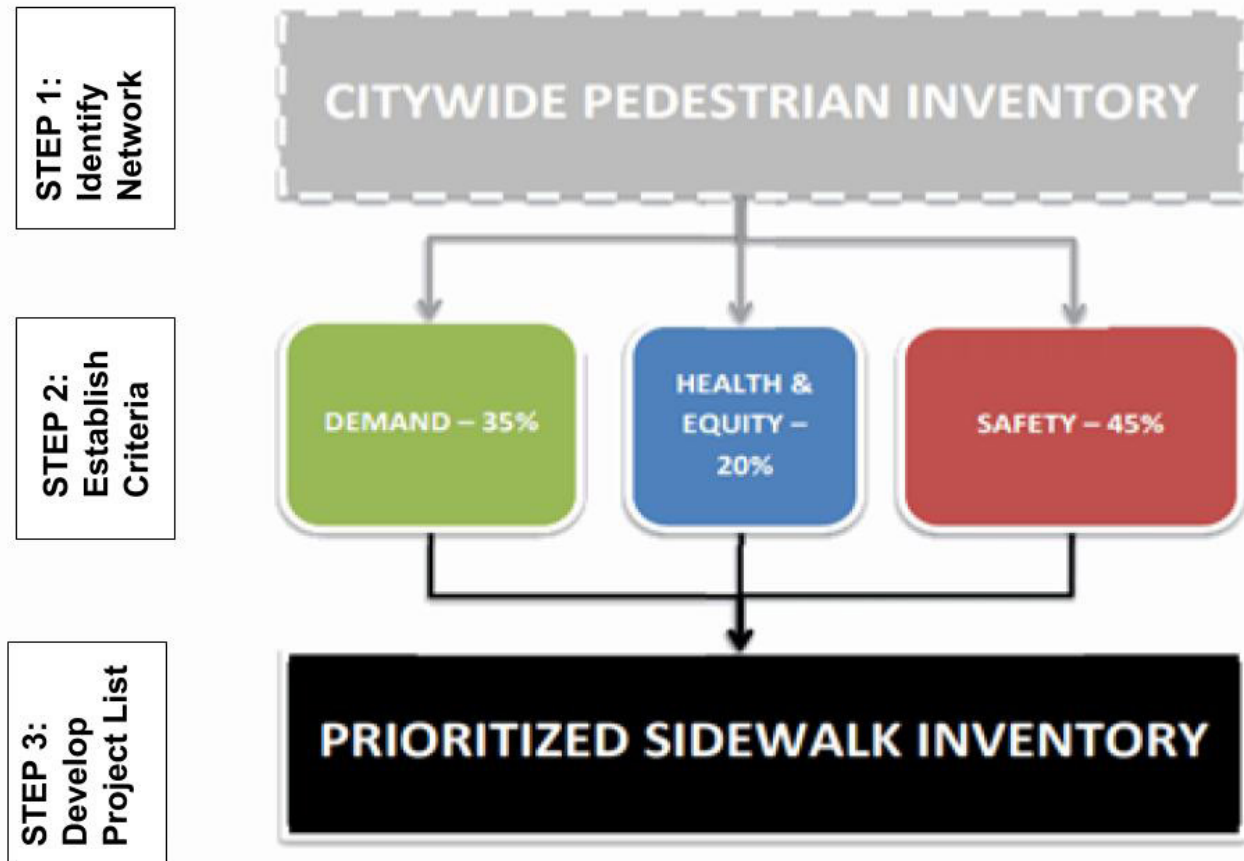


Sidewalk Prioritization

Prior to the inclusion of the HEI into the sidewalk prioritization model, the partner municipal agency used a process that was largely based on pedestrian demand, and as a result the Downtown and the area around the University were the highest scoring areas to target infrastructure funding and changes (Duggan, 2014). To address this, Municipal Engineering staff

worked with BEP to develop a new model that would incorporate indicators that would identify health inequities and ultimately redistribute funding to areas of the municipal boundary as referenced in Figure 2 (City of Fort Collins, 2017). Below, we will discuss the methods for creation of the HEI portion of the overall sidewalk prioritization model.

Figure 2: Updated sidewalk prioritization model



Health Equity Index

The intent of the HEI is to identify where vulnerable communities may be concentrated within the municipal boundary so prioritization of sidewalks can be targeted to assist those who may be more likely to need access to higher quality sidewalk infrastructure. The index is part of an overall location model and represents just one factor for final decision making.

The HEI methods that are listed below provide more details of the assessment phase for an HIA. Including the HEI as part of a prioritization process required following the standard HIA process (screening, scoping, assessment/recommendation, reporting, evaluation). A summary of these steps is included in Table 1 and is expanded upon below.

Table 1: Summary of HIA Process

Screening	The screening process was conducted in partnership with the municipal agency. Through conversations it was identified that there was an opportunity for a process to include health and equity as criteria for a decision to prioritize future sidewalk development. Stakeholders involved in screening were staff from BEP and the municipal agency's Engineering Department.
Scoping	Stakeholders identified relevant community health outcomes that were likely impacted by sidewalks through literature reviews and best practices. Equity indicators were included as a consideration of which populations were more likely to be impacted by sidewalk availability.
Assessment/ Recommendation	The HEI described in the methods section below provides more details of the assessment phase of the HIA. Recommendations were to include the HEI as a portion of the sidewalk model to prioritize future sidewalk development in vulnerable communities.
Report	The municipal agency incorporated the HEI into the City Plan, the City's Comprehensive Plan.
Evaluation	No formal evaluation has yet been conducted.

Methods

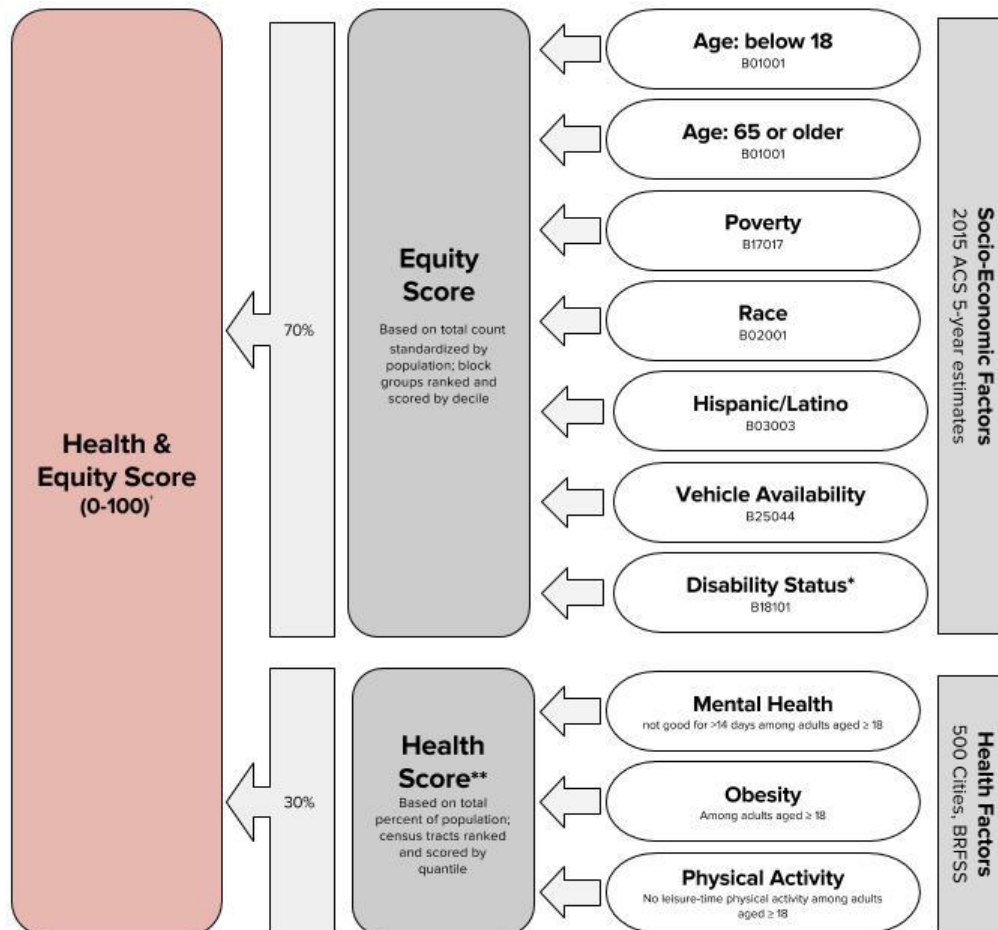
Screening and Scoping

A brief literature review of sidewalk prioritization models used by cities was conducted. After reviewing and discussing with the municipal agency, the indicators and methods for the HEI were adapted from the Seattle Department of Transportation’s Pedestrian Master Plan (Seattle Department of Transportation, 2017).

Assessment

The HEI is made up of two scores: a health score and an equity score. The Equity Score is 70% of the total score and the Health Score is 30%. The two scores are combined and standardized to a 100-point scale (See Figure 3). A score of 100 indicates the most health and equity vulnerabilities and implies a geographic area with greater need for sidewalk quality and availability.

Figure 3: Health Equity Index Graphic



*Population at block group level estimated from census tract data based on assumption of equal distribution based on population size.
 **Health information for tracts 8069001601, 8069001709, and 8069001301 not available; health score derived from average health score of like equity score census tracts.
 † Scored at block group level; all block groups within census tract were given same health score

The Equity Score

The Equity score uses Block Group level 2011-2015 American Community Survey 5-year estimates for age (under 18 and over 65 years old), households at or below Federal Poverty Level, Hispanic/Latino, race (non-white), households without a vehicle, and disability status. The population count for each indicator was compiled and standardized by the total population of the block group. Block groups were then ranked from highest to lowest by decile and each block group received an equity score between one and ten; ten being the highest possible rank, indicating the most vulnerable. It is important to note, disability status is only reported at census tract-level, so an assumption was made that the population of people with disabilities was evenly spread throughout block groups based on population, and a proportion was created at the block group level.

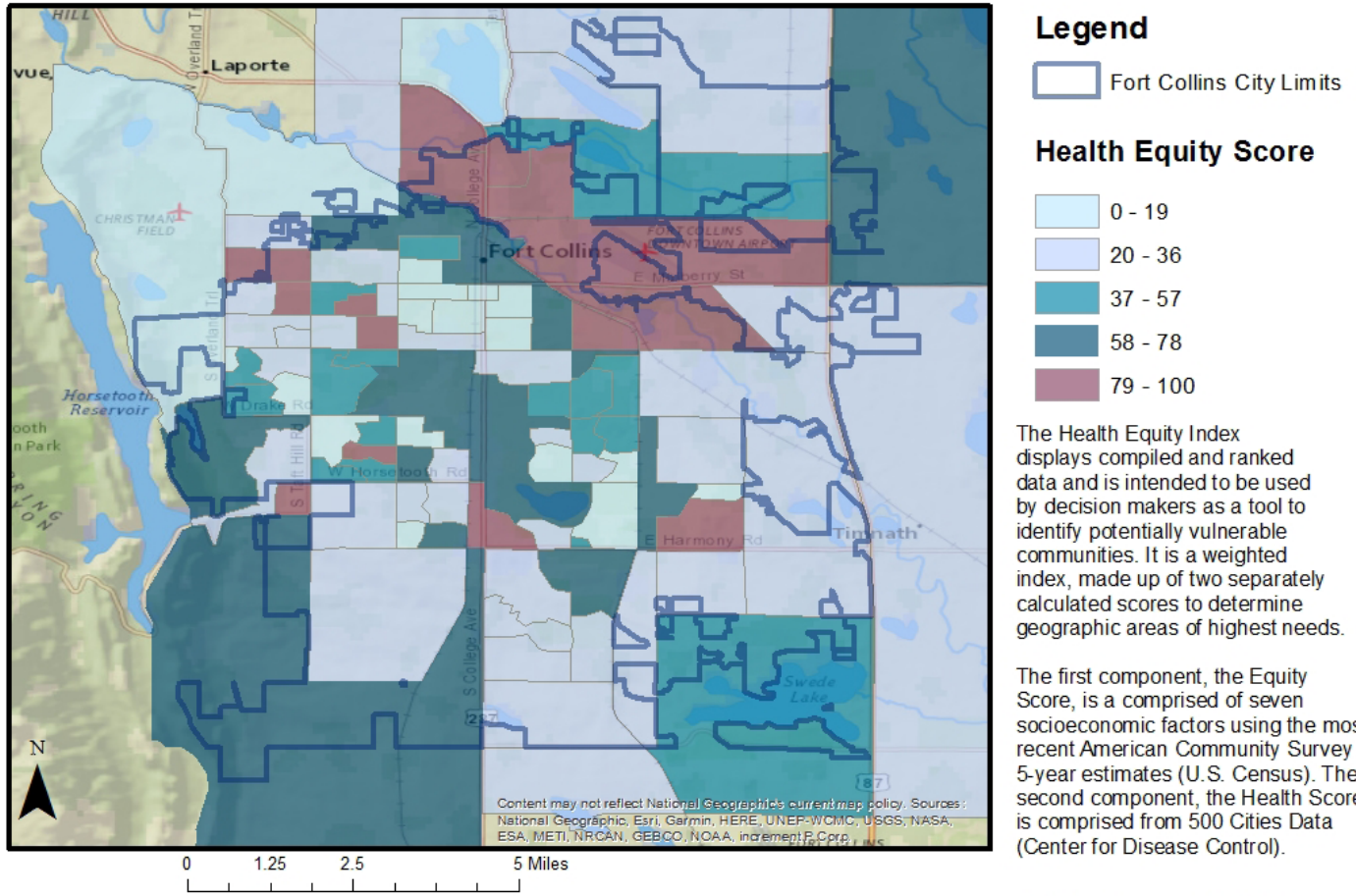
The Health Score

The Health score uses 3 indicators: rate of obesity in adults, rate of no leisure time physical activity in adults, and rate of poor mental health for more than 14 days in adults. These indicators were identified by staff creating the HEI and the new prioritization model as the most relevant indicators to measure overall health that could be attributed to absence or presence of sidewalk. Additionally, this data was used as it was readily available through the CDC's 500 Cities Project, which uses the Behavioral Risk Factor Surveillance System's (BRFSS) data. The percent of each health indicator was combined, and Census Tracts were sorted according to overall percent and were assigned a score of one through five; five being the highest, indicating poor health. Block groups within the same census tract were assigned the same health score.

The two scores were combined and standardized on a 100-point scale, which created a final Health Equity Score. The score was visualized geospatially, as referenced in Figure 4.

Figure 4: Health Equity Index for the City of Fort Collins

Fort Collins Health Equity Index



If you would like more information contact Larimer County Department of Health at: <https://www.larimer.org/health/chronic-disease-and-injury-prevention/built-environment>



Recommendation

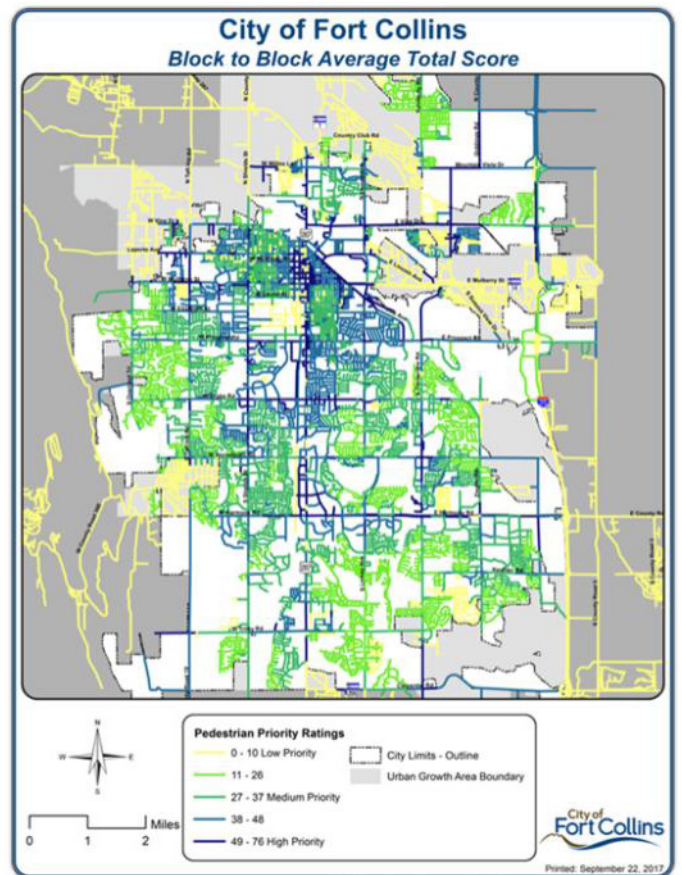
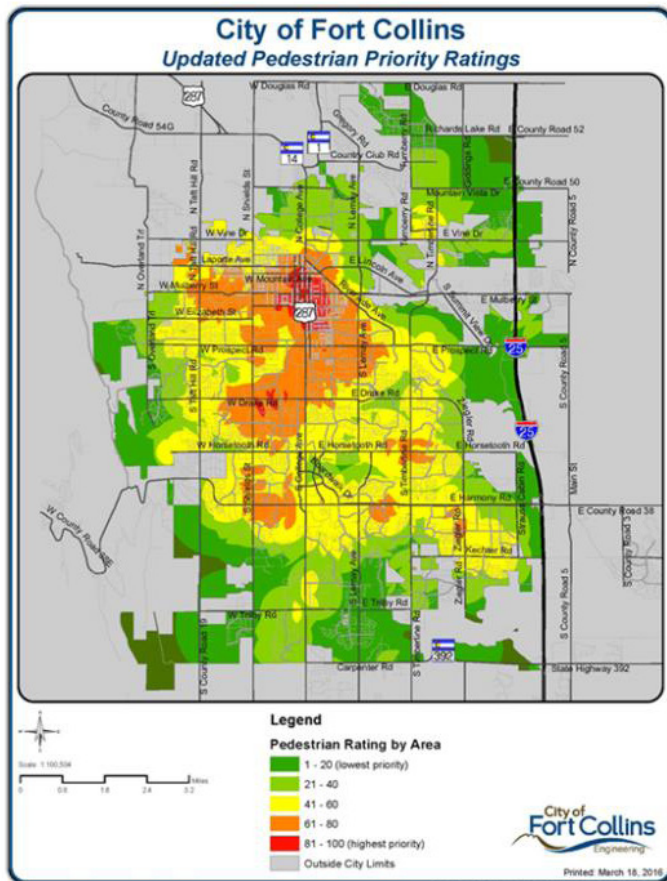
The municipal agency ultimately decided to use a weighted scale to incorporate three different priorities into the sidewalk prioritization process, shown in Figure 2. The three different priorities included are: Demand (weighted at 35%), Health Equity Index (weighted at 20%), and Safety (weighted at 45%). The weighted health score is the final health and equity score that was calculated by BEP.

Discussion

The original demand model that was used for sidewalk prioritization concentrated infrastructure investments near the central Downtown and the area surrounding Colorado State University, a local university, shown in Figure 5 (Robert Mosbey, personal communication, March, 2019). The areas of dark red indicate areas of the city with the highest demand for sidewalk infrastructure.

Figure 5: GIS map of Previous City of Fort Collins Pedestrian Priority Rating

Figure 6: GIS map of Updated Sidewalk Priorities and safety



After modifying the model to include safety and health, the priority sidewalks became more geographically dispersed throughout the municipal boundary, as shown in Figure 6 (City Fort Collins, 2017). At this point in time, no formal analysis on the comparative models has been done to determine a percentage of change. However, visually, users can note that with the updated model, the Downtown is still the major focus area but some of the priority ratings have shifted. For example, there are hotspots in the southern end of the city that are no longer identified as medium-high priority using the updated model. Additionally, there are more identified areas in the north and west of the city that heightened their priority ranking by becoming a medium or medium-high priority.

Limitations

There are several identified limitations of the HEI. First, there are two potential issues with the accessible data utilized for the HEI to be acknowledged: first, there are self-report concerns in BRFSS data that cannot be accounted for; second, HEI uses estimated and modelled data from the American Community Survey 5-year estimates and from the Centers for Disease Control and Prevention's 500 Cities data. In knowing that this is estimated and modelled information, we acknowledge there may be a diluted effect when this information is weighted again and again in the HEI and in the sidewalk prioritization model. The HEI is an attempt to spatially understand factors that contribute to an individual or household's likelihood of being vulnerable, and therefore, it is just an example of one tool to be considered in a decision-making process.

Second, disability status is not reported at a block group-level. The American Community Survey estimates do not report disability status at a block group level only at the census tract-level. This information was estimated by assuming the population of people with a disability are spread evenly throughout the block groups in a census tract.

Each block group received a proportionate number of people reporting a disability based on the total population size of that block group.

Third, the 500 Cities data only reports on 14 cities in Colorado and only 500 cities in the United States. Users outside of those 14 cities (or 500 Cities, nationally) may consider talking with the state health department about accessing community level estimates or any other available health data.

Fourth, the 500 Cities data compiles information at the census tract-level; additionally, some of the indicators do not exist at the Census tract-level. The information that does not exist was estimated by finding the block groups with the same equity score as the census tract that did not have corresponding health data and an average of the health scores using the block groups with the same equity score is used as an estimated health score.

Fifth, American Community Survey estimates and the 500 Cities data is updated regularly and therefore, the model becomes outdated annually. Ideally, HEI would have the ability to pull data and update automatically.

Last, the indicators were not weighted individually and are weighted as a combined number. Therefore, some individuals and households (depending on the indicator) are counted multiple times and the percent of total for a block group may be over 100%.

Implications and Lessons Learned

Although there was a shift in sidewalk distribution due to the inclusion of the HEI into the sidewalk prioritization model, we also saw two large unintended outcomes that are worth discussing: 1) The relationship built between two sectors and 2) The inclusion of the HEI in the municipal agency's *City Plan*, the comprehensive urban planning document (City Fort Collins, 2019). In the paragraphs below we will discuss the implications of these two outcomes.

An important outcome was the development of a relationship between a local health department and a municipal organization. The creation of the HEI was dependent on two different sectors coming together to utilize the skills and expertise of the other which required a thoughtful approach to understanding organization context and skills as well as dedicated staff time to develop the partnership. For example, to better understand the skills and expertise from the BEP the Municipal Engineering staff worked with BEP to become knowledgeable on best practices for inclusion of health and equity, the determinants of health, and the relationship between health and the built environment. Conversely, BEP staff worked with Municipal Engineering staff to understand the previous sidewalk location model, how sidewalk funding was allocated, the policies associated with sidewalk prioritization, decision making process, and timing of sidewalk development. In these two examples listed above the education and capacity building was delivered during one-on-one conversations. Ultimately, taking the time to understand and value each sectors contribution to changing a process was essential in the creation and utilization of the HEI. The staff time that was dedicated to this process is important to note as building relationships in order to follow the HIA process required significant time and may be unique to the LCDHE BEP. BEP staff capacity is currently supported through state level competitive grants that allow staff to provide technical assistance to conduct assessments and co-create tools with partner agencies.

The second unintended implication was the inclusion of the HEI into the municipal agency's *City Plan*, which is both the Comprehensive and Transportation Plan for the City of Fort Collins (City of Fort Collins, 2019). The BEP was able to leverage the work already done in partnership with the City Engineer and provide the HEI to the Planning staff at the City of Fort Collins for consideration of including the HEI in the *City Plan*. The HEI was then included in the "Trends and Forces" chapter which outlined existing conditions in the City of Fort Collins and is central to the Health Equity "spread" presented in the introductory chapter of the adopted *City Plan*. As the *City Plan* is a foundational urban planning document, it is likely the HEI will lead to the inclusion of health into future decision-making regarding distribution of capital improvement projects and land use policies that will have an impact on Health Equity within Fort Collins. However, as comprehensive plans are 20-30 year guiding documents, this plan has yet to create any tangible benefits for vulnerable communities in the city.

Conclusion

Local Public Health Agencies have numerous tools, resources, and models to address upstream Determinants of Health, especially through a built environment lens. Elements of HIA can be a powerful tool for not only understanding the health impacts of a policy or process on community, but also for building and developing trusted cross-sector relationships.

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Equity Indicators Update

City Council Work Session

**Claudia Menendez, Equity
and Inclusion Officer**



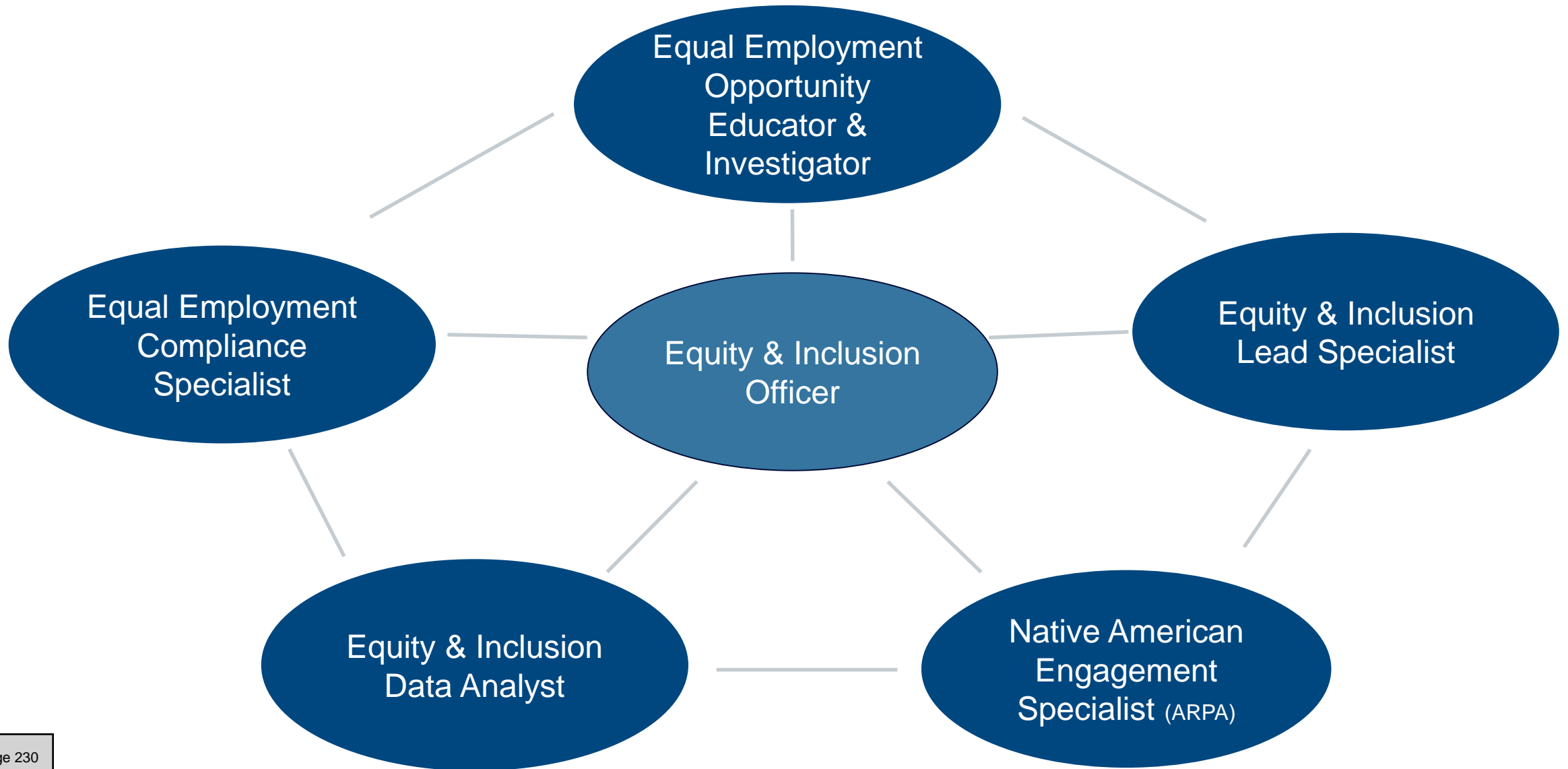
1. How do we know that the programs, services, and activities that the City offers is advancing equity in our community?

2. Summary of the work underway since the Equity Indicators Report (2021)

Question for Council

What follow-up does Council have related to equity indicators or metrics?







Fort Collins Equity Indicators

Final Report - March 2021



- CUNY published in March 2021 with 2019 data.
- Elevated awareness of issues and the urgent need to address disparities requires substantial changes to policy and practice.
- The report does not provide an analysis of what causes the reported disparities or prescribe a formula for resolving them.
- Changing this data requires research and dialogue beyond the scope of this report.

The background of the slide is a vibrant, colorful mural. It depicts a young child with dark hair and a blue headband, looking down at a small blue house with a green plant growing out of it. The child is holding a small brown object. The mural is rich with colors like red, blue, green, and yellow, and includes other figures and patterns. Overlaid on the left side of the mural is a dark blue rectangular box containing white text and a logo.

Fort Collins Equity Indicators

Final Report - March 2021



CUNY ASKED:

1. How will an Equity Indicators tool be used in your city?
2. And more specifically, how will your city government use the tool?
3. How will it be integrated into other City initiatives?
4. Who will be responsible for maintaining the Equity Indicators tool in your city?
5. When will data be updated, and how will it be made available to the public?

The background of the slide is a vibrant, colorful mural. It depicts a person with their eyes closed, holding a small blue house with a green plant growing out of it. The person is wearing a brown jacket and a red heart-shaped accessory. The mural is set against a background of various colors and patterns, including a rainbow and a cornucopia of produce. A dark blue rectangular box is overlaid on the left side of the mural, containing white text and a logo.

Fort Collins Equity Indicators

Final Report - March 2021



CUNY Identified Themes

1. Social Exclusion
2. Intersecting Areas
3. Policies as Drivers of Disparities
4. Budgeting and Representation within the City of Fort Collins

2020 NLSH

Advance equity for all, leading with **race**, so that a person’s identity or identities is not a predictor of outcomes.

2022 NLSH

Advance equity for all with an emphasis on social justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender, gender identity, gender expression, sexual orientation, age, class, and physical and mental abilities can fully participate in City services and experience equitable community outcomes.

2024 NCV 3



Identify and remove systemic barriers and advance equity so that persons of all identities, including race, ethnicity, religion, sexual orientation, gender identity, gender expression, age, mental and physical abilities, and socioeconomic levels can access programs and services with ease and experience equitable outcomes.

2022

- Learn City systems: Values Refresh Project
- Community connections with opportunity groups
- Staff Education & Training
- Equity Indicators Dashboard published; hosted community conversations
- Land Acknowledgement developed by Native American Community (ARPA)

2023

- Write Equity Plan 2023-2026
- Equity Grant Funds (ARPA)
- Launch Community Connectors focus group
- Support and sponsor annual cultural events: Native American Powwow, Juneteenth, Latine/Hispanic Heritage Month
- Data Analyst FTE Approved
- Staff Education / HRC & DAB

2024

- Equity Readiness Assessments Launched
- Equity Grant Fund (ARPA)
- Data updates, setting specific goals to measure impact
- Continue Community Connectors focus group
- Staff Education/ HRC & DAB

Goal 1:

Commitment and Common Language in the Workplace

- Equity Readiness Assessments (ERA)
- Equity Collaborative
- Employee Relations Education & Training
- Native American Program-Engagement & Education
- Employee Resource Group Policy
- Inclusive Language Guide

Staff Education

- Creating Inclusive Excellence Program (CSU partnership)
- Disability L&Ls (ARC partnership)

Goal 2:

Inclusive and Equitable Engagement

Community

- Spanish Language Community Connectors Group (vulnerable population + staff/council conversations)
- CSU/City/ Non-Profit Collab
- Cultural event planning and sponsorship
- Support community-led initiatives with City facilities space

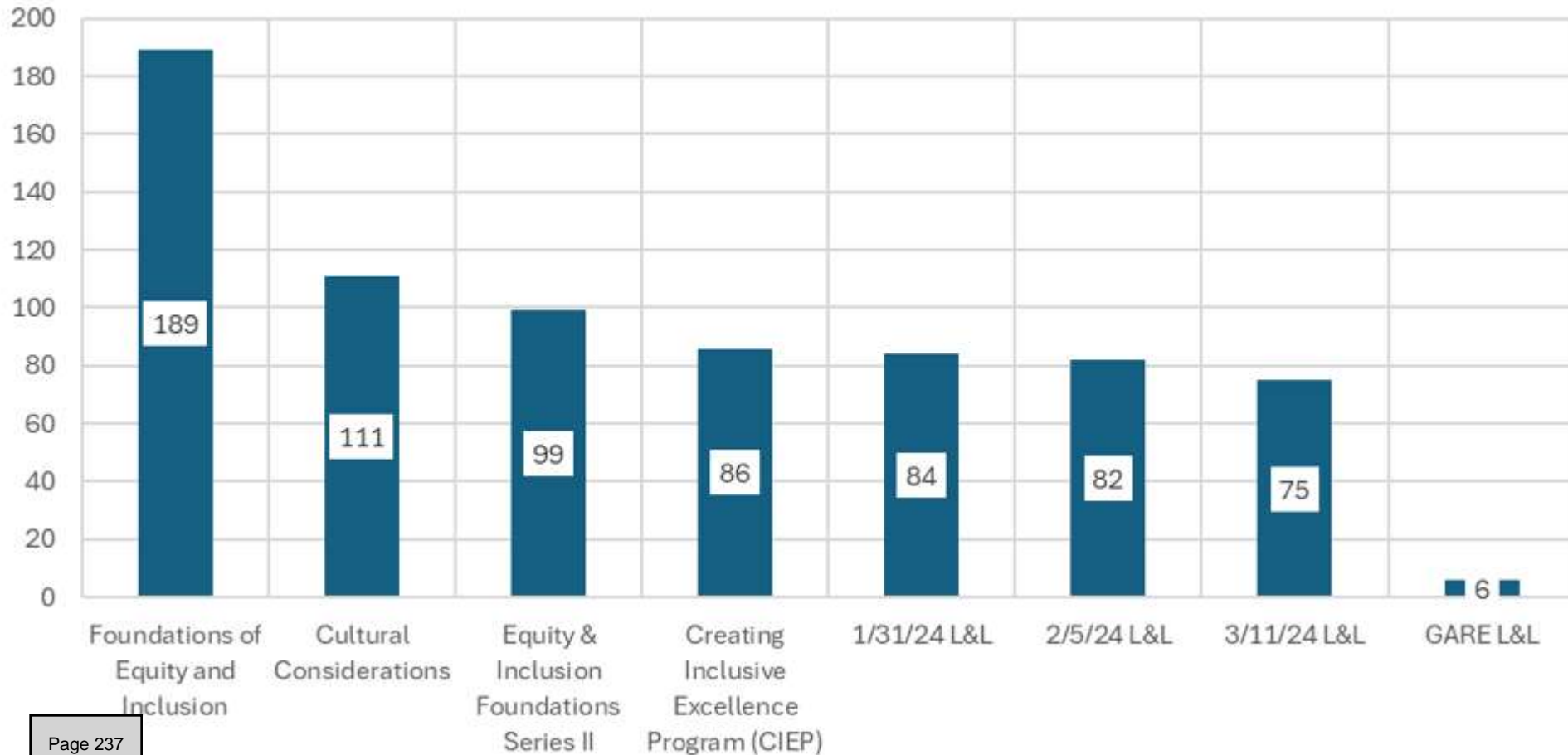
Goal 3:

Data Accountability

- **Equity Readiness Assessments**
- **Demographic data** - Who do we serve? How do we know we're serving them well? How would we know if they're positively impacted by our services?
- **Access and Communication**- language services needed; communication type and distribution;
- **Shared Data & Routines**
- Equity Opportunity Assessment Map
- Data Library Project
- How do we change the data overtime? What is working – and how can we keep doing it?

Equity Training Registration

Total Registration = 732 employees, Average Registration = 92 employees.



2022-2023

- ELT Sessions
- Foundations Series I & II

2024

- Equity Plan L&L (3)
- Cultural Communication
- CIEP Series (6)
- Disability Employment Acceptance Series (4)
- Equity Readiness Assessments (8)

Silos and Integration Challenges

Note

Limited data sharing or integrated analysis across different departments or initiatives.

Opportunity

- Standardize demographic data collection methods across all city departments
- Use current metrics to research additional impact potential

Evolving Performance Metrics

Note

City has new 2024 Strategic Plan with fewer objectives.

Opportunity

- Establish specific goals that describe how metrics will change overtime to show impact and effectiveness
(how do we know what were doing is working?)

Adapting to Changing Community Needs (CX)

Note

City evolving to respond to community needs. Different type of data needed to guide these efforts.

Opportunity

- Data Library Project- internal tool and data repository
- Implement a centralized data platform accessible across departments
- Include data visualization/maps tools to support equitable decision-making

How do we know that the programs, services, and activities the City offers is advancing equity and working for all community members?

1. What are the specific project goals?

- Deliver X by Y for Z result

2. Who do we serve?

- Internal Data Library City Profile
- Staff will access to the same data and maps

3. How do we know we're serving them well?

- Explore data we already collect to understand fuller story
- Outputs: Measures the "amount" of service delivered, usage or the programmatic workload.
- Efficiency: Measures the quality or cost of the service delivered, often per occurrence.

4. How would we know if they're positively impacted by our services?

- Effectiveness: Measures whether we achieved our stated goal for the individuals we targeted.
- Program outcomes: Measures whether our program is making a tangible difference over time

Purpose: The resources offered create more resilient neighborhoods/ communities and reduce vulnerability.

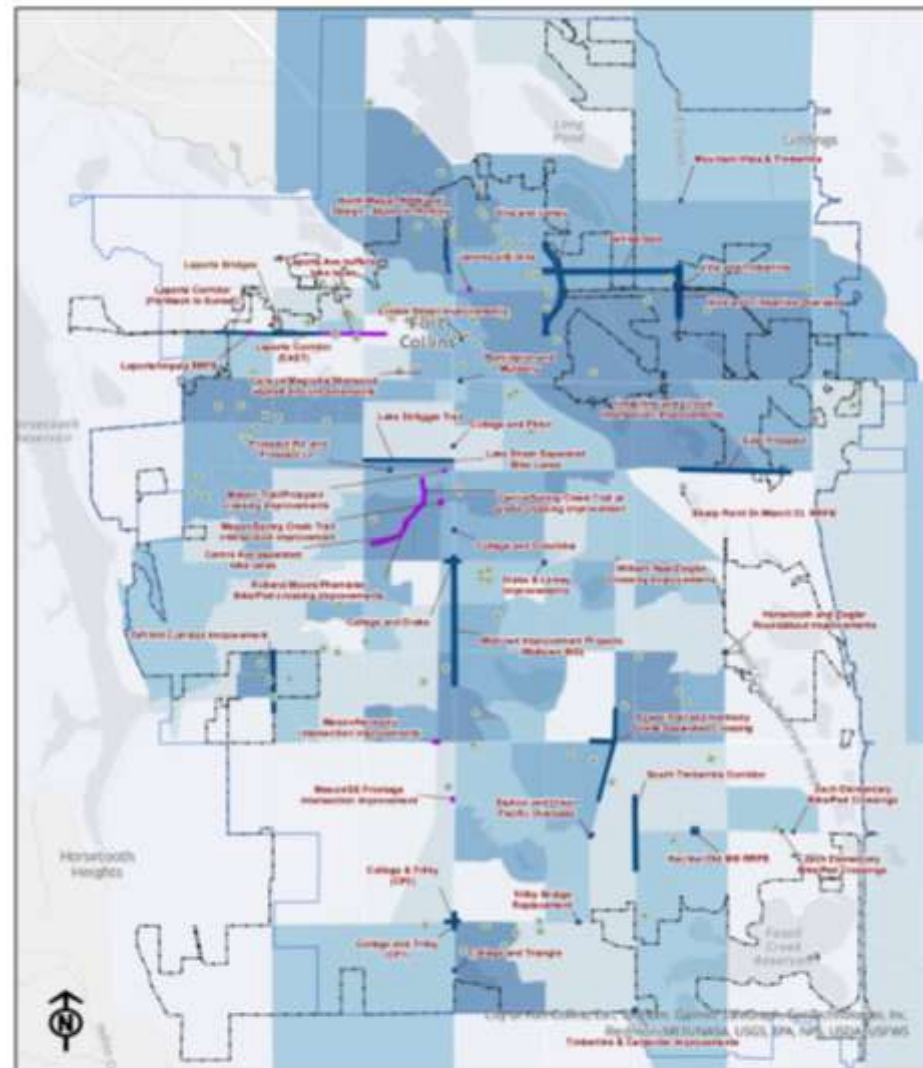
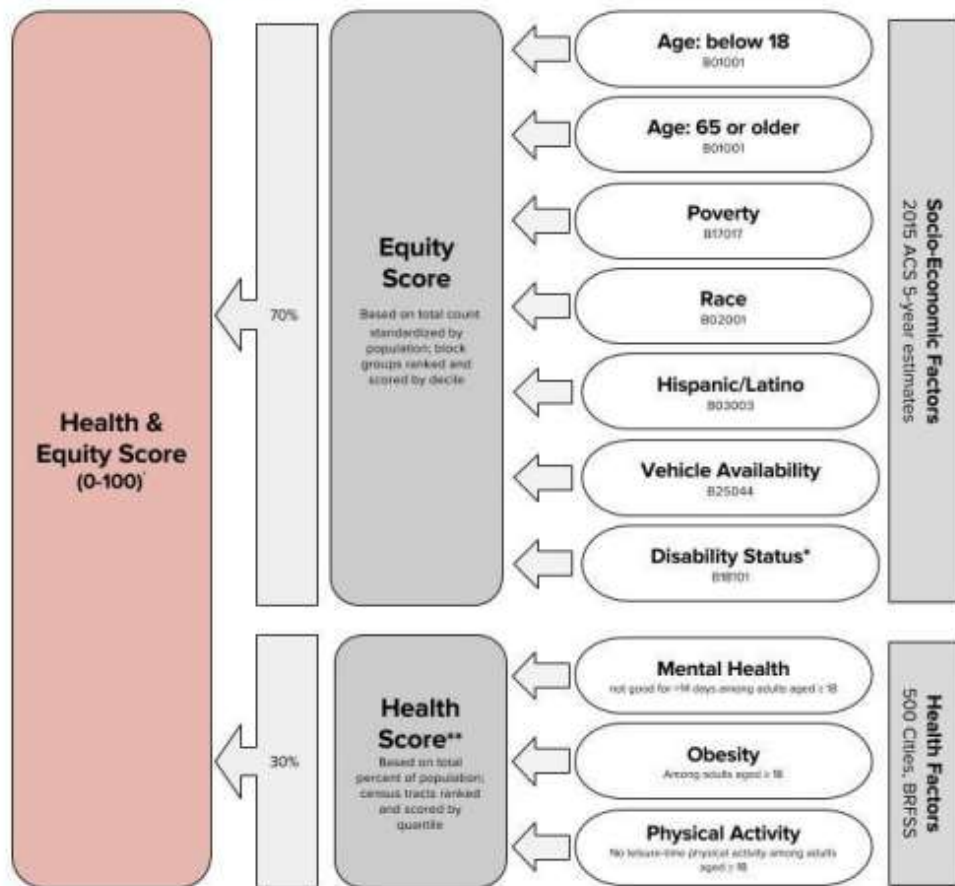
Metric: Number of Total Resources Distributed

Potential Further Data Analysis Questions:

1. What baseline data do you have to show the need for XX project?
2. Based on the demographic data, how has your project used this data to inform the program design, implementation and service delivery?
3. How were resources distributed across different neighborhoods? Could you map or present a visual by Council District?
4. What is the correlation between resource/service distribution and areas of opportunity/vulnerability ? GIS maps
5. What language services are needed to increase access to these resources/services?
6. If there is an application or sign-up process, is it accessible to all community members?
7. How will you know if the program has had the intended impact?

Item 4. Equity in Action: Transportation Capital Projects

Figure 3: Health Equity Index Graphic



A Case Study On Incorporating Health And Equity Into Urban Plans, Transportation, And Land Use Policies

The Built Environment Program at the Larimer County Department of Health and Environment (2017)

Operationalize City Resources to Build and Preserve Affordable Housing

- Housing inventory
- Landbank Program
- Land Use Code & Incentives

Improve Human and Social Health for Vulnerable Populations

- Financial assistance to third parties serving older adults, people with disabilities, immigrant community, childcare programs, food systems programs, diverse health needs

15-minute City Concept

- Housing inventory
- Business ownership- MBEC and NoCo Biz Connect
- Childcare programs
- Recreation and Adaptive Recreation Programs
- Transfort routes and frequency of service/ ridership
- Dial-a-ride service
- ADA bus stop improvements

Active Modes

Integrated Approach to Economic Health

- Employment Rates and demographics, recruitment efforts
- Multicultural Business Entrepreneur Center- Business creation, ownership by gender, race, ethnicity
- Business licensed in Fort Collins

Make Government more accessible, approachable and fun

- Community focus groups- Climate Equity Committee, CDNS Community Consultants, Equity & Inclusion Community Connectors
- Investment in language services across the departments
- Cultural events sponsored by the City

Item 4.



Thank you!

¡Muchas Gracias!

and strong equity focus (back up slide)

Utility Cost Burden

- Digital Equity Programming / Low Cost Internet
 - # of individuals served
- IQAP
 - add GIS Maps
- Payment Assistance Fund
 - # of requests
 - Map addresses

Essential Services

- ADA improvements to sidewalks and bus stops
- Accessible programming

Economic Opportunity

- MBEC and NoCo Biz Connect
- Types of businesses, start dates, types of assistance requested points to possible improvement areas
- Childcare

Public Transportation

- Ease of traveling
- Transit Connectivity
- Bus Frequency

Public Health

- Asthma
- Cardiovascular

Environmental Justice

- Problems with indoor air
- Problems with unclean drinking water

Currently on the dashboard (2019)

- Criminal Justice
- Economic Opportunity
- Housing

Culture & Recreation

- Community Cultural Program
<https://coftc.sharepoint.com/sites/DataLibrary/SitePages/Reports.aspx>

Item 4. Equity Readiness Assessments (ERA- back up slide)

Light & Power Budget and Operations

Equity Readiness Report

Equity Readiness Assessment (ERA)

The ERA is a facilitated discussion guided by a list of demographic and communication considerations that take a people and community-centered approach when evaluating for equity in a project phase or life cycle. After utilizing the assessment tool, teams identify areas of focus as well as curiosities and new avenues to explore. Refocusing for equity is a path to identifying and removing barriers to achieve meaningful outcomes and addressing diverse community interests, concerns, and needs as they relate to City services. Employees are encouraged to dream big, be thoughtful, and visualize a future where equity, inclusion and belonging abound, and projects are successful.

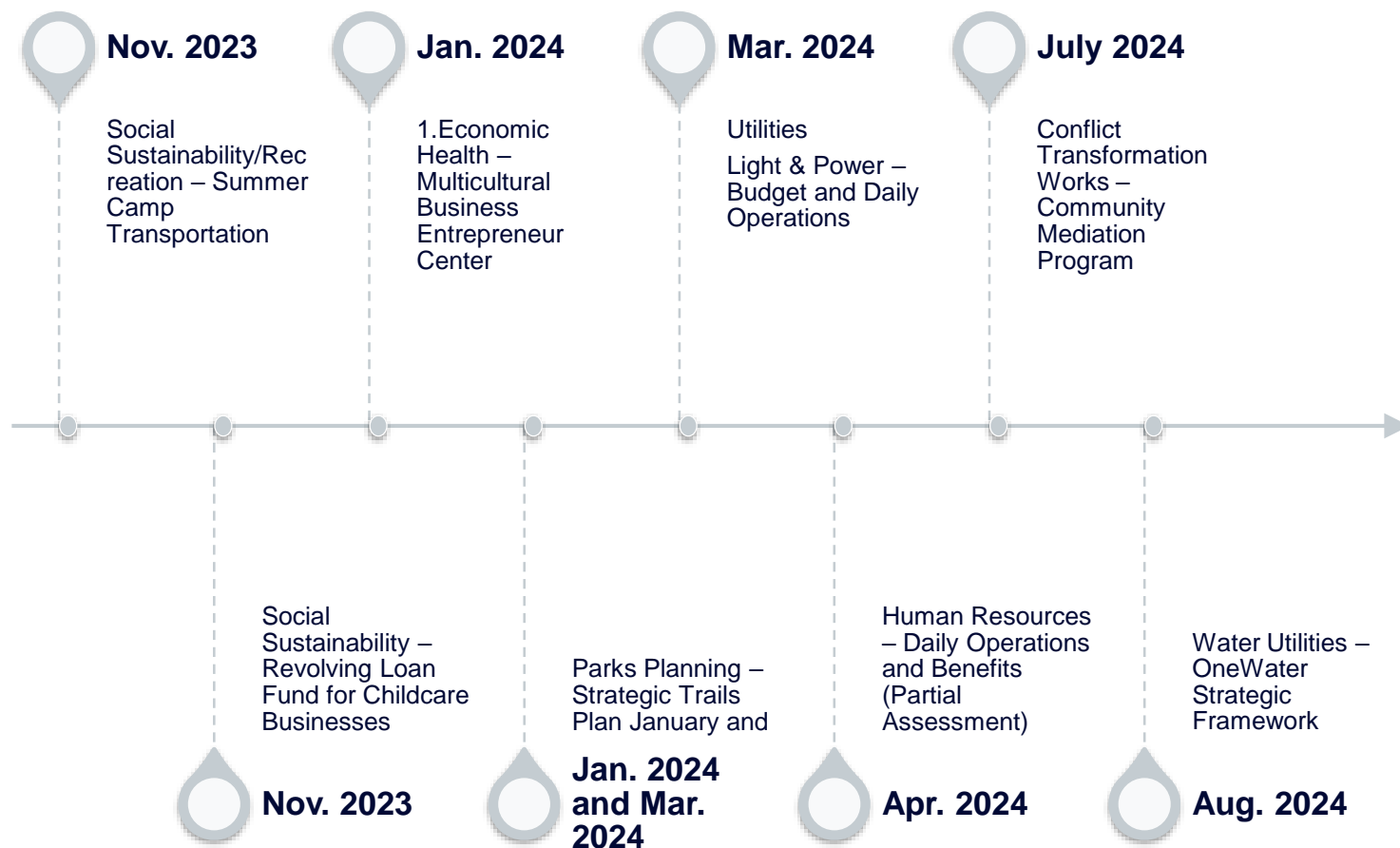
Date:	March 22 nd , 2024
Project Name:	Light & Power Budget and Operations
Project Team:	Large group discussion led by Travis Walker and supported by many
Discussion Facilitator:	Li Messinger
Initial Request: How do you know this is working?	Would like to have an ERA/budget related conversation with our L&P Budget Team (aka leadership). Any insight or guidance from the Equity Office would be beneficial for this team.
Follow-up Discussion:	TBD

Summary: Discovery and Outcomes Identified

In summary, ensuring equitable utility services across neighborhoods is a concern, with barriers like lack of streetlights in mobile home parks, curb/cutter requirements, and limited city influence on private properties, including apartment complexes. There is an emphasis on proactive, transparent community engagement using diverse outreach methods beyond door hangers, especially tapping into existing meetings with underrepresented groups.

While infrastructure priorities are currently set based on data like age and condition, there is a desire to factor in potential disproportionate impacts on certain demographic groups. Using clear, jargon-free language, avoiding insensitive terms, leveraging visual/multimedia, and rephrasing complex topics in understandable ways are identified as important communication strategies.

Additionally, there is recognition of systemic barriers making service delivery difficult, like jurisdictional constraints in mobile home parks and apartment complexes. Inherited infrastructure issues exist, and the team is seeking ways to overcome these obstacles.



Box 1: Four types of data sources

Existing reports (e.g., 2020 Sustainability Gaps Analysis, Larimer County Community Corrections Annual Report)

Publicly available data or dashboards from local/state sources (e.g., Fort Collins Police Services Transparency data, Poudre School District data from the Colorado Department of Education)

Publicly available local data from national sources (e.g., Fort Collins data from the American Community Survey, Home Mortgage Disclosure Act data)

Data provided directly by City or County departments and agencies (e.g., Community Health Survey, utilities burden data).