

# Fort Collins City Council Agenda

Regular Meeting

6:00 p.m. Tuesday, December 6, 2022

City Council Chambers at City Hall, 300 Laporte Ave, Fort Collins, CO 80521

Zoom Webinar link: <https://zoom.us/j/98241416497>

## NOTICE:

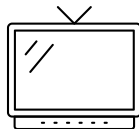
Regular meetings of the City Council are held on the 1st and 3rd Tuesdays of each month in the City Council Chambers. Meetings are conducted in a hybrid format, with a Zoom webinar in addition to the in person meeting in Council Chambers.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

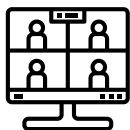
## How to view this Meeting:



Meetings are open to the public and can be attended in person by anyone.



Meetings are televised live on Channels 14 & 881 on cable television.



Meetings are available through the Zoom platform, electronically or by phone.



Meetings are livestreamed on the City's website, [fcgov.com/fctv](https://fcgov.com/fctv)

*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.*

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## **There are in person and remote options for members of the public who would like to participate in Council meetings:**

### **Comment in real time:**

*During the public comment portion of the meeting and discussion items:*



In person attendees can address the Council in the Chambers.  
The public can join the Zoom webinar and comment from the remote meeting, joining online or via phone.



All speakers are required to sign up to speak using the online sign up system available at [www.fcgov.com/council-meeting-participation-signup/](http://www.fcgov.com/council-meeting-participation-signup/). Staff is also available outside of Chambers prior to meetings to assist with the sign up process for in person attendees.

Full instructions for online participation are available at [fcgov.com/councilcomments](http://fcgov.com/councilcomments).

Join the online meeting using the link in this agenda to log in on an internet-enabled smartphone, laptop or computer with a speaker and microphone. Using earphones with a microphone will greatly improve audio experience.

To be recognized to speak during public participation portions of the meeting, click the 'Raise Hand' button.

Participate via phone using this call in number and meeting ID:

Call in number: 720 928 9299

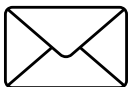
Meeting ID: 982 4141 6497

During public participation opportunities in the meeting, press \*9 to indicate a desire to speak.

### **Submit written comments:**



Email comments about any item on the agenda to [cityleaders@fcgov.com](mailto:cityleaders@fcgov.com)



Written comments can be mailed or dropped off at the City Manager's Office at City Hall, at 300 Laporte Ave, Fort Collins, CO 80521

**Documents to Share during public participation:** *Persons wishing to display presentation materials using the City's display equipment under the Public Participation portion of a meeting or during discussion of any Council item must provide any such materials to the City Clerk in a form or format readily usable on the City's display technology no later than two (2) hours prior to the beginning of the meeting at which the materials are to be presented.*

*NOTE: All presentation materials for appeals, addition of permitted use applications or protests related to election matters must be provided to the City Clerk no later than noon on the day of the meeting at which the item will be considered. See Council Rules of Conduct in Meetings for details.*



# City Council Regular Meeting Agenda

December 06, 2022 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  
Shirley Peel, District 4  
Kelly Ohlson, District 5

City Council Chambers 300  
Laporte Avenue, Fort Collins &  
via Zoom at  
<https://zoom.us/j/98241416497>

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

Carrie Daggett  
City Attorney

Kelly DiMartino  
City Manager

Anissa Hollingshead  
City Clerk

## PROCLAMATIONS & PRESENTATIONS 5:00 PM

### A) PROCLAMATIONS AND PRESENTATIONS

PP 1. Proclamation Retroactively Declaring October 2022 as Domestic Violence Awareness Month and Designating November 25 - December 10 as 16 Days of Activism Against Gender-Based Violence.

## REGULAR MEETING 6:00 PM

### B) CALL MEETING TO ORDER

### C) PLEDGE OF ALLEGIANCE

### D) ROLL CALL

### E) CITY MANAGER'S AGENDA REVIEW

City Manager Review of Agenda

Consent Calendar Review, including removal of items from Consent Calendar for individual discussion.

### F) COMMUNITY REPORTS - None.

### G) PUBLIC COMMENT ON ANY TOPICS OR ITEMS OR COMMUNITY EVENTS (Including requests for removal of items from Consent Calendar for individual discussion.)

*Individuals may comment regarding any topics of concern, whether or not included on this agenda. Comments regarding land use projects for which a development application has been filed should be submitted in the development review process\*\* and not to Council.*

- *Those who wish to speak are required to register online at [www.fcgov.com/cityclerk/agendas](http://www.fcgov.com/cityclerk/agendas) or at the table in the lobby of City Hall.*
- *Each speaker will be allowed to speak one time during public comment. If a speaker comments on a particular agenda item during general public comment, that speaker will not also be entitled to speak during discussion on the same agenda item.*
- *All speakers are asked by the presiding officer to identify themselves by raising their hand (in person or using the Raise Hand option on Zoom), and if in person then will be asked to move to one of the two lines of speakers (or to a seat nearby, for those who are not able to stand while waiting). Those participating online will be called to speak following those attending the meeting in person.*
- *The presiding officer will determine and announce the length of time allowed for each speaker.*
- *Each speaker will be asked to state his or her name and general address for the record, and, if their comments relate to a particular agenda item, to identify the agenda item number. Any written comments or materials intended for the Council should be provided to the City Clerk.*
- *A timer will beep one time and turn yellow to indicate that 30 seconds of speaking time remain and will beep again and turn red when a speaker's time has ended.*

*[\*\*For questions about the development review process or the status of any particular development, consult the Development Review Center page on the City's website at <https://www.fcgov.com/developmentreview/>, or contact the Development Review Center at 970.221.6760.]*

## **H) PUBLIC COMMENT FOLLOW-UP**

## **I) COUNCILMEMBER REMOVAL OF ITEMS FROM CONSENT CALENDAR FOR DISCUSSION**

### **CONSENT CALENDAR**

*The Consent Calendar is intended to allow Council to spend its time and energy on the important items on a lengthy agenda. Staff recommends approval of the Consent Calendar. Agenda items pulled from the Consent Calendar by either Council or the City Manager will be considered separately under their own Section, titled "Consideration of Items Removed from Consent Calendar for Individual Discussion." Items remaining on the Consent Calendar will be approved by Council with one vote. The Consent Calendar consists of:*

- *Ordinances on First Reading that are routine;*
- *Ordinances on Second Reading that are routine;*
- *Those of no perceived controversy;*
- *Routine administrative actions.*

#### **1. Consideration and Approval of the Minutes of the October 18, 2022 Regular Council Meeting and the October 25, 2022 Adjourned Council Meeting.**

The purpose of this item is to approve the minutes of the October 18, 2022 regular Council meeting and the October 25, 2022 adjourned Council meeting.

#### **2. Second Reading of Ordinance No. 136, 2022, Repealing and Reenacting Article IX of City Code Chapter 20 Concerning Public Nuisances and Making Conforming Changes to City Code Section 19-3.**

This Ordinance, unanimously adopted on First Reading on November 15, 2022, adopts a new public nuisance ordinance (PNO) that allows for a clearer, broader definition of public nuisance and adds new enforcement mechanism for abating public nuisances and chronic nuisance properties. The new PNO will allow staff to address the current community issues and nuisance situations more effectively.

Councilmembers asked at First Reading whether the PNO needs to be amended since the voters recently approved Proposition 122 legalizing in Colorado the use, possession, and cultivation of “natural medicine,” which includes psilocybin mushrooms. The PNO does not need to be amended because Proposition 122 also approved amendments to the Colorado statutes criminalizing controlled substances to exempt natural medicine from their provisions. Consequently, the PNO provisions defining “nuisance activity” and “drug-related activity” to include the State’s crimes concerning controlled substances no longer include, by definition, the possession, use, and cultivation of natural medicine as now allowed by Proposition 122. The PNO therefore does not need to be amended.

**3. Second Reading of Ordinance No. 137, 2022, Appropriating Prior Year Reserves in the Light & Power Fund and the Water Fund for the Purchase of Vendor Services to Support a Major Version Upgrade to the Utilities Meter Data Management System.**

This Ordinance, unanimously adopted on First Reading on November 15, 2022, appropriates Light & Power and Water Fund reserves to fund vendor services needed to support a major version upgrade to the Utilities Meter Data Management System.

The Meter Data Management System (MDMS) owned and operated by Utilities has been in place since the inception of the Advanced Meter Fort Collins implementation in 2010. It receives water and electric meter data for all advanced meters deployed across Fort Collins Utility Service’s territory throughout the day, performs quality checks on that data, and then at the end of the billing cycle it calculates the billing determinants for each customer that are necessary to generate individual customer bills.

Fort Collins Utilities has utilized the same version of the EnergyIP software since it was installed. For the reasons described below, this software must be upgraded to a more current version and the upgrade cannot wait for the new budget cycle to begin (i.e. January 2023). Utilities staff will need vendor support to complete this major software version upgrade.

As the MDMS system supports both the water and electric utilities, the cost of the upgrade will be shared between them. Utilities has historically allocated costs for shared software based on customer counts as determined by the number of deployed meters to establish the cost share for each utility. Applying this method here, the Water Enterprise’s share of this expense would be 31.6% and the Electric Utility Enterprise’s share would be 68.4%.

The total supplemental appropriation being proposed for your consideration is for \$629,588.

**4. Second Reading of Ordinance No. 138, 2022, Adopting the 2023 Classified Employee Pay Plan.**

This Ordinance, unanimously adopted on First Reading on November 15, 2022, adopts the 2023 City Classified Employee Pay Plan. Classified jobs are grouped according to job functions, a business practice commonly used by both the public and private sectors. Pay ranges are developed by career group (management, professional, administrative, operations and trades) and level for each job function. The result of this work is a City Classified Employee Pay Plan which sets the minimum, midpoint and maximum of pay ranges for the level, within each career

group and function. Actual employee pay increases are awarded through a separate administrative process in accordance with the budgeted amount approved by Council.

During First Reading, the City Manager noted that the Pay Plan as presented required limited clerical corrections that had been incorporated prior to First Reading for adoption. The Second Reading version of the Ordinance reflects the corrections that were incorporated at First Reading.

**5. Second Reading of Ordinance No. 139, 2022, Extending the Moratorium on Certain Activities of State Interest Designated in Ordinance No. 122, 2021.**

This Ordinance, unanimously adopted on First Reading on November 15, 2022, extends the length of a moratorium previously imposed through Ordinance No. 122, 2021, on two designated activities of state interest. The proposed Ordinance extends the length of the existing moratorium for three months beyond December 31, 2022, or until Council adopts guidelines for the administration of the two designated activities. Extending the moratorium allows staff to continue public engagement and seek feedback on version 2 of the Draft 1041 regulations discussed during the Council work session held on November 7, 2022.

**6. First Reading of Ordinance No. 141, 2022, Making Supplemental Appropriations from the State of Colorado Childcare Operations Stabilization and Workforce Sustainability Grant Program and Reviewing and Approving of the Grant Funding.**

The purpose of this item is to accept two State of Colorado grants funded by the American Rescue Plan Act. The Childcare Operations Stabilization and Workforce Sustainability Grant Program will fund childcare enhancements in City childcare programs.

**7. First Reading of Ordinance No. 142, 2022, Adopting the 2023 Larimer County Regional Transportation Capital Expansion Fee Schedule.**

The purpose of this item is to adopt the 2023 Larimer County Regional Transportation Capital Expansion Fee Schedule.

**8. First Reading of Ordinance No. 143, 2022, Amending Section 2-73 of the Code of the City of Fort Collins to Allow City Commissions to Conduct Quasi-Judicial Hearings Using Remote Technology.**

The purpose of this item is to amend provisions of Article III of Chapter 2 of the City Code to permit boards and commissions considering quasi-judicial matters to incorporate participation by remote technology into proceedings. The proposed amendments would enable the presiding officer of the board or commission, upon consultation with the staff liaison, to allow remote participation by members of the public, parties-in-interest, and members of the board or commission.

**9. First Reading of Ordinance No. 144, 2022, Designating the Leslie P. and Ruth A. Ware Property, 1801 Sheely Drive, Fort Collins, Colorado, as a Fort Collins Landmark Pursuant to Chapter 14 of the Code of the City of Fort Collins.**

The purpose of this item is to request City Landmark designation for the Leslie P. and Ruth A. Ware Property at 1801 Sheely Drive. In cooperation with the property owner, City staff and the Historic Preservation Commission have determined the property to be eligible for designation under Standard 3, Design/Construction, for the property's embodiment of the Usonian style of architecture and for the public's interest in the property during the time of construction. The owner is requesting designation, which will provide protection of the property's exterior and access to financial incentives for historic property owners.

**10. First Reading of Ordinance No. 145, 2022, Amending Chapter 26 of the Code of the City of Fort Collins to Extend and Clarify the Water Annual Allotment Management Program.**

The purpose of this item is to amend Chapter 26 of the City Code to extend the Allotment Management Program to allow for applications to be filed through December 31, 2024 for the benefit of eligible nonresidential Utilities water customers. The Allotment Management Program serves eligible nonresidential Utilities water customers by waiving excess water use surcharges during the implementation of a landscape project intended to reduce the long-term water use on a property. The ordinance also includes a few language revisions to clarify certain aspects of the program.

**11. Resolution 2022-123 Making Appointments to the Commission Governing Housing Catalyst.**

The purpose of this item is to fill vacancies on the Housing Catalyst Commission.

**12. Items Relating to Appointments to Various Boards and Commissions.**

- A. Resolution 2022-124 Making Appointments to the Affordable Housing Board.
- B. Resolution 2022-125 Making Appointments to the Air Quality Advisory Board.
- C. Resolution 2022-126 Making an Appointment to the Building Review Commission.
- D. Resolution 2022-127 Making Appointments to the Citizen Review Board.
- E. Resolution 2022-128 Making Appointments to the Cultural Resources Board.
- F. Resolution 2022-129 Making Appointments to the Disability Advisory Board.
- G. Resolution 2022-130 Making an Appointment to the Economic Advisory Board.
- H. Resolution 2022-131 Making an Appointment to the Golf Board.
- I. Resolution 2022-132 Making Appointments to the Land Conservation and Stewardship Board.
- J. Resolution 2022-133 Making Appointments to the Land Use Review Commission.
- K. Resolution 2022-134 Making Appointments to the Parks and Recreation Board.
- L. Resolution 2022-135 Making Appointments to the Senior Advisory Board.
- M. Resolution 2022-136 Making Appointments to the Transportation Board.
- N. Resolution 2022-137 Making an Appointment to the Youth Advisory Board.

The purpose of this item is to fill vacancies on various boards and commissions.

**13. Resolution 2022-138 Updating Council Committee and Various External Boards and Authority Assignments.**

The purpose of this item is to update Council Committee and various external boards and authority assignments.

**END OF CONSENT CALENDAR**

**J) ADOPTION OF CONSENT CALENDAR**

**K) CONSENT CALENDAR FOLLOW-UP** *(This is an opportunity for Councilmembers to comment on items adopted or approved on the Consent Calendar.)*

L) **STAFF REPORTS** - None.

M) **COUNCILMEMBER REPORTS**

N) **CONSIDERATION OF ITEMS REMOVED FROM THE CONSENT CALENDAR FOR INDIVIDUAL DISCUSSION**

O) **CONSIDERATION OF ITEMS PLANNED FOR DISCUSSION**

*The method of debate for discussion items is as follows:*

- Mayor introduced the item number and subject; asks if formal presentation will be made by staff
- Staff presentation (optional)
- Mayor requests public comment on the item (three minute limit for each person)
- Council questions of staff on the item
- Council motion on the item
- Council discussion
- Final Council comments
- Council vote on the item

*Note: Time limits for individual agenda items may be revised, at the discretion of the Mayor, to ensure all have an opportunity to speak. **If attending in person, please register online at <https://www.fcgov.com/cityclerk/agendas> or at the table in the lobby of City Hall.** The timer will buzz when there are 30 seconds left and the light will turn yellow. It will buzz again at the end of the speaker's time.*

14. **Consider a motion to go into Executive Session to discuss performance and compensation of Council's direct report employees.**

"I move that the City Council go into executive session, as permitted under Article Two, Section Eleven of the City Charter, Section 2-31(a)(1) of the City Code and Colorado Revised Statutes Section 24-6-402(4)(f)(roman numeral one), for the purpose of discussing performance and compensation of the Chief Municipal Judge, City Manager and City Attorney."

**15. First Reading of Ordinance No. 146, 2022, Amending Section 2-596 of the Code of the City of Fort Collins and Setting the Salary of the City Manager.**

The purpose of this item is to establish the 2023 salary of the City Manager. Council met in executive session on November 22, 2022, to conduct the performance review of Kelly DiMartino, City Manager. This Ordinance sets the 2023 salary of the City Manager.

**16. Items Relating to the Salary and Employment Agreement of the Chief Judge.**

A. First Reading of Ordinance No. 147, 2022, Amending Section 2-606 of the Code of the City of Fort Collins and Setting the Salary of the Chief Judge.

B. Resolution 2022-139 Authorizing the Second Addendum to Chief Judge Jill Hueser's Employment Agreement and Appointing Her to a New Two-Year Term.

The purpose of this item is to establish the 2023 compensation of the Chief Judge and to create a new two-year term for her employment. Council met in executive session on November 22, 2022, to conduct the performance review of Chief Judge Jill Hueser.



**17. First Reading of Ordinance No. 148, 2022, Amending Section 2-581 of the Code of the City of Fort Collins and Setting the Salary of the City Attorney.**

The purpose of this item is to establish the 2023 compensation of the City Attorney. Council met in executive session on November 22, 2022, to conduct the performance review of Carrie Daggett, City Attorney.

**18. First Reading of Ordinance No. 149, 2022, Adopting the Active Modes Plan as a Component of City Plan.**

The purpose of this item is to consider adoption of the Active Modes Plan.

**P) OTHER BUSINESS**

**OB 1. Possible consideration of the initiation of new ordinances and/or resolutions by Councilmembers.**

*(Three or more individual Councilmembers may direct the City Manager and City Attorney to initiate and move forward with development and preparation of resolutions and ordinances not originating from the Council's Policy Agenda or initiated by staff.)*

**OB 2. Consider a motion to go into Executive Session to discuss Connexion.**

"I move that City Council go into executive session to consider matters pertaining to issues of competition in providing telecommunication facilities and services including matters subject to negotiation, strategic plan, price, sales and marketing, development phasing and any other related matter allowed under Colorado Law, as permitted under Article Roman Numeral Twelve, Section 7(d) of the City Charter and Section 2-31(a)(5) of the City Code.

**OB 3. Consider a motion to go into Executive Session to discuss certain Charter requirements for Council Candidacy.**

"I move that the City Council go into executive session pursuant to:

City Charter Article Roman Numeral Two, Section 11(2),

City Code Section 2-31(a)(2) and

Colorado Revised Statutes Section 24-6-402(4)(b),

for the purpose of discussing with the City's attorneys and appropriate management staff the manner in which the particular policies, practices or regulations of the City related to eligibility to run for or serve on City Council may be affected by existing or proposed provisions of federal, state or local law and specific legal questions about the related potential for litigation."

**Q) ADJOURNMENT**

*Every regular Council meeting will end no later than midnight, except that: (1) any item of business commenced before midnight may be concluded before the meeting is adjourned and (2) the Council may, at any time prior to adjournment, by majority vote, extend a meeting beyond midnight for the purpose of considering additional items of business. Any matter that has been commenced and is still pending at the conclusion of the Council meeting, and all matters for consideration at the meeting that have not yet been considered by the Council, will be deemed continued to the next regular Council meeting, unless Council determines otherwise.*

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## PROCLAMATION

**WHEREAS**, Colorado criminal code defines domestic violence as: “an act or threatened act of violence against a person with whom the defendant has an intimate relationship, such as a current or former spouse, partner, co-habitant, or co-parent when the act is used to coerce, control, punish, intimidate, or seek revenge against that person;” and

**WHEREAS**, nationally one in four women and one in seven men have been victims of severe physical violence by an intimate partner in their lifetimes; 1 in 15 children are exposed to intimate partner violence each year, and 90% of these children are eyewitnesses to this violence; domestic violence is one of the leading causes of homelessness for women and children; and

**WHEREAS**, in Colorado, 36.8% of women and 30.5% of men experience intimate partner physical violence, intimate partner sexual violence, and/or intimate partner stalking in their lifetimes; 15% of homicides in Colorado were committed by intimate partners; domestic violence statistics do not adequately represent our LGBTQ2+, People of Color, Black, and Indigenous communities who face challenges that limit their ability to seek help when faced with domestic violence; and

**WHEREAS**, in Fort Collins and surrounds, Crossroads Safehouse (since 1980), Zonta Club of Fort Collins (since 1997), Zonta Club of Colorado North Forty (since 2018), and other local human and social services’ agencies, together with numerous volunteers, provide critical assistance and services to victims and their children including lifesaving crisis intervention, emergency shelter, safety planning, and advocacy and support; and

**WHEREAS**, the City of Fort Collins recognizes multiple efforts by our community partners to bring awareness to and serve our community to support victims of domestic violence. These annual efforts are: Domestic Violence Awareness Month in October, and Zonta Says NO to Violence - 16 Days of Activism Against Gender-Based Violence from November 25 - December 10.

**NOW, THEREFORE**, I, Jeni Arndt, Mayor of the City of Fort Collins, do hereby retroactively proclaim the month of October, 2022, as

### DOMESTIC VIOLENCE AWARENESS MONTH

and the period between November 25 and December 10 as

#### 16 Days of Activism Against Gender-Based Violence

and urge citizens to join with Zonta Club of Fort Collins, Zonta Club of Colorado North Forty, and Crossroads Safehouse in support of efforts to end gender violence and to eliminate the detrimental consequences gender violence has on the well-being of our community.

**IN WITNESS WHEREOF**, I have hereunto set my hand and the seal of the City of Fort Collins this 6th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Anissa Hollingshead, City Clerk

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### SUBJECT

**Consideration and Approval of the Minutes of the October 18, 2022 Regular Council Meeting and the October 25, 2022 Adjourned Council Meeting.**

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### EXECUTIVE SUMMARY

The purpose of this item is to approve the minutes of the October 18, 2022 regular Council meeting and the October 25, 2022 adjourned Council meeting.

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### ATTACHMENTS

1. Draft Minutes, October 18, 2022
2. Draft Minutes, October 25, 2022

October 18, 2022

**COUNCIL OF THE CITY OF FORT COLLINS, COLORADO**

**Council-Manager Form of Government**

**Regular Meeting – 6:00 PM**

**PROCLAMATIONS & PRESENTATIONS  
5:00 PM**

**A) PROCLAMATIONS AND PRESENTATIONS**

- A. Proclamation Declaring October 18, 2022 as Canino's Day.
- B. Proclamation Declaring October 20, 2022 as Imagine a Day Without Water Day.
- C. Proclamation Declaring October 20, 2022 as Community Media Day.
- D. Proclamation Declaring October 28, 2022 as Kilwin's Day.
- E. Proclamation Declaring October 2022 as Conflict Resolution Month.

Mayor Jeni Arndt presented the above proclamations at 5:00 p.m. in the City Council Chambers.

**REGULAR MEETING  
6:00 PM**

**B) CALL MEETING TO ORDER**

Mayor Jeni Arndt called the meeting to order at 6:00 p.m. in the City Council Chambers at 300 Laporte Avenue, Fort Collins, Colorado, with hybrid participation available via the City's Zoom platform.

**C) PLEDGE OF ALLEGIANCE**

Mayor Jeni Arndt led the Pledge of Allegiance to the American Flag.

**D) ROLL CALL**

**PRESENT**

Mayor Jeni Arndt  
Mayor Pro Tem Emily Francis  
Councilmember Susan Gutowsky  
Councilmember Julie Pignataro  
Councilmember Tricia Canonico  
Councilmember Shirley Peel  
Councilmember Kelly Ohlson

**STAFF PRESENT**

City Manager Kelly DiMartino  
City Attorney Carrie Daggett  
Chief Deputy City Clerk Rita Knoll

**E) CITY MANAGER'S AGENDA REVIEW**

City Manager Kelly DiMartino provided an overview of the agenda, including:

- Item No. 11, *First Reading of Ordinance No. 113, 2022, Suspending Certain Provisions of the City's Land Use Code and Building Code to Permit Temporary Use of City Property at 212 West Mountain Avenue as a Homeless Shelter*, was removed from the agenda and will be considered on October 25.
- All remaining items on the consent agenda were recommended for approval.
- Item No. 15, *Resolution 2022-107 Adopting Findings of Fact Supporting the Historic Preservation Commission's Decision to Deny Proposed Window Alterations to the Landmarked Property Located at 1306 West Mountain Avenue and Denying the Appeal*, is on the Discussion Agenda due to the need for a Councilmember to declare a conflict of interest.

## F) COMMUNITY REPORTS

None.

## G) PUBLIC COMMENT ON ANY TOPICS OR ITEMS OR COMMUNITY EVENTS (Including requests for removal of items from Consent Calendar for individual discussion.)

George Romero stated he was born in the Romero House and discussed Betty Aragon's purchase of the house with the intent to donate it to the City as an historic landmark. He stated many family photos were donated and their whereabouts are unknown. He expressed concern the house is no longer being used as intended.

Trinity Wilbourn discussed an issue with Connexion installing service at a neighbor's home that created a surge into their electrical box. She stated they spent a great deal of time and have paid for all repairs, including landscaping issues, out of pocket without any reimbursement. She questioned whether there is any type of precedent for taking care of these types of issues.

Michael Wilbourn provided further detail on experiencing the smell of electrical smoke when the electrical box surged and noted they were without power for about thirteen hours on a 98 degree day. He stated he was expected to pay for the \$7,000 in repairs that day and he has been told that is going to be the only amount they will be reimbursed despite landscaping issues, days without internet service, hours of time spent trying to deal with the issue, and dogs getting out because of repair people coming into the yard unannounced.

Andy Goldman, Partnership for an Age-Friendly Community (PAFC), discussed the non-profit organization's purpose to enhance the quality of life for older adults in Larimer County. He discussed the need for more housing choices and affordability and encouraged Land Use Code amendments to help eliminate and reduce barriers to allow more housing variety.

Scott Taylor thanked Councilmembers for their work and provided recommendations on the adoption of the Land Development Code (formerly Land Use Code). He discussed the importance of neighborhood preservation and referenced comparisons between the two Codes.

Jerry Gavaldon discussed an event recognizing the murals in the Tres Colonias neighborhoods. He commended the work of City staff in supporting the formation of the murals. He announced Day of the Dead and bike-in movie events at the Museo de las Tres Colonias.

Betty Aragon discussed her advocacy on behalf of the Hispanic community and expressed concern the Romero House, housing the Museo de las Tres Colonias, has been stripped of its history and culture and stated the Museo needs a new board and leadership. She stated the City has a responsibility to intervene.

Chuck Solano thanked Councilmembers for their service. He commended the original idea of the Museo honoring sugar beet workers and stated the Museo needs to be open.

Doreen Pasen requested information about the possible increase of the minimum wage. She stated she is aware of local businesses struggling and expressed concern about that possibility.

Archie Solsky expressed concern about Ordinance No. 119, 2021 regarding water supply requirements and their impact on businesses. He suggested there should be an amendment to the ordinance in instances where no additional water is being used.

Rich Stave expressed concern City offices are creating barriers to public access. He also questioned what problem would be solved with the implementation of ranked choice voting. Additionally, he discussed Item No. 4, *Second Reading of Ordinance No. 106, 2022, Amending Chapter 26 of the Code of the City of Fort Collins Regarding Net Metered Renewable Energy Generation System Sizing and Adopting Administrative Rules for Net Metered System Sizing*, stating it will only benefit a minority of customers and electrical costs will be pushed to customers who do not have solar.

Sally Lee urged caution in implementing measures to achieve affordable housing and requested the public input period be extended prior to the adoption of the Land Development Code.

Maria Estrada discussed the Museo and work of Betty Aragon. She requested events be brought back to the Museo.

Robert Long, CSU student body president, introduced himself.

Jaysen Lopez advocated for the local grid and discussed intelligent energy storage.

Cat Reeves, Bistro Nautile, discussed Item No. 10, *First Reading of Ordinance No. 112, 2022, Amending Chapter 23, Article III of the Code of the City of Fort Collins Regarding Obstructions and Encroachments to Allow for the Expansion of Outdoor Dining Areas onto City Property and Adopting by Reference the City of Fort Collins Outdoor Dining Design Manual*, stating the outdoor dining areas have been a huge help to small restaurants and she would like to see them become permanent. She expressed concern some items in the Outdoor Dining Design Manual are unclear and she discussed the detrimental impact of a minimum wage increase on her business.

Adrianna (no last name provided) requested the Museo be returned to Betty Aragon's control and return to providing resources for area residents. She stated the Museo building is dirty on the outside and has not been maintained. She opposed the showing of the movie Coco at the Museo.

Lauren Storeby stated now is not the time to implement an increased minimum wage as businesses are still struggling after the pandemic. She commented on rising costs for restaurants and stated they have had to raise prices as a result.

Ashley Cordova discussed the events in the Tres Colonias neighborhoods over the weekend and stated participants were denied access to the restrooms at Sugar Beet Park by Betty Aragon. She stated the movie Coco was suggested to be shown by the City.

## H) PUBLIC COMMENT FOLLOW-UP

Councilmember Ohlson discussed Mr. Solsky's comments and another business that was similarly impacted when no change in water use occurred. City Manager DiMartino replied an item will come before Council next week that addresses these concerns.



Councilmember Ohlson discussed the possibility of allowing more attractive barriers for outdoor patios than the regular concrete barriers.

## **I) COUNCILMEMBER REMOVAL OF ITEMS FROM CONSENT CALENDAR FOR DISCUSSION**

None.

## **J) CONSENT CALENDAR**

### **1. Items Pertaining to the Annual Adjustment Ordinance.**

*A. Second Reading of Ordinance No. 102, 2022, Making Supplemental Appropriations from Various City Funds.*

*B. Second Reading of Ordinance No. 103, 2022, Appropriating Prior Year Reserves in Various City Funds.*

*These Ordinances, unanimously adopted on First Reading on October 4, 2022, appropriate dedicated and additional revenues or prior year reserves that need to be appropriated before the end of the year to cover related expenses that were not anticipated, and therefore, not included in the 2022 annual budget appropriation. The additional revenue is primarily from fees, charges for service, rents, contributions, donations, and grants that have been paid to City departments to offset specific expenses.*

***Adopted on Second Reading.***

### **2. Second Reading of Ordinance No. 104, 2022, Authorizing the Conveyance of a Permanent, Nonexclusive Stormwater Drainage Easement on Redtail Grove Natural Area to WWW Properties, LLC.**

*This Ordinance, unanimously adopted on First Reading on October 4, 2022, authorizes conveyance of a permanent, nonexclusive drainage easement to WWW Properties, LLC (owners of Fort Collins Nissan and Fort Collins Kia) on Redtail Grove Natural Area. The proposed easement area aligns with an existing historic drainage path for stormwater. WWW Properties, LLC will construct underground water quality and detention facilities on their property to capture stormwater, decrease peak flow rates into Fossil Creek, and decrease the amount of water overtopping the Fossil Creek Trail, as well as the time the trail is overtopped, during significant storm events.*

***Adopted on Second Reading.***

### **3. Second Reading of Ordinance No. 105, 2022, Authorizing the Conditional Conveyance of Certain City-Owned Property Rights to Chris Vandemoer and Geo. A. Henderson Co.**

*This Ordinance, unanimously adopted on First Reading on October 4, 2022, authorizes the conditional conveyance of certain City-owned real property rights to Chris Vandemoer and Geo. A. Henderson, Co. (collectively "Vandemoer"). The proposed conveyance is part of a proposed settlement agreement between the City, Vandemoer, and The Nature Conservancy ("TNC") to obtain necessary property rights on the primary private access road for all three phases of the City's Halligan Water Supply Project ("Halligan Project"), in which the City intends to replace or modify a dam and enlarge Halligan Reservoir. Vandemoer owns certain real property adjacent to the reservoir that includes a private road that serves as the primary access point to the reservoir and the dam. The property is also encumbered by two conservation easements held by TNC. Since late 2018, City representatives have negotiated with Vandemoer to obtain property rights*

*necessary for the Halligan Project. The parties are currently in eminent domain litigation for Phase 1 of the Project and have had productive conversations regarding a global settlement for all three phases of the Halligan Project.*

*The conveyance of the City-owned property would only occur if: (1) the parties enter into a settlement agreement; and (2) the City completes construction of the Halligan Project. This Ordinance does not seek approval of the settlement agreement itself. The decision whether to enter into the settlement agreement would be made by the City Manager following a recommendation by City staff, in consultation with outside legal counsel and the City Attorney's Office. This Ordinance is limited only to authorizing the conditional conveyance of City-owned property. The structure of the settlement agreement is explained more fully below.*

***Adopted on Second Reading.***

- 4. Second Reading of Ordinance No. 106, 2022, Amending Chapter 26 of the Code of the City of Fort Collins Regarding Net Metered Renewable Energy Generation System Sizing and Adopting Administrative Rules for Net Metered System Sizing.**

*This Ordinance, unanimously adopted on First Reading on October 4, 2022, amends sizing requirements in City Code that limit the generating size (i.e. production capacity) of renewable energy systems, removing reference to 120% of a customer's annual electric consumption and adopts administrative program rules to guide the Utilities' Executive Director to define allowable generation system sizing consistent with the City's 2030 energy and climate goals.*

***Adopted on Second Reading.***

- 5. First Reading of Ordinance No. 107, 2022, Appropriating Philanthropic Revenue Received By City Give for the Bucking Horse Park Trail Spur Project as Designated by the Donor.**

*The purpose of this item is to request an appropriation of \$5,000 in philanthropic revenue received by City Give for Park Planning and Development as designated by the donor.*

***Adopted on First Reading.***

- 6. First Reading of Ordinance No. 108, 2022, Appropriating Unanticipated Revenue From Philanthropic Donations Received in 2022 By City Give for Various City Programs and Services as Designated by the Donors.**

*The purpose of this item is to request appropriation of \$4,070 in philanthropic revenue received by City Give. These miscellaneous gifts to various City service areas support a variety of programs and services and are aligned with both the City's strategic priorities and the respective donors' designation.*

*In 2019, City Give, a formalized enterprise-wide initiative was launched to create a transparent, non-partisan governance structure for the acceptance and appropriations of charitable gifts.*

***Adopted on First Reading.***

- 7. First Reading of Ordinance No. 109, 2022, Making a Supplemental Appropriation of HOME Investment Partnership Program - American Rescue Plan Act Funding from the Federal Department of Housing and Urban Development.**

*The purpose of this item is to appropriate \$2,628,410 in HOME Investment Partnership Program – American Rescue Plan funds received from the Department of Housing and Urban Development.*

**Adopted on First Reading.**

**8. First Reading of Ordinance No. 110, 2022, Amending Article IX of Chapter 23 of the Code of the City of Fort Collins Regarding Natural Areas.**

*The purpose of this item is to amend various provisions in Article IX of Chapter 23 of the City Code regarding natural areas to close loopholes, add new definitions, and add new regulations that better protect the natural environment and promote visitor safety. Natural Areas Department rangers researched existing Code and worked with Natural Areas Department staff and the City Attorney's Office before the proposed changes were brought to the Land Conservation and Stewardship Board in July 2022.*

**Adopted on First Reading.**

**9. First Reading of Ordinance No. 111, 2022, Amending Certain Sections of Chapter 25 of the Code of the City of Fort Collins Relating to the Imposition, Collection, and Enforcement of the City's Sales and Use Taxes.**

*The purpose of this item is to amend Chapter 25 of City Code concerning sales and use tax. The updates include revisions to the Grocery Tax Rebate Program to increase the area median income threshold for a rebate as part of ongoing City-wide initiatives to streamline and broaden access to City income-qualified programs. Other updates include but are not limited to: (1) updating the deadlines for refund claims and petitions protesting the denial of tax-exempt organization license applications to align with other deadlines in Chapter 25; (2) amending the appeals process to align with state statute; and (3) adding exemptions from sales and use tax for the state carryout bag fee and retail delivery fee. (The Council approved Ordinance No. 053, 2022, in May 2022, which created an exemption from sales tax for the City's disposable bag fee).*

**Adopted on First Reading.**

**10. First Reading of Ordinance No. 112, 2022, Amending Chapter 23, Article III of the Code of the City of Fort Collins Regarding Obstructions and Encroachments to Allow for the Expansion of Outdoor Dining Areas onto City Property and Adopting by Reference the City of Fort Collins Outdoor Dining Design Manual.**

*The purpose of this item is to amend City code to allow outdoor dining areas on public property. During the COVID pandemic and declared local emergency, Emergency Orders were put in place to support hospitality businesses by allowing extended outdoor patios on public property. The extended patios have been popular and successful both economically and as a vibrant way to activate streets and sidewalks. Staff is proposing changes to the City Code obstruction and encroachment permit provisions and a framework, including the City of Fort Collins Outdoor Design Manual ("Design Manual"), to make these spaces permissible after the expiration of the Emergency Orders.*

**Adopted on First Reading.**

**11. First Reading of Ordinance No. 113, 2022, Suspending Certain Provisions of the City's Land Use Code and Building Code to Permit Temporary Use of City Property at 212 West Mountain Avenue as a Homeless Shelter.**

*This purpose of this item is to suspend certain provisions of the City's Land Use Code to allow the temporary use of 212 West Mountain Avenue as a men's overflow shelter site from November 2022 – April 2023.*

**Removed from the agenda.**

## **12. Resolution 2022-104 Adopting the City's 2023 Legislative Policy Agenda.**

*The purpose of this item is to adopt the City's 2023 Legislative Policy Agenda. Each year the Legislative Review Committee develops a legislative agenda to assist in the formation, analysis, and advocacy of pending legislation and regulation. The Legislative Policy Agenda is used as a guide by Council and staff to determine positions on legislation and regulation under consideration at the state and federal levels and as a general reference for state legislators and the City's congressional delegation.*

*The Legislative Review Committee reviewed and made changes/updates at the August 30, 2022, meeting.*

**Adopted.**

## **13. Resolution 2022-105 Authorizing the Execution of an Intergovernmental Agreement Between the City of Fort Collins and the Larimer County Board of Health for Purchase and Use of an Optical Gas Imaging (OGI) Camera.**

*The purpose of this item is to authorize the City Manager to sign an Intergovernmental Agreement (IGA) with Larimer County Board of Health, where the City will provide \$100,000 in appropriated funds toward the purchase of an OGI camera that will be owned and operated by the County, for the purpose of detecting hydrocarbon leaks at oil and gas and other sites within the City and County.*

**Adopted.**

## **14. Resolution 2022-106 Making Appointments to the Youth Advisory Board.**

*The purpose of this item is to fill vacancies on the Youth Advisory Board.*

**Adopted.**

## **END OF CONSENT CALENDAR**

### **K) ADOPTION OF CONSENT CALENDAR**

**Mayor Pro Tem Francis moved, seconded by Councilmember Ohlson, to approve the recommended actions on items 1-14, minus item 11, on the consent calendar.**

**The motion carried 7-0.**

### **L) CONSENT CALENDAR FOLLOW-UP (This is an opportunity for Councilmembers to comment on items adopted or approved on the Consent Calendar.)**

Councilmember Peel recognized the City Give donors.

Mayor Pro Tem Francis concurred with Councilmember Ohlson regarding the concrete barriers. Ginny Sawyer, Project Manager, replied the Design Manual and Code changes are designed to work together to allow different options for site-specific situations to ensure safety and aesthetics.

Councilmember Peel commended Sawyer and her team on the Outdoor Dining Design Manual. Councilmember Gutowsky concurred.

Councilmember Ohlson reiterated there are more aesthetically pleasing barriers than the concrete barriers that have been used. He suggested other options be provided on Second Reading.

## **M) STAFF REPORTS**

### **A. Bird City Presentation by Environment for the Americas**

Zoe Shark, Natural Areas Public Engagement Manager, discussed the Bird City application process and introduced Cat from Environment for the Americas.

Kat McTigue, Environment of the Americas, gave verbal recognition and congratulations to the City and presented the Bird City award to the Mayor.

## **N) COUNCILMEMBER REPORTS**

### **Julie Pignataro**

- Helping bird species recover is a Council priority. Educating the community that outdoor domesticated cats are the number one killer of birds is one of the first steps.

### **Tricia Canonico**

- Attended public health update from the Larimer County Public Health Director – emphasized air quality, infant death, and fentanyl.
- Congratulated four staff members on receiving the Biz West Under 40 award.
- Announced a gun take back event on Saturday from 10-1 at the Police Services building.

### **Shirley Peel**

- Announced a listening session at Front Range Reptiles at 10 AM Saturday.
- Reminder that small business grant applications opened October 3rd and will run through November 2nd.
- Recognized an injured police detective and praying for family.

### **Susan Gutowsky**

- Commented on the active Senior Advisory Board and a visit to the Loveland Senior Advisory Board to share best practices.
- Attended a business appreciation event at Block One on Linden Street that showcased several thriving businesses and celebrated those that survived the pandemic.
- Reported on the DDA Board's efforts to prioritize projects as part of its 5-year plan.
- Encouraged people to visit the asphalt mural paintings in the community. She noted they have been funded by a Bloomberg grant and serve as traffic calming entities.

### **Jeni Arndt**

- Encouraged everyone to vote and look at the City's voter guide.



**O) CONSIDERATION OF ITEMS REMOVED FROM THE CONSENT CALENDAR FOR INDIVIDUAL DISCUSSION**

None.

**P) CONSIDERATION OF ITEMS PLANNED FOR DISCUSSION**

**15. Resolution 2022-107 Adopting Findings of Fact Supporting the Historic Preservation Commission's Decision to Deny Proposed Window Alterations to the Landmarked Property Located at 1306 West Mountain Avenue and Denying the Appeal.**

The purpose of this item is to make findings of fact regarding the appeal of the Historic Preservation Commission's decision to deny the proposed window treatment for the northwest bedroom at 1306 West Mountain Avenue. The appeal was heard by Council on October 4, 2022.

*Clerk's Note: Mayor Arndt recused herself from this item due to a disclosed conflict of interest and Councilmember Canonico left the Chambers as she was not present at the appeal hearing.*

**Councilmember Pignataro moved, seconded by Councilmember Gutowsky, to adopt Resolution 2022-107.**

**The motion carried 5-0.**

**Recused: Mayor Arndt.**

**Absent: Councilmember Canonico.**

*Clerk's Note: Mayor Pro Tem Francis called for a ten-minute break at 7:43 p.m. The meeting resumed at 7:59 p.m.*

**16. Items Relating to the Adoption of the Land Development Code.**

*A. First Reading of Ordinance No. 114, 2022, Repealing and Reenacting Section 29-1 of the Code of the City of Fort Collins to Adopt the Land Development Code and Separately Codifying the 1997 Land Use Code as "Transitional Land Use Regulations".*

*B. First Reading of Ordinance No. 115, 2022, Amending the Zoning Map of the City of Fort Collins to Rename all Neighborhood Conservation Low Density, Neighborhood Conservation Medium Density, and Neighborhood Conservation Buffer Zone District to the Old Town Zone District in Conjunction with the Adoption of the Land Development Code.*

*The purpose of this item is to consider adoption of changes to the City's Land Use Code including renaming to the Land Development Code. The Land Use Code (LUC) Phase 1 Update implements policy direction in City Plan, the Housing Strategic Plan, and the Our Climate Future Plan. Changes are intended to address one or more of the following Guiding Principles:*

- 1. Increase overall housing capacity and calibrate market-feasible incentives for affordable housing*
- 2. Enable more affordability, especially near high frequency transit and priority growth areas*
- 3. Allow more diverse housing choices that fit in with the existing context and priority place types*
- 4. Make the LUC easier to use and understand*
- 5. Improve predictability of the development review process, especially for housing*

*In conjunction with adoption of the Land Development Code, a conforming change to the zoning map to rename the Neighborhood Conservation Low Density, Neighborhood Conservation*

*Medium Density, and Neighborhood Conservation Buffer Zone District to the Old Town zone district is proposed by means of a rezoning.*

*If adopted by Council, staff recommends that the proposed LUC changes and renaming to the Old Town zone district take effect on January 1, 2023.*

Caryn Champine, Director of Planning, Development, and Transportation, introduced Noah Beals, Development Review Manager, and Meaghan Overton, Housing Manager. She thanked members of the community who participated in this effort and briefly discussed the core guiding principles that have been used throughout the process.

Meaghan Overton, Housing Manager, stated the proposed updates to the City's land use regulations are a direct implementation of adopted policies and plans and more than five years of intensive community engagement. She stated the potential changes are seeking to accomplish one or more of the following guiding principles: increasing housing capacity, enabling more housing affordability, allowing for more housing choices, making the Code easier to use, and improving predictability for all users of the Code.

Overton noted the Land Use Code has been renamed the Land Development Code and has been reorganized so the most used sections fall at the beginning of the document. Additionally, more tables and graphics have been added and similar standards have been consolidated. She outlined the proposed changes related to providing more diverse housing choices, including allowing accessory dwelling units in residential and mixed-use zones, creating a new article of the document dedicated to building types and form standards, and updating the levels of review for housing development to allow more housing to be reviewed administratively through basic development review. Regarding housing capacity, proposed changes relate to areas with close proximity to current or future transit and where there is more opportunity for multi-unit development and include an increase in the maximum density of the low-density, mixed-use neighborhood zone up to 12 dwelling units per acre, reductions in parking for certain multi-unit buildings, and additional standards related to building form that regulate size through the maximum floor area of a building rather than the number of units.

In terms of housing affordability, proposed Code changes would create incentives to allow developers of deed-restricted, affordable housing to build more units, encourage private developers to contribute to the city's affordable housing needs, expand incentives to more zones, remove the density limit in the low-density, mixed-use neighborhood zone for affordable projects, include increased height bonuses in certain zones, reduce parking requirements for affordable developments, and increase the amount of time affordable units must remain deed-restricted from 20 to 50 years.

Noah Beals, Development Review Manager, provided additional detail on the public outreach process and discussed the recommendation of the Planning and Zoning Commission.

### **Public Comment**

Rachel Pries commended the new accessory dwelling unit (ADU) proposal; however, she expressed concern that other changes have not been fully thought out and she supported moving the 2,000 square foot cap to 2,400 square feet. She noted the floor area definition for Old Town differs from the state and county definitions. She stated that while preservation is important, functionality is also important.

Ronnie Estelle expressed support for the 'you plus two' ordinance and questioned whether the ten percent affordable housing goal does enough to achieve affordability. She expressed



concern the Code name change emphasizes development rather than multiple land uses and requested Council extend the timeframe for public input.

Joe Rowan spoke on behalf of the Fort Collins Area Chamber of Commerce and expressed gratitude to Meaghan Overton and Noah Beals. He supported the process used to garner public input and stated the Chamber is generally highly supportive of the proposed Code changes, particularly the parking requirement reductions.

Conor Flanagan discussed his experience in attempting to expand his home in Old Town and stated the proposed new Code would only allow him to build less than half of the size of a home as the current Code.

Paul Patterson expressed concern the Land Development Code draft is not yet ready, specifically citing duplexes being listed in in one place and not another and solar system review being listed as two different types. He opposed the proposed use of the basic development review process for residential developments and suggested a direct mailer seeking input be sent to all households.

Chris Holmquist-Johnson opposed the renaming of the NCL zone district to OT-A, specifically because of the changes it would allow in terms of parking and development.

Jacqueline Zipser opposed the flat square footage limitation on Old Town properties. She stated the proposed changes have yet to be understood by the community and additional communication needs to occur. She also has issues with the flat square footage on property in Old Town. Proposed changes have not penetrated the community yet. The community needs more time for input.

Dave Holder opposed the proposed change to square footage in Old Town stating it restricts choice.

Michelle Haeefele stated she was one of the two Planning and Zoning Commission members to oppose the proposed changes. She stated proper public engagement has not occurred and input has been primarily from members of the development industry. She suggested the City should pause to allow for additional input and should require a fixed percentage of affordable housing in new developments.

Gina Janett stated this Code is not ready for adoption and needs additional input from residents. She stated the public input process has been dominated by real estate and development industries.

John Sanderson stated the public outreach efforts have not penetrated the community and encouraged Council not to adopt the proposed new Code changes.

Kylie (indecipherable last name), United Way of Larimer County, expressed support for the Land Development Code changes to encourage affordable housing.

Adam Eggleston expressed support for the proposed Code changes and commended staff's outreach efforts and work in developing the document.

Heidi Shuff discussed her experience on Boards and Commissions as well as the Land Use Code working group. She expressed support for adoption of the new Code but expressed concern about the Old Town square footage maximum.

Amy Hahn suggested more responsibility needs to fall on the development community to develop affordable housing.

Amy Adams stated the proposed changes have not had adequate time for review and stated she would like to revisit the new kinds of development being allowed in Old Town. She suggested incentives for landlords to charge lower rent could be beneficial and she opposed the removal of the 'you plus two' ordinance.

Rich Stave stated he turned in a presentation that was supposed to be shown and he stated he does not believe he is being treated fairly.

### **Council Questions and Discussion**

Councilmember Pignataro asked if the page count of the document decreased. Beals replied in the affirmative.

Councilmember Pignataro asked how mixed-use development fits into the discussion. Beals replied mixed-use developments are found mostly in commercial zone districts and the Code is proposing to change the level of review to a basic development review for mixed-use developments in commercial districts. He noted mixed-use and non-residential uses will be more closely examined in the next phase.

Councilmember Pignataro asked if any of the proposed changes will affect either "you plus two" regulations or the RP3 parking program. Overton replied in the negative.

Councilmember Pignataro asked if the City's measurement of floor area differs from the County and State. Beals replied they likely differ as Fort Collins has a unique way of measuring, as do most municipalities.

Councilmember Ohlson questioned when Council last passed a policy change that diminished citizen involvement in the process noting basic development review does not require a neighborhood meeting. Beals noted signs will still be posted and mailings will still go out.

Councilmember Pignataro asked if a basement apartment is considered an accessory dwelling unit (ADU). Beals replied in the affirmative and stated the Code allows the full square footage of a basement to be used as an ADU if the primary entrance is interior to the building.

Councilmember Peel asked if all types of accessory housing will now be considered ADUs. Beals replied in the affirmative and noted garages and shed are classified as detached accessory structures.

Councilmember Gutowsky asked if the existing infrastructure in neighborhoods can support increased density. Overton replied neighborhoods generally change and evolve over time and utilities infrastructure may need to be managed in an ongoing fashion. She also noted adequate public facilities are evaluated for every new development.

Councilmember Gutowsky questioned how decreasing parking requirements for multi-family units will not impact surrounding neighborhoods. Beals replied it has always been recognized that those impacts can occur and the reductions are limited to studio, one-, and two-bedroom units in multi-family buildings only or in affordable housing developments.

Councilmember Gutowsky asked about the concern that there may be a tendency for homeowners to demolish existing single-family homes to build other types of units such as

duplexes. Overton replied that is a possibility; however, changes will not occur immediately and future changes to the Code could be made to address concerns as the built environment changes.

Councilmember Gutowsky asked about the reason for changing the name to Land Development Code. Beals replied the Code contains standards for more things than just use and the Code applies when something is being developed.

Councilmember Canonico commended staff on their work. She asked if HOAs can disallow ADUs. Overton replied there is a provision in article one that states private covenants cannot supersede the City regarding housing-related issues due to the overriding public interest in implementing the City's housing policy.

Councilmember Canonico asked if the single-family housing zoning changes are occurring gradually or more quickly in other communities. Beals replied he would need to do some follow up on that issue.

Mayor Pro Tem Francis asked if affordable housing developments qualify for expedited review. Overton replied any project that meets the City's definition of affordable housing is eligible for certain incentives, including a shorter staff review time.

***Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro, to adopt Ordinance No. 114, 2022, on First Reading.***

***Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro, to amend the motion on the floor to change the references in the Ordinance from "Transitional Land Use Regulations" to "2022 Transitional Land Use Regulations."***

***The motion to amend the main motion carried 7-0.***

***Councilmember Peel moved, seconded by Councilmember Gutowsky, to further amend the motion on the floor to rename the Land Development Code to the Land Use and Development Code.***

Councilmember Pignataro supported leaving the name Land Development Code based on staff's reasoning that the Code is only used when development occurs.

Councilmember Peel noted land use is also part of the Code. Overton noted part of the definition of 'development' involves use.

Councilmember Ohlson expressed support for the motion stating the name change was not necessary and places too much emphasis on development.

Mayor Pro Tem Francis concurred with Councilmember Pignataro.

***The motion to further amend the main motion failed 3-4.***

***Ayes: Councilmembers Gutowsky, Peel and Ohlson.***

***Nays: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Canonico and Pignataro.***

Mayor Pro Tem Francis asked if individuals could apply for variances if they would like to build over the current 2,000 square foot maximum. Beals replied in the affirmative and stated the Land Use Review Commission would review variance requests. To be granted, the Commission must find the variance is not detrimental to the public good and meets one of four other criteria. He noted those decisions are appealable.

Councilmember Peel asked why the square footage is not a percentage of the lot size. Beals replied the focus was on building types and incentivizing more units and housing capacity. He stated the idea was to try to preserve larger lots for more dwelling units.

Councilmember Peel asked if large lots can be subdivided. Beals replied that is possible if each new lot meets the minimum lot size for the zone district.

Councilmember Peel asked if there are landscaping requirements for single-family homes. Beals replied in the negative.

Councilmember Ohlson asked how the original 2,000 square foot recommendation came to be. Overton replied the evaluation of the built environment in Old Town neighborhoods has been a topic of discussion for many years and various pieces of data helped inform that number; however, it has also been described as limiting by many concerned residents of those neighborhoods.

Councilmember Ohlson asked about initial feedback from Old Town residents indicating new homes being built are too large. Overton replied that type of feedback has occurred.

***Mayor Arndt moved, seconded by Mayor Pro Tem Francis, to further amend the motion on the floor to change the allowed floor area for the primary building in the Old Town zones OT-A and OT-B to 2,400 square feet.***

***The motion to further amend the main motion carried 7-0.***

***Mayor Pro Tem Francis moved, seconded by Councilmember Canonico, to further amend the motion on the floor to change the allowed floor area for the primary building in Old Town zone OT-C to 2,400 square feet.***

Councilmember Peel stated she would prefer to accept the Planning and Zoning recommendation on this item and will not support the motion.

***The motion to amend the main motion carried 6-1 with Peel dissenting.***

***Ayes: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Gutowsky, Pignataro, Canonico and Ohlson.***

***Nays: Councilmember Peel.***

***Mayor Pro Tem Francis moved, seconded by Councilmember Peel, to further amend the motion on the floor to change the setback in the HMN zone district to 15 feet.***

***The motion to further amend the main motion carried 7-0.***

Beals explained the stepback standard was removed from the HMN in the draft Code to allow for the construction of more units; however, the Planning and Zoning Commission felt the standard should be maintained to reduce the looming impact of larger buildings. He described the stepback standard.

***Councilmember Ohlson moved, seconded by Mayor Arndt, to further amend the motion on the floor to retain the existing stepback standard in the HMN zone district.***

***The motion to further amend the main motion carried 7-0.***

***Clerk's Note: Mayor Arndt called for a five-minute break at 10:03 p.m. The meeting resumed at 10:12 p.m.***

**Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro, to further amend the motion on the floor to clarify that that color change does not create required façade articulation.**

**The motion to further amend the main motion carried 7-0.**

**Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro to further amend the motion on the floor to eliminate tuck-under parking visible from the public right-of-way.**

**The motion to further amend the main motion carried 7-0.**

**Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro, to further amend the motion on the floor to clarify parking is not allowed in the court.**

**The motion to further amend the main motion carried 7-0.**

**Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro, to further amend the motion on the floor to expand the minimum driveway width to accommodate a two-car driveway.**

**The motion to further amend the main motion carried 7-0.**

**Mayor Pro Tem Francis moved, seconded by Councilmember Gutowsky, to further amend the motion on the floor to clarify ADU building types can be built with a garage.**

**The motion to further amend the main motion carried 7-0.**

Councilmember Peel asked if the Urban Estate zone was considered when staff developed the 45% floor area requirement for an ADU. Beals replied all zone districts allowing ADUs were considered and the goal was to keep the ADU subordinate to the primary structure.

Councilmember Peel asked if the 45% limitation would still apply if a property owner wanted to convert an existing structure to an ADU. Beals replied the current proposed language provides an allowance for up to 800 square feet of an existing accessory building to be used as an ADU. Overton clarified the maximum size of an accessory dwelling unit is 1,000 square feet regardless of the size of the primary residence.

Councilmember Peel expressed concern about the limitations this change would place on properties with already existing larger accessory buildings. She stated different regulations should apply in those situations.

Councilmember Pignataro asked if variance requests could be made in those instances. Beals replied in the affirmative.

Councilmember Ohlson stated ADUs, by definition, are not supposed to be excessively large.

**Mayor Pro Tem Francis moved, seconded by Councilmember Gutowsky, to further amend the motion on the floor to allow a detached ADU of up to 600 square feet for primary houses that have 1,335 square feet of floor area or less, while all others must meet the 45% floor area requirement.**

**The motion to further amend the main motion carried 6-1.**

**Ayes: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Gutowsky, Canonico, Pignataro and Ohlson.**

**Nays: Councilmember Peel**

Councilmembers noted item number 12 in the staff report does not constitute an amendment to the Land Development Code as proposed; therefore, no action was taken on this item.

**Mayor Pro Tem Francis moved, seconded by Councilmember Canonico, to further amend the motion on the floor to create the same list of uses in the OT-A district and the RL district.**

**The motion to further amend the main motion carried. 7-0.**

**Mayor Pro Tem Francis moved, seconded by Councilmember Pignataro, to further amend the motion on the floor to continue to allow mixed-use dwellings in the OT-C zone district.**

**The motion to further amend the main motion carried 7-0.**

Councilmember Ohlson requested clarification regarding proposed amendment 15. Beals outlined the current basic development review process noting it does not require a conceptual review nor a neighborhood meeting; however, mailings and sign posting do occur as do multiple rounds of review followed by notification of a pending decision. He noted any decision is appealable and staff is available throughout the process to answer questions. He discussed the Planning and Zoning Commission recommendation to allow for additional public comment in the process and outlined the possibility of an enhanced basic development review that would still require a conceptual review and neighborhood meeting for projects greater than ten acres.

Councilmember Ohlson asked for an approximate number of how many projects are larger than ten acres. Overton replied staff looked at a list of recent projects and their sizes and ten acres was just below the average.

Councilmember Ohlson stated he would prefer all projects allow for an opportunity for members of the public to provide input in a face-to-face fashion.

Overton provided additional detail on this proposed amendment and the current basic development review process.

Councilmember Pignataro questioned making the amendment because it continues to place a barrier on the importance of a comment from those that can attend public meetings.

Beals discussed the basic development review process and the included opportunities for public input. He noted there is always the opportunity for developers to voluntarily hold neighborhood meetings.

Councilmember Ohlson opposed eliminating the neighborhood meeting requirement from the basic development review process.

Mayor Pro Tem Francis, Mayor Arndt, and Councilmembers Canonico and Pignataro stated they would not support an amendment to the basic development review process as the changes aim to meet the goals of the Housing Strategic Plan by increasing housing capacity.

Councilmember Ohlson stated no issue, including affordable housing, should trump good public process.



No motions were made to make an amendment regarding item number 15.

Councilmember Canonico supported increasing affordable housing deed restrictions to 99 years but asked if it will cause any issues for affordable housing developers. Overton replied it is possible it would be an unintentional disincentive, particularly for private sector developers; however, she stated other communities are shifting to longer deed restrictions. She stated members of the Planning and Zoning Commission suggested deed restrictions in perpetuity, which legally cannot be required. She noted staff will be monitoring the situation to ensure the change does not provide a disincentive to developers.

***Mayor Pro Tem Francis moved, seconded by Councilmember Ohlson, to further amend the motion on the floor to increase the affordable housing deed restriction to 99 years.***

Councilmember Canonico expressed concern this may cause a disincentive for affordable housing developers and stated she would prefer to leave the deed restriction at 50 years with the possibility of including a right of first refusal for the City to purchase properties after 50 years.

***The motion to further amend the main motion carried 5-2.***

***Ayes: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Gutowsky, Pignataro and Ohlson.***

***Nays: Councilmembers Canonico and Peel.***

Beals provided additional details regarding proposed amendment number 17.

***Mayor Pro Tem Francis moved, seconded by Councilmember Canonico, to further amend the motion on the floor to adopt the new table discussed by staff (slide 39 in the presentation).***

***The motion to further amend the main motion carried 7-0.***

Councilmember Pignataro supported the staff recommendation to not make an amendment per item number 18. Mayor Arndt and Mayor Pro Tem Francis concurred.

Beals noted the parking changes are geared toward zones that allow for multi-family development, most of which are near transit.

No motions were made to make an amendment regarding item number 18.

Beals discussed the proposed amendment number 19.

***Mayor Pro Tem Francis moved, seconded by Councilmember Gutowsky, to further amend the motion on the floor to adjust the measurement of floor area to improve clarity and consistency with new building types.***

***The motion to further amend the main motion carried 7-0.***

Mayor Pro Tem Francis requested follow-up prior to second reading regarding the stepback amendment to show the visual effect of a change.

Councilmember Ohlson stated he cannot support the overall motion as the changes are too radical. He suggested a better product could have resulted from including people on the technical



advisory group with differing values. He also suggested staff refrain from utilizing the word 'improvements' and instead use 'recommended changes.'

Mayor Pro Tem Francis stated she is happy to support these changes as they aim to provide additional housing options which has been a clear need in the community.

Mayor Arndt supported the changes and staff work on the new Code.

Councilmember Peel commended staff work on the new Code.

***The motion as amended to approve Ordinance No. 114, 2022, on First Reading, carried 6-1.***

***Ayes: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Gutowsky, Pignataro, Canonico and Peel.***

***Nays: Councilmember Ohlson.***

***Mayor Pro Tem Francis moved, seconded by Councilmember Canonico, to adopt Ordinance No. 115, 2022, on First Reading.***

***The motion carried 6-1.***

***Ayes: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Gutowsky, Pignataro, Canonico and Peel.***

***Nays: Councilmember Ohlson.***

## **Q) OTHER BUSINESS**

### **A. Possible consideration of the initiation of new ordinances and/or resolutions by Councilmembers.**

*(Three or more individual Councilmembers may direct the City Manager and City Attorney to initiate and move forward with development and preparation of resolutions and ordinances not originating from the Council's Policy Agenda or initiated by staff.)*

Mayor Pro Tem Francis requested and received Council support to have staff look into Aurora's ordinance to help prevent catalytic converter theft for possible similar implementation in Fort Collins.

## **R) ADJOURNMENT**

**Consideration of a motion to adjourn this meeting to 6:00 P.M. on Tuesday, October 25, 2022:**

***Mayor Pro Tem Francis moved, seconded by Councilmember Ohlson, that Council adjourn this meeting to 6:00 p.m. on Tuesday, October 25, 2022, to consider a Resolution related to an Interim Greenhouse Gas Reduction Goal and such other business that may come before Council.***

***The motion carried 6-1 with Pignataro dissenting.***

***Ayes: Mayor Arndt, Mayor Pro Tem Francis, and Councilmembers Gutowsky, Canonico, Peel and Ohlson.***

***Nays: Councilmember Pignataro.***

There being no further business before the Council, the meeting was adjourned at 11:20 p.m. to 6:00 p.m. on Tuesday, October 25, 2022, to consider a Resolution related to an Interim Greenhouse Gas Reduction Goal and such other business that may come before Council.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

DRAFT

October 25, 2022

**COUNCIL OF THE CITY OF FORT COLLINS, COLORADO**

**Council-Manager Form of Government**

**Adjourned Meeting – 6:00 PM**

**A) CALL MEETING TO ORDER**

Mayor Jeni Arndt called the meeting to order at 6:00 p.m. in the City Council Chambers at 300 Laporte Avenue, Fort Collins, Colorado, with hybrid participation available via the City's Zoom platform.

**B) ROLL CALL**

**PRESENT**

Mayor Jeni Arndt  
Mayor Pro Tem Emily Francis  
Councilmember Susan Gutowsky  
Councilmember Tricia Canonico  
Councilmember Shirley Peel  
Councilmember Kelly Ohlson

**ABSENT**

Councilmember Julie Pignataro

**STAFF PRESENT**

City Manager Kelly DiMartino  
City Attorney Carrie Daggett  
Deputy City Clerk Aimee Jensen

**C) ITEMS FOR DISCUSSION**

**1. Resolution 2022-108 Adopting an Interim Greenhouse Gas Reduction Goal.**

*The purpose of this item is to consider adoption of a Resolution setting an ambitious interim target in 2026 of 50% below 2005 levels for community greenhouse gas (GHG) reductions.*

*In support of Council establishing a 2026 interim goal, staff have projected the community GHG inventory for 2026 at 43% below the 2005 baseline with the inclusion of the Council Action Roadmap and other key strategies presented to Council at the October 11, 2022 work session. If Council adopts this Resolution, it will be necessary to accelerate existing strategies, identify new, or accelerate planned, City-led strategies and to invest in additional community leadership and action.*

Honore Depew, Climate Program Manager, stated this item would establish an interim 2026 community greenhouse gas emissions reduction goal. He discussed the Our Climate Future plan stating it is a robust framework for organizing and accomplishing the City's environmental priorities. Additionally, he discussed the greenhouse gas modeling that will be informing the decision this evening.

Regarding the 2026 interim goal, Depew stated the current modeling of the pathways shows an approximate 43% reduction expected by 2026; however, that assumes the implementation of the next move strategies by the City, community, and key partners such as Platte River Power Authority. He stated Councilmembers have generally expressed interest in establishing a more ambitious interim goal, therefore this resolution proposes a 50% reduction, which will require some combination of accelerating existing strategies, identifying new City-led strategies, and investing in additional community leadership and action, as well as aligning with state and federal legislation.

**Public Comment:**

Lynette Robinson questioned whether the community is truly ready for this goal and expressed concern this will leave the population in dire straits.

Nancy Eason stated she has a lot of questions about this resolution, including how binding is the resolution and whether there are consequences for not meeting the goal. She expressed skepticism about whether the goal could be reached in four years and requested information as to how the electricity reduction aspects of the goal will be met. She also questioned how Our Climate Future is funded, requested assurance equity is being kept in mind, and questioned how population increases are being accommodated. She supported the landfill reduction goals.

Rich Stave stated he is not sure he agrees with some of the conclusions that have been made, however, he agreed goals are important to progress. He stated this is an expensive program in terms of the onus being put on citizens and stated pertinent metrics and transparency are missing. He also questioned who owns the results.

Kurt Kastein questioned the return on investment of this plan and stated the reduction goals are quite aggressive. He challenged Council to attach cost check points to the goals.

Virginia Vernon stated the information provided is very vague and questioned the cost. She stated the push for green energy is deceitful and commented that renewable energy is not renewable nor is it reliable.

(No name given) opposed the resolution and urged Council to keep in mind what happened in Texas last year. He questioned what will occur with solar panels and wind turbines freeze up and suggested nuclear power should be considered. He also questioned the cost of the necessary changes.

Kevin Cross, Fort Collins Sustainability Group, expressed support for the greenhouse gas reduction goals and stated setting the 50% stretch goal will encourage reaching further and keeping Fort Collins on track for its 2030 goal. He suggested an 80% greenhouse gas reduction goal by 2030 is more attainable and realistic than 100%.

Eric Sutherland opposed adoption of the resolution and questioned how the City can continue with the purported leadership in this area. He stated government should provide valuable services that improve the lives of residents and questioned how this resolution fits into that definition.

***Mayor Pro Tem Francis moved, seconded by Councilmember Canonico, to adopt Resolution 2022-108.***

Councilmember Peel thanked staff for the roadmap but expressed concern about the heavy-handed regulatory nature of some of the pathways. She also opposed adoption of an interim goal stating the cost of rapidly enacting some of those pathways is not being considered. She stated

these changes will place a reliance on an unreliable system and she would prefer taking more calculated risks.

Mayor Arndt thanked staff for the roadmap and stated there is a difference between cost and price. She stated not adopting this goal could negatively impact quality of life and she noted it has been widely acknowledged the 2026 goal is a stretch goal.

***The motion carried 5-1.***

***Ayes: Mayor Arndt, Mayor Pro Tem Francis, Councilmembers Gutowsky, Canonico and Ohlson.***

***Nay: Councilmember Peel.***

***Absent: Councilmember Pignataro.***

2. **First Reading of Ordinance No. 113, 2022, Suspending Certain Provisions of the City's Land Use Code and Building Code to Permit Temporary Use of City Property at 117 North Mason Street as a Homeless Shelter.**

*The purpose of this item is to suspend certain provisions of the City's Land Use Code to allow the temporary use of 117 North Mason Street as a men's overflow shelter site from November 2022 – April 2023.*

Beth Yonce, Social Sustainability Director, stated this temporary shelter would add overnight capacity during the winter months for men in the community experiencing homelessness. She stated the City would lease the property to Fort Collins Rescue Mission which would operate the shelter. She noted the City is providing most of the funding for the operation of the shelter and will be utilizing American Rescue Plan Act funds as well as general fund dollars. Additionally, United Way and the Fort Collins Rescue Mission also provide funding.

Councilmember Ohlson questioned who would be funding the new carpet and third-party security mentioned in the staff report. Yonce replied Fort Collins Rescue Mission will be funding the carpet replacement and the City will be funding the security.

Councilmember Ohlson stated an emergency temporary shelter will also likely be needed next winter and requested earlier planning occur.

Councilmember Gutowsky complimented staff on their work to find a new site given concerns raised about the previous site on Mountain Avenue.

Mayor Arndt concurred with Councilmember Gutowsky and commended staff work to find a new site.

***Mayor Pro Tem Francis moved, seconded by Councilmember Gutowsky, to adopt Ordinance No. 113, 2022, on First Reading.***

***The motion carried 6-0.***

***Absent: Councilmember Canonico.***

3. **First Reading of Ordinance No. 116, 2022, Amending Chapter 26 of the Code of the City of Fort Collins to Make Various Changes to the Water Supply Requirement for Nonresidential Water Service.**

*The purpose of this item is to approve changes to Fort Collins Utilities (Utilities) Water Supply Requirement (WSR) in Chapter 26 of City Code. There were changes to the WSR that went into effect January 1, 2022 through Ordinance No. 119, 2021. However, after administering the WSR*

*under that ordinance for several months, staff realized a need for further revision. The Ordinance broadened when Utilities nonresidential water customers doing redevelopment must meet WSRs, such that these customers must meet WSRs for almost any redevelopment. This also results in the assignment of an annual allotment and the potential for excess water use surcharges. This has resulted in significant staff time for previously routine matters and impacts to customers that are perceived as unfair. The proposed ordinance would return to the previous, historical requirement, where customers must only meet the WSR for new development and redevelopment that is replacing and existing meter or service with a larger size.*

Jason Graham, Director of Water Utilities, stated water supply requirements involve a water-related impact fee that covers the cost of additional demand, including future infrastructure, water rights, and buying into the City's system. He outlined the unexpected challenges for the business community related to water supply requirements that were implemented at the beginning of the year. He stated this ordinance would make changes to the redevelopment section of the water supply requirements to change the trigger from change in use to an increase in existing service or new service.

#### Public Comment:

Rich Stave stated he was unsure what Graham's presentation meant and questioned how this helps development pay its own way.

#### Council Questions and Discussion:

Councilmember Ohlson cited examples of small changes made to businesses that did not impact water use but resulted in \$50,000 to \$60,000 in water fees. He questioned why those specific changes were considered to be changes of use. Graham replied the Code change adopted at the beginning of the year considered a change of use to be any type of development review or building permit process. He noted this change would eliminate that going forward.

Councilmember Ohlson asked about the initial intent of that requirement. Graham replied the intent was to assign an allotment and water supply requirement as businesses went through a redevelopment process. He noted there are pre-1984 businesses that do not have a water supply requirement.

Councilmember Ohlson asked staff if they are supportive of this change. Graham replied in the affirmative.

Councilmember Ohlson asked why this issue will require ongoing examination as mentioned by Graham. Graham replied the redevelopment aspect was missed originally and staff needs to do a better job of outreach and stakeholder engagement. He noted redevelopment that triggers the need for new water service or an increase in water supply will still result in businesses making fair share payments.

Councilmember Ohlson asked if the City will be refunding the business owners who paid the extra \$50,000 to \$60,000. Graham replied he believes only one business owner has made that payment and the check will either not be cashed or it will be refunded.



**Mayor Pro Tem Francis moved, seconded by Councilmember Peel, to adopt Ordinance No. 116, 2022, on First Reading.**

Mayor Arndt thanked staff for highlighting this issue and working quickly to resolve it.

***The motion carried 6-0.***

***Absent: Councilmember Pignataro.***

**D) OTHER BUSINESS**

None.

**E) ADJOURNMENT**

There being no further business before the Council, the meeting was adjourned at 7:05 p.m.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Marcy Yoder, Neighborhood Services Manager  
John Feyen, Police Assistant Chief  
John Duval, Legal

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### SUBJECT

**Second Reading of Ordinance No. 136, 2022, Repealing and Reenacting Article IX of City Code Chapter 20 Concerning Public Nuisances and Making Conforming Changes to City Code Section 19-3.**

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### EXECUTIVE SUMMARY

This Ordinance, unanimously adopted on First Reading on November 15, 2022, adopts a new public nuisance ordinance (PNO) that allows for a clearer, broader definition of public nuisance and adds new enforcement mechanism for abating public nuisances and chronic nuisance properties. The new PNO will allow staff to address the current community issues and nuisance situations more effectively.

Councilmembers asked at First Reading whether the PNO needs to be amended since the voters recently approved Proposition 122 legalizing in Colorado the use, possession, and cultivation of “natural medicine,” which includes psilocybin mushrooms. The PNO does not need to be amended because Proposition 122 also approved amendments to the Colorado statutes criminalizing controlled substances to exempt natural medicine from their provisions. Consequently, the PNO provisions defining “nuisance activity” and “drug-related activity” to include the State’s crimes concerning controlled substances no longer include, by definition, the possession, use, and cultivation of natural medicine as now allowed by Proposition 122. The PNO therefore does not need to be amended.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on Second Reading.

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### BACKGROUND / DISCUSSION

#### Introduction

The City adopted in 2000 an ordinance for the abatement of public nuisances (PNO) to address the nuisance issues being experienced at that time with few significant amendments to the PNO since then. Many of the issues were in residential areas and were focused on noise nuisances and other nuisances outlined in the Code Chapter 20, such as tall weeds and grasses, rubbish, inoperable vehicles, etc.

Those issues continue to exist, but we have seen an expansion of nuisance issues that include drug-related activities, gatherings that result in assaults, firearms being discharged, animal control issues, fire

code issues including illegal fireworks and outdoor burning, building code violations, abandoned buildings, and obstruction of sidewalks and streets.

The proposed Ordinance would repeal the current PNO and reenact a new PNO which, if adopted, will expand the scope of public nuisances, add new enforcement tools, and simplify the administrative process for utilizing these tools.

### **History of Current Public Nuisance Ordinance**

Originally developed in early 2000, the purpose of the current PNO was to remedy chronic problems at properties in Fort Collins using a civil abatement process where citing specific, individual nuisance violations of the Code were found to be ineffective in abating the chronic problems that were adversely affecting neighborhoods

The current PNO ordinance in Municipal Code generally provides for the following enforcement steps to be taken before the civil abatement process can be used:

1. The City first identifies a property that might be becoming a public nuisance. This could happen in one of several ways, including complaints from neighbors or a neighborhood group, a large number of nuisance violations (resulting in citations issued) which begin to show a pattern to a staff member, or the police department noticing a chronic problem and calling it to the attention of the Code Compliance staff.
2. The Code Compliance Case Manager then collects data about the potential nuisance property to determine how serious and chronic the problem is in comparison to similar properties in the City. If the property has multiple violations, the City Attorney's Office would also help to decide whether cause exists to file a civil abatement action in Municipal Court. Also, to proceed with a civil abatement action under the current PNO, a citation must be issued for each nuisance.
3. Notice is sent by mail to the property owner and/or tenants when the City begins the process of monitoring a location as a possible public nuisance. This initial letter notifies of the issuance of a nuisance citation that represents the first of a qualifying violation for a civil abatement action under the current PNO and informing the parties that two (2) additional cited violations within 12 months (3 total) or 4 additional cited violations within 24 months (5 total) could result in the filing of a public nuisance action. During this time, the Case Manager would encourage the owner to work with the City, any tenants, and possibly neighbors to develop a voluntary mitigation/abatement plan or agreement to avoid future problems.

The focus of the current PNO has been to work with property owners to voluntarily resolve nuisances; however, if the owner is unwilling to resolve the problem through an abatement plan, the PNO provides the City with only the ability to file a civil abatement action against the owner in Municipal Court. Remedies would then be limited to obtaining a civil abatement order to compel the owner to abate the nuisance and a civil judgment to recover the City's costs in pursuing the civil abatement process.

This might include such things as ordering a particular tenant to be evicted, clean-up the property, or order that a certain person not engage in a certain kind of behavior. The process can also potentially result in a misdemeanor charge if someone knowingly ignored or disobeyed the Court's order. For example, if someone was ordered by the Court to clean up a property and did not follow the order, that person could then be prosecuted in Municipal Court, but only after the City has obtained the civil abatement order.

In practice, the utilization of the current PNO has been limited in recent years. This is partly a result of Code Compliance's focus on and high success rate of achieving voluntary compliance in the correction of most nuisance violations. Most of Code Compliance's cases do not ultimately result in the issuance of citations. However, more recently the scope of nuisance types that can be addressed in the current PNO is not broad enough to address the current community issues. Additionally, the prior case management

process for public nuisance actions has proven to be administratively burdensome due to the requirements around tracking and individualized noticing to property owners for each violation that occurred that can form the basis for the current civil abatement action.

City staff has therefore recently analyzed the current PNO and determined that an update to it is necessary in order to address the current nuisance issues and to add new processes and enforcement tools that are more practical from both an enforcement and administrative standpoint. For example, this includes expanding the proposed PNO to apply to “nuisance activities” that include criminal violations under the City’s Code and state law and building and fire code violations.

## Research

A review of other cities’ public nuisance and chronic nuisance property ordinances was conducted to gain a better understanding of how other jurisdictions are addressing and resolving their public nuisances and chronic nuisance properties. The jurisdictions we contacted in Colorado were Boulder and Parker. The Town of Parker is currently the only other jurisdiction in the state with a chronic nuisance property ordinance. Outside of Colorado, we reviewed the chronic nuisance ordinances in the following cities: Cincinnati, OH; Kansas City, MO; Spokane, WA; Seattle, WA; Portland, OR; Elgin, IL; Springfield, IL; and Milwaukee, WI.

<b>Jurisdiction</b>	<b>Definition of chronic nuisance property</b>
Parker, CO	3 or more occasions where nuisance activity is observed in 60 days or 7 or more in 12 months
Cincinnati, OH	3 or more nuisance activities occurred at the premises in a 30-day period
Kansas City, MO	3 or more police responses to nuisance activity in 30 days, 7 or more in 180 days
Spokane, WA	3 or more nuisance activities observed on a property in 60 days, 7 or more in 12 months
Seattle, WA	3 or more nuisance activities exist or have occurred on a property in 60 days, 7 or more in 12 months
Portland, OR	3 or more nuisance activities exist or have occurred on a property in 30 days
Elgin, IL	3 or more instances of any one or any combination of nuisance activity in 12 months based upon 3 separate factual events that have been independently investigated
Springfield, IL	3 or more separate inspections or incidents w/in 24 months that have been the source of 3 or more violations as determined by an admin hearing officer; OR 2 or more of certain criminal activities in a 60-day period or 3 or more in a 365-day period
Milwaukee, WI	3 or more responses from the police department for "nuisance activities" in 30 days

Based on our findings, we determined the appropriate threshold to establish a chronic nuisance property is 3 or more nuisance activities exist or have occurred on a property within a 90-day period or 7 or more nuisance activities within a one-year period.

## Proposed Public Nuisance Ordinance

- *Public Nuisance, Chronic Nuisance Property, & Nuisance Activity*

The proposed PNO regulates two types of nuisances: (i) a “public nuisance”; and (ii) a “chronic nuisance property”. The existence of each of them depends on the occurrence or existence of multiple

or continuing “nuisance activities” on a property.

A “nuisance activity” is defined in the PNO to include 66 categories of various criminal and civil violations happening on the property that individually or in combination result in either a public nuisance or chronic nuisance property. These nuisance activities include:

- civil infractions under the City Code, such as tall weeds and grass, rubbish, and inoperable motor vehicles;
- minor misdemeanor violations under the City Code, such as unreasonable noise, bodily waste, and nuisance gatherings;
- more serious misdemeanor violations under the City Code, such as resisting arrest, assault, disorderly conduct, and building and fire code violations; and
- misdemeanors and felonies under State law, such as criminal mischief, assault, harassment, arson, firearms offenses, and drug-related offenses.

A “public nuisance” is more generally defined, while the definition of a “chronic nuisance property” is tied to a certain number of nuisance activities occurring on a property within a set period.

A “public nuisance” exists when repeated nuisance activities (meaning more than one) have occurred on the property or a continuing nuisance activity exists on it causing an unreasonable risk of harm or injury to the public health, safety, or welfare. This would include circumstances where the nuisance activities are unreasonably injuring, damaging, annoying, inconveniencing, or disturbing the peace of any member of the public with respect to their: (i) comfort, health, repose, or safety; or (ii) free use and comfortable enjoyment of their property and of sidewalks, streets, or other public spaces near the offending property.

A “chronic nuisance property” exists when:

- 3 or more nuisance activities have occurred on the property within 90 days, or 7 or more nuisance activities have occurred within 1 year, with each activity occurring on a separate day, but not applicable to a property having multiple residential units under common ownership (i.e., apartment complex);
- there are multiple residential units on the property under common ownership and 6 or more nuisance activities have occurred within 90 days or 10 or more nuisance activities have occurred within 1 year, with each activity occurring on a separate day;
- 2 or more nuisance activities involving drug-related activity have occurred on the property within 30 days, with each activity occurring on a separate day; or
- the property is an “abandoned property” and any number of nuisance activities have occurred or exist on it. An “abandoned property” is defined as a property where no one is asserting or claiming any ownership or legal control over it.

#### • *Enforcement Tools*

The proposed PNO is designed to provide the City with alternative tools for enforcement depending on the circumstances.

The most basic of the tools is to provide the property owner and others in possession of the property, such as tenants, with written notice of the existence of the public nuisance or chronic nuisance property. The purpose of the notice is to give the owner and others noticed the opportunity to abate the nuisance activities promptly and voluntarily or to work with the City in coming up with a plan to do so.

If the notice is unsuccessful in getting the cooperation of the person(s) responsible for the property, the next step might be to issue a citation to the noticed persons for a civil infraction. The punishment for

the infraction would be a penalty assessment of \$250 for the first offense, \$500 for a second offense within 60 days, \$1,000 for a third offense within 120 days, and \$2,000 for fourth and subsequent offenses within 1 year. If the person cited does not voluntarily pay the penalty assessment stated in the citation, the civil infraction would be tried in Municipal Court.

If the notice and any citations for the penalty assessment civil infraction are unsuccessful in remedying and stopping the nuisance activities, the next step might be to consider issuing a citation to the property owner or other responsible persons for a misdemeanor offense. This offense would be subject to the City's same maximum penalties it imposes for other misdemeanors, which are a fine and court surcharge not to exceed \$3,000 or 180 days in jail, or both.

Whether the responsible persons are cited for a civil infraction or misdemeanor offense, each separate day a public nuisance occurs or exists on a property, or the property continues to be a chronic nuisance property, is considered a separate infraction or offense.

If the notice and any citations for the civil infraction and misdemeanor offense are unsuccessful, the tool remaining in the PNO would be for the City to file a civil abatement action in Municipal Court against the property owner and any other responsible persons. Under this civil proceeding, the City would be asking the Court to issue temporary and permanent abatement orders requiring the owner and other responsible persons to abate the public nuisance or chronic nuisance property. The Court would be able to enforce its order under its contempt powers. Also, if an abatement order is issued and the person against whom it is directed fails to obey it, that is considered a misdemeanor violation under which the person could be arrested and prosecuted.

The City may also ask for the Court in the civil action to impose a civil penalty of not less than \$100 but not more than \$1,000 for each day the public nuisance or chronic nuisance continued to exist after the City served the initial notice to abate these conditions of the property. The City will then be entitled to a judgment for this civil penalty amount plus all its other costs, including attorney fees, that it incurred in pursuing its remedies under the PNO.

- *Other Significant PNO Provisions*

The proposed PNO continues to include important and significant provisions that exist in the current PNO. These include:

- Preserving for the City's code enforcement officers the legal authority to enter the property to abate nuisances without a warrant when authorized under the Fourth Amendment.
- Preserving for code enforcement officers the legal authority to obtain a search warrant to inspect the property and abate a nuisance consistent with the Fourth Amendment.
- Stating that the PNO is not intended to limit or prohibit the City or anyone else to pursue other remedies to abate a nuisance as are available under any other laws.
- Preserving City's ability to file a lien against the property for the costs the City incurs in abating a nuisance.

The proposed PNO also adds new significant provisions, and these are:

- Describes the proof standards to be applied by the Municipal Court in determining whether an alleged nuisance activity occurred on the property – in criminal proceedings proof beyond a reasonable doubt and in civil proceedings proof by a preponderance of the evidence.
- States that misdemeanor and civil infraction violations under the PNO will be strict liability offenses not requiring proof of culpable mental state, making these offenses easier to prove.



- States the City is not required in proving a nuisance activity to prove that any person was cited, held liable for, or convicted in any court of the civil or criminal charge underlying the nuisance activity. However, the City will still be required to prove that the nuisance activity occurred by other evidence.
- States that if a person is held liable for or convicted in the courts for the charge underlying the nuisance activity and that decision is final, this is to be deemed conclusive evidence by the Municipal Court in proceedings under the PNO that the nuisance activity occurred, but the City will still be required to prove the activity occurred on the property.
- Allows the Municipal Court to consider as a mitigating factor in proceedings under the PNO that the defendant was the victim or person harmed by the nuisance activity or activities forming the basis for the public nuisance or chronic nuisance property, but only if the Court also finds: (i) the defendant or someone acting on their behalf promptly reported the nuisance activity to law enforcement; and (ii) at the time of the activity, the defendant had reasonably effective means in place to prevent nuisance activities occurring on the property or to manage them if prevention not reasonably practicable. These means may include security cameras, security services, fencing, on-site personnel, and any other services, equipment, or facilities having as their function to prevent nuisance activities from happening on the property.

Under Article VII, Section 1 of the City Charter, any new rules of procedure to be used in Municipal Court can only be adopted by City Council if recommended by the Chief Municipal Judge. Chief Judge Jill Heuser has reviewed the provisions in the PNO pertaining to the rules of procedure to be used in civil abatement actions under the PNO. Judge Heuser is recommending to the Council that it adopt these provisions.

## Conclusions

Staff recommends the adoption of the proposed PNO as it will allow the City to more readily address the types of nuisance issues that the community is currently experiencing.

## CITY FINANCIAL IMPACTS

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None.

## BOARD / COMMISSION / COMMITTEE RECOMMENDATION

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None.

## PUBLIC OUTREACH

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Not applicable.

## ATTACHMENTS

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First Reading attachments not included.

1. Ordinance for Consideration

ORDINANCE NO. 136, 2022  
 OF THE COUNCIL OF THE CITY OF FORT COLLINS  
 REPEALING AND REENACTING ARTICLE IX OF CITY CODE CHAPTER 20  
 CONCERNING PUBLIC NUISANCES  
 AND MAKING CONFORMING CHANGES TO CITY CODE SECTION 19-3

WHEREAS, in 2000, the City Council adopted Ordinance No. 28, 2000, to add Article IX to Chapter 20 of the Code (“Article IX”) to establish a process for abating public nuisances by the City filing a civil action in Municipal Court asking the Court to issue civil orders requiring the property owner or others responsible to abate the public nuisance; and

WHEREAS, the aim and focus of Article IX was primarily to add an enforcement tool to those already available to address nuisances on privately-owned properties, such as noise violations, rubbish accumulation, tall weeds and grass, inoperable motor vehicle, and similar activities that affected the health, safety, and welfare of nearby properties and the public in general; and

WHEREAS, the intent was to use this enforcement tool for those properties having chronic-public-nuisance problems that were not being resolved by the then existing enforcement tools; and

WHEREAS, there have not been any significant amendments to Article IX since 2000, so the only tool it currently provides is the civil abatement process: and

WHEREAS, since 2000 the City’s population has grown from just over 118,000 to over 170,000 and with this growth has come increased crime, including a significant increase in the number, severity, and dangerousness of activities on and conditions of privately-owned properties that threaten and harm the health, safety, and welfare of nearby properties, neighborhoods, and the public in general; and

WHEREAS, these more recent problematic activities and conditions have included the occurrence of more serious crimes, such as unlawful drug use, firearm violations, assaults, harassment, human wastes, and similar offenses; and

WHEREAS, Article IX has proven ineffective in preventing or abating these activities and conditions on properties due to its narrow scope, its lack of alternative enforcement tools, and because it has proven difficult to apply and use administratively as an enforcement tool; and

WHEREAS, City staff has researched what other communities experiencing nuisance problems similar to those the City has been experiencing have used as enforcement tools to prevent and abate these newer types of nuisances; and

WHEREAS, based on that research, City staff is recommending this Ordinance to expand the type of enforcement tools the City may use, to expand the type of activities and conditions on

properties that constitute nuisance activities, and to provide enforcement processes that are administratively easier to use; and

WHEREAS, Chief Municipal Judge Jill Hueser has also reviewed the provisions of this Ordinance pertaining to the rules of procedure to be used by the Municipal Court in the civil abatement process and, pursuant to Section 1 of Charter Article VII, she has recommended to City Council that it adopt these provisions; and

WHEREAS, the Council has determined, and now finds, that the adoption of this Ordinance is necessary for the health, safety, and welfare of the public.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That Article IX of Chapter 20 of the Code of the City of Fort Collins is hereby repealed and reenacted to read as follows:

## **ARTICLE IX. PUBLIC NUISANCES**

### **Division 1. General**

#### **Sec. 20-110. Legislative purpose.**

The abatement of local public nuisances for the protection of public health, safety, and welfare is a matter of purely local and municipal concern. The purpose of this Article is to eliminate public nuisances. The remedies provided in this Article are designed to eliminate public nuisances by removing property from a condition or conditions that either create an immediate need for abatement to protect the public health, safety, or welfare, or lead to consistent and repeated violations of state or municipal law. Another purpose of this Article is to require persons owning, leasing, or otherwise in control of property to be vigilant in preventing public nuisances on and in their property, to make them responsible for the use of their property by themselves, occupants, and trespassers, and to otherwise deter public nuisances.

#### **Sec. 20-111. Definitions.**

Unless the context clearly requires otherwise, the following words, terms, and phrases, when used in this Article, shall have the meanings ascribed to them in this Section:

*Abandoned property* means a property over which the person owning, leasing, or otherwise in control of the property, or the agent of such person, no longer asserts control due to death, incarceration, or any other reason, and which property is either unsecured or subject to occupation by trespassers or other unauthorized individuals.

*Abate* means to bring to a halt, eliminate, prevent, or, where that is not reasonably practicable, to suppress, mitigate, or reduce.

*Abatement agreement* means a written contract between the City and a person owning or leasing a property on which there is a public nuisance or that has become a chronic nuisance property, or the agent of such person, in which contract the person agrees to timely take all corrective actions to abate the public nuisance or chronic nuisance property and to prevent them from reoccurring as agreed in the contract. Such corrective actions may include, without limitation and as applicable:

1. Effective tenant screening, leasing, and rule enforcement;
2. Implementing physical improvements for crime prevention;
3. Providing security for the property;
4. Evicting persons responsible for the nuisance activity;
5. Pursuing other remedies available under any lease or other agreement applicable to the property;
6. Promptly reporting nuisance activities to law enforcement; and
7. Regular cleaning, maintenance, and repair of the property and the buildings located on it.

*Agent* means any person legally authorized to act on behalf of or in place of the owner or lessee of a property, which may include, without limitation, a person providing property management services, a trustee, conservator, and personal representative.

*Building* means a structure with the capacity to contain, and is designed for the shelter of, humans, animals, or personal property of any kind. *Building* shall include, without limitation, any house, office building, store, warehouse, or any other residential or nonresidential structure of any kind, whether or not such structure is permanently affixed to the ground upon which it is situated, and any trailer, semi-trailer, trailer coach, mobile home, or other vehicle designed or used for occupancy by persons for any purpose.

*Chronic nuisance property* means:

1. A property where three (3) or more nuisance activities have occurred within a ninety (90) day period or seven (7) or more nuisance activities have occurred within a one (1) year period, with each activity occurring on a separate day, but this shall not include a property on which is more than one (1) residential unit that are all under common ownership;
2. A property that is more than one (1) residential unit that are all under common ownership where six (6) or more nuisance activities have occurred within a ninety

- (90) period or ten (10) or more nuisance activities have occurred within a one (1) year period, with each activity occurring on a separate day.
3. A property where two (2) or more nuisance activities involving drug-related activity have occurred within a thirty (30) day period, with each activity occurring on a separate day; or
  4. Any abandoned property where any number of nuisance activities have occurred or exist.

*Code enforcement officer* means an individual appointed by the chief of police pursuant to Code § 2-503(b)(2) to enforce the provisions of this Article and City police officers authorized to enforce the Code as provided in § 2-503(b)(1).

*Drug-related activity* means any activity at a property which is an offense under Part 4 in Article 18 of C.R.S. Title 18, which offenses include, without limitation, the unlawful manufacture, cultivation, growth, production, delivery, sale, storage, possession, use, or giving away of any controlled substance and possession of drug paraphernalia.

*Lessee* means a person having a possessory interest in a property under an oral or written lease agreement.

*Municipal Court* or *Court* means the Municipal Court of the City as established in Article VII, Section 1 of the Charter.

*Municipal judge* means any judge of the Fort Collins Municipal Court appointed by the City Council as provided in Article VII, Section 1 of the Charter.

*Notice to abate* means a written notice issued by a code enforcement officer as provided in § 20-113.

*Nuisance activity* means any of the following violations and nuisances occurring or existing on a property and committed by any person, including, without limitation, by an owner, lessee, agent, occupant, or trespasser:

1. Disorderly conduct - Code § 17-124.
2. Social host and underage use or possession of alcohol or marijuana - Code § 17-168.
3. Unreasonable noise - Code § 17-129.
4. Nuisance gatherings - Code §§ 17-131 and 17-132.
5. Camping on private property - Code § 17-182.
6. Violations of the 2021 International Fire Code – Code §§ 9-1 and 9-2.
7. Marijuana cultivation - Code § 12-142.
8. Dwelling unit occupancy limits - § 3.8.16 of the Fort Collins Land Use Code.
9. Animal violations - Divisions 4 and 5 of Code Chapter 4.
10. Hazardous waste disposal - Code § 12-21.
11. Hemp violations - Code §§ 12-22 and 12-23.
12. Abandoned refrigerators and similar items - Code § 17-81.

13. Discharging weapons - Code § 17-101.
14. Throwing of missiles - Code § 17-102.
15. Bodily waste - Code § 17-103.
16. Disturbing the peace - Code § 17-121.
17. Harassment - Code § 17-126.
18. Open container - Code § 17-141.
19. Public nudity - Code § 17-142.
20. Inhaling toxic vapors - City Code § 17-162.
21. Underage possession or use of alcohol - Code § 17-167.
22. Use and possession of marijuana - City Code § 17-191.
23. Use of alcohol for cannabinoid extraction from marijuana - Code § 17-194.
24. Air pollution nuisances - City Code § 20-1.
25. Noise violations - Article II of Code Chapter 20.
26. Exterior property maintenance nuisances - Article III of Code Chapter 20.
27. Weeds, unmowed grasses, refuse, rubbish, outdoor furniture, and outdoor storage nuisances - Article IV of Code Chapter 20.
28. Inoperable motor vehicle violations - Division 2 in Article VI of Code Chapter 20.
29. Parking and vehicle storage nuisances - Article VIII of Code Chapter 20.
30. Care and protection of trees, shrubs, and other vegetation - Division 3 in Article II of Code Chapter 27.
31. Assault - Code § 17-21.
32. Criminal mischief - Code § 17-39.
33. Littering - Code § 17-41.
34. Interference with public officers - Code § 17-63
35. Resisting arrest - Code § 17-64.
36. Theft – Code § 17-36.
37. Activities on the property causing the obstruction of adjacent highways, streets, sidewalks, or any other public place for the passage of individuals or vehicles so as to violate § 17-128 or §§ 1202, 1203, or 1204 of the Fort Collins Traffic Code as adopted in § 28-16.
38. Violations of Open Fire and Burning Restrictions – Article II of Code Chapter 9.
39. Violations of the 2021 International Building Code – Code §§ 5-26(a) and 5-27.
40. Violations of the 2021 International Residential Code – Code §§ 5-26(c) and 5-30.
41. Violations of the 2021 International Property Maintenance Code – Code §§ 5-46 and 5-47.
42. Violations of the Rental Housing Standards – Article VI, Division 1 of Code Chapter 5.
43. Criminal offenses against persons - Article 3 of Title 18 of the Colorado Revised Statutes (C.R.S.), except not including sexual assault defined in C.R.S. § 18-3-402 and stalking defined in C.R.S. § 18-3-602.
44. Crimes of arson - Part 1 of Article 4 in C.R.S. Title 18.
45. Crimes of robbery - Part 3 of Article 4 in C.R.S. Title 18.
46. Theft - C.R.S. § 18-4-401.
47. Crimes against children - Part 4 of Article 6 in C.R.S. Title 18.
48. Harboring a minor - C.R.S. § 18-6-601.
49. Contributing to the delinquency of a minor - C.R.S. § 18-6-701.



50. Crimes related to prostitution - Part 2 of Article 7 in C.R.S. Title 18.
51. Crime of public indecency - C.R.S. § 18-7-301.
52. Crime of indecent exposure - C.R.S. § 18-7-302.
53. Crimes related to child prostitution - Part 4 of Article 7 in C.R.S. Title 18.
54. Resisting arrest - C.R.S. § 18-8-103.
55. Obstructing a police officer, firefighter, etc. - C.R.S. § 18-8-104.
56. Disorderly conduct - C.R.S. § 18-9-106.
57. Harassment - C.R.S. § 18-9-111.
58. Cruelty to animals - C.R.S. § 18-9-202.
59. Unlawful ownership of dangerous dog - C.R.S. § 18-9-204.5.
60. Crimes related to firearms and weapons - Part 1 of Article 12 in C.R.S. Title 18.
61. Unlawful discarding or abandonment of iceboxes, motor vehicle, and similar items - C.R.S. § 18-13-106.
62. Hazardous waste violations - C.R.S. § 18-13-112.
63. Providing tobacco products to underage persons - C.R.S. § 18-13-121.
64. Underage possession and use of alcohol and marijuana - C.R.S. § 18-13-122.
65. Crimes related to controlled substances, marijuana, and other substances - Part 4 of Article 18 in C.R.S. Title 18.
66. Crimes related to burglary and related offenses – Part 2 of Article 4 in C.R.S. Title 18.

*Occupant* means a person occupying, residing in, or using a property with the consent of the owner or lessee, or of their agent, as applicable, which shall include, without limitation, *invitees*, *licensees*, and *social guests* as these words and term are defined in the Colorado Premises Liability Act.

*Owner* means a person having a fee title ownership interest in a property.

*Person* means any individual, corporation, association, firm, joint venture, estate, trust, business trust, syndicate, fiduciary, partnership, limited partnership, limited liability company, and body politic and corporate, and all other groups and combinations.

*Property* means a contiguous parcel, tract, lot, or other area of land established or described by plat, subdivision, or metes and bounds description in common ownership which is permitted by law to be used, occupied, or designed to be occupied by one (1) or more buildings or uses. *Property* also means any building, or individual residential unit within a building, located on an any such area of land, that is in common ownership, but shall not include such land, buildings, and residential units owned by the Board of Governors of the Colorado State University System or utilized by Colorado State University for the housing of students or faculty or for other educational purposes.

*Public nuisance* or *nuisance* means any repeated or continuing nuisance activity, or combination of nuisance activities, occurring or existing on a property that creates an unreasonable risk of harm or is injurious to the public health, safety, or welfare, to include, without limitation, a nuisance activity, or combination of nuisance activities, that unreasonably injures, damages, annoys,

inconveniences, or disturbs the peace of any member of the public of normal sensibility with respect to their comfort, health, repose, or safety, or with respect to the free use and comfortable enjoyment of their property or of sidewalks, streets, or other public spaces near and around the offending property.

*Relative* means an individual related by consanguinity within the third degree as determined by common law, a spouse, or an individual related to a spouse within the third degree as so determined and includes an individual in a step or adoptive relationship within the third degree.

*Residential unit* means any building or portion of a building designed, occupied, or intended for occupancy as separate quarters for the exclusive use of one or more individuals for living, sleeping, cooking, and sanitary purposes.

*Trespasser* means a person who enters or remains on the property of another person without that other person's consent.

## **Sec. 20-112. Entry of property and abatement of public nuisance.**

(a) A code enforcement officer with probable cause to believe a public nuisance exists on a property may enter onto it without a warrant to inspect and abate any existing public nuisance and prevent the nuisance from recurring provided the same may be accomplished without entering a building on the property, entering the curtilage of a residential building on the property, or entering an area of the property enclosed by a privacy fence or similar enclosure. If the suspected public nuisance is within a building, the curtilage of a residential building, or enclosed by a privacy fence or similar enclosure, a code enforcement officer may enter such areas only with the consent of the owner, lessee, agent, or occupant, as applicable, or after obtaining a warrant as provided in subsection (c) of this Section.

(b) If entry is refused by the owner, lessee, agent, or occupant, as applicable, or they cannot be located after a reasonable effort, the code enforcement officer shall either personally serve the owner, lessee, agent, or occupant, as applicable, if they are located or, if not located, post on the property in a conspicuous location a written notice of intention to inspect and abate not sooner than twenty-four (24) hours after the time specified in such notice. The notice shall state that the owner, lessee, agent, or occupant, as applicable, has the right to refuse entry, and if such entry is refused, inspection and abatement may be made only upon issuance of a search warrant by a municipal judge, or by a judge of any other court having jurisdiction.

(c) After the expiration of the twenty-four-hour period from the serving or posting of the notice of intent to inspect and abate, the code enforcement officer may appear before a municipal judge or a judge of any other court having jurisdiction and, upon a showing of probable cause by written affidavit, obtain a search warrant entitling the code enforcement officer to enter the building, curtilage area, or fenced area, as applicable, to inspect the property, abate any nuisance, and prevent the nuisance occurring again. Upon presentation of the search warrant and proper credentials to any persons in possession of the property, or possession of the warrant in the case of an unoccupied property, the code enforcement officer may enter the building, the curtilage

area, or fenced area, as applicable, and may use such reasonable force as may be necessary to gain entry to inspect the property, abate any nuisance, and prevent the nuisance occurring again.

(d) It is unlawful for any owner, lessee, agent, or occupant of the building or on the property to deny entry to a code enforcement officer or to resist reasonable force used by such officer acting pursuant to a search warrant issued pursuant to this Section.

(e) Whenever a public nuisance exists on a property that constitutes an emergency immediately threatening the life or safety of any person or other exigent circumstance exists, a code enforcement officer may enter any building on the property or any other portion of the property without a search warrant as reasonably necessary to abate the public nuisance constituting the emergency and prevent it from occurring again, and the code enforcement officer may use such reasonable force as is necessary to enter the building or onto the property to do so.

### **Sec. 20-113. Notice to abate.**

(a) Upon discovering a public nuisance, a code enforcement officer may issue and serve a notice to abate on the owner or lessee, as applicable, or their agent, directing them to remove and abate the nuisance from the property within the time specified in the notice as follows:

(1) Within twenty-four (24) hours of the issuance of the notice if the nuisance poses an imminent and substantial risk of damaging other property (including personal property of any other person), injuring any individual, or threatening the public health or safety; or

(2) Within seven (7) days for all other public nuisances, or such longer period of time as the code enforcement officer determines is appropriate if, based on the facts and circumstances, the nuisance could not reasonably be abated within seven (7) days.

(b) If the owner, lessee, or agent, as applicable, fails to abate the nuisance within the time stated in the notice to abate, the code enforcement officer may remove or abate the nuisance from the property without delay as provided in § 20-112 or take such other action or actions as are authorized in this Article.

(c) Except as required for issuing a citation for a misdemeanor offense under § 20-125 and a civil infraction under § 20-130, a code enforcement officer and the City may take enforcement action to abate a public nuisance as authorized in this Article and any other provisions of this Code without first serving or posting a notice to abate.

(d) The code enforcement officer may serve the notice to abate by any of the following methods:

(1) Personal service of the notice to the owner, lessee, or agent, as applicable;

(2) Mail a copy of the notice by first class mail to the last known address of the owner as reflected in the records of the Larimer County Treasurer;

- (3) Mail a copy of the notice by first class mail to the owner, lessee, or agent at their last known address(es) within the City's records or as found in other publicly available records; or
  - (4) Post a copy of the notice in a conspicuous place at the entrance of the property or entrance of any buildings on the property.
- (e) The notice to abate shall include:
- (1) A description of the public nuisance;
  - (2) The date by which the nuisance must be abated;
  - (3) A statement that if the nuisance is not abated within the time specified in the notice, the City may take any enforcement action authorized in this Article;
  - (4) A statement that, if the City abates the nuisance at its cost, it will be entitled to recover its actual internal and external costs plus interest as provided in § 20-118; and
  - (5) A statement that, if the City's cost of abatement is not paid, a lien shall attach to the property as provided in § 20-118 until such cost and accrued interest is paid in full.

**Sec. 20-114. Remedies under other laws unaffected.**

Nothing in this Article shall be construed as limiting or forbidding the City or any other person from pursuing any other remedies available at law or in equity concerning a public nuisance on a property.

**Sec. 20-115. Limitation of actions.**

- (a) Actions under this Article concerning a public nuisance shall be commenced no later than one (1) year after: (i) the public nuisance or the last in a series of acts or omissions, or combination of both, constituting the public nuisance occurs, or (ii) the notice to abate is served or posted as provided in § 20-113, whichever is later.
- (b) Actions under this Article concerning a chronic nuisance property shall be commenced no later than one (1) year after: (i) the last nuisance activity occurs that causes the property to be a chronic nuisance property, or (ii) the notice of chronic nuisance property is served as provided in § 20-135, whichever is later.
- (c) These limitations shall not be construed to limit the introduction of evidence of acts or omissions that occurred more than one (1) year before such limitation period for the purpose of establishing the existence of a public nuisance, existence of a chronic nuisance property, when relevant to show a pattern of conduct, or for any other purpose.

**Sec. 20-116. Effect of property conveyance.**

When fee title to a property is conveyed from one (1) person to another or a property is leased or subleased from one (1) person to another, any nuisance activity that occurred or is existing on the property at the time of the conveyance, lease, or sublease which could be used under this Article to prove that a public nuisance exists regarding such property or that the property is a chronic nuisance property, shall not be so used unless a reason for the conveyance, lease, or sublease was to avoid the property being subject to an enforcement action under this Article. It shall be a rebuttable presumption that a reason for the conveyance, lease, or sublease was to avoid the property being the subject of an enforcement action under this Article if: (1) the property was conveyed, leased, or subleased for less than fair market value; (2) the property was conveyed, leased, or subleased to an entity or entities controlled directly or indirectly by the person conveying, leasing, or subleasing the property; or (3) the property was conveyed, leased, or subleased to a relative(s) of the person making the conveyance, lease, or sublease or to any entity or entities controlled directly or indirectly by a relative(s) of the person making the conveyance, lease, or sublease .

**Sec. 20-117. Municipal Court jurisdiction.**

Pursuant to Article XX, Section 6, and Article VI, Section 1 of the Colorado Constitution, and Article VII, Section 1 of the Charter, the Municipal Court is hereby granted the jurisdiction, duties and powers to hear and decide all causes arising under this Article, and to provide the remedies specified in this Article and in any other applicable provisions of the Code.

**Sec. 20-118. Assessment, collection, and lien for abatement costs.**

(a) If the City acts under § 20-112, an abatement agreement, or Division 5 of this Article to abate a public nuisance, chronic nuisance property, or any nuisance activity on a property, the owner of the property shall be liable to the City for the City's total internal and external costs incurred in the abatement. The City's internal costs shall be set and assessed under a written schedule of fees approved by the City Manager, which fees shall be based on a reasonable estimate of the City's direct and indirect internal costs to abate a nuisance, as amended from time to time. External costs shall include all amounts the City paid a vendor or contractor to assist in the abatement.

(b) After the abatement is completed, the City shall send the owner of the property an invoice itemizing and totaling the City's internal and external costs for the abatement. The invoice shall be mailed by first class mail addressed to the owner at the address of the property abated and to the last known address of the owner as reflected in the records of the Larimer County Treasurer. The invoice shall also be mailed by first class mail to any known agent of the owner at their last known address(es) within the City's records or as found in other publicly available records. The total costs so invoiced shall be paid to the City by the owner or their agent within forty-five (45) days of the date of the invoice. If not paid when due, the total assessed cost shall accrue interest at the rate of eight percent (8%) compounded annually.

(c) The City's assessed total cost of abatement, as stated in the invoice sent under this Section, plus the interest accruing thereon, shall be deemed a perpetual lien imposed upon the property from the date such assessed cost became due until paid and shall have priority over all other liens, except general taxes and prior special assessment liens. The Financial Officer, or their designee, is authorized to thereafter certify to the Larimer County Treasurer the list of delinquent assessments so billed, giving the name of the owner as it appears of record, the number of the lot and block and the amount of the assessment plus interest accrued to that date. The certification shall be the same in substance and form as required for the certification of other taxes. The County Treasurer, upon receipt of such certified list, is hereby authorized to place it upon the tax list for the current year and to collect the assessment and interest in the same manner as general property taxes are collected together with any charges as may by law be made by the County Treasurer and all laws of the state for the assessment and collection of general taxes, including the laws for the sale of property for unpaid taxes and the redemption thereof, shall apply to and have full force and effect for the collection of all such assessments and interest.

(d) If the offending property is not subject to taxation or for any other reason, the City may elect alternative means to collect the amounts due pursuant to this Article, including the commencement of a judicial action at law or in equity, to include, without limitation, commencement of a civil action in Larimer County District Court to judicially foreclose the lien and, after judgment, pursue such remedies as are provided by law.

**Sec. 20-119. Presumption and owner responsibility.**

Any person who has possession or control of a property as an owner, lessee, agent, or occupant where any nuisance activity exists or has occurred shall be presumed under this Article to be the person causing or allowing the nuisance activity unless the circumstances and evidence clearly indicate otherwise. Notwithstanding this presumption and any other provision of this Article, nothing herein shall be construed to release the owner of a property on which there is a public nuisance or that has become a chronic nuisance property from the legal obligations and responsibilities they have under this Article and any other laws to prevent their property from becoming a public nuisance or chronic nuisance property and to abate any nuisance activity occurring or existing on their property.

**Sec. 20-120. Strict Liability.**

All misdemeanor offenses under this Article and the civil infraction under § 20-130 shall be strict liability offenses requiring no culpable mental state of any type or degree.

**Sec. 20-121. Proof of nuisance activities.**

In any criminal proceeding under this Article, the City shall have the burden of proving beyond a reasonable doubt that any alleged nuisance activity occurred on the property, including proving all the elements of the offense constituting the nuisance activity except as hereafter provided. In any civil proceeding under this Article, the City shall have the burden of proving by a preponderance of the evidence that any alleged nuisance activity occurred on the property, including proving all the elements of the offense constituting the nuisance activity except as



hereafter provided. However, the City shall not be required in either case to prove that a person was cited, held liable for, or convicted in municipal or any state court for the civil or criminal charge underlying that nuisance activity. If, however, a person is held liable for or convicted of the civil or criminal charge underlying the alleged nuisance activity and such decision is final, that decision shall be deemed by the Municipal Court as conclusive evidence the nuisance activity occurred and the City need only prove the nuisance activity occurred on the property.

**Sec. 20-122. Mitigating factor.**

If the owner, lessee, agent, or occupant who is a party-defendant in an action under this Article was the victim of or person harmed by the nuisance activity or activities that form the basis for the public nuisance on the property or for the property becoming a chronic nuisance property, the court may take this fact into consideration as a mitigating factor in determining such party's liability or guilt in such action, but only if the court also finds that: (i) the party or someone acting on their behalf promptly reported the nuisance activity or activities to the proper law enforcement agency; and (ii) at the time the activity or activities occurred, the party, or owner or lessee of the property, had reasonably effective means in place to prevent such activity or activities from occurring on the property or to manage them if prevention is not reasonably practicable. These means may include, without limitation, security cameras, security services, fencing, on-site personnel, and any other services, equipment, or facilities that have as their function to prevent, in whole or part, nuisance activities from occurring or existing on the property.

**Reserved Sec. 20-123 through Sec. 20-124**

**Division 2. Criminal Action**

**Sec. 20-125. Misdemeanor Violation.**

(a) It shall be a violation of this Article and a misdemeanor offense subject to the penalties of § 1-15 of this Code for any person to:

- (1) Fail to remove and abate the public nuisance from the property within the time specified in the notice to abate after being served with the notice to abate as provided in § 20-113; or
- (2) Interfere with or prevent, or attempt to interfere with or prevent, a code enforcement officer, other City employee, or City contractor from abating any public nuisance as authorized under this Article.

(b) Each and every day during which any public nuisance continues to exist on a property after the time period for abatement as stated in the notice to abate, shall be deemed a separate offense and prosecutable and punishable as a separate offense.

**Reserved Sec. 20-126 through Sec. 20-129**

### **Division 3. Civil Infraction**

#### **Sec. 20-130. Penalty assessment.**

(a) In lieu of issuing a citation for a misdemeanor violation under § 20-125, a code enforcement officer may issue a civil penalty assessment notice for a civil infraction to any person for failing to abate the public nuisance from the property within the time specified in the notice to abate after being served with the notice to abate as provided in § 20-113.

(b) The civil penalty assessment notice shall be a summons and complaint containing identification of the person cited, description of the public nuisance to be abated, and the applicable civil penalty assessment as set forth below in subsection (f), a requirement that the person pay the assessment or appear in Municipal Court to answer the charge as set forth in the summons and complaint and a waiver of the right to a trial on the offense specified on the summons and complaint.

(c) If the person issued a civil penalty assessment notice chooses to acknowledge their liability, they may pay the specified assessment by mail or in person at the Municipal Court within the time specified in the notice. If they choose not to acknowledge their liability, they may appear as required in the notice. Upon trial, if the person is found liable, the civil penalty assessment imposed shall not be less than the amount set forth in the civil penalty assessment notice but not more than three thousand dollars (\$3,000), as determined by the court, and court costs may be assessed in addition to the penalty assessment.

(d) Civil infractions under this Section shall be enforced and tried in Municipal Court in accordance with the Rules for Civil Infractions in Article V of Code Chapter 19.

(e) Each and every day during which any public nuisance continues to exist on a property after the time period for abatement as stated in the notice to abate shall be deemed a separate civil infraction and prosecutable and punishable as a separate infraction for a penalty assessment under this Section.

(f) The code enforcement officer shall designate in the penalty assessment notice the amount of the civil penalty assessment according to the following schedule:

- (1) For the first infraction at a property, a penalty assessment of two hundred and fifty dollars (\$250);
- (2) For a second infraction at a property within a sixty (60) day period, a penalty assessment of five hundred dollar (\$500);
- (3) For a third infraction at a property within a one hundred and twenty (120) day period, a penalty assessment of one thousand dollars (\$1,000); and

- (4) For a fourth and any subsequent infraction at a property within a one (1) year period, a penalty assessment of two thousand dollars (\$2,000) for each infraction.

**Reserved Sec. 20-131 through 20-134**

**Division 4. Chronic Nuisance Property**

**Sec. 20-135. Notices for chronic nuisance property.**

(a) Upon discovery that a property will become a chronic nuisance property if one more nuisance activity occurs on the property within the requisite time period, a code enforcement officer may issue and serve a written warning notice in the same manner provided for a notice to abate in § 20-113(d). Issuance of this warning notice shall not be a prerequisite to any proceedings under this Division 4.

(b) Upon discovery that a property has become a chronic nuisance property, a code enforcement officer shall issue and serve a notice of chronic nuisance property as provided in subsection (d) of this Section.

(c) The notice of chronic nuisance property is a lawful order. Each directive in it is a separate lawful order, and failure to obey any directive is subject to the penalties set forth in § 20-137.

(d) The notice of chronic nuisance property shall be deemed properly served if personally served on the owner of the property or sent by first class mail to the owner at the owner's address as stated in the records of the Larimer County Treasurer. If the notice is returned as undeliverable, the notice shall be deemed properly served if it is thereafter posted in a conspicuous place on the property. The notice shall contain the following information:

- (1) the street address or a legal description sufficient for identification of the property;
- (2) a factual description of the nuisance activities that have occurred on the property, including the dates of the nuisance activities;
- (3) a statement that the property owner must respond to the notice within ten (10) days of the date of the owner's receipt of the notice or date of the posting, whichever is later, with a written plan to abate the nuisance activities;
- (4) a statement that the owner's requirement to provide a written plan to abate the nuisance is a lawful order, and that failure to provide a written plan and enter into an abatement agreement as described below in § 20-136 could subject the owner to criminal and civil penalties as provided in § 20-137;
- (5) a warning that, if the owner does not respond, as required, or if the nuisance activity is not voluntarily abated to the satisfaction of the code enforcement officer, the City may

file a civil action to abate the property as a chronic nuisance property under the provisions of Division 5 in this Article; and

(6) a statement that the cost of future enforcement at the property as a result of nuisance activities shall be billed to the property owner and could become a lien against the property if not paid as provided in § 20-118.

**Sec. 20-136. Agreement to abate chronic nuisance property.**

(a) An owner issued a notice of chronic nuisance property pursuant to § 20-135 shall, within ten (10) days of such receipt or date of the posting, whichever is later, contact the code enforcement officer who issued the notice or other contact individual designated in the notice and enter into an abatement agreement with the City to eliminate the conditions, behaviors, or activities which constitute the nuisance activity at the property.

(b) If the owner does not timely respond to the notice under subsection (a) of this Section, or the owner does timely respond but the City and owner are unable to agree to an abatement agreement within thirty (30) days of the date of the notice, the City may proceed to abate the nuisance activities using any of the processes and remedies provided for in this Article or to cite the owner for a misdemeanor violation under § 20-137.

(c) If the owner fails to comply with any of the terms and conditions of the written abatement agreement entered into with the City under this Section, the City may file a civil action in Municipal Court or Larimer County District Court to enforce the abatement agreement in accordance with its terms and conditions.

**Sec. 20-137. Misdemeanor Violation.**

Any property owner who fails to obey any notice of chronic nuisance property issued by the code enforcement officer under § 20-135 to timely abate a chronic nuisance property or to timely enter into an abatement agreement as provided in § 20-136, is guilty of a misdemeanor and subject to the penalties set forth in § 1-15(a) of this Code. Each day's continuation of a violation or failure to comply is a separate offense.

**Reserved Section 20-138 through Section 20-139.**

**Division 5. Civil Abatement Action**

**Sec. 20-140. Civil action to abate a public nuisance or chronic nuisance property.**

If a public nuisance has not been abated within the time period stated in the notice to abate as provided under § 20-113, or if the property owner does not timely respond to the notice of chronic nuisance property as provided in § 20-135, or if the owner does timely respond but the City and owner are unable to agree to a written abatement agreement within thirty (30) days of the date of

the notice as provided in § 20-136, the City may abate the public nuisance or chronic nuisance property using the following procedures and other provisions of this Division 5:

(a) The City Attorney shall initiate the civil action in Municipal Court to have the public nuisance or chronic nuisance property declared as such by the court and for an order enjoining the public nuisance or chronic nuisance property and authorizing its restraint, removal, termination, or abatement.

(b) The action shall be commenced by filing a verified complaint, which may be accompanied by a motion for a temporary abatement order as provided in § 20-141. The action shall be conducted under and governed by the Colorado Rules of Civil Procedure as provided in § 19-3(b) except as otherwise provided in this Article. The burden shall be upon the City to prove the existence of the public nuisance or chronic nuisance property by a preponderance of the evidence and the party-defendant(s) shall have the burden to establish any affirmative defense by a preponderance of the evidence. The rules for discovery and disclosure in this civil proceeding shall be those in Rules 316, 326, 331, and 332 of the Colorado Rules of County Court Civil Procedure and not the rules for discovery and disclosure in the Colorado Rules of Civil Procedure. In addition, no party-defendant may file any counterclaim, cross claim, third-party claim, or set-off of any kind in any action under this Division 5.

(c) The party-defendant(s) to an action commenced under this Section and the person(s) liable for the remedies in this Section may include:

- (1) The property itself;
- (2) Any person owning or claiming any legal or equitable interest in the property;
- (3) All lessees and occupants of the property;
- (4) All managers and agents for any person claiming a legal or equitable interest in the property;
- (5) Any person committing, conducting, promoting, facilitating, or aiding in the commission of the public nuisance or chronic nuisance property; and
- (6) Any other person whose involvement may be useful to abate the public nuisance or chronic nuisance property, prevent it from recurring, or to carry into effect the Municipal Court's orders.

None of these parties shall be deemed necessary or indispensable parties in the action. Any person holding a legal or equitable interest in the property who has not been named as a party-defendant may intervene in the action as a party-defendant. No other person may intervene.

(d) The summons, complaint and, if applicable, the motion for temporary abatement, filed with Municipal Court under this Section may be served by a code enforcement officer.

(e) The civil action under this Division 5 shall be heard by the Municipal Court on all factual and legal issues without a jury.

**Sec. 20-141. Abatement orders.**

(a) *Issuance and effect of temporary and permanent abatement orders.* The issuance of temporary or permanent abatement orders under this Article shall be governed by the provisions of Rule 65 of the Colorado Rules of Civil Procedure, pertaining to temporary restraining orders, preliminary injunctions and permanent injunctions, except to the extent otherwise provided in this Article, in which event the provisions of this Article shall control. Temporary abatement orders provided for in this Article shall go into effect immediately when served upon the property or party against whom they are directed. Permanent abatement orders shall go into effect as determined by the Municipal Court. No bond or other security shall be required of the City upon the issuance of any temporary abatement order or permanent abatement order.

(b) *Form and scope of abatement orders.* Every abatement order under this Article shall set forth the reasons for its issuance; shall be reasonably specific in its terms; shall describe in reasonable detail the acts and conditions authorized, required or prohibited; shall be narrowly tailored to address the particular kinds of acts or omissions that form the basis of the public nuisance; and shall be binding upon the property, the parties to the action, their attorneys, agents and employees, and any other person named as a party-defendant in the public nuisance action and served with a copy of the order.

(c) *Substance of abatement orders.* Temporary and permanent abatement orders entered under this Article may include:

- (1) Orders requiring any party-defendant to abate the public nuisance or chronic nuisance property;
- (2) Orders authorizing code enforcement officers to take reasonable steps to abate the public nuisance or chronic nuisance property and prevent it from recurring, considering the nature and extent of acts and omissions causing the public nuisance;
- (3) Orders requiring certain named individuals to stay away from the property at all or specific times;
- (4) Orders reasonably necessary to access, maintain, or safeguard the property; and/or
- (5) Orders reasonably necessary to abate the public nuisance or chronic nuisance property and/or preventing them from occurring or recurring; provided, however, that no such order shall require the seizure of, the forfeiture of title to, or the temporary or permanent closure of a property, or the appointment of a special receiver to protect, possess, maintain, or operate a property.

(d) *Temporary abatement orders.*

(1) The purpose of a temporary abatement order shall be to temporarily abate an alleged public nuisance or chronic nuisance property pending the final determination of a public nuisance or chronic nuisance property. A temporary abatement order may be issued by the Municipal Court pursuant to the provisions of this Section even if the effect of such order is to change, rather than preserve, the status quo.

(2) At any hearing on a motion for a temporary abatement order, the City shall have the burden of proving that there are reasonable grounds to believe that a public nuisance occurred in or on the property or the property is a chronic nuisance property and, in the case of a temporary order granted without notice to the property owner, that such order is reasonably necessary to avoid some immediate, irreparable loss, damage, or injury to the public interest or any other person or property.

(3) At any hearing on a motion for a temporary abatement order or a motion to vacate or modify a temporary abatement order, the Municipal Court shall temper the rules of evidence and admit hearsay evidence unless the court finds that such evidence is not reasonably reliable and trustworthy. The Municipal Court may also consider the facts alleged in the verified complaint.

(e) *Permanent abatement orders.*

(1) At the trial on the merits of a civil action commenced under this Division, the City shall have the burden of proving by a preponderance of the evidence that a public nuisance is occurring or existing on the property, or the property is a chronic nuisance property. The Colorado Rules of Evidence shall govern the introduction of evidence at all such trials.

(2) Where the existence of a public nuisance or chronic nuisance property is established in a civil action under this Division after a trial on the merits, the Municipal Court shall enter a permanent abatement order requiring the party-defendant(s) to abate the public nuisance or chronic nuisance property and take specific steps to prevent the same from occurring or recurring on the property or in using the property.

**Sec. 20-142. Motion to vacate or modify temporary abatement orders.**

(a) *General.* When a temporary abatement order against a property owner is in effect, such property owner may file a motion to vacate or modify said order. Any motion filed under this Subsection (a) shall state specifically the factual and legal grounds upon which it is based, and only those grounds may be considered at the hearing. The Municipal Court shall vacate the order if it finds by a preponderance of the evidence that there are no reasonable grounds to believe that a public nuisance was committed in or on the property or that the property is a chronic nuisance property. The court may modify the order if it finds by a preponderance of the evidence that such modification will not be detrimental to the public interest and is appropriate, considering the nature and extent of the alleged public nuisance or chronic nuisance property.

(b) *Continuance of hearing.* Except for good cause shown by any party, the Court shall not grant a continuance of any hearing set under this Section unless all the parties so stipulate.



(c) *Consolidation of hearing with other proceedings.* If all parties so stipulate, the Municipal Court may order the trial on the merits to be advanced and tried with the hearing on these motions.

### **Section 20-143. Civil Penalty.**

(a) The Municipal Court may impose upon the property owner a civil penalty in the amount of not less than one hundred dollars (\$100) and not more than one thousand dollars (\$1,000.00) per day, payable to City, for each day the courts finds that a public nuisance continued to exist on the property after the time period for the required abatement as stated in the notice to abate provided under § 20-113 or for each day the court finds the property continued to exist as a chronic nuisance property after the property owner does not timely respond to the notice of chronic nuisance property as provide in § 20-135, or the owner does timely respond but the City and owner are unable to agree to a written abatement agreement within thirty (30) days of the date of the notice as provide on § 20-136.

(b) In establishing the amount of any civil penalty requested, the Municipal Court may consider, without limitation, any of the following factors:

- (1) The action or inaction taken by the owner to mitigate or correct the nuisance activities at the property;
- (2) Whether the nuisance activities at the property were repeated or continuous;
- (3) The magnitude or gravity of the nuisance activities;
- (4) The level of cooperation of the owner with the City;
- (5) The cost incurred by the City in investigating and correcting, or attempting to correct, the public nuisance at the property or the chronic nuisance property;
- (6) The disturbance of neighbors; and
- (7) Whether the nuisance activities continued on the property after the City provided the notice to abate under § 20-113 or the notice of chronic nuisance property under § 20-135.

### **Sec. 20-144. Civil judgment.**

In any action under this Division in which a public nuisance or chronic nuisance property is established, in addition to the other remedies provided in this Division, the Municipal Court may impose a separate civil judgment on every party-defendant who committed, conducted, promoted, facilitated, permitted, failed to prevent or otherwise let happen any public nuisance in or on the property or for the property to become a chronic nuisance property. This civil judgment shall be for any civil penalties awarded to the City under § 20-143 and to reimburse the City for the City's internal and external costs, as set in the City Manager's approved schedule of fees as provided for

in § 20-118(a), the City has incurred and will incur in pursuing the remedies under this Article against the property, which shall include, without limitation, the City's reasonable attorney fees and costs.

**Sec. 20-145. Misdemeanor violation and entry order.**

(a) The remedies provided in this Division shall be civil and remedial in nature except that, if any person knowingly fails or refuses to abide by a temporary or permanent abatement order issued by the Municipal Court under the provisions of this Division, such person shall be guilty of a misdemeanor and, upon conviction, shall be punished by the penalties provided in § 1-15 of this Code.

(b) In any action filed under the provisions of this Division, if any party-defendant fails, neglects, or refuses to comply with an order of the Municipal Court, the court may, upon the motion of the City, in addition to or in the alternative to the remedy of contempt and the possibility of criminal prosecution, permit the City to enter upon the property to abate the public nuisance or chronic nuisance property, take steps to prevent it from occurring again, and perform such other acts required of any party-defendant in the court's orders.

**Sec. 20-146. Stipulated alternative remedies.**

(a) The City and any party-defendant to an action under this Division may voluntarily stipulate to orders and remedies, temporary or permanent, that differ from those provided in this Division.

(b) The Municipal Court may accept such stipulations for alternative remedies and may make such stipulations an order of the court, enforceable as an order of the court.

Section 3. That Section 19-3(b) of the City Code is hereby amended to read as follows:

**Sec. 19-3. Rules of procedure.**

....

(b) The Colorado Rules of Civil Procedure, as amended, shall govern the procedures in Municipal Court in all civil actions for a cause arising under the Charter, Code and City ordinances and as needed for the Municipal Court to determine whether it has jurisdiction over a cause in a civil action, but not for actions for violations, offenses and infractions of the Charter, Code and City ordinances which are to be governed by the procedures established in Subsection (a) of this Section. In addition, the rules for discovery and disclosure in civil abatement actions under Division 5 in Article IX of Code Chapter 20 shall be those in Rules 316, 326, 331, and 332 of the Colorado Rules of County Court Civil Procedure and not the rules for discovery and disclosure in the Colorado Rules of Civil Procedure. References to the district court in the Colorado Rules of Civil Procedure and references to the county court in the Colorado Rules of County Court Civil Procedure shall be deemed to refer to the Municipal Court.

- (c) ~~In addition,~~ The Municipal Court shall liberally construe, administer and apply these adopted rules of procedure as applicable in each civil action to secure the just, speedy and inexpensive determination of that civil action. In these civil actions, the Municipal Court shall be vested with the full authority to provide civil remedies, including, without limitation, equitable, injunctive and declaratory relief and to award costs and attorney fees to the full extent permitted by law. It shall also have the power in those actions to compel the attendance of witnesses, to punish for contempt of court and to enforce any award of equitable, declaratory or injunctive relief through its contempt power in accordance with the applicable provisions of the Colorado Rules of Civil Procedure, as amended. This Section is not intended to create any new causes of action in the Municipal Court, nor to provide procedures or relief beyond those contemplated by Rule 106(a)(4) of the Colorado Rules of Civil Procedure to actions undertaken strictly within the sphere of matters that are of the City's local or municipal concern.

Introduced, considered favorably on first reading and ordered published this 1st day of November, A.D. 2022, and to be presented for final passage on the 15th day of November, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading this 15th day of November, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

December 6, 2022

# AGENDA ITEM SUMMARY

City Council



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## STAFF

Adam Bromley, Director, Electrical Engineering  
Lance Smith, Sr Director, Utilities Finance  
Cyril Vidergar, Legal

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## SUBJECT

**Second Reading of Ordinance No. 137, 2022, Appropriating Prior Year Reserves in the Light & Power Fund and the Water Fund for the Purchase of Vendor Services to Support a Major Version Upgrade to the Utilities Meter Data Management System.**

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## EXECUTIVE SUMMARY

This Ordinance, unanimously adopted on First Reading on November 15, 2022, appropriates Light & Power and Water Fund reserves to fund vendor services needed to support a major version upgrade to the Utilities Meter Data Management System.

The Meter Data Management System (MDMS) owned and operated by Utilities has been in place since the inception of the Advanced Meter Fort Collins implementation in 2010. It receives water and electric meter data for all advanced meters deployed across Fort Collins Utility Service's territory throughout the day, performs quality checks on that data, and then at the end of the billing cycle it calculates the billing determinants for each customer that are necessary to generate individual customer bills.

Fort Collins Utilities has utilized the same version of the EnergyIP software since it was installed. For the reasons described below, this software must be upgraded to a more current version and the upgrade cannot wait for the new budget cycle to begin (i.e. January 2023). Utilities staff will need vendor support to complete this major software version upgrade.

As the MDMS system supports both the water and electric utilities, the cost of the upgrade will be shared between them. Utilities has historically allocated costs for shared software based on customer counts as determined by the number of deployed meters to establish the cost share for each utility. Applying this method here, the Water Enterprise's share of this expense would be 31.6% and the Electric Utility Enterprise's share would be 68.4%.

The total supplemental appropriation being proposed for your consideration is for \$629,588.

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## STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on Second Reading.

## BACKGROUND / DISCUSSION

Fort Collins staff knew that a version upgrade to the MDMS was needed back in 2018 and had planned to complete the upgrade at that time with the use of internal resources only. Staff attended vendor training specific to this upgrade in order to support it. The staff that were identified to complete this upgrade in 2018 subsequently were taken from this project to devote their expertise on the Utilities Customer Information System (CIS) upgrade project that was a higher priority due to the immediate customer/billing needs for the new Connexion utility. This meant that the MDMS upgrade was put on hold, which may have benefited Utilities in the long run. This is because as other utilities utilizing the same MDMS implemented their own migrations to the newer versions, which included significant architectural changes, the vendor realized that these migrations were much too complicated without third-party assistance.

Now that the organization has stepped back from the engagement with the previous CIS vendor and is planning a new CIS upgrade projected to be initiated in 2023, staff and management identified the window of time prior to the CIS project to complete the previously delayed upgrade to MDMS. There are several reasons that completing this upgrade now is imperative which include:

- Functionality included in the new version will reduce manual work and customizations:
  - More robust data Validation, Editing, and Estimation (VEE) algorithm/process that greatly reduces manual action and intervention;
  - Enables use and storage of more electric meter channels which provides billing determinant calculations for our largest Commercial & Industrial (C&I) customers; this is currently calculated in a third-party software which entails a high volume of manual work; and
  - Reports that were previously custom developed through an external program will now be included inherently to the software.
- Existing version is extremely outdated; extended support for the current 7.2 version is not sustainable.
- New version is much more stable and will eliminate many of the billing issues encountered on a monthly basis.
- Current version of software relies on older versions of browsers (now unsupported) and other no longer supported software technologies which is a cyber security vulnerability.
- Application servers (non-database) for this version are located on a very old version of Linux RedHat because it will not operate on more recent, supported versions.
- The current version of Oracle being utilized will no longer be supported at the end of 2022.

Staff has engaged with vendor support companies and other users of the software to conclude that the most effective way to complete a successful upgrade is to utilize external support that has previously completed upgrades from our current version to the newest version of software. To complete this upgrade prior to the CIS upgrade project, staff has solicited for external support through an RFP process.

## CITY FINANCIAL IMPACTS

After completing an RFP process, staff has a better understanding of the full costs involved in obtaining external support. The provided quote for those services was approximately \$630K. As mentioned above in the summary, L&P and Water share the costs of this system depending on their respective meter counts. The total supplemental appropriation being proposed for your consideration is for \$629,588, with the individual appropriations from each utility's reserves as specified below:

Light & Power	\$430,638
Water	\$198,950
<b>Total Cost of MDMS Upgrade</b>	<b>\$629,588</b>

The following table shows where L&P reserves are and where they will be after this supplemental appropriation:

	Light & Power	Water
Year End 2021 Reserve Balance	\$64.6	\$84.3
Minimum Required	(\$8.1)	(\$5.8)
Appropriated Prior to 2022	(\$18.8)	(\$37.2)
2022 Connexion Appropriation	(\$20.0)	
2022 Transformer Appropriation	(\$3.6)	
2023-24 CMO Recommended Budget	(\$0.8)	(\$29.2)
Available Reserves Before This Request	\$13.3	\$12.1
MDMS Upgrade	(\$0.4)	(\$0.2)
Remaining Available Reserves	\$12.9M	\$11.9M

### **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

Energy Board unanimously supported this supplemental appropriation from Light & Power Fund reserves on April 14, 2022.

Water Commission unanimously supported this supplemental appropriation from Water Fund reserves on April 21, 2022.

Council Finance Committee unanimously supported these supplemental appropriations on October 20, 2022.

### **PUBLIC OUTREACH**

None.

### **ATTACHMENTS**

First Reading attachments not included.

1. Ordinance for Consideration

ORDINANCE NO. 137, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
APPROPRIATING PRIOR YEAR RESERVES IN THE LIGHT & POWER FUND AND THE  
WATER FUND FOR THE PURCHASE OF VENDOR SERVICES TO SUPPORT A MAJOR  
VERSION UPGRADE TO THE UTILITIES METER DATA MANAGEMENT SYSTEM

WHEREAS, on May 18 and July 20, 2010, City Council approved Ordinance Nos. 043, 2010 and 084, 2010, respectively, appropriating unanticipated grant revenues and utility reserve funds to convert City electric and water meters to Advanced Metering Infrastructure (“AMI”) technology in furtherance of the Smart Grid Investment Project (“SGIP”); and

WHEREAS, by converting older electric and water meters to AMI meters, the Electric and Water Utilities have benefited from the technology and security improvements of smart grid infrastructure, which include increased customer service through improved billing accuracy and faster response times to customer inquiries, as well as increased service interruption detection capabilities; and

WHEREAS, the SGIP included deploying software to collect and process meter data, including the Meter Data Management System (MDMS), which reads and validates daily water and electric meter data across Fort Collins Utility’s service territory and calculates billing determinants for each customer bill; and

WHEREAS, the original MDMS software, EnergyIP, must be upgraded ahead of the start of the 2023-24 budget cycle to support current meter functionality and assure accurate billings based on readings on or after January 1, 2023; and

WHEREAS, as the MDMS system supports the Water and Electric Utilities, the cost of the EnergyIP upgrade will be shared between them, which has historically been allocated between benefited utility enterprises based on customer counts as determined by the number of deployed meters; and

WHEREAS, using the historic cost allocation model for shared project costs, the respective shares of the EnergyIP upgrade expense are 31.6% from the Water Utility Enterprise, totaling \$198,950.00; and 68.4% from the Electric Utility Enterprise, totaling \$430,638.00; and

WHEREAS, this appropriation benefits the public health, safety and welfare of the residents of Fort Collins and serves the public purpose of collecting and processing advanced electric and water meter data necessary to support an efficient, accurate, and up-to-date customer information and billing system for these utilities; and

WHEREAS, Article V, Section 9 of the City Charter permits the City Council, upon the recommendation of the City Manager, to make supplemental appropriations by ordinance at any time during the fiscal year such funds for expenditure as may be available from reserves accumulated in prior years, notwithstanding that such reserves were not previously appropriated; and



WHEREAS, the City Manager has recommended the appropriation described herein and determined that this appropriation is available and previously unappropriated from the Light & Power Fund and the Water Fund and will not cause the total amount appropriated in the Light & Power Fund or the Water Fund, as applicable, to exceed the current estimate of actual and anticipated revenues and all other funds to be received in these funds during this fiscal year; and

WHEREAS, Article V, Section 11 of the City Charter authorizes the City Council to designate in the ordinance when appropriating funds for a project, that such appropriation shall not lapse at the end of the fiscal year in which the appropriation is made, but continue until the completion of the project; and

WHEREAS, the City Council wishes to designate the appropriation herein for the purchase of vendor services to support the upgrade the Utilities Meter Data Management System as an appropriation that shall not lapse until the completion of the project.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That there is hereby appropriated from prior year reserves in the Light & Power Fund the sum of FOUR HUNDRED THIRTY THOUSAND SIX HUNDRED THIRTY-EIGHT DOLLARS (\$430,638) to be expended in the Light & Power Fund for the purchase of vendor services supporting a version upgrade to the utilities meter data management system.

Section 3. That there is hereby appropriated from prior year reserves in the Water Fund the sum of ONE HUNDRED NINETY-EIGHT THOUSAND NINE HUNDRED FIFTY DOLLARS (\$198,950) to be expended in the Water Fund for the purchase of vendor services supporting a version upgrade to the utilities meter data management system.

Section 4. That the appropriation herein for the purchase of vendor services to support the upgrade of the Utilities Meter Data Management System is hereby designated, as authorized in Article V, Section 11 of the City Charter, as an appropriation that shall not lapse at the end of this fiscal year but continue until the completion of the project.

Introduced, considered favorably on first reading, and ordered published this 15th day of November, A.D. 2022, and to be presented for final passage on the 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading on the 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Teresa Roche, Human Resources Executive  
Kelley Vodden, Compensation, Benefits and Wellness Director  
Ryan Malarky, Legal

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### SUBJECT

**Second Reading of Ordinance No. 138, 2022, Adopting the 2023 Classified Employee Pay Plan.**

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### EXECUTIVE SUMMARY

This Ordinance, unanimously adopted on First Reading on November 15, 2022, adopts the 2023 City Classified Employee Pay Plan. Classified jobs are grouped according to job functions, a business practice commonly used by both the public and private sectors. Pay ranges are developed by career group (management, professional, administrative, operations and trades) and level for each job function. The result of this work is a City Classified Employee Pay Plan which sets the minimum, midpoint and maximum of pay ranges for the level, within each career group and function. Actual employee pay increases are awarded through a separate administrative process in accordance with the budgeted amount approved by Council.

During First Reading, the City Manager noted that the Pay Plan as presented required limited clerical corrections that had been incorporated prior to First Reading for adoption. The Second Reading version of the Ordinance reflects the corrections that were incorporated at First Reading.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on Second Reading.

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### BACKGROUND / DISCUSSION

#### OPEN PAY RANGES

The City utilizes a common compensation methodology to assess jobs, combine them into job functions and establish pay range structures. The result of this work sets the minimum, midpoint and maximum of pay ranges for the levels within each career group and function.

Pay ranges are reviewed annually as part of a comprehensive market pricing analysis. Pay ranges are grouped and driven by job functions that are based upon findings of a recruiting analysis conducted to determine where positions are typically sourced. Pay range midpoints are determined by looking at aggregate market data for positions or groups of positions and rolled up to a median of the market for functional groupings, with high and low outliers removed.

Jobs for which there is no external benchmark are evaluated and placed in the Pay Plan using a job evaluation system that is calibrated against benchmark jobs.

Individual salary placement in a pay range is based on an employee's knowledge, skills, abilities, performance, and experience, paired with internal equity considerations and budget availability to ensure horizontal alignment across the City.

### **Market Data Sources**

- Employers Council - Colorado Benchmark Compensation Survey
- Employers Council - Information Technology Survey
- Employers Council - Public Employers Compensation Survey
- Willis Towers Watson - General Industry Compensation Survey

### **Recommended Open Pay Range Structure Adjustments**

As a result of the market analysis, staff is recommending a 2.5% increase to all open pay ranges. Actual employee salary increases are determined administratively within the Council-adopted employee pay increase budget.

### **STEP PLAN**

The City has 15 jobs that are part of a Step Plan, a pay system in which pay progression is directly linked to skills acquisition rather than to general pay increases applicable to employees in Open Pay Ranges. Employees in Step Plan jobs may receive labor market adjustments as determined by the annual market analysis.

### **Market Data Sources**

- Employers Council - Colorado Benchmark Compensation Survey
- Employers Council - Public Employers Compensation Survey
- Employers Council - Rural Electric Association Survey

### **Recommended Step Plan Adjustments**

As a result of the market analysis, staff is recommending changes to Step Plan jobs, varying from 2.5% to 8.50% increases. Employees in Step Plan jobs will receive a market adjustment consistent with the analysis.

### **COLLECTIVE BARGAINING UNIT**

Police collective bargaining unit (CBU) positions are included in the Pay Plan to establish pay for such positions until market data is collected and pay is established according to the Council-approved collective bargaining agreement. The pay plan for classified positions not in the CBU is taken to Council for consideration and adoption by ordinance in late December and before the new payroll year. Terms of the collective bargaining agreement between the City and the police employee organization call for market data to be collected close to the end of the calendar year, so there is a delay in gathering market data for the CBU positions. This results in City staff bringing an amended Pay Plan back to Council for consideration early in the first quarter of the year.

### **CITY FINANCIAL IMPACTS**

The estimated net cost for the adjustments to the Step Plan jobs is approximately \$20,000 and will be absorbed within the 2023 operating budgets approved by Council.

## **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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Not applicable.

## **PUBLIC OUTREACH**

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Not applicable.

## **ATTACHMENTS**

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First Reading attachments not included.

1. Ordinance for Consideration
2. Ordinance Exhibit A

ORDINANCE NO. 138, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
ADOPTING THE 2023 CLASSIFIED EMPLOYEE PAY PLAN

WHEREAS, Section 2-566 of the City Code requires that the pay plan for all classified employees of the City shall be established by ordinance of the City Council; and

WHEREAS, the City is committed to compensating employees in a manner that is fair, competitive and understandable; and

WHEREAS, the annual market analysis conducted by the Human Resources Department includes public and private employer salary survey information, including Colorado public employers and national general industry compensation, providing clear benchmark information for approximately 356 benchmark positions; and

WHEREAS, the pay plan recommended by the City Manager is consistent with City Council objectives and the Council-approved budget for 2023; and

WHEREAS, the City Council believes that the adoption of the recommended pay plan is in the best interests of the City.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the City Council hereby adopts the 2023 City of Fort Collins Classified Employee Pay Plan (the "Pay Plan"), a copy of which is attached hereto as Exhibit "A" and incorporated herein by this reference.

Section 3. That the Pay Plan shall be effective as of January 9, 2023, the first pay period of 2023.

Section 4. That the City Manager shall fix the compensation levels of all classified employees within the pay levels established in the Pay Plan except to the extent that the City Manager determines, due to performance or other extraordinary circumstances, that the pay level of a particular employee should remain below the minimum or be fixed above the maximum for that employee's job title.

Section 5. That the City Manager shall fix the salary for newly created positions or positions that are modified due to changes in job duties within the approved pay structure based on results of an objective job analysis.

Introduced, considered favorably on first reading, and ordered published this 15th day of November, A.D. 2022, and to be presented for final passage on the 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk





# CITY OF FORT COLLINS

## 2023 PAY PLAN

<u>JOB TITLE</u>	<u>JOB TYPE</u>	<u>LEVEL</u>	<u>JOB FUNCTION</u>	<u>JOB FAMILY</u>	<u>JOB SUB FAMILY</u>	<u>TABLE</u>
Accountant II	P049	P2	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTING	4
Administrator I, Systems	P003	P1	TECHNOLOGY	SYSTEMS	SYSTEMS ADMINISTRATION	3
Analyst I, Apps Software	P005	P1	TECHNOLOGY	APPLICATIONS SOFTWARE	APPLICATIONS SOFTWARE	3
Analyst I, Benefits	P016	P1	HUMAN RESOURCES	BENEFITS	BENEFITS	4
Analyst I, Data	P122	P1	TECHNOLOGY	DATA SCIENCE	DATA ANALYSIS	3
Analyst I, Finance	P020	P1	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4
Analyst I, GIS	P002	P1	TECHNOLOGY	GIS	GIS	3
Analyst I, HRIS	P023	P1	HUMAN RESOURCES	HRIS	HRIS	4
Analyst II, Apps Software	P028	P2	TECHNOLOGY	APPLICATIONS SOFTWARE	APPLICATIONS SOFTWARE	3
Analyst II, Apps Software Dev	P123	P2	TECHNOLOGY	APPLICATIONS SOFTWARE	APPS SOFTWARE DEVELOPMENT	3
Analyst II, Benefits	P124	P2	HUMAN RESOURCES	BENEFITS	BENEFITS	4
Analyst II, Budget	P136	P2	FINANCE & ACCOUNTING	BUDGET	BUDGET	4
Analyst II, Bus Intelligence	P133	P2	TECHNOLOGY	DATA SCIENCE	BUSINESS INTELLIGENCE	3
Analyst II, Finance	P050	P2	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4
Analyst II, GIS	P031	P2	TECHNOLOGY	GIS	GIS	3
Architect, IT Security	P101	P4	TECHNOLOGY	INFORMATION SECURITY	INFORMATION SECURITY	3
Architect, Landscape	P032	P2	PLANNING	PARK PLANNING	LANDSCAPE	1
Architect, Portfolio Mgmt	P145	P4	TECHNOLOGY	TECHNOLOGY	PORTFOLIO MANAGEMENT	3
Architect, Technology	P109	P4	TECHNOLOGY	DATA SCIENCE	DATA SCIENCE	3
Asst Superintendent, Parks	O019	OT6	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Auditor II, Sales Tax	P060	P2	FINANCE & ACCOUNTING	REVENUE	SALES TAX AUDIT & REVENUE	4
Bailiff	A001	A2	LEGAL	JUDICIAL	CUSTOMER SERVICE	4
BUILDING INSPECTOR	OS14	OS5	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1S
Business Support I	A002	A2	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Business Support II	A008	A3	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Business Support III	A020	A4	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Buyer II	P043	P2	FINANCE & ACCOUNTING	PURCHASING	PURCHASING	4
Chemist	P008	P1	SCIENCES & ENGINEERING	SCIENCES	CHEMISTRY	3
Chief Building Official	M042	M2	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Chief Deputy City Clerk	P158	P3	ADMINISTRATION	MUNICIPAL ADMINISTRATION	CITY CLERK	4
Chief Information Officer	M092	M4	STRATEGY	TECHNOLOGY	TECHNOLOGY	7
City Clerk	M072	M3	ADMINISTRATION	MUNICIPAL ADMINISTRATION	CITY CLERK	4
City Engineer	M079	M3	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
City Traffic Engineer	M064	M3	SCIENCES & ENGINEERING	ENGINEERING	TRAFFIC ENGINEERING	3



# CITY OF FORT COLLINS 2023 PAY PLAN

Civil Engineer I	P009	P1	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Civil Engineer II	P037	P2	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Civil Engineer III	P078	P3	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Community Service Officer	O044	OT4	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	COMMUNITY SERVICES OPERATIONS	5B
Coord, Sales Tax & Audit Rev	A097	A4	FINANCE & ACCOUNTING	REVENUE	SALES TAX AUDIT & REVENUE	4
Coordinator, AR / Billing	A021	A4	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTS RECEIVABLE / BILLING	4
Coordinator, Accounts Payable	A015	A4	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTS PAYABLE	4
Coordinator, Active Modes	A093	A4	PLANNING	TRANSPORTATION PLANNING	ACTIVE MODES	1
Coordinator, Bldg & Dev Review	A071	A4	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Coordinator, Communications	A028	A4	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Coordinator, Cultural Services	A031	A4	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Coordinator, Customer Support	A074	A4	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Coordinator, Finance	A022	A4	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4
Coordinator, HRIS	A017	A4	HUMAN RESOURCES	HRIS	HRIS	4
Coordinator, Outreach	A036	A4	PROTECTIVE SERVICES	INVESTIGATION	OUTREACH	5
Coordinator, Payroll	A018	A4	FINANCE & ACCOUNTING	ACCOUNTING	PAYROLL	4
Coordinator, Public Engagement	A023	A4	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Coordinator, Talent Acquisitio	A098	A4	HUMAN RESOURCES	TALENT MANAGEMENT	TALENT ACQUISITION	4
Coordinator, Theatre Prod	A096	A4	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Court Security Officer	O036	OT4	PROTECTIVE SERVICES	OPERATIONS	ENFORCEMENT	5
Crew Chief, Electric Dist	S013	S1	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - HIGH VOLTAGE	2
Crew Chief, Facilities	S006	S1	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Crew Chief, Forestry	S012	S1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Crew Chief, Natural Areas	S059	S1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Crew Chief, Parks	S010	S1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Crew Chief, Transportation Ops	S052	S1	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Crew Chief, Water Field Ops	S053	S1	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2
Crime Analyst	A062	A5	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Crime Analyst	A090	A6	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Criminalist	A069	A6	PROTECTIVE SERVICES	INVESTIGATION	INVESTIGATION	5
Curator	P014	P1	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Deputy City Clerk	A060	A5	ADMINISTRATION	MUNICIPAL ADMINISTRATION	CITY CLERK	4
Deputy Court Administrator	S002	S1	LEGAL	JUDICIAL	ADMINISTRATION	4
Deputy Court Clerk I	A005	A3	LEGAL	JUDICIAL	CUSTOMER SERVICE	4
Deputy Court Clerk II	A013	A4	LEGAL	JUDICIAL	CUSTOMER SERVICE	4
Deputy Director, Broadband	M135	M4	STRATEGY	BROADBAND	BROADBAND	7
Deputy Director, PDT	M094	M4	STRATEGY	PLANNING, DEV & TRANSPORTATION	CITY PLANNING	7



# CITY OF FORT COLLINS

## 2023 PAY PLAN

Deputy Director, PDT	M097	M4	STRATEGY	PLANNING, DEV & TRANSPORTATION	PLANNING, DEV & TRANSPORTATION	7
Deputy Director, Sus Services	M136	M4	STRATEGY	SUSTAINABILITY SERVICES	SUSTAINABILITY SERVICES	7
Deputy Director, Utilities	M096	M4	STRATEGY	UTILITIES	ELECTRIC	7
Deputy Director, Utilities	M095	M4	STRATEGY	UTILITIES	WATER	7
Deputy Director, Utilities	M093	M4	STRATEGY	UTILITIES	ELECTRIC	7
Dir, Economic Sustainability	M081	M3	SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ECONOMIC SUSTAINABILITY	1
Dir, Electric Distribution	M073	M3	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - HIGH VOLTAGE	2
Dir, Environ Sustainability	M069	M3	SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	1
Dir, Social Sustainability	M066	M3	SUSTAINABILITY	SOCIAL SUSTAINABILITY	SOCIAL SUSTAINABILITY	1
Dir, Transportation Operations	M074	M3	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Director, Accounting	M082	M3	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTING	4
Director, Broadband	M120	M3	OPERATIONS	BROADBAND	BROADBAND	2
Director, Budget	M067	M3	FINANCE & ACCOUNTING	BUDGET	BUDGET	4
Director, Civil Engineering	M086	M3	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Director, Civil Engineering	M089	M3	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Director, Communications	M065	M3	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Director, Cultural Services	M075	M3	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Director, Elec Engineering	M114	M3	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3
Director, FP&A	M078	M3	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4
Director, Facilities & Fleet	M083	M3	OPERATIONS	FACILITIES & FLEET	FACILITIES & FLEET	2
Director, Human Resources	M088	M3	HUMAN RESOURCES	TALENT MANAGEMENT	HUMAN RESOURCES	4
Director, Information Services	M040	M3	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Director, Natural Areas	M127	M3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Director, Park Planning	M068	M3	PLANNING	PARK PLANNING	LANDSCAPE	1
Director, Parks	M071	M3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Director, Plant Operations	M084	M3	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2
Director, Plant Operations	M139	M3	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2
Director, Purchasing	M077	M3	FINANCE & ACCOUNTING	PURCHASING	PURCHASING	4
Director, Recreation	M070	M3	CULTURE, PARKS & RECREATION	RECREATION	RECREATION	1
Director, Sciences	M085	M3	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Director, Technology	M121	M3	TECHNOLOGY	TECHNOLOGY	TECHNOLOGY	3
Director, Total Compensation	M123	M3	HUMAN RESOURCES	COMPENSATION/BENEFITS/WELLNES	TOTAL COMPENSATION	4
Director, Transit	M076	M3	OPERATIONS	TRANSPORTATION	TRANSIT	2
Director, Water Field Ops	M108	M3	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2
Electric Line Worker	OS12	OS4	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - HIGH VOLTAGE	2S
Electric Meter Systems Tech	OS18	OS4	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - LOW VOLTAGE	2S
Electric Systems Operator	OS05	OS3	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - FIELD OPS	2S
Electrical Engineer I	P012	P1	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3



# CITY OF FORT COLLINS 2023 PAY PLAN

Electrical Engineer II	P143	P2	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3
Electrical Engineer II	P039	P2	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3
Electrical Engineer III	P077	P3	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3
Electrician	O038	OT4	OPERATIONS	FACILITIES & FLEET	ELECTRICIAN	2
Emergency Commun Dispatcher	O043	OT4	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	COMMUNICATIONS	5A
Emergency Management Officer	M109	M4	STRATEGY	EMERGENCY MANAGEMENT	EMERGENCY MANAGEMENT	7
Engineer I, Fiber	P112	P1	TECHNOLOGY	FIBER	FIBER	3
Engineer I, Network	P004	P1	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Engineer II, Fiber	P138	P2	TECHNOLOGY	FIBER	FIBER	3
Engineer II, Network	P029	P2	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Engineer II, Systems	P030	P2	TECHNOLOGY	SYSTEMS	SYSTEMS ENGINEERING	3
Exec Assistant To The City Mgr	P001	P1	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Executive Admin Assistant	A043	A5	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Executive Assist, City Council	P160	P1	FINANCE & ACCOUNTING	ADMINISTRATION	ADMINISTRATION	4
Fleet Maintenance Tech	OS19	OS4	OPERATIONS	FACILITIES & FLEET	FLEET	2S
Inspector, Code Compliance	O023	OT3	DEVELOPMENT & COMPLIANCE	COMPLIANCE	CODE COMPLIANCE	1
Investigative Aide	A061	A5	PROTECTIVE SERVICES	INVESTIGATION	INVESTIGATION	5
Lab Assistant	O001	OT1	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Lead Analyst, Utility Rate	P102	P4	FINANCE & ACCOUNTING	UTILITY	UTILITY RATE ANALYSIS	4
Lead Auditor, Sales Tax	P150	P3	FINANCE & ACCOUNTING	REVENUE	SALES TAX AUDIT & REVENUE	4
LEAD BUILDING INSPECTOR	SS03	SS1	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	S1
Lead Coord, Communications	A086	A6	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Lead Coord, Utility Rate/Fee	A066	A6	FINANCE & ACCOUNTING	UTILITY	UTILITY RATE / FEE	4
Lead Inspector Code Compliance	O064	OT6	DEVELOPMENT & COMPLIANCE	COMPLIANCE	CODE COMPLIANCE	1
Lead Inspector, Construction	O052	OT6	DEVELOPMENT & COMPLIANCE	COMPLIANCE	CONSTRUCTION INSPECTION	1
Lead Inspector, Zoning	O073	OT6	DEVELOPMENT & COMPLIANCE	COMPLIANCE	ZONING	1
Lead Park Ranger	S011	S1	PROTECTIVE SERVICES	OPERATIONS	RESOURCE MANAGEMENT	5
LEAD PLANT OPERATOR	OS13	OS5	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2S
Lead Rep, Customer Support	A040	A5	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Lead Spc, Cultural Services	P081	P3	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Lead Spc, Econ Sustainability	P159	P3	SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ECONOMIC SUSTAINABILITY	1
Lead Spc, Employee Relations	P099	P3	HUMAN RESOURCES	TALENT MANAGEMENT	EMPLOYEE RELATIONS	4
Lead Spc, Env Sustainability	P092	P3	SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	1
Lead Spc, Homelessness	P135	P3	SUSTAINABILITY	SOCIAL SUSTAINABILITY	HOMELESSNESS	1
Lead Spc, Process Improvement	P065	P3	ADMINISTRATION	PROJECT MANAGEMENT	PROCESS IMPROVEMENT	4
Lead Spc, Soc Sustainability	P097	P3	SUSTAINABILITY	SOCIAL SUSTAINABILITY	SOCIAL SUSTAINABILITY	1
Lead Spc, Special Events	P084	P3	DEVELOPMENT & COMPLIANCE	NEIGHBORHOOD SERVICES	SPECIAL EVENTS	1
Lead Spec, Emergency Mgmt	P154	P3	ADMINISTRATION	PROJECT MANAGEMENT	EMERGENCY MANAGEMENT	4



# CITY OF FORT COLLINS 2023 PAY PLAN

Lead Specialist, Communication	P155	P3	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Lead Specialist, Forestry	P085	P3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Lead Specialist, Marketing	P047	P3	MARKETING & CREATIVE SERVICES	MARKETING	MARKETING	4
Lead Specialist, Natural Areas	P104	P3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Lead Specialist, Occpnl Hlth	P115	P3	HUMAN RESOURCES	SAFETY & RISK MANAGEMENT	OCCUPATIONAL HEALTH	4
Lead Specialist, Parks	P165	P3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Lead Specialist, Public Engage	P141	P3	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Lead Specialist, Safety	P093	P3	HUMAN RESOURCES	SAFETY & RISK MANAGEMENT	SAFETY	4
Lead Specialist, Sciences	P072	P3	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Lead Specialist, Security	P091	P3	ADMINISTRATION	SAFETY & RISK MANAGEMENT	SECURITY	4
Lead Sr Facilities Project Mgr	M111	M1	ADMINISTRATION	PROJECT MANAGEMENT	FACILITIES PROJECT MANAGEMENT	4
Lead Tech, Graphic Design	A068	A6	MARKETING & CREATIVE SERVICES	MEDIA	GRAPHIC DESIGN	4
Lead Tech, Transportation Ops	O065	OT6	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Lead Technician, Sciences	A065	A6	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Lead Technician, Video Prod	A067	A6	MARKETING & CREATIVE SERVICES	MEDIA	VIDEO PRODUCTION	4
Legal Assistant	A009	A3	LEGAL	LEGAL	LEGAL SUPPORT	4
Line Crew Chief	SS05	SS1	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - HIGH VOLTAGE	2S
Line Groundworker	OS01	OS1	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - HIGH VOLTAGE	2S
Locator, Elec Dist - Field Ops	O006	OT3	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - FIELD OPS	2
Manager, Active Modes	M023	M1	PLANNING	TRANSPORTATION PLANNING	ACTIVE MODES	1
Manager, Administration	M116	M1	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Manager, Applications Software	M001	M1	TECHNOLOGY	APPLICATIONS SOFTWARE	APPLICATIONS SOFTWARE	3
Manager, Apps Software Dev	M002	M1	TECHNOLOGY	APPLICATIONS SOFTWARE	APPS SOFTWARE DEVELOPMENT	3
Manager, Benefits	M125	M1	HUMAN RESOURCES	BENEFITS	BENEFITS	4
Manager, Bldg & Dev Review	M034	M1	PLANNING	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Manager, Broadband	M105	M1	OPERATIONS	BROADBAND	BROADBAND OPERATIONS	2
Manager, Broadband Operations	M143	M1	OPERATIONS	BROADBAND	BROADBAND OPERATIONS	2
Manager, Civil Engineering	M008	M1	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Manager, Communications	M017	M1	CUSTOMER SERVICE	COMMUNICATIONS	COMMUNICATIONS	4
Manager, Compliance	M115	M1	DEVELOPMENT & COMPLIANCE	COMPLIANCE	COMPLIANCE	1
Manager, Construction Inspect	M005	M1	DEVELOPMENT & COMPLIANCE	COMPLIANCE	CONSTRUCTION INSPECTION	1
Manager, Cultural Services	M016	M1	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Manager, Customer Support	M021	M1	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Manager, Econ Sustainability	M033	M1	SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ECONOMIC SUSTAINABILITY	1
Manager, Elec Distr Hi Voltage	M103	M1	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - HIGH VOLTAGE	2
Manager, Env Sustainability	M100	M1	SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	1
Manager, Environ Planning	M032	M1	PLANNING	ENVIRONMENTAL PLANNING	ENVIRONMENTAL PLANNING	1
Manager, FP&A	M026	M1	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4

## EXHIBIT A

Item 4.



# CITY OF FORT COLLINS

## 2023 PAY PLAN

Manager, Forestry	M128	M1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Manager, GIS	M004	M1	TECHNOLOGY	GIS	GIS	3
Manager, Graphic Design	M020	M1	MARKETING & CREATIVE SERVICES	MEDIA	GRAPHIC DESIGN	4
Manager, HR Operations	M102	M1	HUMAN RESOURCES	ADMINISTRATION	ADMINISTRATION	4
Manager, Historic Preservation	M022	M1	PLANNING	CITY PLANNING	HISTORIC PRESERVATION	1
Manager, Marketing	M018	M1	MARKETING & CREATIVE SERVICES	MARKETING	MARKETING	4
Manager, Payroll	M029	M1	FINANCE & ACCOUNTING	ACCOUNTING	PAYROLL	4
Manager, Plant Operations	M012	M1	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2
Manager, Project Management	M129	M1	ADMINISTRATION	PROJECT MANAGEMENT	PROJECT MANAGEMENT	4
Manager, Public Engagement	M017	M1	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Manager, Purchasing	M130	M1	FINANCE & ACCOUNTING	PURCHASING	PURCHASING	4
Manager, Real Estate	M027	M1	OPERATIONS	FACILITIES & FLEET	REAL ESTATE	2
Manager, Recreation	M024	M1	CULTURE, PARKS & RECREATION	RECREATION	RECREATION	1
Manager, Sales	M138	M1	MARKETING & CREATIVE SERVICES	SALES	SALES	4
Manager, Sciences	M019	M1	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Manager, Service Delivery	M131	M1	TECHNOLOGY	CLIENT SERVICES	CLIENT SERVICES	3
Manager, Social Sustainability	M119	M1	SUSTAINABILITY	SOCIAL SUSTAINABILITY	SOCIAL SUSTAINABILITY	1
Manager, Systems Admin	M009	M1	TECHNOLOGY	SYSTEMS	SYSTEMS ADMINISTRATION	3
Manager, Systems Engineering	M003	M1	TECHNOLOGY	SYSTEMS	SYSTEMS ENGINEERING	3
Manager, Talent Acquisition	M015	M1	HUMAN RESOURCES	TALENT MANAGEMENT	TALENT ACQUISITION	4
Manager, Talent Development	M030	M1	HUMAN RESOURCES	ADMINISTRATION	ADMINISTRATION	4
Manager, Technical Proj Mgmt	M106	M1	ADMINISTRATION	PROJECT MANAGEMENT	TECHNICAL PROJECT MANAGEMENT	4
Manager, Traffic Engineering	M007	M1	SCIENCES & ENGINEERING	ENGINEERING	TRAFFIC ENGINEERING	3
Manager, Transportation Ops	M013	M1	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Manager, Transportation Plng	M112	M1	PLANNING	TRANSPORTATION PLANNING	TRANSPORTATION PLANNING	1
Manager, Video Production	M031	M1	MARKETING & CREATIVE SERVICES	MEDIA	VIDEO PRODUCTION	4
Manager, Water Field Ops	M006	M1	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2
Manager, Water Util Dev Review	M122	M1	SCIENCES & ENGINEERING	ENGINEERING	DEVELOPMENT REVIEW	3
Manager, Wellness	M014	M1	HUMAN RESOURCES	BENEFITS	WELLNESS	4
Master Electrician	O051	OT6	OPERATIONS	FACILITIES & FLEET	ELECTRICIAN	2
Mechanic	OS07	OS4	OPERATIONS	FACILITIES & FLEET	FLEET	2S
Mechanical Engineer I	P011	P1	SCIENCES & ENGINEERING	ENGINEERING	MECHANICAL ENGINEERING	3
Mechanical Engineer II	P134	P2	SCIENCES & ENGINEERING	ENGINEERING	MECHANICAL ENGINEERING	3
Mechanical Engineer III	P075	P3	SCIENCES & ENGINEERING	ENGINEERING	MECHANICAL ENGINEERING	3
Municipal Court Administrator	S019	S2	LEGAL	JUDICIAL	ADMINISTRATION	4
Natural Areas Trail Ranger	O058	OT4	PROTECTIVE SERVICES	OPERATIONS	RESOURCE MANAGEMENT	5
Officer I, Enforcement	O010	O3	PROTECTIVE SERVICES	OPERATIONS	ENFORCEMENT	5
Officer I, Transportation Ops	O013	OT2	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2





# CITY OF FORT COLLINS 2023 PAY PLAN

Officer II, Enforcement	O026	OT3	PROTECTIVE SERVICES	OPERATIONS	ENFORCEMENT	5
Operator I, Transit	O011	OT2	OPERATIONS	TRANSPORTATION	TRANSIT	2
Operator I, Transportation Ops	O009	OT2	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Operator II, Broadband	O069	OT3	OPERATIONS	BROADBAND	BROADBAND OPERATIONS	2
Operator II, Transit	O021	OT3	OPERATIONS	TRANSPORTATION	TRANSIT	2
Operator II, Transportation Op	O022	OT3	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Paralegal	A064	A6	LEGAL	LEGAL	LEGAL SUPPORT	4
Park Ranger	O037	OT4	PROTECTIVE SERVICES	OPERATIONS	RESOURCE MANAGEMENT	5
Parking Enforcement Officer I	O010	OT2	DEVELOPMENT & COMPLIANCE	COMPLIANCE	PARKING	1
Parking Enforcement Officer II	O066	OT3	DEVELOPMENT & COMPLIANCE	COMPLIANCE	PARKING	1
Partner, Human Resources	P062	P2	HUMAN RESOURCES	TALENT MANAGEMENT	HUMAN RESOURCES	4
Planner, City	P052	P2	PLANNING	CITY PLANNING	CITY PLANNING	1
Planner, Environmental	P048	P2	PLANNING	ENVIRONMENTAL PLANNING	ENVIRONMENTAL PLANNING	1
Planner, Transit	P046	P2	PLANNING	TRANSPORTATION PLANNING	TRANSIT PLANNING	1
Planner, Transportation	P113	P2	PLANNING	TRANSPORTATION PLANNING	TRANSPORTATION PLANNING	1
Plans Examiner	A073	A6	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Plant Operator	OS09	OS4	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2S
Police Assistant Chief	M090	M3	PROTECTIVE SERVICES	POLICE ADMINISTRATION	POLICE ADMINISTRATION	5
Police Corporal	S017	S1	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	SWORN OPERATIONS	5C
Police Deputy Chief	M098	M4	STRATEGY	PROTECTIVE SERVICES	POLICE ADMINISTRATION	7
Police Lieutenant	M063	M2	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	SWORN OPERATIONS	5C
Police Officer	O025	OT6	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	SWORN OPERATIONS	5C
Police Psychologist	P103	P4	PROTECTIVE SERVICES	INVESTIGATION	OUTREACH	5
Police Sergeant	S051	S2	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	SWORN OPERATIONS	5C
Probation Officer	A087	A5	LEGAL	JUDICIAL	CUSTOMER SERVICE	4
Process Engineer I	P139	P1	SCIENCES & ENGINEERING	ENGINEERING	PROCESS ENGINEERING	3
Project Analyst	P026	P1	ADMINISTRATION	PROJECT MANAGEMENT	PROJECT MANAGEMENT	4
Project Coordinator	A083	A5	ADMINISTRATION	PROJECT MANAGEMENT	PROJECT MANAGEMENT	4
Project Manager	P041	P2	ADMINISTRATION	PROJECT MANAGEMENT	PROJECT MANAGEMENT	4
Reliability Engr II, Utilities	P152	P2	SCIENCES & ENGINEERING	ENGINEERING	RELIABILITY ENGINEERING	3
Reliability Engr III, Utilities	P130	P3	SCIENCES & ENGINEERING	ENGINEERING	RELIABILITY ENGINEERING	3
Rep I, Customer Support	A003	A2	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Rep II, Customer Support	A006	A3	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Rep II, Police Records	A011	A3	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Specialist, Active Modes	P013	P1	PLANNING	TRANSPORTATION PLANNING	ACTIVE MODES	1
Specialist, City Planning	P121	P1	PLANNING	CITY PLANNING	CITY PLANNING	1
Specialist, Communications	P021	P1	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Specialist, Compliance	P127	P1	DEVELOPMENT & COMPLIANCE	COMPLIANCE	COMPLIANCE	1





# CITY OF FORT COLLINS 2023 PAY PLAN

Specialist, Customer Support	P034	P1	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Specialist, DOT	P157	P1	HUMAN RESOURCES	SAFETY & RISK MANAGEMENT	SAFETY	4
Specialist, Econ Sustainability	P119	P1	SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ECONOMIC SUSTAINABILITY	1
Specialist, Env Sustainability	P120	P1	SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	1
Specialist, Facilities	P007	P1	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Specialist, Natural Areas	P140	P1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Specialist, Public Engagement	P015	P1	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Specialist, Regulatory Svcs	P163	P1	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Specialist, Revenue	P149	P1	FINANCE & ACCOUNTING	REVENUE	SALES TAX AUDIT & REVENUE	4
Specialist, Safety	P111	P1	HUMAN RESOURCES	SAFETY & RISK MANAGEMENT	SAFETY	4
Specialist, Sales	P116	P1	MARKETING & CREATIVE SERVICES	SALES	SALES	4
Specialist, Sciences	P010	P1	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Specialist, Social Sustain	P019	P1	SUSTAINABILITY	SOCIAL SUSTAINABILITY	SOCIAL SUSTAINABILITY	1
Specialist, Talent Acquisition	P117	P1	HUMAN RESOURCES	TALENT MANAGEMENT	TALENT ACQUISITION	4
Specialist, Talent Development	P017	P1	HUMAN RESOURCES	TALENT MANAGEMENT	TALENT DEVELOPMENT	4
Specialist, Wellness	P018	P1	HUMAN RESOURCES	BENEFITS	WELLNESS	4
Sr Accountant	P083	P3	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTING	4
Sr Administrator, Database	P069	P3	TECHNOLOGY	DATABASE	DATABASE	3
Sr Administrator, Systems	P067	P3	TECHNOLOGY	SYSTEMS	SYSTEMS ADMINISTRATION	3
Sr Adminstrtr, SCADA PLC Prgr	P148	P3	TECHNOLOGY	SYSTEMS	SYSTEMS ADMINISTRATION	3
Sr Analyst, Administration	P129	P3	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Sr Analyst, Apps Software	P066	P3	TECHNOLOGY	APPLICATIONS SOFTWARE	APPLICATIONS SOFTWARE	3
Sr Analyst, Apps Software Dev	P070	P3	TECHNOLOGY	APPLICATIONS SOFTWARE	APPS SOFTWARE DEVELOPMENT	3
Sr Analyst, Budget	P080	P3	FINANCE & ACCOUNTING	BUDGET	BUDGET	4
Sr Analyst, Business	P131	P3	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	BUSINESS ANALYSIS	4
Sr Analyst, Compensation	P082	P3	HUMAN RESOURCES	COMPENSATION	COMPENSATION	4
Sr Analyst, Data	P164	P3	TECHNOLOGY	DATA SCIENCE	DATA ANALYSIS	3
Sr Analyst, Finance	P094	P3	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4
Sr Analyst, GIS	P126	P3	TECHNOLOGY	GIS	GIS	3
Sr Analyst, Grants Admin	P162	P3	FINANCE & ACCOUNTING	FINANCIAL PLANNING & ANALYSIS	FINANCIAL PLANNING & ANALYSIS	4
Sr Analyst, HRIS	P096	P3	HUMAN RESOURCES	HRIS	HRIS	4
Sr Analyst, IT Security	P114	P3	TECHNOLOGY	INFORMATION SECURITY	INFORMATION SECURITY	3
Sr Analyst, Systems	P071	P3	TECHNOLOGY	SYSTEMS	SYSTEMS ADMINISTRATION	3
Sr Analyst, Treasury	P090	P3	FINANCE & ACCOUNTING	TREASURY / INVESTMENT	TREASURY / INVESTMENT	4
Sr Architect, Landscape	P074	P3	PLANNING	PARK PLANNING	LANDSCAPE	1
Sr Buyer	P089	P3	FINANCE & ACCOUNTING	PURCHASING	PURCHASING	4
Sr Coord, Sales Tax Audit Rev	A056	A5	FINANCE & ACCOUNTING	REVENUE	SALES TAX AUDIT & REVENUE	4

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# CITY OF FORT COLLINS

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Sr Coordinator, AP	A039	A5	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTS PAYABLE	4
Sr Coordinator, Accounting	A088	A5	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTING	4
Sr Coordinator, Active Modes	A076	A5	PLANNING	TRANSPORTATION PLANNING	ACTIVE MODES	1
Sr Coordinator, Benefits	A082	A5	HUMAN RESOURCES	BENEFITS	BENEFITS	4
Sr Coordinator, Communications	A037	A5	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Sr Coordinator, Creative Svcs	A095	A5	MARKETING & CREATIVE SERVICES	MEDIA	GRAPHIC DESIGN	4
Sr Coordinator, Cultural Svcs	A049	A5	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Coordinator, Forestry	A048	A5	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Sr Coordinator, HRIS	A044	A5	HUMAN RESOURCES	HRIS	HRIS	4
Sr Coordinator, Marketing	A055	A5	MARKETING & CREATIVE SERVICES	MARKETING	MARKETING	4
Sr Coordinator, Payroll	A042	A5	FINANCE & ACCOUNTING	ACCOUNTING	PAYROLL	4
Sr Coordinator, Public Engage	A041	A5	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Sr Coordinator, Recreation	A054	A5	CULTURE, PARKS & RECREATION	RECREATION	RECREATION	1
Sr Coordinator, Risk Mgmt	A038	A5	FINANCE & ACCOUNTING	RISK MANAGEMENT	RISK MANAGEMENT	4
Sr Coordinator, Safety	A052	A5	HUMAN RESOURCES	SAFETY & RISK MANAGEMENT	SAFETY	4
Sr Director, Utilities Finance	M141	M4	STRATEGY	UTILITIES	FINANCIAL PLANNING & ANALYSIS	7
Sr Director, Water Operations	M140	M4	STRATEGY	UTILITIES	WATER	7
Sr Engineer, Network	P068	P3	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Sr Engineer, Systems	P064	P3	TECHNOLOGY	SYSTEMS	SYSTEMS ENGINEERING	3
Sr Engineer, Video Prod	P156	P3	MARKETING & CREATIVE SERVICES	SYSTEMS	VIDEO PRODUCTION	3
Sr Facilities Project Manager	P073	P3	ADMINISTRATION	PROJECT MANAGEMENT	FACILITIES PROJECT MANAGEMENT	4
Sr Inspector, Compliance	O056	OT5	DEVELOPMENT & COMPLIANCE	COMPLIANCE	COMPLIANCE	1
Sr Inspector, Construction	O045	OT5	DEVELOPMENT & COMPLIANCE	COMPLIANCE	CONSTRUCTION INSPECTION	1
Sr Inspector, Zoning	O048	OT5	DEVELOPMENT & COMPLIANCE	COMPLIANCE	ZONING	1
Sr Legal Assistant	A026	A4	LEGAL	LEGAL	LEGAL SUPPORT	4
Sr Locator, Elec Dist Field Op	O012	OT4	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - FIELD OPS	2
Sr Manager, Accounting	M052	M2	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTING	4
Sr Manager, Apps Software	M038	M2	TECHNOLOGY	APPLICATIONS SOFTWARE	APPLICATIONS SOFTWARE	3
Sr Manager, City Planning	M126	M2	PLANNING	CITY PLANNING	CITY PLANNING	1
Sr Manager, Civil Engineering	M043	M2	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Sr Manager, Creative Services	M132	M2	MARKETING & CREATIVE SERVICES	MEDIA	GRAPHIC DESIGN	4
Sr Manager, Cultural Services	M050	M2	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Manager, Cultural Services	M054	M2	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Manager, Customer Support	M051	M2	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Sr Manager, Econ Sustainability	M110	M2	SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ECONOMIC SUSTAINABILITY	1
Sr Manager, Elec Engr	M060	M2	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3
Sr Manager, Emergency Comms	M061	M2	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	COMMUNICATIONS	5A
Sr Manager, Env Sustain	M056	M2	SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	1



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Sr Manager, Facilities & Fleet	M044	M2	OPERATIONS	FACILITIES & FLEET	FACILITIES & FLEET	2
Sr Manager, Forestry	M035	M2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Sr Manager, HRIS	M124	M2	HUMAN RESOURCES	HRIS	HRIS	4
Sr Manager, Horticulture	M142	M2	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Manager, Information Svcs	M062	M2	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Sr Manager, Mechanical Engr	M045	M2	SCIENCES & ENGINEERING	ENGINEERING	MECHANICAL ENGINEERING	3
Sr Manager, Neighborhood Svcs	M058	M2	DEVELOPMENT & COMPLIANCE	NEIGHBORHOOD SERVICES	NEIGHBORHOOD SERVICES	1
Sr Manager, Network Engineering	M104	M2	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Sr Manager, Parks	M057	M2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Sr Manager, Public Engagement	M133	M2	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Sr Manager, Recreation	M134	M2	CULTURE, PARKS & RECREATION	RECREATION	RECREATION	1
Sr Manager, Sales Tax/Revenue	M036	M2	FINANCE & ACCOUNTING	REVENUE	SALES TAX AUDIT & REVENUE	4
Sr Manager, Sciences	M046	M2	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Sr Manager, Social Sustainblty	M118	M2	SUSTAINABILITY	SOCIAL SUSTAINABILITY	SOCIAL SUSTAINABILITY	1
Sr Manager, Technology	M039	M2	TECHNOLOGY	TECHNOLOGY	TECHNOLOGY	3
Sr Manager, Traffic Engr	M041	M2	SCIENCES & ENGINEERING	ENGINEERING	TRAFFIC ENGINEERING	3
Sr Manager, Transit	M049	M2	OPERATIONS	TRANSPORTATION	TRANSIT	2
Sr Manager, Transportation Ops	M137	M2	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Sr Manager, Transportation Pln	M037	M2	PLANNING	TRANSPORTATION PLANNING	TRANSPORTATION PLANNING	1
Sr Manager, Water Engineering	M047	M2	SCIENCES & ENGINEERING	ENGINEERING	WATER ENGINEERING	3
Sr Mgr, Safety & Risk Mgmt	M117	M2	HUMAN RESOURCES	SAFETY & RISK MANAGEMENT	SAFETY	4
Sr Partner, Human Resources	P142	P3	HUMAN RESOURCES	TALENT MANAGEMENT	HUMAN RESOURCES	4
Sr Planner, City	P098	P3	PLANNING	CITY PLANNING	CITY PLANNING	1
Sr Planner, Environmental	P086	P3	PLANNING	ENVIRONMENTAL PLANNING	ENVIRONMENTAL PLANNING	1
Sr Planner, Trails	P137	P3	PLANNING	PARK PLANNING	LANDSCAPE	1
Sr Planner, Transportation	P087	P3	PLANNING	TRANSPORTATION PLANNING	TRANSPORTATION PLANNING	1
Sr Project Manager	P095	P3	ADMINISTRATION	PROJECT MANAGEMENT	PROJECT MANAGEMENT	4
Sr Project Manager, Talent Mgmt	P166	P3	HUMAN RESOURCES	TALENT MANAGEMENT	HUMAN RESOURCES	4
Sr Rep, Cultural Svcs	A025	A4	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Spc, Neighborhood Svcs	P044	P2	DEVELOPMENT & COMPLIANCE	NEIGHBORHOOD SERVICES	NEIGHBORHOOD SERVICES	1
Sr Spc, Process Improvement	P053	P2	ADMINISTRATION	PROJECT MANAGEMENT	PROCESS IMPROVEMENT	4
Sr Spec, Talent Development	P161	P2	HUMAN RESOURCES	TALENT MANAGEMENT	TALENT DEVELOPMENT	4
Sr Specialist, Communications	P058	P2	MARKETING & CREATIVE SERVICES	COMMUNICATIONS	COMMUNICATIONS	4
Sr Specialist, Compliance	P146	P2	DEVELOPMENT & COMPLIANCE	COMPLIANCE	COMPLIANCE	1
Sr Specialist, Cultural Svcs	P153	P2	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Specialist, Cust Support	P027	P2	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Sr Specialist, DAR Program Mgr	P167	P3	PLANNING	TRANSPORTATION PLANNING	TRANSIT PLANNING	1
Sr Specialist, Econ Sustain	P056	P2	SUSTAINABILITY	ECONOMIC SUSTAINABILITY	ECONOMIC SUSTAINABILITY	1



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Sr Specialist, Env Compliance	P125	P2	SUSTAINABILITY	COMPLIANCE	COMPLIANCE	1
Sr Specialist, Enviro Sustain	P061	P2	SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	1
Sr Specialist, Equity	P144	P2	SUSTAINABILITY	SOCIAL SUSTAINABILITY	EQUITY, DIVERSITY & INCLUSION	1
Sr Specialist, Forestry	P151	P2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Sr Specialist, OEM	P128	P2	ADMINISTRATION	PROJECT MANAGEMENT	EMERGENCY MANAGEMENT	4
Sr Specialist, Outreach	P107	P2	PROTECTIVE SERVICES	INVESTIGATION	OUTREACH	5
Sr Specialist, Parks	P033	P2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Sr Specialist, Public Engage	P054	P2	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Sr Specialist, Real Estate	P055	P2	OPERATIONS	FACILITIES & FLEET	REAL ESTATE	2
Sr Specialist, Recreation	P045	P2	CULTURE, PARKS & RECREATION	RECREATION	RECREATION	1
Sr Specialist, Sciences	P035	P2	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Sr Specialist, Social Sustain	P132	P2	SUSTAINABILITY	SOCIAL SUSTAINABILITY	SOCIAL SUSTAINABILITY	1
Sr Specialist, Workers Comp	P147	P2	ADMINISTRATION	SAFETY & RISK MANAGEMENT	WORKERS COMPENSATION	4
Sr Supervisor, AR / Billing	S045	S2	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTS RECEIVABLE / BILLING	4
Sr Supervisor, CSO	S050	S2	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	COMMUNITY SERVICES OPERATIONS	5B
Sr Supervisor, Cultural Svcs	S037	S2	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Sr Supervisor, Cust Support	S018	S2	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Sr Supervisor, Electric Dist	S034	S2	OPERATIONS	ELECTRIC UTILITIES	ELECTRIC DIST - LOW VOLTAGE	2
Sr Supervisor, Emergency Comm	S046	S2	PROTECTIVE SERVICES	COLLECTIVE BARGAINING UNIT	COMMUNICATIONS	5A
Sr Supervisor, Facilities	S026	S2	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Sr Supervisor, Fleet	S024	S2	OPERATIONS	FACILITIES & FLEET	FLEET	2
Sr Supervisor, Forestry	S025	S2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Sr Supervisor, HRIS	S041	S2	HUMAN RESOURCES	HRIS	HRIS	4
Sr Supervisor, Information Svc	S047	S2	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Sr Supervisor, Land Surveying	S068	S2	SCIENCES & ENGINEERING	ENGINEERING	SURVEYING	3
Sr Supervisor, Maintenance	S032	S2	OPERATIONS	PLANT OPERATIONS	MAINTENANCE	2
Sr Supervisor, Marketing	S038	S2	MARKETING & CREATIVE SERVICES	MARKETING	MARKETING	4
Sr Supervisor, Mechanical Engr	S022	S2	SCIENCES & ENGINEERING	ENGINEERING	MECHANICAL ENGINEERING	3
Sr Supervisor, Natural Areas	S058	S2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Sr Supervisor, Neighborhood Svc	S055	S2	DEVELOPMENT & COMPLIANCE	NEIGHBORHOOD SERVICES	NEIGHBORHOOD SERVICES	1
Sr Supervisor, Netwk Engineer	S065	S2	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Sr Supervisor, Parks	S031	S2	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Sr Supervisor, Plant Ops	S023	S2	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2
Sr Supervisor, Process Support	S048	S2	PROTECTIVE SERVICES	PROCESSING SUPPORT	TECHNICAL	5
Sr Supervisor, Project Mgmt	S043	S2	ADMINISTRATION	PROJECT MANAGEMENT	PROJECT MANAGEMENT	4
Sr Supervisor, Public Engage	S039	S2	CUSTOMER SERVICE	OUTREACH	PUBLIC ENGAGEMENT	4
Sr Supervisor, Recreation	S044	S2	CULTURE, PARKS & RECREATION	RECREATION	RECREATION	1
Sr Supervisor, Sciences	S020	S2	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3

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Sr Supervisor, Transit	S042	S2	OPERATIONS	TRANSPORTATION	TRANSIT	2
Sr Supervisor, Transportn Ops	S060	S2	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Sr Supervisor, Video Productn	S066	S2	MARKETING & CREATIVE SERVICES	MEDIA	VIDEO PRODUCTION	4
Sr Tech, Police Records	A092	A5	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Sr Tech, Police Technology	A063	A5	PROTECTIVE SERVICES	PROCESSING SUPPORT	POLICE TECHNOLOGY	5
Sr Tech, Processing Support	A091	A5	PROTECTIVE SERVICES	PROCESSING SUPPORT	TECHNICAL	5
Sr Tech, Transportation Ops	O046	OT5	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Sr Technical Project Manager	P076	P3	ADMINISTRATION	PROJECT MANAGEMENT	TECHNICAL PROJECT MANAGEMENT	4
Sr Technician, Client Services	A047	A5	TECHNOLOGY	CLIENT SERVICES	CLIENT SERVICES	3
Sr Technician, Facilities	O049	OT5	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Sr Technician, Fiber	O057	OT5	TECHNOLOGY	FIBER	FIBER	3
Sr Technician, Maintenance	O050	OT5	OPERATIONS	PLANT OPERATIONS	MAINTENANCE	2
Sr Technician, Network Engr	A080	A5	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Sr Technician, Police Admin	A081	A5	PROTECTIVE SERVICES	POLICE ADMINISTRATION	POLICE ADMINISTRATION	5
Sr Technician, Traffic Engr	O055	OT5	SCIENCES & ENGINEERING	ENGINEERING	TRAFFIC ENGINEERING	3
Sr Technician, Video Prod	A084	A5	MARKETING & CREATIVE SERVICES	MEDIA	VIDEO PRODUCTION	4
Sr Technician, Water Field Ops	O053	OT5	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2
Substation Elec/Comm Spec	OS15	OS5	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3S
Substation Specialist	OS11	OS4	SCIENCES & ENGINEERING	ENGINEERING	ELECTRICAL ENGINEERING	3S
Supervisor, Accounts Payable	S067	S1	FINANCE & ACCOUNTING	ACCOUNTING	ACCOUNTS PAYABLE	4
Supervisor, Administration	S003	S1	ADMINISTRATION	ADMINISTRATION	ADMINISTRATION	4
Supervisor, Bldg & Dev Rev	S057	S1	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Supervisor, Civil Engineering	S005	S1	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Supervisor, Client Services	S004	S1	TECHNOLOGY	CLIENT SERVICES	CLIENT SERVICES	3
Supervisor, Cultural Services	S062	S1	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Supervisor, Customer Support	S001	S1	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Supervisor, Energy Services	S028	S1	OPERATIONS	FACILITIES & FLEET	ENERGY SERVICES	2
Supervisor, Enforcement	S009	S1	PROTECTIVE SERVICES	OPERATIONS	ENFORCEMENT	5
Supervisor, Facilities	S008	S1	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Supervisor, Fiber	S063	S1	TECHNOLOGY	FIBER	FIBER	3
Supervisor, Fleet	S021	S1	OPERATIONS	FACILITIES & FLEET	FLEET	2
Supervisor, Network Engr	S061	S1	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Supervisor, Plans Examiner	S064	S1	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Supervisor, Plant Operations	S014	S1	OPERATIONS	PLANT OPERATIONS	PLANT OPERATIONS	2
Supervisor, Transit	S007	S1	OPERATIONS	TRANSPORTATION	TRANSIT	2
Tech I, Material Handling	O070	OT3	OPERATIONS	FACILITIES & FLEET	MATERIAL HANDLING	2
Tech II, Investigative Support	A094	A4	PROTECTIVE SERVICES	INVESTIGATION	INVESTIGATION	5
Tech II, Police Technology	A089	A4	PROTECTIVE SERVICES	PROCESSING SUPPORT	POLICE TECHNOLOGY	5



# CITY OF FORT COLLINS 2023 PAY PLAN

Tech II, Processing Support	A033	A4	PROTECTIVE SERVICES	PROCESSING SUPPORT	TECHNICAL	5
Tech II, Transportation Ops	O031	OT4	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Technical Project Manager	P036	P2	ADMINISTRATION	PROJECT MANAGEMENT	TECHNICAL PROJECT MANAGEMENT	4
Technician I, Bldg Dev Review	A010	A3	DEVELOPMENT & COMPLIANCE	BUILDING & DEVELOPMENT REVIEW	BUILDING & DEVELOPMENT REVIEW	1
Technician I, CCT Ops	O071	OT3	OPERATIONS	CUSTOMER CONNECTIONS	CUSTOMER CARE & TECH OPS	2
Technician I, Civil Engr	O014	OT3	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Technician I, Customer Support	O016	OT3	CUSTOMER SERVICE	CUSTOMER SERVICE	CUSTOMER SUPPORT	4
Technician I, Facilities	O020	OT3	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Technician I, Fiber	O062	OT3	OPERATIONS	FIBER	FIBER	2
Technician I, Fleet	O017	OT3	OPERATIONS	FACILITIES & FLEET	FLEET	2
Technician I, Forestry	O018	OT3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Technician I, Horticulture	O075	OT3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Technician I, Natural Areas	O060	OT3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Technician I, Parks	O024	OT3	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Technician I, Police Admin	A012	A3	PROTECTIVE SERVICES	POLICE ADMINISTRATION	POLICE ADMINISTRATION	5
Technician I, Traffic Control	O068	OT3	OPERATIONS	TRANSPORTATION	TRAFFIC CONTROL	2
Technician I, Water Field Util	O027	OT3	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2
Technician II, Civil Engr	O028	OT4	SCIENCES & ENGINEERING	ENGINEERING	CIVIL ENGINEERING	3
Technician II, Client Services	A019	A4	TECHNOLOGY	CLIENT SERVICES	CLIENT SERVICES	3
Technician II, Energy Services	O040	OT4	OPERATIONS	FACILITIES & FLEET	ENERGY SERVICES	2
Technician II, Facilities	O032	OT4	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Technician II, Fiber	O061	OT4	TECHNOLOGY	FIBER	FIBER	3
Technician II, Fleet	O054	OT4	OPERATIONS	FACILITIES & FLEET	FLEET	2
Technician II, Forestry	O033	OT4	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	FORESTRY	1
Technician II, GIS	A027	A4	TECHNOLOGY	GIS	GIS	3
Technician II, Graphic Design	A085	A4	MARKETING & CREATIVE SERVICES	MEDIA	GRAPHIC DESIGN	4
Technician II, Maintenance	O041	OT4	OPERATIONS	PLANT OPERATIONS	MAINTENANCE	2
Technician II, Natural Areas	O034	OT4	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	NATURAL AREAS	1
Technician II, Network Engr	A079	A4	TECHNOLOGY	NETWORK	NETWORK ENGINEERING	3
Technician II, Police Records	A035	A4	PROTECTIVE SERVICES	PROCESSING SUPPORT	INFORMATION SERVICES	5
Technician II, Sciences	A078	A4	SCIENCES & ENGINEERING	SCIENCES	SCIENCES	3
Technician II, Traffic Control	O074	OT4	OPERATIONS	TRANSPORTATION	TRAFFIC CONTROL	2
Technician II, Traffic Engr	O030	OT4	SCIENCES & ENGINEERING	ENGINEERING	TRAFFIC ENGINEERING	3
Technician II, Video Prod	A029	A4	MARKETING & CREATIVE SERVICES	MEDIA	VIDEO PRODUCTION	4
Technician II, Water Engr	O029	OT4	SCIENCES & ENGINEERING	ENGINEERING	WATER ENGINEERING	3
Technician II, Wtr Field Util	O039	OT4	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2
Victim Advocate	A034	A4	PROTECTIVE SERVICES	INVESTIGATION	OUTREACH	5
Water Engineer II	P038	P2	SCIENCES & ENGINEERING	ENGINEERING	WATER ENGINEERING	3





## CITY OF FORT COLLINS 2023 PAY PLAN

Water Meter Systems Operator	OS17	OS2	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2S
Water Meter Technician	OS02	OS2	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2S
Water Utility Maint Operator	OS04	OS2	OPERATIONS	WATER UTILITIES	WATER FIELD OPERATIONS	2S
Worker I, Facilities	O003	OT1	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Worker I, Fleet	O067	OT1	OPERATIONS	FACILITIES & FLEET	FLEET	2
Worker I, Parks	O004	OT1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Worker I, Parks Shop Attendant	O072	OT1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	PARKS	1
Worker I, Recreation	O059	OT1	CULTURE, PARKS & RECREATION	OUTDOOR SERVICES	RECREATION	1
Worker I, Transit	O002	OT1	OPERATIONS	TRANSPORTATION	TRANSIT	2
Worker I, Transportation Ops	O005	OT1	OPERATIONS	TRANSPORTATION	TRANSPORTATION OPERATIONS	2
Worker II, Cultural Services	O063	OT2	CULTURE, PARKS & RECREATION	CULTURAL SERVICES	CULTURAL SERVICES	1
Worker II, Facilities	O008	OT2	OPERATIONS	FACILITIES & FLEET	FACILITIES	2
Worker II, Fleet	O007	OT2	OPERATIONS	FACILITIES & FLEET	FLEET	2



**CITY OF FORT COLLINS**  
**2023 PAY PLAN**

**TABLE 1: SUSTAINABILITY, PLANNING, CULTURE, PARKS & RECREATION, DEVELOPMENT & COMPLIANCE**

**MANAGERIAL**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
M3	<u>BIWEEKLY</u>	\$3,606.42	\$4,808.43	\$6,010.44
	<u>MONTHLY</u>	\$7,813.92	\$10,418.27	\$13,022.63
	<u>ANNUAL</u>	\$93,767.00	\$125,019.25	\$156,271.50
M2	<u>BIWEEKLY</u>	\$3,220.08	\$4,293.17	\$5,366.27
	<u>MONTHLY</u>	\$6,976.83	\$9,301.88	\$11,626.92
	<u>ANNUAL</u>	\$83,722.00	\$111,622.50	\$139,523.00
M1	<u>BIWEEKLY</u>	\$2,874.89	\$3,833.18	\$4,791.48
	<u>MONTHLY</u>	\$6,228.93	\$8,305.23	\$10,381.54
	<u>ANNUAL</u>	\$74,747.10	\$99,662.80	\$124,578.50
S2	<u>BIWEEKLY</u>	\$2,450.54	\$3,267.38	\$4,084.23
	<u>MONTHLY</u>	\$5,309.50	\$7,079.33	\$8,849.17
	<u>ANNUAL</u>	\$63,714.00	\$84,952.00	\$106,190.00
S1	<u>BIWEEKLY</u>	\$2,187.98	\$2,917.31	\$3,646.63
	<u>MONTHLY</u>	\$4,740.63	\$6,320.83	\$7,901.04
	<u>ANNUAL</u>	\$56,887.50	\$75,850.00	\$94,812.50

**PROFESSIONAL**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
P3	<u>BIWEEKLY</u>	\$2,454.95	\$3,273.30	\$4,091.60
	<u>MONTHLY</u>	\$5,319.07	\$7,092.15	\$8,865.14
	<u>ANNUAL</u>	\$63,828.80	\$85,105.75	\$106,381.68
P2	<u>BIWEEKLY</u>	\$2,160.38	\$2,880.49	\$3,600.63
	<u>MONTHLY</u>	\$4,680.83	\$6,241.05	\$7,801.36
	<u>ANNUAL</u>	\$56,170.00	\$74,892.65	\$93,616.33
P1	<u>BIWEEKLY</u>	\$1,901.14	\$2,534.83	\$3,168.55
	<u>MONTHLY</u>	\$4,119.13	\$5,492.12	\$6,865.19
	<u>ANNUAL</u>	\$49,429.60	\$65,905.45	\$82,382.33





# **CITY OF FORT COLLINS** **2023 PAY PLAN**

## **ADMINISTRATIVE**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
A6	<u>BIWEEKLY</u>	\$2,141.30	\$2,676.63	\$3,212.00
	<u>MONTHLY</u>	\$4,639.49	\$5,799.36	\$6,959.32
	<u>ANNUAL</u>	\$55,673.90	\$69,592.38	\$83,511.88
A5	<u>BIWEEKLY</u>	\$1,946.67	\$2,433.31	\$2,919.99
	<u>MONTHLY</u>	\$4,217.79	\$5,272.17	\$6,326.64
	<u>ANNUAL</u>	\$50,613.48	\$63,266.08	\$75,919.70
A4	<u>BIWEEKLY</u>	\$1,769.70	\$2,212.11	\$2,654.55
	<u>MONTHLY</u>	\$3,834.35	\$4,792.90	\$5,751.53
	<u>ANNUAL</u>	\$46,012.25	\$57,514.80	\$69,018.38
A3	<u>BIWEEKLY</u>	\$1,592.73	\$1,990.90	\$2,389.08
	<u>MONTHLY</u>	\$3,450.92	\$4,313.63	\$5,176.34
	<u>ANNUAL</u>	\$41,411.03	\$51,763.53	\$62,116.03
A2	<u>BIWEEKLY</u>	\$1,433.42	\$1,792.21	\$2,154.16
	<u>MONTHLY</u>	\$3,105.75	\$3,883.13	\$4,667.34
	<u>ANNUAL</u>	\$37,269.00	\$46,597.53	\$56,008.05

## **OPERATIONS & SKILLED TRADE**

O6	<u>BIWEEKLY</u>	\$2,210.85	\$2,763.56	\$3,316.27
	<u>MONTHLY</u>	\$4,790.17	\$5,987.71	\$7,185.25
	<u>ANNUAL</u>	\$57,482.00	\$71,852.50	\$86,223.00
O5	<u>BIWEEKLY</u>	\$1,989.76	\$2,487.20	\$2,984.64
	<u>MONTHLY</u>	\$4,311.15	\$5,388.94	\$6,466.73
	<u>ANNUAL</u>	\$51,733.80	\$64,667.25	\$77,600.70
O4	<u>BIWEEKLY</u>	\$1,790.79	\$2,238.48	\$2,686.17
	<u>MONTHLY</u>	\$3,880.05	\$4,850.04	\$5,820.04
	<u>ANNUAL</u>	\$46,560.63	\$58,200.53	\$69,840.43



# CITY OF FORT COLLINS 2023 PAY PLAN

O3	<u>BIWEEKLY</u>	\$1,611.69	\$2,014.64	\$2,413.60
	<u>MONTHLY</u>	\$3,492.00	\$4,365.05	\$5,229.46
	<u>ANNUAL</u>	\$41,904.05	\$52,380.58	\$62,753.58
O2	<u>BIWEEKLY</u>	\$1,450.53	\$1,813.19	\$2,175.80
	<u>MONTHLY</u>	\$3,142.82	\$3,928.57	\$4,714.23
	<u>ANNUAL</u>	\$37,713.85	\$47,142.83	\$56,570.78
O1	<u>BIWEEKLY</u>	\$1,305.50	\$1,631.84	\$1,958.22
	<u>MONTHLY</u>	\$2,828.57	\$3,535.66	\$4,242.81
	<u>ANNUAL</u>	\$33,942.88	\$42,427.83	\$50,913.80

## TABLE 2: OPERATIONS

### MANAGERIAL

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
M3	<u>BIWEEKLY</u>	\$4,290.81	\$5,720.84	\$7,150.95
	<u>MONTHLY</u>	\$9,296.75	\$12,395.15	\$15,493.73
	<u>ANNUAL</u>	\$111,561.00	\$148,741.85	\$185,924.75
M2	<u>BIWEEKLY</u>	\$3,647.03	\$4,862.72	\$6,078.25
	<u>MONTHLY</u>	\$7,901.90	\$10,535.89	\$13,169.54
	<u>ANNUAL</u>	\$94,822.75	\$126,430.68	\$158,034.50
M1	<u>BIWEEKLY</u>	\$3,099.84	\$4,133.31	\$5,166.79
	<u>MONTHLY</u>	\$6,716.31	\$8,955.51	\$11,194.71
	<u>ANNUAL</u>	\$80,595.75	\$107,466.13	\$134,336.50
S2	<u>BIWEEKLY</u>	\$2,596.40	\$3,461.94	\$4,327.47
	<u>MONTHLY</u>	\$5,625.54	\$7,500.86	\$9,376.19
	<u>ANNUAL</u>	\$67,506.50	\$90,010.38	\$112,514.25
S1	<u>BIWEEKLY</u>	\$2,282.32	\$3,043.11	\$3,803.85
	<u>MONTHLY</u>	\$4,945.03	\$6,593.40	\$8,241.68
	<u>ANNUAL</u>	\$59,340.33	\$79,120.78	\$98,900.20



# **CITY OF FORT COLLINS** **2023 PAY PLAN**

## **PROFESSIONAL**

P2		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$2,055.24	\$2,740.30	\$3,425.39
	<u>MONTHLY</u>	\$4,453.03	\$5,937.31	\$7,421.68
	<u>ANNUAL</u>	\$53,436.33	\$71,247.75	\$89,060.20
<hr/>				
P1		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$1,808.61	\$2,411.47	\$3,014.33
	<u>MONTHLY</u>	\$3,918.66	\$5,224.85	\$6,531.04
	<u>ANNUAL</u>	\$47,023.93	\$62,698.23	\$78,372.53

## **OPERATIONS & SKILLED TRADE**

O6		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$2,346.66	\$2,933.27	\$3,519.97
	<u>MONTHLY</u>	\$5,084.43	\$6,355.43	\$7,626.60
	<u>ANNUAL</u>	\$61,013.13	\$76,265.13	\$91,519.18
<hr/>				
O5		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$2,133.30	\$2,666.62	\$3,199.93
	<u>MONTHLY</u>	\$4,622.15	\$5,777.67	\$6,933.19
	<u>ANNUAL</u>	\$55,465.83	\$69,332.03	\$83,198.23
<hr/>				
O4		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$1,939.38	\$2,424.20	\$2,909.07
	<u>MONTHLY</u>	\$4,201.99	\$5,252.44	\$6,302.98
	<u>ANNUAL</u>	\$50,423.85	\$63,029.30	\$75,635.78
<hr/>				
O3		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$1,763.08	\$2,203.83	\$2,644.58
	<u>MONTHLY</u>	\$3,820.00	\$4,774.96	\$5,729.92
	<u>ANNUAL</u>	\$45,840.05	\$57,299.55	\$68,759.05
<hr/>				
O2		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$1,602.78	\$2,003.48	\$2,404.18
	<u>MONTHLY</u>	\$3,472.70	\$4,340.88	\$5,209.05
	<u>ANNUAL</u>	\$41,672.40	\$52,090.50	\$62,508.60
<hr/>				
O1		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	<u>BIWEEKLY</u>	\$1,457.08	\$1,821.35	\$2,185.62
	<u>MONTHLY</u>	\$3,157.00	\$3,946.25	\$4,735.50
	<u>ANNUAL</u>	\$37,884.00	\$47,355.00	\$56,826.00

**TABLE 3: SCIENCES & ENGINEERING, TECHNOLOGY**

**MANAGERIAL**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
M3	<u>BIWEEKLY</u>	\$4,377.38	\$5,836.51	\$7,295.63
	<u>MONTHLY</u>	\$9,484.33	\$12,645.77	\$15,807.21
	<u>ANNUAL</u>	\$113,811.90	\$151,749.20	\$189,686.50
M2	<u>BIWEEKLY</u>	\$3,806.46	\$5,075.21	\$6,344.04
	<u>MONTHLY</u>	\$8,247.32	\$10,996.29	\$13,745.42
	<u>ANNUAL</u>	\$98,967.85	\$131,955.43	\$164,945.05
M1	<u>BIWEEKLY</u>	\$3,309.92	\$4,413.26	\$5,516.55
	<u>MONTHLY</u>	\$7,171.50	\$9,562.05	\$11,952.53
	<u>ANNUAL</u>	\$86,057.98	\$114,744.65	\$143,430.30
S2	<u>BIWEEKLY</u>	\$2,878.20	\$3,837.60	\$4,797.00
	<u>MONTHLY</u>	\$6,236.10	\$8,314.80	\$10,393.50
	<u>ANNUAL</u>	\$74,833.20	\$99,777.60	\$124,722.00
S1	<u>BIWEEKLY</u>	\$2,532.81	\$3,377.10	\$4,221.34
	<u>MONTHLY</u>	\$5,487.76	\$7,317.05	\$9,146.25
	<u>ANNUAL</u>	\$65,853.18	\$87,804.58	\$109,754.95

**PROFESSIONAL**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
P4	<u>BIWEEKLY</u>	\$3,556.83	\$4,742.44	\$5,928.01
	<u>MONTHLY</u>	\$7,706.46	\$10,275.28	\$12,844.02
	<u>ANNUAL</u>	\$92,477.55	\$123,303.40	\$154,128.23
P3	<u>BIWEEKLY</u>	\$3,130.03	\$4,173.37	\$5,216.66
	<u>MONTHLY</u>	\$6,781.74	\$9,042.29	\$11,302.76
	<u>ANNUAL</u>	\$81,380.90	\$108,507.53	\$135,633.13
P2	<u>BIWEEKLY</u>	\$2,754.41	\$3,672.54	\$4,590.66
	<u>MONTHLY</u>	\$5,967.89	\$7,957.16	\$9,946.43
	<u>ANNUAL</u>	\$71,614.70	\$95,485.93	\$119,357.15
P1	<u>BIWEEKLY</u>	\$2,423.89	\$3,231.83	\$4,039.80
	<u>MONTHLY</u>	\$5,251.76	\$7,002.29	\$8,752.90
	<u>ANNUAL</u>	\$63,021.10	\$84,027.45	\$105,034.83



# **CITY OF FORT COLLINS** **2023 PAY PLAN**

## **ADMINISTRATIVE**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
A6	<u>BIWEEKLY</u>	\$2,193.26	\$2,741.64	\$3,289.97
	<u>MONTHLY</u>	\$4,752.07	\$5,940.22	\$7,128.28
	<u>ANNUAL</u>	\$57,024.85	\$71,282.60	\$85,539.33
A5	<u>BIWEEKLY</u>	\$1,993.90	\$2,492.37	\$2,990.87
	<u>MONTHLY</u>	\$4,320.12	\$5,400.13	\$6,480.22
	<u>ANNUAL</u>	\$51,841.43	\$64,801.53	\$77,762.65
A4	<u>BIWEEKLY</u>	\$1,812.63	\$2,265.80	\$2,718.97
	<u>MONTHLY</u>	\$3,927.37	\$4,909.24	\$5,891.10
	<u>ANNUAL</u>	\$47,128.48	\$58,910.85	\$70,693.23

## **OPERATIONS & SKILLED TRADE**

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
O5	<u>BIWEEKLY</u>	\$2,269.59	\$2,836.49	\$3,404.18
	<u>MONTHLY</u>	\$4,917.44	\$6,145.73	\$7,375.73
	<u>ANNUAL</u>	\$59,009.25	\$73,748.75	\$88,508.75
O4	<u>BIWEEKLY</u>	\$2,042.12	\$2,553.16	\$3,063.57
	<u>MONTHLY</u>	\$4,424.58	\$5,531.84	\$6,637.73
	<u>ANNUAL</u>	\$53,095.00	\$66,382.08	\$79,652.75
O3	<u>BIWEEKLY</u>	\$1,838.30	\$2,297.89	\$2,757.64
	<u>MONTHLY</u>	\$3,982.98	\$4,978.77	\$5,974.90
	<u>ANNUAL</u>	\$47,795.75	\$59,745.20	\$71,698.75
O2	<u>BIWEEKLY</u>	\$1,621.87	\$2,027.53	\$2,433.19
	<u>MONTHLY</u>	\$3,514.04	\$4,392.98	\$5,271.92
	<u>ANNUAL</u>	\$42,168.50	\$52,715.75	\$63,263.00
O1	<u>BIWEEKLY</u>	\$1,459.84	\$1,824.78	\$2,189.56
	<u>MONTHLY</u>	\$3,162.98	\$3,953.68	\$4,744.04
	<u>ANNUAL</u>	\$37,955.75	\$47,444.18	\$56,928.50



EXHIBIT A  
CITY OF FORT COLLINS  
2023 PAY PLAN

Item 4.

TABLE 4: HUMAN RESOURCES, FINANCE & ACCTG, CUSTOMER SERVICE, ADMINISTRATION, MARKETING, LEGAL SUPPORT

MANAGERIAL

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
M3	<u>BIWEEKLY</u>	\$3,938.96	\$5,251.98	\$6,564.97
	<u>MONTHLY</u>	\$8,534.41	\$11,379.29	\$14,224.10
	<u>ANNUAL</u>	\$102,412.88	\$136,551.53	\$170,689.15
M2	<u>BIWEEKLY</u>	\$3,425.23	\$4,566.93	\$5,708.70
	<u>MONTHLY</u>	\$7,421.34	\$9,895.01	\$12,368.85
	<u>ANNUAL</u>	\$89,056.10	\$118,740.10	\$148,426.15
M1	<u>BIWEEKLY</u>	\$2,978.45	\$3,971.24	\$4,964.08
	<u>MONTHLY</u>	\$6,453.31	\$8,604.36	\$10,755.50
	<u>ANNUAL</u>	\$77,439.78	\$103,252.35	\$129,065.95
S2	<u>BIWEEKLY</u>	\$2,339.76	\$3,166.86	\$3,911.56
	<u>MONTHLY</u>	\$5,069.48	\$6,861.52	\$8,475.04
	<u>ANNUAL</u>	\$60,833.75	\$82,338.25	\$101,700.50
S1	<u>BIWEEKLY</u>	\$2,065.38	\$2,753.70	\$3,442.03
	<u>MONTHLY</u>	\$4,474.98	\$5,966.35	\$7,457.73
	<u>ANNUAL</u>	\$53,699.75	\$71,596.25	\$89,492.75

PROFESSIONAL

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
P4	<u>BIWEEKLY</u>	\$2,936.63	\$3,915.89	\$4,894.77
	<u>MONTHLY</u>	\$6,362.69	\$8,484.44	\$10,605.33
	<u>ANNUAL</u>	\$76,352.25	\$101,813.25	\$127,264.00
P3	<u>BIWEEKLY</u>	\$2,584.58	\$3,445.97	\$4,307.37
	<u>MONTHLY</u>	\$5,599.92	\$7,466.27	\$9,332.63
	<u>ANNUAL</u>	\$67,199.00	\$89,595.25	\$111,991.50
P2	<u>BIWEEKLY</u>	\$2,274.36	\$3,032.42	\$3,790.57
	<u>MONTHLY</u>	\$4,927.77	\$6,570.25	\$8,212.90
	<u>ANNUAL</u>	\$59,133.28	\$78,843.00	\$98,554.78



# **CITY OF FORT COLLINS** **2023 PAY PLAN**

P1	<u>BIWEEKLY</u>	\$2,001.43	\$2,668.55	\$3,335.70
	<u>MONTHLY</u>	\$4,336.43	\$5,781.85	\$7,227.36
	<u>ANNUAL</u>	\$52,037.20	\$69,382.25	\$86,728.33

## ADMINISTRATIVE

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
A6	<u>BIWEEKLY</u>	\$2,012.67	\$2,515.78	\$3,018.98
	<u>MONTHLY</u>	\$4,360.78	\$5,450.86	\$6,541.12
	<u>ANNUAL</u>	\$52,329.33	\$65,410.38	\$78,493.48

A5	<u>BIWEEKLY</u>	\$1,829.66	\$2,287.13	\$2,744.52
	<u>MONTHLY</u>	\$3,964.27	\$4,955.45	\$5,946.45
	<u>ANNUAL</u>	\$47,571.28	\$59,465.38	\$71,357.43

A4	<u>BIWEEKLY</u>	\$1,663.34	\$2,079.17	\$2,495.01
	<u>MONTHLY</u>	\$3,603.90	\$4,504.88	\$5,405.85
	<u>ANNUAL</u>	\$43,246.80	\$54,058.50	\$64,870.20

A3	<u>BIWEEKLY</u>	\$1,497.01	\$1,871.26	\$2,245.50
	<u>MONTHLY</u>	\$3,243.53	\$4,054.39	\$4,865.25
	<u>ANNUAL</u>	\$38,922.33	\$48,652.65	\$58,382.98

A2	<u>BIWEEKLY</u>	\$1,347.32	\$1,684.15	\$2,020.95
	<u>MONTHLY</u>	\$2,919.20	\$3,649.00	\$4,378.71
	<u>ANNUAL</u>	\$35,030.40	\$43,788.00	\$52,544.58

## OPERATIONS & SKILLED TRADE

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
O4	<u>BIWEEKLY</u>	\$1,649.46	\$2,061.83	\$2,474.19
	<u>MONTHLY</u>	\$3,573.83	\$4,467.29	\$5,360.75
	<u>ANNUAL</u>	\$42,886.00	\$53,607.50	\$64,329.00

O3	<u>BIWEEKLY</u>	\$1,484.52	\$1,855.64	\$2,226.77
	<u>MONTHLY</u>	\$3,216.45	\$4,020.56	\$4,824.68
	<u>ANNUAL</u>	\$38,597.40	\$48,246.75	\$57,896.10



# **CITY OF FORT COLLINS** **2023 PAY PLAN**

**TABLE 5: PROTECTIVE SERVICES (non-CBU)**

## MANAGERIAL

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
M3	<u>BIWEEKLY</u>	\$3,857.15	\$5,142.74	\$6,428.33
	<u>MONTHLY</u>	\$8,357.17	\$11,142.60	\$13,928.04
	<u>ANNUAL</u>	\$100,286.00	\$133,711.25	\$167,136.50
M2	<u>BIWEEKLY</u>	\$3,214.24	\$4,285.64	\$5,357.04
	<u>MONTHLY</u>	\$6,964.19	\$9,285.56	\$11,606.93
	<u>ANNUAL</u>	\$83,570.30	\$111,426.73	\$139,283.15
M1	<u>BIWEEKLY</u>	\$2,732.10	\$3,642.81	\$4,553.48
	<u>MONTHLY</u>	\$5,919.55	\$7,892.76	\$9,865.88
	<u>ANNUAL</u>	\$71,034.55	\$94,713.08	\$118,390.58
S2	<u>BIWEEKLY</u>	\$2,202.02	\$2,935.99	\$3,670.05
	<u>MONTHLY</u>	\$4,771.03	\$6,361.32	\$7,951.78
	<u>ANNUAL</u>	\$57,252.40	\$76,335.85	\$95,421.35
S1	<u>BIWEEKLY</u>	\$1,937.80	\$2,583.71	\$3,229.62
	<u>MONTHLY</u>	\$4,198.57	\$5,598.04	\$6,997.50
	<u>ANNUAL</u>	\$50,382.85	\$67,176.45	\$83,970.05

## PROFESSIONAL

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
P4	<u>BIWEEKLY</u>	\$3,761.24	\$5,014.30	\$6,268.39
	<u>MONTHLY</u>	\$8,149.35	\$10,864.32	\$13,581.51
	<u>ANNUAL</u>	\$97,792.18	\$130,371.80	\$162,978.08
P3	<u>BIWEEKLY</u>	\$2,491.54	\$3,322.22	\$4,152.83
	<u>MONTHLY</u>	\$5,398.33	\$7,198.15	\$8,997.79
	<u>ANNUAL</u>	\$64,780.00	\$86,377.78	\$107,973.50





# CITY OF FORT COLLINS 2023 PAY PLAN

P2	<u>BIWEEKLY</u>	\$2,224.64	\$2,966.27	\$3,707.74
	<u>MONTHLY</u>	\$4,820.06	\$6,426.92	\$8,033.44
	<u>ANNUAL</u>	\$57,840.75	\$77,123.05	\$96,401.25

P1	<u>BIWEEKLY</u>	\$1,986.53	\$2,648.44	\$3,310.75
	<u>MONTHLY</u>	\$4,304.15	\$5,738.29	\$7,173.29
	<u>ANNUAL</u>	\$51,649.75	\$68,859.50	\$86,079.50

## ADMINISTRATIVE

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
A6	<u>BIWEEKLY</u>	\$2,482.08	\$3,102.20	\$3,722.72
	<u>MONTHLY</u>	\$5,377.83	\$6,721.44	\$8,065.90
	<u>ANNUAL</u>	\$64,534.00	\$80,657.25	\$96,790.75

A5	<u>BIWEEKLY</u>	\$2,256.18	\$2,820.17	\$3,384.08
	<u>MONTHLY</u>	\$4,888.40	\$6,110.37	\$7,332.17
	<u>ANNUAL</u>	\$58,660.75	\$73,324.40	\$87,986.00

A4	<u>BIWEEKLY</u>	\$1,974.30	\$2,467.92	\$2,961.46
	<u>MONTHLY</u>	\$4,277.66	\$5,347.17	\$6,416.50
	<u>ANNUAL</u>	\$51,332.00	\$64,166.03	\$76,998.00

A3	<u>BIWEEKLY</u>	\$1,794.93	\$2,243.61	\$2,692.20
	<u>MONTHLY</u>	\$3,889.02	\$4,861.15	\$5,833.10
	<u>ANNUAL</u>	\$46,668.25	\$58,333.78	\$69,997.25

A2	<u>BIWEEKLY</u>	\$1,615.56	\$2,019.21	\$2,423.34
	<u>MONTHLY</u>	\$3,500.38	\$4,374.96	\$5,250.56
	<u>ANNUAL</u>	\$42,004.50	\$52,499.48	\$63,006.75

## OPERATIONS & SKILLED TRADE

		<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
O4	<u>BIWEEKLY</u>	\$1,794.22	\$2,239.59	\$2,691.33
	<u>MONTHLY</u>	\$3,887.48	\$4,852.44	\$5,831.23
	<u>ANNUAL</u>	\$46,649.80	\$58,229.23	\$69,974.70

	EXHIBIT A			
O3				Item 4.
	<u>BIWEEKLY</u>	\$1,614.77	\$2,018.50	\$2,422.19
	<u>MONTHLY</u>	\$3,498.66	\$4,373.42	\$5,248.08
	<u>ANNUAL</u>	\$41,984.00	\$52,481.03	\$62,977.03
<hr/>				
O2	<u>BIWEEKLY</u>	\$1,453.29	\$1,816.65	\$2,180.02
	<u>MONTHLY</u>	\$3,148.80	\$3,936.09	\$4,723.37
	<u>ANNUAL</u>	\$37,785.60	\$47,233.03	\$56,680.45
<hr/>				



## CITY OF FORT COLLINS

## 2023 PAY PLAN

## Step Ladders

Job Title	Step									
	1	2	3	4	5	6	7	8	9	10
LINE GROUNDWORKER	\$56,686	\$59,406	\$62,258	\$65,246	\$68,379	\$71,662	\$75,172	\$78,921		
ELECTRIC LINEWORKER	\$79,029	\$83,493	\$85,979	\$88,546	\$91,233	\$93,959	\$96,768	\$100,256	\$103,964	\$110,263
LINE CREW CHIEF	\$115,225	\$120,255								
ELECTRIC METER SYSTEM TECH	\$61,642	\$67,799	\$72,406	\$76,978	\$81,514	\$86,004	\$89,657	\$93,335	\$97,000	\$100,665
SUBSTATION SPECIALIST	\$79,091	\$88,416	\$95,760	\$103,024	\$110,349					
SUBSTATION ELEC/COMM SPEC	\$89,955	\$99,180	\$108,011	\$116,469	\$125,505					
ELECTRIC SYSTEMS OPERATOR	\$76,480	\$81,518	\$86,555	\$91,593	\$96,631	\$101,668	\$106,706			
PLANT OPERATOR	\$58,655	\$63,781	\$67,594	\$71,659	\$75,975	\$81,836				
LEAD PLANT OPERATOR	\$58,655	\$63,781	\$67,594	\$71,659	\$75,975	\$81,836	\$85,927	\$90,019		
WATER UTILITY MAINT OPERATOR	\$49,354	\$53,657	\$56,880	\$60,287	\$63,913	\$68,858				
WATER METER SYSTEMS OPERATOR	\$49,354	\$53,657	\$56,880	\$60,287	\$63,913	\$68,858				
WATER METER TECHNICIAN	\$49,354	\$53,657	\$56,880	\$60,287	\$63,913	\$68,858				
FLEET MAINTENANCE TECHNICIAN	\$54,874	\$60,825	\$63,231	\$65,785	\$68,414	\$71,154	\$74,003	\$76,562		
BUILDING INSPECTOR	\$64,123	\$70,394	\$73,226	\$76,490	\$79,479	\$82,663	\$85,966	\$89,463		
LEAD BUILDING INSPECTOR	\$70,534	\$77,451	\$80,551	\$84,154	\$87,486	\$90,973	\$94,577	\$98,410		

December 6, 2022

# AGENDA ITEM SUMMARY

City Council



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## STAFF

Kirk Longstein, Senior Environmental Planner  
Rebecca Everette, Planning Manager  
Brad Yatabe, Legal

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## SUBJECT

**Second Reading of Ordinance No. 139, 2022, Extending the Moratorium on Certain Activities of State Interest Designated in Ordinance No. 122, 2021.**

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## EXECUTIVE SUMMARY

This Ordinance, unanimously adopted on First Reading on November 15, 2022, extends the length of a moratorium previously imposed through Ordinance No. 122, 2021, on two designated activities of state interest. The proposed Ordinance extends the length of the existing moratorium for three months beyond December 31, 2022, or until Council adopts guidelines for the administration of the two designated activities. Extending the moratorium allows staff to continue public engagement and seek feedback on version 2 of the Draft 1041 regulations discussed during the Council work session held on November 7, 2022.

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## STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on Second Reading.

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## BACKGROUND / DISCUSSION

During the City Council work session held on November 7, 2022, Councilmembers generally supported the staff recommendation to extend a moratorium imposed on two designated activities of statewide interest: Major Domestic Water and Sewer and Highway projects. By extending the moratorium by 90 days, staff has additional time to seek public feedback on the current version-two of the draft 1041 regulations.

### **Procedure for the Designation of Areas and Activities and Adoption of Guidelines**

To exercise 1041 powers, the Colorado Revised Statutes require the City to designate the areas and activities to be regulated and adopt guidelines to administer the designated areas and activities. The designation of areas and activities may occur only after a noticed public hearing where Council must consider, at a minimum, the intensity of current and foreseeable development pressures. Council must specify the boundaries of any designated area, why the designated area or activity is of state interest, the dangers from uncontrolled development of the area or conduct of such activity, and the advantages of developing such area or activity in a coordinated manner. The City may adopt guidelines, and regulations for carrying out such guidelines, for administering designated areas and activities that are more stringent than the criteria listed in the applicable state statutes.

Once the City holds a public hearing and initially designates an area or activity to be of state interest, no person may engage in development within the designated area or conduct the designated activity until the City has finally determined the designation and guidelines. In other words, a moratorium goes into effect on development within the initially designated area or on the initially designated activity until the City makes a final determination on the designation and the applicable guidelines.

To the extent a person proposes to engage in development in an area of state interest or conduct and activity of state interest that the City has not previously designated and for which guidelines have not been adopted, the City is authorized to hold a public hearing to designate such area or activity and to adopt guidelines under which to review the proposal. In other words, the City has an opportunity to exercise 1041 powers over proposals for areas and activities not previously anticipated as requiring regulations.

### **Alignment with Citywide Policy**

In terms of policy alignment, both City Plan and the Strategic Plan identify policies and objectives that aim to direct development in a way that ensures compatibility between adjacent land uses, minimize infrastructure and resource needs, and protect historic and natural resources. Currently, the City's Land Use Code provides a limited local review process for public agency projects. As such, adopting 1041 regulations would offer the City greater authority over public development projects that qualify as areas or activities of statewide interest per House Bill 74-1041 and help the City achieve its stated policy objectives.

### **CITY FINANCIAL IMPACTS**

There are no financial impacts to City resources.

### **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

The following Board and Commissions have requested staff follow up during their November meetings:

<b>Boards and Commissions</b>	<b>Dates</b>
<b>Water Board</b>	11/17/2022
<b>Transportation Board</b>	11/16/2022
<b>Planning and Zoning Commission</b>	11/17/2022
<b>Land Conservation and Stewardship Board</b>	11/9/2022
<b>Natural Resources Advisory Board</b>	11/23/2022
<b>Air Quality Advisory Board</b>	11/15/2022

### **PUBLIC OUTREACH**

See public engagement summary in first reading materials.

### **ATTACHMENTS**

First Reading attachments not included.

1. Ordinance for Consideration

ORDINANCE NO. 139, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
EXTENDING THE MORATORIUM ON CERTAIN ACTIVITIES OF STATE INTEREST  
DESIGNATED IN ORDINANCE NO. 122, 2021

WHEREAS, pursuant to Colorado Revised Statutes (“C.R.S.”) Section 24-65.1-101 et seq., City Council adopted Ordinance No. 122, 2021, designating two activities of state interest (1) the site selection and construction of major new domestic water and sewage treatment systems and major extensions of existing domestic water and sewage treatment systems, and (2) the site selection of arterial highways and interchanges and collector highways (the two designated activities hereafter referred to as the “Designated Activities”); and

WHEREAS, pursuant to C.R.S. Section 24-65.1-404(4) and the City’s power to impose a moratorium on development activity pursuant to its home rule powers granted under Article XX of the Colorado Constitution, City Council imposed a moratorium with certain exceptions (the “Moratorium”) on conducting the Designated Activities until December 31, 2022, or until City Council has finally determined and adopted guidelines for the administration of the Designated Activities; and

WHEREAS, to provide additional time for public dialogue and input and for the drafting and consideration of guidelines for the administration of the Designated Activities, City Council finds it is in the best interest of the City to extend the Moratorium for a three-month period through the end of March 31, 2023, or until City Council has finally determined and adopted guidelines for the administration of the Designated Activities.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the City Council hereby extends the Moratorium on the same terms as set forth in Ordinance No. 122, 2021, for a three-month period through the end of March 31, 2023, or until City Council has finally determined and adopted guidelines for the administration of the Designated Activities.

Section 3. For purposes of the extension of the Moratorium, references to the Land Use Code in Ordinance No. 122, 2021, shall be deemed to refer to the equivalent provisions in the Land Development Code upon the Land Development Code adopted via Ordinance No. 114, 2022, going into effect.

Introduced, considered favorably on first reading and ordered published this 15th day of November, A.D. 2022, and to be presented for final passage on the 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

LeAnn Williams, Director, Recreation  
Ted Hewitt, Legal

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### SUBJECT

**First Reading of Ordinance No. 141, 2022, Making Supplemental Appropriations from the State of Colorado Childcare Operations Stabilization and Workforce Sustainability Grant Program and Reviewing and Approving of the Grant Funding.**

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### EXECUTIVE SUMMARY

The purpose of this item is to accept two State of Colorado grants funded by the American Rescue Plan Act. The Childcare Operations Stabilization and Workforce Sustainability Grant Program will fund childcare enhancements in City childcare programs.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

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### BACKGROUND / DISCUSSION

The Childcare Operations Stabilization and Workforce Sustainability grants provide funding for childcare operational expenses, tuition relief, capital improvements, workforce retention, and health and mental health support. The grants are entitlement grants for licensed childcare providers awarded through the State of Colorado Department of Early Childhood.

The Childcare Operations Stabilization Grant may be used for existing and new childcare operating expenses. The Workforce Sustainability Grant must be used for expenses related to recruiting and/or retaining existing employees.

The grants do not require the City to sign a post-award agreement. Funds must be expended by September 20, 2023.

Monthly reporting and attestations about the use of grant funds is required to receive the next monthly payment.

All expenses that will be paid for by the grants are one-time and will not cause new expenses to be added to future City budgets. There is no City match requirement.



**CITY FINANCIAL IMPACTS**

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City resources will increase by \$84,449. These funds will be received from the State of Colorado in the Recreation Fund and spent from the Recreation Fund on the following: childcare programming, tuition assistance, workforce retention, and facility enhancements.

**BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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Not applicable.

**PUBLIC OUTREACH**

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None.

**ATTACHMENTS**

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1. Ordinance for Consideration
2. Foothills Activity Center Grant Award

ORDINANCE NO. 141, 2022  
 OF THE COUNCIL OF THE CITY OF FORT COLLINS  
 MAKING SUPPLEMENTAL APPROPRIATIONS FROM THE STATE OF COLORADO  
 CHILDCARE OPERATIONS STABILIZATION AND WORKFORCE SUSTAINABILITY  
 GRANT PROGRAM AND REVIEWING AND APPROVING OF THE GRANT FUNDING

WHEREAS, the State of Colorado's Department of Early Childhood has awarded the City two grants totaling up to \$84,449 through its Childcare Operations Stabilization and Workforce Sustainability Grant Program to help fund the City's licensed childcare programs (the "Grants"); and

WHEREAS, the Grants may be used by the City's licensed childcare programs for childcare operational expenses, childcare programming, necessary health and safety facility enhancements, and workforce retention; and

WHEREAS, the Grants require no contribution of matching funds; and

WHEREAS, this appropriation benefits the public health, safety and welfare of the residents of Fort Collins and serves the public purpose of funding publicly-provided childcare; and

WHEREAS, Article V, Section 9 of the City Charter permits the City Council, upon recommendation of the City Manager, to make a supplemental appropriation by ordinance at any time during the fiscal year, provided that the total amount of such supplemental appropriation, in combination with all previous appropriations for that fiscal year, do not exceed the current estimate of actual and anticipated revenues and all other funds to be received during the fiscal year; and

WHEREAS, the City Manager has recommended the appropriation described herein and determined that this appropriation is available and previously unappropriated from the Recreation Fund and will not cause the total amount appropriated in the Recreation Fund to exceed the current estimate of actual and anticipated revenues and all other funds to be received in this Fund during this fiscal year.

WHEREAS, Article V, Section 11 of the City Charter authorizes the City Council to designate in the ordinance when appropriating funds for a federal, state or private grant, that such appropriation shall not lapse at the end of the fiscal year in which the appropriation is made, but continue until the earlier of the expiration of the federal, state or private grant or the City's expenditure of all funds received from such grant; and

WHEREAS, the City Council wishes to designate the appropriation herein from the Grants as an appropriation that shall not lapse until the earlier of the expiration of the Grants or the City's expenditure of all funds received from the Grants.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That there is hereby appropriated from new revenue or other funds in the Recreation Fund the sum of EIGHTY-FOUR THOUSAND FOUR HUNDRED FORTY-NINE DOLLARS (\$84,449) to be expended in the Recreation Fund for childcare programming, tuition assistance, workforce retention, and facility enhancements.

Section 3. That the appropriation herein from the Grants is hereby designated, as authorized in Article V, Section 11 of the City Charter, as an appropriation that shall not lapse at the end of this fiscal year but continue until the earlier of the expiration of the Grants or the City's expenditure of all funds received from the Grants.

Section 4. That the City Council has reviewed the Grants and approves of such funding and further authorizes the City Manager to take appropriate action necessary to be able to expend the grant funds as contemplated by the Childcare Operations Stabilization and Workforce Sustainability Grant Program.

Introduced, considered favorably on first reading, and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

Passed and adopted on final reading on the 20th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

## Foothills Activity Center Operations & Workforce Stability Grant Info:

### Child Care Operations Stabilization Grant

[Click here](#) to view details on how grant amounts are calculated. Your grant award will be distributed evenly over 9 months.

Your **TOTAL** Child Care Operations Stabilization Grant award: **\$63,796.00**

Your **MONTHLY** Child Care Operations Stabilization Grant amount: **\$7,088.00**

### Workforce Sustainability Grant

[Click here](#) to view details on how grant amounts are calculated. Your grant award will be distributed evenly over 9 months.

Your **TOTAL** Workforce Sustainability Grant award: **\$15,653.00**

Your **MONTHLY** Workforce Sustainability Grant amount: **\$1,739.00**

3. Your first payment will be processed 2-6 weeks after application submission. If you are submitting prior to 1/28/22 your first payment will be issued on or before 2/15/22. If you are submitting after 1/28/22, applications will be processed on the 15th of each month for payment at the end of that month (for example, apply by 2/15 to receive your first payment on 2/28).

**For the small, Licensing Incentive Grant:**

I attest I will **not** use these funds for

- the purchase of alcohol, firearms, tobacco, lottery tickets or entertainment costs (except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized);
- equipment and other capital expenditures such as building improvements, or equipment purchased to make capital improvements (unless necessary to meet health/safety requirements);
- used for sectarian purposes, and;
- used as the non-federal share for other federal grant programs.

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Marc Virata, Civil Engineer  
Dana Hornkohl, Capital Projects Manager  
Brad Buckman, City Engineer  
Aaron Guin, Legal

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### SUBJECT

**First Reading of Ordinance No. 142, 2022, Adopting the 2023 Larimer County Regional Transportation Capital Expansion Fee Schedule.**

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### EXECUTIVE SUMMARY

The purpose of this item is to adopt the 2023 Larimer County Regional Transportation Capital Expansion Fee Schedule.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

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### BACKGROUND / DISCUSSION

In 2000, the City and Larimer County (the "County") entered into an intergovernmental agreement (the "IGA") authorizing the City to collect Larimer County Regional Transportation Capital Expansion Fees ("Regional TCEFs") on behalf of the County. The Regional TCEFs generate revenue for capacity-related improvements to regionally significant roadways that are necessitated by new development. The regional TCEFs are used only for improvements that mutually benefit both the City and the County. Regional TCEFs are collected at the time of issuance of a building permit.

Per the IGA, the County serves as the Regional TCEF administrator and is responsible to develop project recommendations for fee utilization. The County's recommendations typically are based on the County's Transportation Master Plan, a document that identifies regionally significant roadways. Once a project has been identified, City and County staff work together to determine Regional TCEF funding allocations. Regional TCEFs frequently are leveraged with other funds to support larger scale capital projects and can fully support small scale capacity related improvements.

The City and County previously have partnered to design and construct several projects along regionally significant roadways using Regional TCEFs, including improvements to Taft Hill Road, Shields Street, and the Shields Street/Vine Drive intersection. City and County staff continue to collaborate on efficient and effective uses for the Regional TCEF funds; most recently agreeing to use these funds to improve a section of Taft Hill Road between Horsetooth Road and Harmony Road.

The Larimer County Land Use Code specifies that its Regional TCEF must be updated annually to reflect changes in road construction costs during the previous year. In July 2022, the County adopted a revised fee schedule which increased the Regional TCEF by 3.9%. A copy of the June 6, 2022, "Transportation Capital Expansion Fee Adjustments for 2022" memorandum to the Larimer County Board of County Commissioners outlining the revised fees is attached as Exhibit A to the Ordinance.

The Regional TCEF increase of 3.9% is based on the Colorado Construction Cost Index reported by the Colorado Department of Transportation (eight-quarter moving average). In comparison, the recently approved City TCEF increase of 7.1% is based on the Construction Cost Index (Denver) reported by the Engineering News Record (twelve-month average ending in August). The City and County met earlier this year to discuss the differing indices used between the jurisdictions and whether there is an opportunity to agree to utilizing a common index. The County indicated that they were comfortable with maintaining their current methodology. With the City conducting a routine TCEF Program Fee Update in January 2023, City staff will further investigate opportunities to coordinate with the County and/or investigate the suitability in adopting the County's methodology.

The revised (2023) Regional TCEFs, along with a comparison to the 2022 Regional TCEFs, are as follows:

Development Type	2023 Regional Road TCEF	2022 Regional Road TCEF	Increase or Decrease
<b>Residential (per Dwelling) by Square Feet of Finished Living Space</b>			
900 or less	\$191	\$184	\$7
901 to 1300	\$268	\$258	\$10
1301 to 1800	\$324	\$312	\$12
1801 to 2400	\$380	\$366	\$14
2401 to 3000	\$426	\$410	\$16
3001 to 3600	\$462	\$445	\$17
3601 or more	\$495	\$476	\$19
<b>Nonresidential (per 1,000 Square Feet of Floor Area)</b>			
Commercial	\$498	\$479	\$19
Office & Other Services	\$294	\$283	\$11
Industrial	\$118	\$114	\$4

The revised fees became effective within the County on July 1, 2022. Under the IGA, revisions to the Regional TCEFs do not take effect in the City until Council approves a new fee schedule.



## **CITY FINANCIAL IMPACTS**

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The fees are collected on behalf of Larimer County and the Regional TCEF program. Revenues from the fees will pass through City accounts and will not affect City revenue limits under Article X, Section 20 of the Constitution of the State of Colorado. The City retains a 2% administrative fee. Adoption of the Regional TCEF Schedule will result in an increase to development fee payers.

## **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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City staff did not present this item to any Boards and Commissions as the fees are being adjusted only for inflation.

## **PUBLIC OUTREACH**

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As these fees are managed and administered by Larimer County, City staff did not participate in scheduled public outreach.

## **ATTACHMENTS**

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1. Ordinance for Consideration
2. Ordinance Exhibit A

ORDINANCE NO. 142, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
ADOPTING THE 2023 LARIMER COUNTY REGIONAL  
TRANSPORTATION CAPITAL EXPANSION FEE SCHEDULE

WHEREAS, the City and Larimer County (the “County”) previously entered into an intergovernmental agreement (the “IGA”), as amended from time to time, whereby the City collects a Regional Transportation Capital Expansion Fee (also known as a “regional road impact” fee) on behalf of Larimer County at the time of issuance of building permits, which fee raises revenue for road improvements on regionally significant roadways that are necessitated by new development; and

WHEREAS, the City and the County have established a procedure pursuant to City Code Section 7.5-82 for the City Council to consider and approve any County-proposed changes to the Regional Transportation Capital Expansion Fee schedule (the “Regional TCEF Schedule”) to reflect changes in construction costs, or other relevant factors; and

WHEREAS, the last changes to the Regional TCEF Schedule were accomplished by City Council’s adoption of Ordinance No. 165, 2021, and the County is now proposing a revised fee schedule that increases the Regional TCEF by 3.9%, reflecting increases in road construction costs based on an eight-quarter moving average calculated from the Colorado Construction Cost Index data compiled by the Colorado Department of Transportation; and

WHEREAS, under the terms of the IGA, revisions to the Regional TCEF Schedule do not take effect in the City until the City Council approves the new fee schedule; and

WHEREAS, the City Council has determined that it is in the best interests of the City that the County’s proposed changes to the Regional TCEF Schedule be adopted to further the public interest of adequately funding road improvements that are necessitated by new developments along regionally significant roadways that impact the City.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the 2023 Larimer County Regional Transportation Capital Expansion Fee Schedule attached hereto as Exhibit “A” and incorporated herein by reference is hereby adopted and approved and shall go into effect in Fort Collins upon the effective date of this Ordinance.

Introduced, considered favorably on first reading, and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading on the 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

## LARIMER COUNTY | ENGINEERING DEPARTMENT

P.O. Box 1190, Fort Collins, Colorado 80522-1190, 970.498.5700, Larimer.org

## MEMORANDUM

**TO:** Board of County Commissioners**FROM:** Mark Peterson, County Engineer**DATE:** June 6, 2022**RE:** Transportation Capital Expansion Fee Adjustments for 2022

Since 1998, under the terms of the Land Use Code, Larimer County has been collecting transportation capital expansion fees (TCEF) from new traffic generating development to be used for improvements to the road system to accommodate the increase in traffic generated by the new development. The current Land Use Code specifies an effective date for the annually updated TCEF's as July 1<sup>st</sup>, which is consistent with the effective date for the annual cost of living updates for the Planning and Building Department fees.

This memorandum is intended as notification to the Board of County Commissioners that the annual review of the Larimer County Transportation Capital Expansion Fees (TCEFs) for 2021 is resulting in an **increase of 3.9%** from the 2021 values. As an example of what this change would mean, the TCEF on a new single-family home (between 1,801 SF – 2,400 sf) would increase by \$185, from \$4,738 to \$4,923. See the table below for the complete current 2021 fee schedule and the schedule that would be effective based on a 3.9% increase.

The methodology for the adjustment in the TCEF's each year is specified in the Land Use Code and is intended to reflect changes in road construction costs. The data is based on an 8-quarter moving average calculated from Colorado Construction Cost Index quarterly data compiled and reported by the Colorado Department of Transportation (CDOT).

The procedure spelled out in the Land Use Code states that, if the change in fees is less than or equal to 5%, the new fees become effective without further action by the BCC. If the change in fees is greater than 5%, the BCC shall determine the percentage to be used to update the fees. Since the percentage change is less than 5% this year at 3.9%, approval by the BCC is not required. However, we still wanted to bring this to the BCC for informational purposes on the TCEF schedule that will be applied for the upcoming year, which will be effective July 1, 2022.



June 6, 2022

Transportation Capital Expansion Fee Adjustments

Page 2



<b>Residential TCEF</b>		
<b>Finished Living Space per Dwelling (Square Feet)</b>	<b>2021 TCEF (\$)</b>	<b>2022 TCEF (with 3.9% Increase) (\$)</b>
900 or less	\$2,396	\$2,489
901-1300	\$3,360	\$3,491
1301-1800	\$4,047	\$4,205
1801-2400	\$4,738	\$4,923
2401-3000	\$5,317	\$5,524
3001-3600	\$5,788	\$6,013
3601 or more	\$6,185	\$6,427
<b>Commercial Use per 1,000 SF of Floor Area</b>	<b>2021 TCEF (\$)</b>	<b>2022 TCEF (with 3.9% Increase) (\$)</b>
Industrial	\$1,474	\$1,531
Commercial	\$6,208	\$6,450
Office & Other Services	\$3,654	\$3,796

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Paul Sizemore, Director of Community Development and Neighborhood Services  
Noah Beals, Development Review Manager  
Anissa Hollingshead, City Clerk  
Brad Yatabe, Legal

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### SUBJECT

**First Reading of Ordinance No. 143, 2022, Amending Section 2-73 of the Code of the City of Fort Collins to Allow City Commissions to Conduct Quasi-Judicial Hearings Using Remote Technology.**

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### EXECUTIVE SUMMARY

The purpose of this item is to amend provisions of Article III of Chapter 2 of the City Code to permit boards and commissions considering quasi-judicial matters to incorporate participation by remote technology into proceedings. The proposed amendments would enable the presiding officer of the board or commission, upon consultation with the staff liaison, to allow remote participation by members of the public, parties-in-interest, and members of the board or commission.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

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### BACKGROUND / DISCUSSION

During the declared COVID-19 local emergency the City made use of remote technology to allow participation in public meetings by members of the public, parties-in-interest, board and commission members, and staff. Typically, this occurred in the form of hybrid meetings where some parties were present in-person and others participated remotely.

When the emergency declaration was lifted in October of 2022, boards and commissions were required to align their operations with the provisions in Article III of Chapter 2 of the City Code. Currently, Chapter 2 permits boards and commissions that are not considering quasi-judicial items to use remote technology for participation. However, quasi-judicial proceedings require in-person attendance by all commission members, all members of the public, and all parties-in-interest.

The City has six commissions that consider quasi-judicial items. These are: the Building Review Commission, Historic Preservation Commission, Human Relations Commission, Land Use Review Commission, Planning and Zoning Commission, and Water Commission. Some of these bodies consider quasi-judicial items at every meeting, while others only hear them occasionally.

Beginning in October 2022, commissions ended remote participation for quasi-judicial items. Since this time, staff has heard from members of the public, applicants, and commission members that there were many positive aspects of remote participation that should be preserved.

This proposed ordinance addresses remote participation by three types of participants in quasi-judicial proceedings. Staff has noted positive outcomes from remote participation by each participant type:

1. **Members of the public.** Staff observes that remote participation has opened opportunities for members of the public to provide comment who otherwise would not or could not participate due to other obligations, lack of convenience, or simply the time required to participate in an in-person proceeding.
2. **Parties-in-interest (applicant teams).** Staff observes that it is more likely that specialist professionals who worked on the project will be available for commission questions if they can participate remotely. For some commissions, this has also made it easier to get projects scheduled for hearings because coordinating attendance by applicant teams is less complicated.
3. **Commission members.** Staff observes that the option for remote participation allows commissioners to participate even if they are out of town or feeling unwell and has not detracted from the quality of participation.

The proposed ordinance modifies the Code to allow remote participation that is like how commissions operated under the COVID-19 emergency declaration. The presiding officer of the commission, upon consultation with the staff liaison, may determine that the meeting will be conducted in whole or in part with the use of remote technology. Each commission may determine how and under what circumstances commission members may participate remotely, as part of rules of procedure adopted pursuant to Section 2-78 of the City Code. When remote participation is authorized by a commission, an applicant will be informed about the intention to hold the proceeding using remote technology. If this is not acceptable to the applicant, they may elect to delay the meeting until the applicant, decision maker, and staff can all be present in-person. If, during the conduct of a hearing using remote technology, the presiding officer determines that the technology is not functioning adequately to meet all conditions outlined in the code, the commission must continue the hearing to make other arrangements.

## **CITY FINANCIAL IMPACTS**

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Staff does not anticipate a financial impact to the City because the technology and staff expertise to implement these measures already exist.

## **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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The following Commissions made recommendations regarding the proposed ordinance to allow remote participation by commissions considering quasi-judicial matters:

- The Building Review Commission recommended approval at their November 17, 2022, meeting.
- The Historic Preservation Commission recommended approval, with encouragement that commission members attend in-person whenever possible, at their November 16, 2022, meeting.
- The Planning and Zoning Commission recommended approval of remote participation for the public and parties-in-interest and took no position on remote participation by commission members, at their November 17, 2022, meeting.

Staff liaisons for the Land Use Review Commission, Water Commission, and Human Relations Commission have been consulted regarding the proposal; however, these commissions have not made formal recommendations on this topic.

## **PUBLIC OUTREACH**

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Since the switch to all in-person participation in October, members of the public who have contacted staff seeking the ability to participate in hearings remotely have been informed about this proposal. No proactive public outreach was conducted.

## **ATTACHMENTS**

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1. Ordinance for Consideration
2. Planning and Zoning Commission Recommendation



ORDINANCE NO. 143, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
AMENDING SECTION 2-73 OF THE CODE OF THE CITY OF FORT COLLINS TO  
ALLOW CITY COMMISSIONS TO CONDUCT QUASI-JUDICIAL HEARINGS  
USING REMOTE TECHNOLOGY

WHEREAS, on March 13, 2020, the City Manager proclaimed a local emergency in response to the COVID pandemic; and

WHEREAS, during the COVID local emergency, City Council adopted Ordinance 079, 2020, which authorized, among other things, City commissions to hear quasi-judicial matters using remote technology to hold meetings that were partially or completely attended remotely by the commission members, the public, the applicant, and City staff; and

WHEREAS, in order to hold a partially or completely remote meeting to hear a quasi-judicial matter, commissions were required to ensure that the remote technology and procedure ensured due process rights were honored and that the public could effectively observe and participate; and

WHEREAS, remote participation not only allowed people to safeguard themselves and others from COVID, but made observing and participating in quasi-judicial hearings more convenient for commissioners, parties-in-interest, City staff, and the public; and

WHEREAS, the increased convenience of the ability to attend and participate remotely made meetings more easily accessible to the public; and

WHEREAS, commission quasi-judicial hearings held remotely during the COVID local emergency demonstrated the effectiveness of remote technology, when properly managed, in ensuring due process and effective public observation and participation; and

WHEREAS, in October 2022, the COVID local emergency was declared over and the Ordinance 079, 2020, authorization for commissions to hear quasi-judicial matters partially or completely remotely ended; and

WHEREAS, upon the COVID local emergency ending, Section 2-73 of the City Code went into effect requiring commission members, parties-in-interest, and the public to attend quasi-judicial hearings in-person; and

WHEREAS, in order to restore the benefits described in this Ordinance of allowing commissions to hold quasi-judicial hearings remotely, Section 2-73 of the City Code shall be amended to allow commissions to hold quasi-judicial hearings using remote technology; and

WHEREAS, allowing commissions to hold quasi-judicial hearings remotely is in the best interests of the City.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That Section 2-73 of the Code of the City of Fort Collins is hereby amended to read as follows:

**Sec. 2-73. Remote meetings.**

(a) ~~In person attendance by commission members is required for all quasi-judicial proceedings. Remote participation by parties in interest and the public is not allowed in any quasi-judicial proceeding.~~

(a) For meetings ~~that are not~~ where quasi-judicial or non-quasi-judicial matters, or both, are to be considered, the chairperson/presiding officer of any City board or commission, after consultation with the staff liaison for such board or commission, may determine that such board or commission will conduct any regular meeting or special meeting in whole or in part by remote technology. A meeting may be held in whole or in part by remote technology only if the any meeting room and remote technology is equipped for remote participation to provides reasonably available participation, to the extent participation is permitted for the matters under consideration, by members of the board or commission, and by the public, parties-in-interest, and City staff. Quasi-judicial commissions are authorized to include in procedures adopted pursuant to §2-78 provisions governing when members may participate by remote technology, if at all, and the presiding officer shall abide by such procedures in determining whether members may participate using remote technology.

(b) Any applicant seeking a quasi-judicial decision from a quasi-judicial commission shall be notified in writing or by email of the intention to conduct a quasi-judicial proceeding in whole or in part using remote technology at least forty-eight (48) hours prior to the meeting where the quasi-judicial proceeding will occur, and such notification shall be placed into the record of the quasi-judicial proceeding. Upon the applicant's request at least twenty-four (24) hours prior to the commencement of such proceeding, the proceeding shall be delayed until such time as the applicant, the decision maker, and City staff can be present in person for the proceeding. Any such request to delay the hearing shall not affect the ability of the public to participate using remote technology to the extent public participation is permitted. Any applicant proceeding with and participating in a quasi-judicial proceeding conducted using remote technology shall be deemed to have consented to such method of conducting the quasi-judicial proceeding.

(c) The chairperson of any committee of any City board or commission, after consultation with the chairperson and staff liaison of such board or commission, may determine that such committee will conduct any committee meeting in whole or in part by

remote technology if the meeting room is equipped for remote participation to provide reasonably available participation by members of the committee and observation by the public.

(de) Participation by a City board or commission member, or a member of a committee thereof, in a meeting conducted by remote technology shall constitute presence and actual attendance for purpose of establishing a quorum, provided the following conditions are met:

- (1) All members of the board or commission participating in the meeting can see and hear one another or, if circumstances preclude an arrangement that would allow visual communication, hear one another;
- (2) All members of the board or commission participating in the meeting can see, hear or read all discussion, comment and testimony in a manner designed to provide maximum information sharing and, to the extent applicable, participation;
- (3) Members of the public have equivalent access to all discussion, comment and testimony, and to all votes and other dialogue, in a manner designed to provide maximum information sharing and participation;
- (4) All votes must be conducted by roll call; and
- (5) All other meeting-related requirements must be met, including advance notice with an explanation of how members of the board or commission and the public may participate and stating the right of the public to monitor the meeting, as well as the recording and preparation of meeting minutes.

(ef) To the extent applicable, Bboards and commissions shall allow time for citizen participation in remote meetings; however, they shall not use the chat features in remote meetings to conduct public business or take citizen comment.

(fg) If during any meeting of a board or commission or a committee thereof the presiding officer determines that the remote technology in use is not functioning sufficiently to meet the conditions above during any particular item or meeting, the board or commission must continue such item or meeting to allow for improved technologies or other arrangements.

Introduced, considered favorably on first reading and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading this 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



**Community  
Development &  
Neighborhood  
Services**  
**Planning & Development  
Services**  
281 North College Avenue  
P.O. Box 580  
Fort Collins, CO  
80522.0580  
**970.221.6376**  
970.224.6111- fax

## MEMORANDUM

**Date:** November 17, 2022  
**To:** City Council  
**From:** Planning and Zoning Commission  
**Re:** Recommending Proposed Remote Meeting Code Changes

---

The Fort Collins Planning and Zoning Commission would like to offer support for a City Ordinance that would allow for remote participation by the public and applicant teams in quasi-judicial proceedings.

We believe that the experience since spring of 2020 has shown the benefits of remote participation in public hearings. At the Commission's November Work Session, the Commission discussed the following points:

1. **Allowing remote participation by Commission members.** There was not consensus on this point among the commission members.
2. **Allowing remote participation by members of the public.** Our observation is that this has opened up opportunities for members of the public to provide comment who wouldn't/couldn't otherwise.
3. **Allowing remote participation by applicant team members.** Our observation is that we are more likely to get all of the specialist professionals who worked on the plan to be available for Commission questions if they can participate remotely. For some Commissions this has also made it easier to get projects scheduled for hearings.
4. **Staff should continue to provide technical support for members of the public who are participating remotely.**

For these reasons the Commission supports an ordinance that allows for remote participation by members of the public and the applicant team.

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Yani Jones, Historic Preservation Planner  
Brad Yatabe, Legal

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### SUBJECT

**First Reading of Ordinance No. 144, 2022, Designating the Leslie P. and Ruth A. Ware Property, 1801 Sheely Drive, Fort Collins, Colorado, as a Fort Collins Landmark Pursuant to Chapter 14 of the Code of the City of Fort Collins.**

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### EXECUTIVE SUMMARY

The purpose of this item is to request City Landmark designation for the Leslie P. and Ruth A. Ware Property at 1801 Sheely Drive. In cooperation with the property owner, City staff and the Historic Preservation Commission have determined the property to be eligible for designation under Standard 3, Design/Construction, for the property's embodiment of the Usonian style of architecture and for the public's interest in the property during the time of construction. The owner is requesting designation, which will provide protection of the property's exterior and access to financial incentives for historic property owners.

---

### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

---

### BACKGROUND / DISCUSSION

The Leslie P. and Ruth A. Ware Property is significant under Standard 3 (Design/Construction) because it is a representative example of the Usonian style of architecture and because of the public interest it drew at the time of its construction. This 1961 house followed the design of Colorado Springs architect Robert Bullock and used materials from the Valley Block Company. The design was called "The Silhouette of the Sixties," and it served as a show home for builder Ben Olds and Valley Block Company's Ormond Sherwood. Olds and Sherwood intended "to show future homeowners, architects, and builders, and the bankers who finance home building, that concrete block houses were not always minimum housing" (Joanne Ditmer, 1961). During construction, the promoters had to erect wooden sawhorse barricades to keep the interested public from interfering with the building work, and curiosity about the house continued even after the Wares moved in later in 1961. Character-defining features include the streamlined appearance, achieved by the white-painted concrete, clerestory windows, "floating" roof with wide overhangs and plexiglass globe details, attached carport with decorative screen, the horizontality of the structure, the general absence of street-facing windows with significant glazing on the rear elevation, and the integration of the home within the landscape and through landscape features like the circular pavers.

## CITY FINANCIAL IMPACTS

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Designation as a Fort Collins Landmark qualifies property owners for certain financial incentives funded by the City, as well as allows private property owners to leverage State tax incentives for repairs and modifications that meet national preservation standards. These include a 0% interest revolving loan program and Design Assistance mini-grant program through the City and the Colorado State Historic Tax Credits.

## BOARD / COMMISSION / COMMITTEE RECOMMENDATION

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At its November 16, 2022, regular meeting, the Historic Preservation Commission (HPC) adopted a motion on a vote of 7-0 (2 absences) to recommend that Council designate the Leslie P. and Ruth A. Ware Property as a Fort Collins Landmark in accordance with City Code Chapter 14, based on the property's significance under Standard 3, Design/Construction, and its integrity under all seven aspects, and that designation of the property will advance the policies and purposes of City Code Chapter 14 set forth in City Code Sections 14-1 and 14-2 in a manner and extent sufficient to justify the designation.

## PUBLIC OUTREACH

---

Because this Landmark nomination was owner-initiated, public outreach or notice described under Municipal Code Sec. 14-34 was not required. Outreach was limited to the property owners and included discussions of the eligibility of the property for designation, financial incentives for preservation, design review obligations for future exterior alterations, and the designation process in general.

## ATTACHMENTS

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1. Ordinance for Consideration
2. Historic Preservation Commission Resolution 1, 2022
3. Location Map
4. Landmark Nomination Form and Signed Acknowledgement
5. Presentation

ORDINANCE NO. 144, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
DESIGNATING THE LESLIE P. AND RUTH A. WARE PROPERTY  
1801 SHEELY DRIVE, FORT COLLINS, COLORADO, AS A  
FORT COLLINS LANDMARK PURSUANT TO CHAPTER 14 OF THE CODE OF THE  
CITY OF FORT COLLINS

WHEREAS, pursuant to City Code Section 14-1, the City Council has established a public policy encouraging the protection, enhancement and perpetuation of historic landmarks within the City; and

WHEREAS, by resolution adopted on November 16, 2022, the Historic Preservation Commission (the "Commission") determined that the Leslie P. and Ruth A. Ware Property, 1801 Sheely Dr., in Fort Collins, as more specifically described in the legal description below (the "Property"), is eligible for landmark designation pursuant to City Code Chapter 14, Article II, under Standard 3, Design/Construction, contained in City Code Section 14-22(a)(3), specifically for its embodiment of the Usonian style of architecture and for the public interest in the property during its construction; and the property's remarkable degree of historic integrity of Location, Setting, Design, Materials, Workmanship, Feeling, and Association under City Code Section 14-22(b)(1-7), and;

WHEREAS, the Commission further determined that designation of the Property will advance the policies and purposes set forth in City Code Sections 14-1 and 14-2 in a manner and extent sufficient to justify designation; and

WHEREAS, the Commission recommends that the City Council designate the Property as a Fort Collins landmark; and

WHEREAS, the owner of the Property has consented to such landmark designation and desires to protect the Property; and

WHEREAS, such landmark designation will preserve the Property's significance to the community; and

WHEREAS, the City Council has reviewed the recommendation of the Commission and desires to follow such recommendation and designate the Property as a landmark; and

WHEREAS, designation of the Property as a landmark is necessary for the prosperity, civic pride, and welfare of the public.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.



Section 2. That the Property located in the City of Fort Collins, Larimer County, Colorado, described as follows, to wit:

LOT 22, PECK MINOR SUB, FORT COLLINS  
ALSO KNOWN BY STREET AND NUMBER AS 1801 SHEELY DRIVE,  
CITY OF FORT COLLINS, COUNTY OF LARIMER, STATE OF COLORADO

be designated as a Fort Collins Landmark in accordance with City Code Chapter 14.

Section 3. That alterations, additions and other changes to the buildings and structures located upon the Property will be reviewed for compliance with City Code Chapter 14, Article IV, as currently enacted or hereafter amended.

Section 4. That in compliance with Section 14-36 of the City Code, the City shall, within fifteen days of the effective date of this Ordinance, record among the real estate records of the Larimer County Clerk and Recorder a certified copy of this Ordinance designating the property.

Introduced, considered favorably on first reading, and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading on the 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



RESOLUTION 1, 2022  
OF THE CITY OF FORT COLLINS  
HISTORIC PRESERVATION COMMISSION  
RECOMMENDING LANDMARK DESIGNATION OF THE LESLIE P. AND RUTH A.  
WARE PROPERTY  
1801 SHEELY DR., FORT COLLINS, COLORADO  
AS A FORT COLLINS LANDMARK PURSUANT TO CHAPTER 14 OF THE CODE OF  
THE CITY OF FORT COLLINS

WHEREAS, it is a matter of public policy that the protection, enhancement and perpetuation of sites, structures, objects, and districts of historic, architectural, archeological, or geographic significance, located within the city, are a public necessity and are required in the interest of the prosperity, civic pride and general welfare of the people; and

WHEREAS, it is the opinion of the City Council that the economic, cultural and aesthetic standing of this City cannot be maintained or enhanced by disregarding the historic, architectural, archeological and geographical heritage of the City and by ignoring the destruction or defacement of such cultural assets; and

WHEREAS, the Leslie P. and Ruth A. Ware Property, located at 1801 Sheely Dr. in Fort Collins (the "Property") is eligible for Landmark designation for the property's significance to Fort Collins under Standard 3, Design/Construction, contained in City Code Section 14-22(a): and retaining sufficient historic integrity of Location, Setting, Design, Materials, Workmanship, Feeling, and Association, as described in City Code Section 14-22(b); and

WHEREAS, the Historic Preservation Commission has determined that the Property meets the criteria of a landmark as set forth in Section 14-22 of the code and is eligible for designation as a Fort Collins Landmark; and

WHEREAS, the owner of the Property has consented to such landmark designation.

NOW, THEREFORE, be it resolved by the Historic Preservation Commission of the City of Fort Collins as follows:

Section 1. That the foregoing recitals are incorporated herein by the Historic Preservation Commission as findings of fact:

1. That the designation of this property will advance the City of Fort Collins' Policies and Purposes for Historic Preservation; and
2. That the property is significant under Standard 3, Design/Construction, for its embodiment of the Usonian style of architecture and for the high-level of public interest in the property at the time of its construction; and

3. That the property retains a remarkable historic integrity to convey its significance under the following aspects: Location, Setting, Design, Materials, Workmanship, Feeling, and Association; and

4. That the owner's desire to protect this historic property and its resources will be furthered by the property's status as a Fort Collins Landmark and the accompanying protections and review mechanisms such designation confers; and

Section 2. That the Property located in the City of Fort Collins, Larimer County, Colorado, described as follows, to wit:

LOT 22, PECK MINOR SUB, FORT COLLINS  
ALSO KNOWN BY STREET AND NUMBER AS 1801 SHEELY DRIVE,  
CITY OF FORT COLLINS, COUNTY OF LARIMER, STATE OF COLORADO

be designated as a Fort Collins Landmark in accordance with Chapter 14 of the Code of the City of Fort Collins.

Section 3. That the criteria contained in Chapter 14, Article IV of the City Code will serve as the standards by which alterations, additions and other changes to buildings and structures located upon the above described property will be reviewed.

Passed and adopted at a regular meeting of the Historic Preservation Commission of the City of Fort Collins held this 16<sup>th</sup> day of November, A.D. 2022.

ATTEST:

\_\_\_\_\_  
Kurt Knierim, Chair

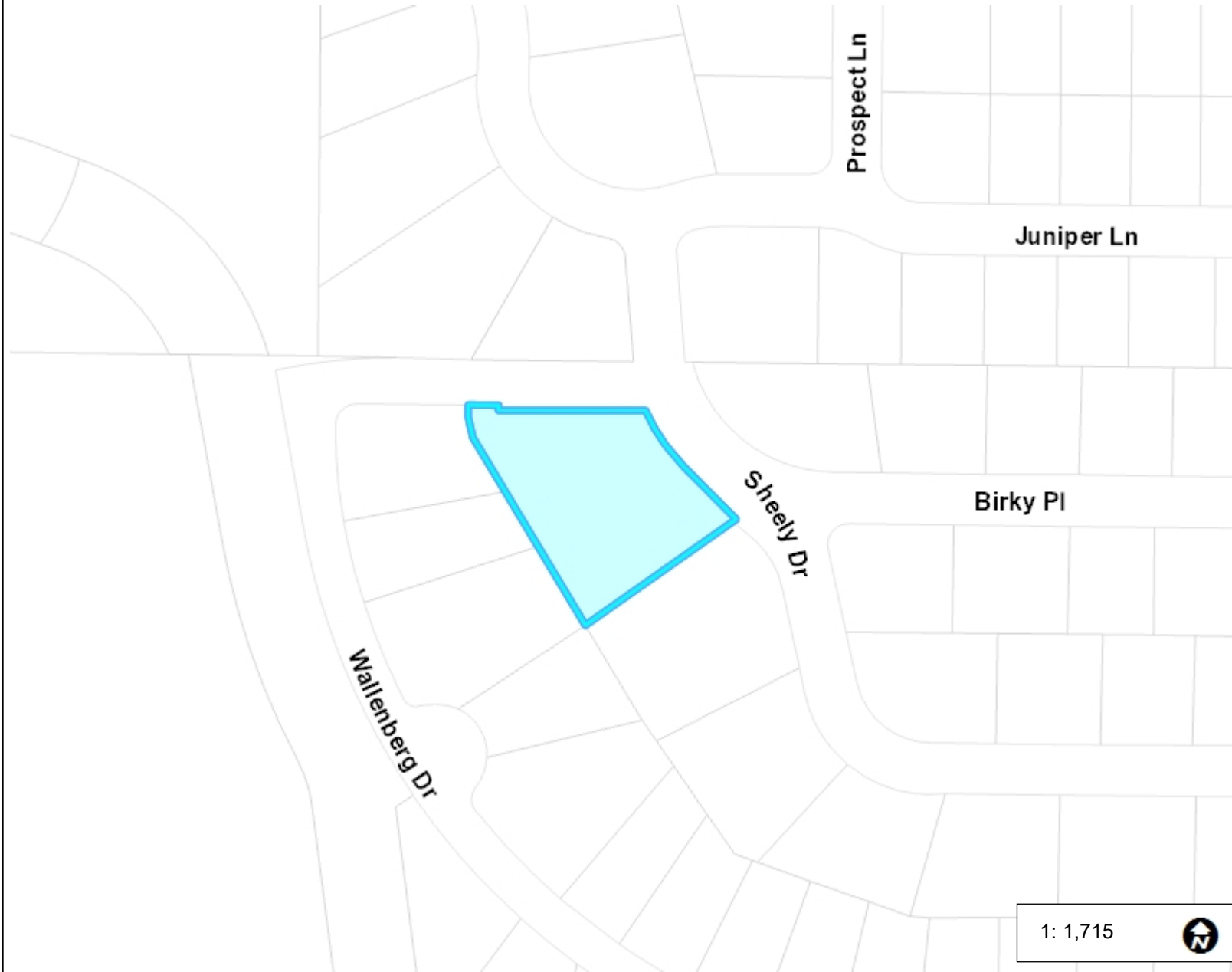
\_\_\_\_\_  
Secretary/Staff

# Leslie P. and Ruth A. Ware Property (1801 Sheely Dr.)



## Legend

- Street Names
- Parcels



1: 1,715



286.0 0 143.00 286.0 Feet

## Notes



## Historic Preservation Services

Item 9.

Community Development & Neighborhood Services  
281 North College Avenue  
P.O. Box 580  
Fort Collins, CO 80522.0580

970.416.4250  
[preservation@fcgov.com](mailto:preservation@fcgov.com)  
[fcgov.com/historicpreservation](http://fcgov.com/historicpreservation)

# Fort Collins Landmark Designation

## LOCATION INFORMATION

**Address:** 1801 Sheely Dr.

**Legal Description:** Lot 22, Peck Minor Sub, Fort Collins

**Property Name (historic and/or common):** Leslie P. and Ruth A. Ware Property

## OWNER INFORMATION

**Name:** Ralph G. and Chery L. Olson

**Phone:** 970-690-8517; 970-231-7140

**Email:** raffle20@yahoo.com

**Mailing Address:** 1801 Sheely Dr., Fort Collins, CO 80526

## CLASSIFICATION

Category	Ownership	Status	Present Use	Existing Designation
<input checked="" type="checkbox"/> Building	<input type="checkbox"/> Public	<input checked="" type="checkbox"/> Occupied	<input type="checkbox"/> Commercial	<input type="checkbox"/> Nat'l Register
<input type="checkbox"/> Structure	<input checked="" type="checkbox"/> Private	<input type="checkbox"/> Unoccupied	<input type="checkbox"/> Educational	<input type="checkbox"/> State Register
<input type="checkbox"/> Site			<input type="checkbox"/> Religious	
<input type="checkbox"/> Object			<input checked="" type="checkbox"/> Residential	
<input type="checkbox"/> District			<input type="checkbox"/> Entertainment	
			<input type="checkbox"/> Government	
			<input type="checkbox"/> Other	

## FORM PREPARED BY

**Name and Title:** Yani Jones, Historic Preservation Planner.<sup>1</sup>

**Address:** 281 N. College Ave., Fort Collins, CO

**Phone:** 970-224-6045

**Email:** yjones@fcgov.com

**DATE:** October 20, 2022

<sup>1</sup> The contents of this nomination are largely based on the intensive-level cultural resources survey completed by Mary Therese Anstey (Historitecture, LLC) on November 19, 2010, but additional information has been added from a Landmark nomination form provided by Ralph and Cheryl Olson and by research and writing from Historic Preservation Services staff; all sources referenced in this nomination are listed in the References section of this form, including the sources from the 2010 Anstey report, the 2022 Olson nomination, and additional sources found by staff. Photos were taken by Yani Jones 2022 and copies can be found with City of Fort Collins Historic Preservation Services.

## TYPE OF DESIGNATION and BOUNDARIES

☒ Individual Landmark Property ☐ Landmark District

### Explanation of Boundaries:

The boundaries of the property being designated as a Fort Collins Landmark correspond to the legal description of the property (hereinafter the "Property"), above.

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## STATEMENT OF SIGNIFICANCE and INTEGRITY

Properties are eligible for designation if they possess **both** significance and integrity.

**Significance** is the importance of a site, structure, object or district to the history, architecture, archeology, engineering or culture of our community, State or Nation. For designation as Fort Collins Landmarks or Fort Collins Landmark Districts properties must meet one (1) or more of the following standards set forth in Fort Collins Municipal Code Section 14-22(a):

☐ Standard 1: *Events*

This property is associated with events that have made a recognizable contribution to the broad patterns of the history of the community, State or Nation. It is associated with either (or both) of these two (2) types of events:

- a) ☐ A specific event marking an important moment in Fort Collins prehistory or history; and/or
- b) ☐ A pattern of events or a historic trend that made a recognizable contribution to the development of the community, State or Nation.

☐ Standard 2: *Persons/Groups*

This property is associated with the lives of persons or groups of persons recognizable in the history of the community, State or Nation whose specific contributions to that history can be identified and documented.

☒ Standard 3: *Design/Construction*

This property embodies the identifiable characteristics of a type, period or method of construction; represents the work of a craftsman or architect whose work is distinguishable from others by its characteristic style and quality; possesses high artistic values or design concepts; or is part of a recognizable and distinguishable group of properties.

The Leslie P. and Ruth A. Ware Property is significant under Standard 3 (Design/Construction) because it is a representative example of the Usonian style of architecture and because of the public interest it drew at the time of its construction. This 1961 house followed the design of Colorado Springs architect Robert Bullock and used materials from the Valley Block Company. The design was called "The Silhouette of the Sixties," and it served as a show home for builder Ben Olds and Valley Block Company's Ormond Sherwood. Olds and Sherwood intended "to show future homeowners, architects, and builders, and the bankers who finance home building, that concrete block houses were not always minimum housing" (Joanne Ditmer, 1961). During

construction, the promoters had to erect wooden sawhorse barricades to keep the interested public from interfering with the building work, and curiosity about the house continued even after the Wares moved in later in 1961. Character-defining features include the streamlined appearance, achieved by the white-painted concrete, clerestory windows, “floating” roof with wide overhangs and plexiglass globe details, attached carport with decorative screen, the horizontality of the structure, the general absence of street-facing windows with significant glazing on the rear elevation, and the integration of the home within the landscape and through landscape features like the original circular pavers in the front yard and leading to the breezeway in the backyard.

☐ **Standard 4: *Information Potential***

This property has yielded, or may be likely to yield, information important in prehistory or history.

**Period of Significance** is the discrete chronological period (or periods) during which a historic property gained its significance. Additions or alterations to a property that have significance in their own right can warrant the extension of a Period of Significance.

Period(s) of Significance:

1961 – The year of the house’s construction

**Integrity** is the ability of a site, structure, object or district to be able to convey its significance. The integrity of a resource is based on the degree to which it retains all or some of seven (7) aspects or qualities set forth in Fort Collins Municipal Code Section 14-22(b): location, design, setting, materials, workmanship, feeling and association. All seven qualities do not need to be present for a site, structure, object or district to be eligible as long as the overall sense of past time and place is evident.

☒ **Standard 1: *Location is the place where the resource was constructed or the place where the historic or prehistoric event occurred.***

The location of the house has not changed.

☒ **Standard 2: *Design is the combination of elements that create the form, plan space, structure and style of a resource.***

The design of this house clearly represents the Usonian style of architecture. It features architectural elements and design choices characteristic of that style, such as the dominant horizontal lines, emphasized by the clerestory windows with plexiglass orbs, the flat roof with large overhangs, the large windows at the rear elevation meant to bring the outside in, the integration of the house in the landscape, and the carport. The lower-level garage and workshop was added in the late 1960s, a historic change; this garage is integrated into the landscape much like the rest of the house. Although the breezeway was enclosed from the carport to the main house, this change is not visible from the façade.

☒ **Standard 3: *Setting is the physical environment of a resource. Setting refers to the character of the place; it involves how, not just where, the resource is situated and its relationship to the surrounding features and open space.***

The setting of this property has not changed significantly over time. The house continues to integrate in with its surrounding yard space and landscaping, including landscape features like the large circular steps or the plexiglass orb topped light posts. The

neighborhood this property is situated in also includes many other homes constructed around 1961, including those in the Sheely Drive Landmark District.

☒ **Standard 4: *Materials are the physical elements that form a resource.***

This house has sufficient integrity of materials. It was constructed primarily of concrete, which is significant to the design and history of this particular house; there has been little, if any, loss of this material. The plexiglass orbs have also been retained. Ruth Ware reported that she replaced the first level windows and garage door in the 1980s; because there are not early photos of the rear elevation of this property, it cannot be known for sure, but it is likely that these were in-kind or compatible replacements given the type of windows and doors elsewhere on the property.

☒ **Standard 5: *Workmanship is the physical evidence of the crafts of a particular culture or people during any given period in history or prehistory. It is the evidence of artisans' labor and skill in constructing or altering a building, structure or site.***

Workmanship is evident on this house in the techniques and choices made to achieve the appearance of the floating roof by employing the clerestory windows and using the plexiglass orbs to camouflage structural posts. The builder's ability to create a streamlined, "high-end" look using concrete block as intended also demonstrates his workmanship. Details, such as the diamond-shaped screens in the carport, or the patterned balcony wall, also show workmanship.

☒ **Standard 6: *Feeling is a resource's expression of the aesthetic or historic sense of a particular time. It results from the presence of physical features that, taken together, convey the resource's historic or prehistoric character.***

Because of this home's clear embodiment of the Usonian style of architecture, and because of the integrity of materials, setting, and workmanship, the Leslie and Ruth Ware Property continues to feel like a 1960s residence.

☒ **Standard 7: *Association is the direct link between an important event or person and a historic or prehistoric resource. A resource retains association if it is the place where the event or activity occurred and is sufficiently intact to convey that relationship to an observer. Like feeling, association requires the presence of physical features that convey a property's historic character.***

The concrete block material and the workmanship displayed on the house demonstrate the home's association with Ormond Sherwood of the Valley Block Company and Ben Olds, the builder.



## HISTORICAL INFORMATION

By the 1950s, many American families began to outgrow their starter homes. New housing construction frequently featured large family rooms, two-car garages, and multiple bathrooms. Additionally, postwar prosperity contributed to the emergence of an upper-middle class in Fort Collins. Roomy ranch type homes sprouted up across the city, especially in new subdivisions like the Carolyn Mantz subdivision and Sheely subdivision, both developed at least in part by builder Ben Olds. Although the Mantz subdivision features a variety of housing styles, types, and sizes from the postwar era, the Sheely Subdivision, and nearby area where 1801 Sheely Dr. would be constructed, included homes with a more consistently contemporary style and was targeted at more affluent homeowners.

The original owners of 1801 Sheely Dr. were Leslie P. and Ruth A. Ware. The Wares moved from St. Louis to Fort Collins when Leslie, owner of Ware Broadcasting, purchased local radio station KZIX. In 1958, when in town searching for a new home, the couple met with homebuilder Ben Olds and Valley Block Company partner Ormond Sherwood at the Charco Broiler restaurant to study house plans Colorado Springs architect Robert Bullock had prepared. The Wares were keen to move into a home of similar quality as their Missouri, architect-designed residence. Olds was interested in drawing more homeowners to the new Sheely Drive housing area and Sherwood wanted to demonstrate how concrete construction materials from his company could be used in upscale homes. In 1959, the Wares agreed to purchase the Bullock-designed house, and construction got underway.

The house was labeled the “Silhouette of the Sixties.” Olds and Sherwood used it temporarily as a show home. During the construction these promoters had to erect wooden sawhorse barricades to keep the interested public from interfering with the building work. Joanne Ditmer, in a *Denver Post* article about the home, noted that the Valley Block Company “wanted to show future home owners, architects, and builders, and the bankers who finance home building, that concrete block houses were not always minimum housing.” Sherwood even hosted a site visit to 1801 Sheely Dr. for the Colorado Concrete Masonry Association and the president of the National Concrete Masonry Association.

The house’s design includes a number of notable features remarked on by 1961 newspaper articles. The house was set parallel to the route of the winter sun, and it was wired with an intercom system in the house and to the front door. It also employed new materials like Polyestro resin covered masonry blocks in the bathrooms, also used at the Rollerland skating rink, to help prevent stains. Ruth Ware described some of the other striking feature of the home, such as the floor to ceiling windows in the rear of the house that afforded stunning views to the west, the sound and fireproof qualities of the construction materials, the pieces from the Bowling Furniture Company, and the basement bomb shelter. The public continued to show a great deal of interest in the home, even after July 1961 when the Wares moved in, and the property ceased to be an open attraction.<sup>2</sup>

Leslie Ware, in addition to owning Ware Broadcasting and KZIX Radio Station, was also the president of Horsetooth Broadcasting Company from 1964 – 1966. He opened The Top

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<sup>2</sup> Although the house had been sold to the Wares, who would move into the house in the summer of 1961, newspaper articles discuss Mr. and Mrs. Sherwood moving into the house during the first half of that year.

Restaurant c. 1968 as well, and then sold it at the end of 1970. In 1976, he opened Cars, Ltd. This industrious individual retired around 1982, according to City Directory records, just three years before his death. Ruth Ware was a well-known local artist and silversmith. She had silver and beaded jewelry featured in local and national exhibits. Ruth was active in the local art community and worked to bring art exhibits to the city; she served on the Visual Arts Committee, including as president for a period. She married Victor Koelzer in 1987. Victor passed away in 1994.

In 1995 the house transferred from Ruth Ware to the Ruth Koelzer Ware Trust and ten years later, in 2005, the current owners, Ralph G. and Cheryl L. Olson, took possession of the home. Both of the Olsons attended Colorado State University and the couple has lived in a total of six historic homes in Fort Collins. Colorado Preservation, Inc., awarded the couple a state preservation award in 1992. Cheryl has been active with the Poudre Landmarks home tour since 1986, opening her home for gala parties as part of past tours. The house at 1801 Sheely Drive was on the 2010 tour.

### **Usonian Architecture**

Frank Lloyd Wright envisioned the Usonian design philosophy around 1900, but it evolved over the next three decades. The term “Usonian” comes from Wright’s idea that this architecture would serve “the residents of a culturally reformed United States of North America,” and even extended further into community planning by emphasizing serving human needs through the decentralization of use in an area. During and following the Great Depression, Wright attempted to address the need for more affordable housing with simple, human-scale, integrated design, a departure from his sprawling Prairie style work. But like the Prairie style, Usonian houses were still incorporated into the landscape, and Wright continued to attempt to bring the outside in through his designs, as in the incorporation of large windows or walls extending beyond the interior. Character-defining features of Usonian buildings include dominant horizontal lines, flat roofs with large overhangs, integrated windows, organic siting (a private side and an open side, usually facing south), carports, zoned plans (living space, small bedrooms, kitchen/dining at the intersection), open living areas, concrete slab floors with integral gravity heating, built-in components, inside-outside walls, and central hearths.

Architect of 1801 Sheely Dr., Robert F. Bullock, according to Ruth Ware, borrowed or adapted many of the design elements on this house from a home built by Wright in 1950s that was featured in *House Beautiful* and *House and Gardens* magazines. Elements characteristic to the Usonian style are evident in the design, such as the horizontality of the home, the large overhangs of the roof, the carport, the large windows or glass doors, and the integration of the house into the landscape.

### **Construction History**

Construction of 1801 Sheely Dr. was completed at the very end of 1960 or beginning of 1961. Historic images illustrate how little this home has changed over time. Ruth Ware’s 1987 correspondence with the City of Fort Collins provides a concise list of changes made to the home during her tenure. These alterations included the lower-level garage addition in the late 1960s; converting the downstairs from three bedrooms to one bedroom plus a den/ office in 1968; replacement of all first level windows and a new garage door in 1986 (likely on the rear of the property); a new hot water heater, new backyard fence, and exterior painting in 1988; interior

painting and humidifiers in 1989; two new furnaces in 1993; and a new sewer line in 1997. The Olsons have applied for three building permits for installation of a new in-ground swimming pool (December 2006), breezeway enclosure (December 2006), and construction of a poolside cabana (August 2007); they also installed the outdoor cooking area and the circular pavers on the north side of the back yard around the same time. Building permit research also found record of reroofing in 1972, 1980, and 2005.

## ARCHITECTURAL INFORMATION

**Construction Date:** 1961

**Architect/Builder:** Robert Bullock (architect); Ben Olds (Builder)

**Building Materials:** Concrete/Concrete Block

**Architectural Style & Type:** Modern Movements

### Description:

This house is located on an irregularly shaped and extremely large corner lot at the intersection of Sheely Drive and Wallenberg Drive. An alley off of Wallenberg Drive goes behind this property, giving access for the rear, lower-level garage. The front yard features a grass with large, circular steppingstones, original to the design of the property, in gravel. There are also rock beds with ornamental grasses and other low plants. A large circular planter of concrete blocks painted white to match the house appears near the façade, between the carport and the front door. The back yard contains several mature trees, juniper bushes, and a mixture of grass, mulch, rock, and concrete patio sections. Descending into the back yard from the enclosed breezeway are original circular concrete steps; there are similar concrete steps on the opposite side of the yard that were added in the 2000s. There is also a pool in this back yard with an open cabana structure with an angled roof covering supported by an hourglass shaped decorative post and featuring a hanging light fixture.

Oriented to the northeast, this 1961 Modern Movements home rests on a concrete foundation. The house is constructed of concrete blocks painted white. Unless otherwise specified, the windows on this house are aluminum. The roof appears to float above the house as if supported by a series of plexiglass globes that appear within the space of the clerestory windows. The overhanging eaves and wide cornice enhance this sense of a floating roof.

The primary entry is centered on the façade. The lightly stained wooden door features a distinctive center doorknob and there is a sidelight window to the left of the door. On the other side of the door, mounted on the façade, there is a stylized mailbox of highly polished metal. A solid half-height wall extends from the northern corner of the façade, giving the house an even more expansive appearance. Along this wall and leading to the rear of the property there is an iron gate which features a series of circles; the pattern in this ironwork mimics the plexiglass spheres along the façade and the large round steppingstones in the front yard. There is a less expansive wall extending from the south end of the façade as well. This wall attaches to a two-car carport. Inside the carport there is a decorative screen with two large diamonds featuring a breezeblock center and wide, stylized, painted outlines. More plexiglass globes appear to support the roof of the carport. Between the front door and the carport, on the façade, there are three small metal planters.

The northwest elevation is relatively unadorned, including some HVAC or ventilation equipment, what may be an access panel toward the center of the wall face, and two aluminum basement windows.

The southeast elevation is also relatively unadorned and includes both part of the main house to on the east side and the lower-level garage on the west side. The lower-level garage portion includes some utility equipment. The main house portion is obscured by an enclosure of concrete block walls and wood fencing.

The southwest (rear) elevation consists of 3 main portions, the lower-level garage and upper-level carport furthest south, the enclosed breezeway, and the main house furthest north. The garage projects southwest from beneath the rear part of the carport into the yard. On the southwest elevation, it has a single-car garage door and a wood human door to its left with a large central light. On the garage's northwest elevation, there are two aluminum windows near the southwest end of the structure. The land slopes up along the side of the garage. Large, round, concrete steps also ascend to a deck in front of the breezeway. The right side of this area has a simple, black-painted metal gate through which the carport's decorative diamond screen can be seen, as can some of the plexiglass orbs. The rest of the breezeway has been enclosed, and is dominated by a large, sliding glass door. There is a light fixture to the left of this door. The main house on this elevation includes, on the lower level, from south to north, a set of paired aluminum sliding glass doors flanked by orb light fixtures, another aluminum sliding glass door with another orb light fixture to its left, and one final aluminum sliding glass door. Extending over these doors is a balcony extending the length of the main house; its concrete wall is perforated with a repeating pattern. The balcony wall is higher on the north end of the building than the south end. Behind the north end of the balcony, toward the edge of the building, is an aluminum sliding glass door with a light fixture to its left; above these doors and extending to the right are the house's characteristic aluminum clerestory windows. Behind the shorter portion of the balcony is a wall of windows, including the clerestory windows and two large pictured windows centered below them with three square windows stacked vertically on each side. There is another light fixture to the right of this collection of windows. Extended off the northmost edge of this elevation is a concrete wall with outdoor cooking features, added in the 2000s.

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## REFERENCE LIST or SOURCES of INFORMATION

- Ditmer, Joanne. "Concrete House Cheaper than It Looks." *Denver Post*. January 23, 1961.
- "Drive Begun to Purchase Paintings for Fort Collins." *Fort Collins Coloradoan*. November 20, 1966.
- Fort Collins City Directory Collection. Local History Archive at the Fort Collins Museum of Discovery. Fort Collins, CO.
- Google Search: Cheryl Olson.
- Harris, Cindy and Adam Thomas. "'Fort Collins E-X-P-A-N-D-S': The City's Postwar Development 1945-1969." Historitecture, LLC. Prepared for Advance Planning Department, City of Fort Collins. June 2011. <https://www.fcgov.com/historicpreservation/pdf/postwar-context.pdf>
- History Colorado. "Usonian." <https://www.historycolorado.org/usionian>.
- Koelzer, Ruth Ware. "1873-1998: Memories of Fort Collins - Simpler Time Greeted Newcomers." *Fort Collins Coloradoan*. April 19, 1998.
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<https://www.larimer.gov/assessor/search#/property/>
- "New Masonry Block Home Has Distinctive Features." *Fort Collins Coloradoan*. January 8, 1961.
- Poudre Landmarks Foundation. Retro Revival Homes Tour brochure. 2010. "1801 Sheely Owner File." 1801 Sheely Dr. Digital Property File. City of Fort Collins Historic Preservation Services. Fort Collins, CO.
- "Ruth A. Ware." Obituary. *Fort Collins Coloradoan*. November 9, 2013.
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- Valley Block Company Cover Page. "1801 Sheely Owner File." 1801 Sheely Dr. Digital Property File. City of Fort Collins Historic Preservation Services. Fort Collins, CO.
- Ware, Ruth A. Correspondence with City of Fort Collins Historic Preservation Program. 9 January 1987.
- "Ware Sells Top Restaurant; Name Changed to 'Skyroom.'" *Fort Collins Coloradoan*. November 19, 1970.

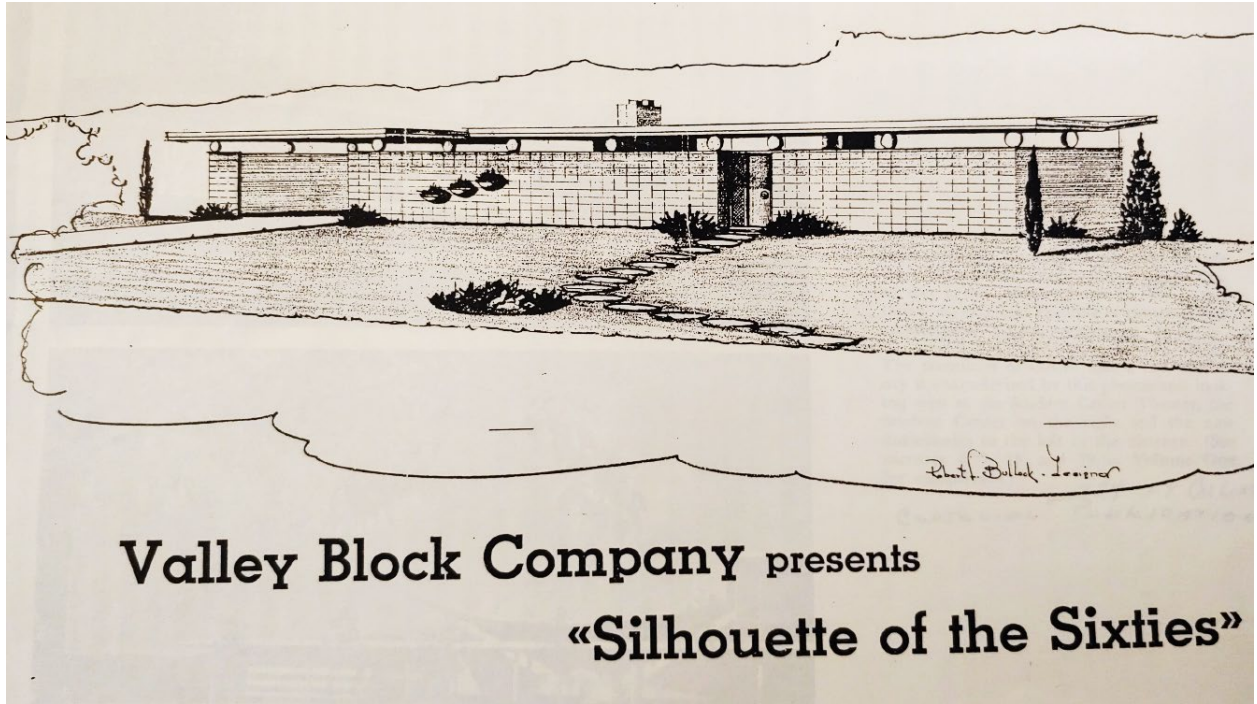
## MAPS and PHOTOGRAPHS



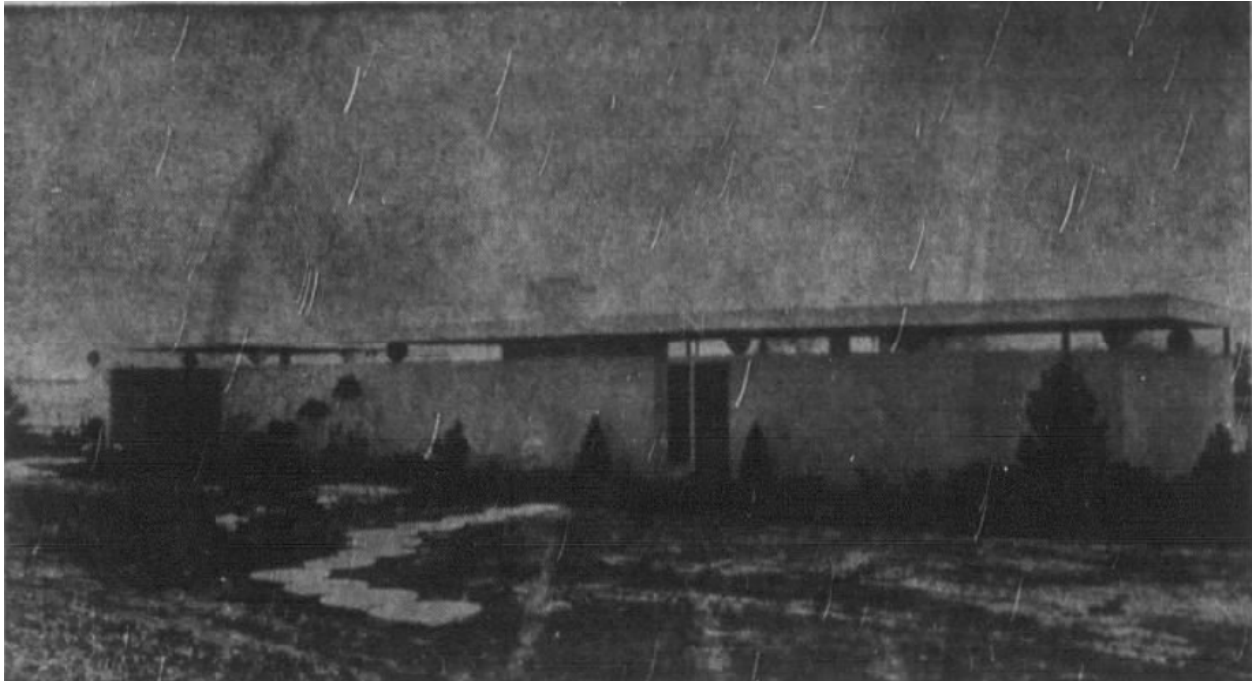
**Map 1 Location Map**



**Map 2 Aerial View**



*Figure 1 Bullock drawing of 1801 Sheely Dr.*



*Historic Photo 1 Coloradoan photo 1961*





*Historic Photo 2 Tax Assessor Photo 1962*



*Historic Photo 3 Tax Assessor Photo 1968*



*Historic Photo 4 Tax Assessor Photo 1977*



*Photo 1 Setting*





**Photo 2 Façade**



**Photo 3 Facade - North wall and gate**



***Photo 4 Facade - Front door***





*Photo 5 Carport diamond screen and plexiglass orb*



*Photo 6 North wall leading to alley off Wallenberg Dr.*



*Photo 7 Northwest Elevation and orb light post*





**Photo 8 Northwest Elevation – Windows**



**Photo 9 Southwest Elevation**





**Photo 10 Southwest Elevation - Northmost sliding glass door and outdoor kitchen area**



**Photo 11 Southwest Elevation - Middle sliding glass door**





*Photo 12 Southwest Elevation - Southmost paired sliding glass doors*



*Photo 13 Southwest Elevation – Upper-level balcony, sliding glass door, and clerestory windows*





**Photo 14 Southwest Elevation - Upper-level shorter balcony and windows**



**Photo 15 Southwest Elevation - Enclosed breezeway and gate to carport**





**Photo 16** Garage northwest elevation



**Photo 17** Garage northwest elevation windows





*Photo 18 Garage southwest elevation*



*Photo 19 Garage southwest elevation - person door*



*Photo 20 Southeast Elevation, wall, and fence*





*Photo 21 Backyard concrete steps to breezeway deck (original, according to owner)*





***Photo 22 Backyard***



***Photo 23 Backyard - showing north wall and non-original cement steps***



*Photo 24 Pool and cabana*



# ACKNOWLEDGEMENT

## Property:

The undersigned owner, or owners, of the Property hereby submit the Property for designation as a Fort Collins landmark pursuant to the Fort Collins Landmark Preservation Ordinance, Chapter 14 of the Code of the City of Fort Collins. The undersigned owner, or owners, certify that all signatures necessary to consent to the designation of the Property are affixed below.

I understand that upon designation, I or my successors will be required to receive approval from the City of Fort Collins Historic Preservation staff prior to the occurrence of any of the following:

- Preparation of plans for reconstruction or alteration of the exterior of the improvements on the Property or interior spaces readily visible from any public street, alley, park, or other public place; and/or
- Preparation of plans for construction of, addition to, or demolition of improvements on the Property.

DATED this 11<sup>th</sup> day of OCTOBER, 2022

RALPH G OLSON

Owner Name (please print)

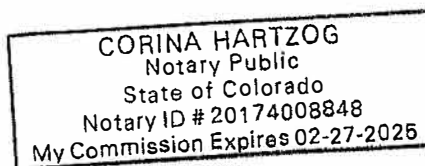
Ralph Olson

Owner Signature

State of COLO

)ss.

County of WYOMING

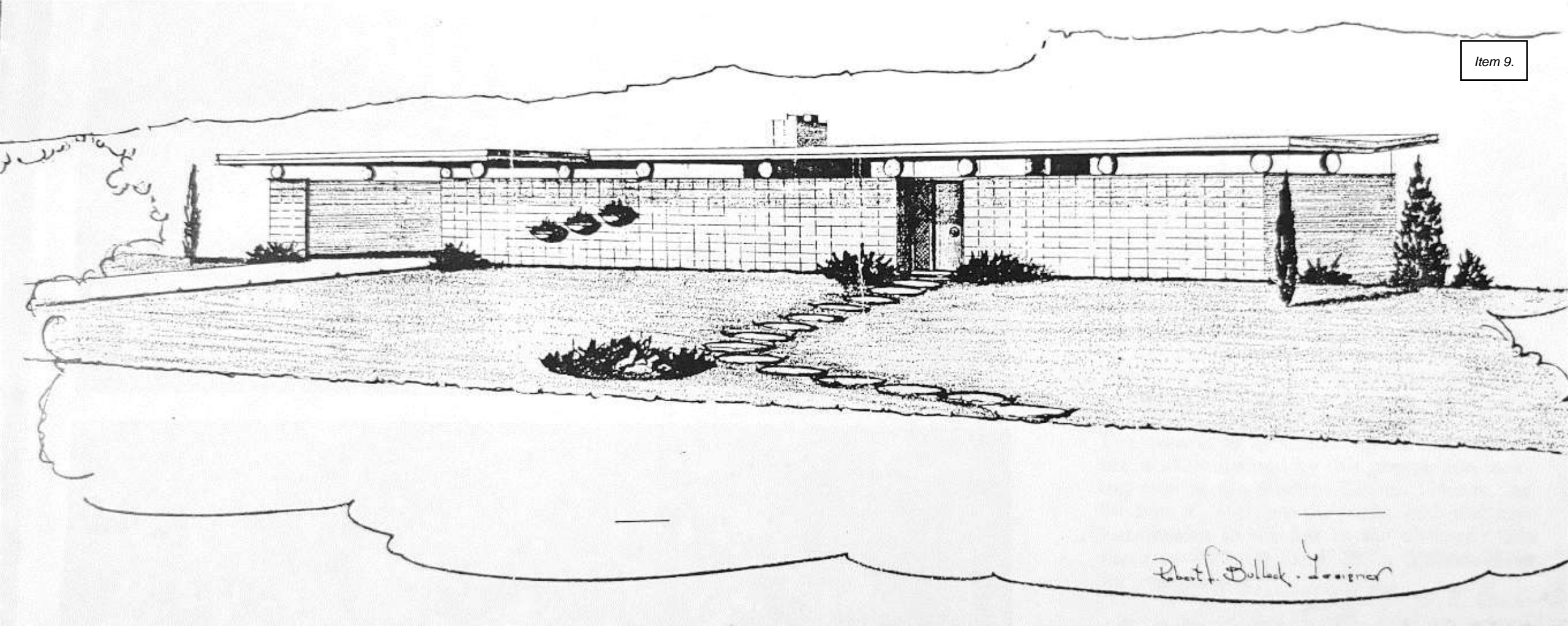


Subscribed and sworn before me this 11<sup>th</sup> day of October, 2022

by Ralph Olson

Witness my hand and official seal. My commission expires 2-27-25

Corina Hartzog  
Notary



Application for Fort Collins Landmark Designation – Leslie P. and Ruth A. Ware Property (1801 Sheely Dr.)

Yani Jones  
Historic Preservation Planner



### Historic Preservation Commission Meeting (November 16, 2022)

- Application brought forward by owners, Ralph and Cheryl Olson
- Property significant under Standard 3, Design/Construction
  - Usonian architecture
  - High-level of public interest in the property during construction
- Property has integrity under all 7 aspects
- HPC Resolution 1, 2022 adopted recommending City Council approve the designation of the Leslie P. and Ruth A. Ware Property, 1801 Sheely Dr., as a Fort Collins Landmark
  - Unanimous vote by commission





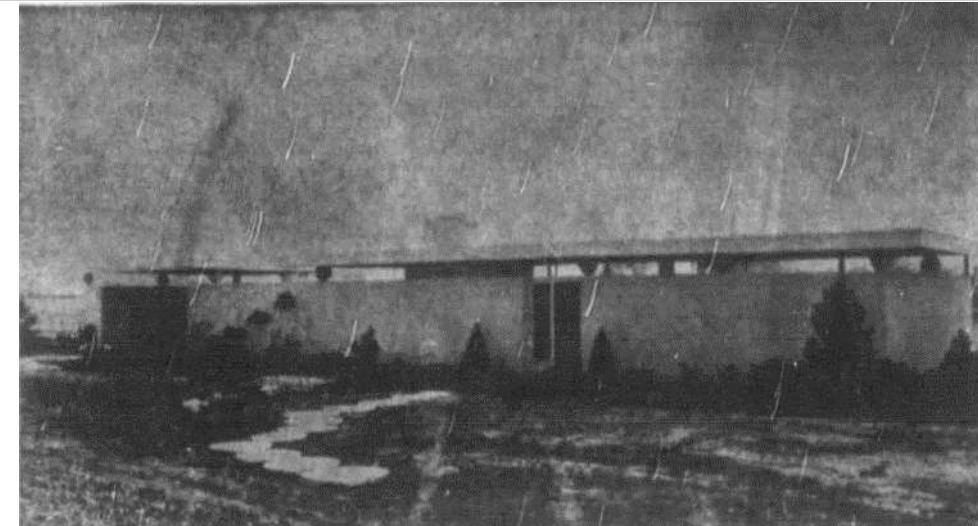
Bachman-Wilson House (Frank Lloyd Wright) at Crystal Bridges Museum in Bentonville, AR



Leslie P. and Ruth A. Ware Property (Robert Bullock) at 1801 Sheely Dr.

### Usonian Style – Developed by Frank Lloyd Wright

- Architecture for the United States of North America
- Affordable, simple, human-scale, integrated design
- Character-defining features:
  - Dominant horizontal lines
  - Flat roofs with large overhangs
  - Integrated windows
  - Organic siting
  - Carports
  - Concrete slab floors
  - Inside-outside walls
  - Central hearths



1961 *Coloradoan* photo of 1801 Sheely Dr. shortly after construction completed

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Katie Collins, Water Conservation Specialist  
Mariel Miller, Water Conservation Manager  
Eric Potyondy, Legal

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### SUBJECT

**First Reading of Ordinance No. 145, 2022, Amending Chapter 26 of the Code of the City of Fort Collins to Extend and Clarify the Water Annual Allotment Management Program.**

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### EXECUTIVE SUMMARY

The purpose of this item is to amend Chapter 26 of the City Code to extend the Allotment Management Program to allow for applications to be filed through December 31, 2024 for the benefit of eligible nonresidential Utilities water customers. The Allotment Management Program serves eligible nonresidential Utilities water customers by waiving excess water use surcharges during the implementation of a landscape project intended to reduce the long-term water use on a property. The ordinance also includes a few language revisions to clarify certain aspects of the program.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

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### BACKGROUND / DISCUSSION

Beginning in 1984, nonresidential water taps have been assigned allotments, the annual volume of water a tap can use. The allotment volume is based on the Water Supply Requirement satisfied for a tap. During the year, if water consumption exceeds the allotment volume, an excess water use surcharge is applied for the remainder of the billing year. The excess water use surcharge rate is tied to the Water Supply Requirement rate. The current excess water use surcharge rate is billed at \$16.67 per 1,000 gallons over the allotment, a rate that has increased steadily for the past five years, commensurate with increases in the Water Supply Requirement. About 1,800 nonresidential water taps have assigned allotments which is approximately two-thirds of all nonresidential water taps.

It was during the increase of excess water use surcharge rates in 2018 when it was discovered that some properties have allotments that are significantly undersized for the landscape they cover. In those cases, even the most efficient landscape water management results in excess water use surcharges because the water needs of the landscape type and size exceed the allotment. The reason some allotments are undersized is because, in the past, the Water Supply Requirement calculation for new development did not account for a property's landscape water need. After the property has been developed and sold, the developer no longer has financial obligations to buy more water, putting new property owners and HOAs in a financially challenging position. Ordinance No. 119, 2021 fixed this gap in City Code and now requires the landscape water need be factored into the Water Supply Requirement



calculation at new development (and redevelopment, when applicable). Any new commercial development after January 1, 2022 should be assigned an allotment that better matches the landscape's water needs and estimated water use on the property. This addresses new development into the future, but it remains that an estimated 40-50 accounts that went through the development process prior to 2022 are in a situation with an undersized allotment for their landscape.

The Allotment Management Program ("AMP") serves certain nonresidential customers by waiving some or all excess water use surcharges accrued while implementing a landscape project. The accounts eligible for a surcharge waiver through AMP must be in the situation where the minimum volume of water needed for a landscape exceeds the allotment. To qualify for a waiver, a proposed landscape project must demonstrate long-term water savings that brings the property's water needs closer to the allotment.

AMP is good for conservation and landscapes. Customers can always increase an allotment by purchasing more Water Supply Requirement. While this approach reduces the likelihood of excess water use in the future, it does not save water. The AMP waiver allows customers to utilize the money that would otherwise be spent on the surcharge to implement changes that reduce water need on a property long-term. AMP is also an incentive to customers to skip short-term fixes, which can have negative impacts on the landscape, like shutting off irrigation zones for the summer, and instead pursue long-term solutions.

AMP was first enacted through Ordinance No. 050, 2019. AMP was initially enacted to only allow the Utilities Executive Director to waive excess surcharges where an application was filed before December 31, 2022. Since 2020, AMP has benefitted 28 accounts across 20 properties. The types of properties that have taken advantage of AMP include HOAs, businesses, churches, multi-family and a large shopping center. Just over \$207,000 of excess water use surcharges have been waived between 2020 and October 2022. This amounts to 6% of the total surcharges collected over the last three years. Ten million gallons of actual annual water savings can be attributed to these AMP projects alone. These annual savings are likely to continue for many years and not only benefit the Utilities account owner, but the Utility itself by minimizing water demands, which translates to less water shortage risk.

Staff proposes to extend the current AMP application to December 31, 2024. An extension of the application period would support any remaining AMP-eligible customers with a surcharge waiver while they implement a water saving project. A decreasing program participation trend suggests the volume of applications is unlikely to exceed four participants in 2023 and 2024. The number is small but impactful. Staff has identified at least two properties built in 2021 that are paying surcharges because their allotments were undersized from day one. Both properties are new HOAs that have recently taken over utility accounts following development. These new properties just finished their first or second irrigation seasons, and have only recently been subject to an excess water use surcharge. Extending the AMP application by two years allows these properties time to plan for a project and secure funding.

If approved, staff would take the program offline in first quarter of 2023 to update the program rules to include limiting participation to one time, and a threshold of reasonable water savings for approval, changes that are also reflected in the ordinance. Staff expects to open AMP applications to customers, with these new changes, in second quarter 2023.

### **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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Water Commission unanimously recommends Council adopt an extension of the Allotment Management Program by one year.

At their October 20, 2022 meeting, Water Commission was presented with a staff recommendation to extend the Allotment Management Program by three years. Water Commission expressed concern that a three-year extension would be too lengthy and enables those who had made short-sighted decisions at the time of development but recognized that in some cases, those decisions were then handed down

to current property owners, such as HOAs. Water Commission acknowledges the importance of providing property owners an opportunity to fix this issue. Taking the Water Commission recommendation into consideration as well as conversations with heavily impacted customers, staff landed on proposing a two-year extension which provides time to those customers who have recently entered an AMP-eligible situation to plan and budget.

## **CITY FINANCIAL IMPACTS**

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The Allotment Management Program partially or fully waives excess water use surcharges accrued during an agreed-upon period of time. In 2019, when this program was initially approved, it was estimated that the revenue implication of waived surcharges would be \$370,000. Since 2020, just over \$207,000 have been waived. This amounts to 6% of the total surcharges collected over the last three years. However, this is more than offset by reduced long-term demand for water. A decreasing program participation trend suggests the volume of applications is unlikely to exceed four participants in 2023 and 2024.

To mitigate the potential short-term financial impact, this program implements:

- A decreasing tiered exemption for multi-year projects up to three years.
- A mechanism to back bill accounts should projects not follow the signed contract agreement. For example, if an approved project was not completed or proposed water savings was not achieved.

Should the AMP application deadline be extended, staff will review AMP in Q3 of 2024 to evaluate the impact of AMP and prepare for the end of the program.

## **PUBLIC OUTREACH**

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No public outreach was done for the AMP extension.

## **ATTACHMENTS**

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1. Ordinance for Consideration
2. Definitions
3. Water Commission Minutes, October 20, 2022
4. Presentation

ORDINANCE NO. 145, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
AMENDING CHAPTER 26 OF THE CODE OF THE CITY OF FORT COLLINS  
TO EXTEND AND CLARIFY THE WATER ANNUAL ALLOTMENT  
MANAGEMENT PROGRAM

WHEREAS, the City owns and operates Fort Collins Utilities, including a water utility that provides treated water service to customers pursuant to the City Code and other applicable law, rules, and regulations; and

WHEREAS, water service permits are issued to customers of the water utility for either residential service or nonresidential service, which nonresidential service includes water service for commercial, irrigation, and other purposes, as indicated in City Code Section 26-149(a); and

WHEREAS, water service permits applied for since March 1, 1984 by nonresidential users are to have received an annual allotment of water, as set forth in City Code Section 26-149(e); and

WHEREAS, as set forth in City Code Section 26-149(f), when a nonresidential user uses more water than its annual allotment, as determined by monthly billing records in a given calendar year, an excess water use surcharge in the amount prescribed in City Code Section 26-129 will be assessed on the volume of water used in excess of the annual allotment; and

WHEREAS, funds acquired from the excess water use surcharge are used to acquire and develop water supplies, an underlying policy goal of which is to manage and equalize the supplies and demands for treated water from the water utility; and

WHEREAS, certain customers of the water utility for nonresidential service for irrigation purposes with annual allotments have experienced challenges with the excess water use surcharge, in particular, being customers who have and are anticipated to exceed their annual allotments for current uses and landscaping while employing practices to efficiently use water for irrigation purposes; and

WHEREAS, some of these customers may be able to reduce the amount of water they use for irrigation purposes, including by modifying landscapes, but require adequate time to plan and budget for such projects for their annual planning and budgetary processes, and would benefit from being able to fund such projects with money that would otherwise be spent on paying excess water use surcharges; and

WHEREAS, water conservation and efficiency are tools that are used by the water utility to manage and reduce the demand for treated water, which is beneficial to the water utility and its ratepayers by, among other reasons, helping to ensure that the demand for treated water does not exceed supplies, which could result in more shortages and other adverse impacts; and

WHEREAS, the City adopted Ordinance No. 50, 2019, to enact a program related to annual water allotments and excess water use surcharges, known as the Allotment Management Program ("AMP"), which is set forth in City Code Section 26-129(h); and

WHEREAS, AMP has provided for a temporary waiver of the excess water use surcharge for certain nonresidential customers and has been beneficial to the water utility and its ratepayers

by managing and reducing the long-term demand for treated water by such customers through allowing such customers to spend the money that would have been spent on the excess water use surcharge on other means to reduce their demand for treated water out into the indefinite future, thus achieving the same underlying policy goal of the excess water use surcharge of balancing the supplies and demands for treated water from the water utility; and

WHEREAS, City Code Section 26-129(h) has required that applications to participate in AMP be filed on or before December 31, 2022; and

WHEREAS, the City desires to extend AMP to allow for applications to be filed through December 31, 2024, in part, because current analyses indicate that AMP's long-term benefits to the water utility and its ratepayers from extending the deadline for two years will outweigh any short-term reductions in foregone excess water use surcharge revenues or increased WSR funds; and

WHEREAS, staff of the water utility and the City Manager have recommended to the City Council that the City Code be amended as described below in order to address the issues described above.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section . That Section 26-129(h) of the Code of the City of Fort Collins is hereby amended to read as follows:

**Sec. 26-129. - Schedule D, miscellaneous fees and charges.**

The following fees and service charges shall be paid by water users, whether inside or outside the City limits:

...

(h) Notwithstanding the provisions of this Section or §26-149, the Utilities Executive Director may waive payment of all or portions of the excess water use surcharge of Subsection (c)(2) pursuant to this Subsection (h).

(1) A customer of the water utility with nonresidential water service seeking such a waiver shall, on or before December 31, 2022~~2022~~2024, complete and file with the Utilities Executive Director an application accompanied by any required filing fee as determined by the Utilities Executive Director. The Utilities Executive Director shall prepare a form of such application identifying for the applicant all of the necessary information for the Utilities Executive Director to evaluate the requested waiver.

(2) The Utilities Executive Director may, following any appropriate investigations including requests for additional information from the applicant, waive payment of the excess water

use surcharge by the applicant if the Utilities Executive Director finds that the following conditions are met:

- a. The application was timely filed and complete;
- b. The applicant has not previously executed a written agreement consistent with this Subsection (h) regarding the same property;
- c. The applicant is expected to exceed its annual allotment for its current uses and landscaping on a participating property when employing practices to efficiently use water for irrigation purposes without waste;
- d. The applicant has an adequate and detailed plan to reduce the use of water for irrigation purposes for the indefinite future as determined by the Utilities Executive Director, though the reduction need not reduce the use of water below the annual allotment;
- e. The applicant and the Utilities Executive Director have executed a written agreement consistent with this Subsection (h) setting forth such plan and other related matters, with such agreement being approved as to form by the City Attorney.

...

Introduced, considered favorably on first reading and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading this 20th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



#### Utilities

electric • stormwater • wastewater •  
222 Laporte Ave.  
PO Box 580  
Fort Collins, CO 80522-0580

970.212.2900

V/TDD: 711

[utilities@fcgov.com](mailto:utilities@fcgov.com)

[fcgov.com/utilities](http://fcgov.com/utilities)

Item 10.

## Allotment Management Program Definitions

**Allotment:** The volume of water a given tap can use in a 12-month period (December 1 – November 30) before incurring excess water use surcharges. The allotment volume is based on the amount of Water Supply Requirements satisfied at the time of development plus any increases to the allotment paid for after development. A customer may increase an allotment at any time by paying Water Supply Requirement fees or providing City water certificates and credits.

**Excess water use surcharge:** A volumetric charge assessed on all water used through the remainder of the 12-month billing period once a customer has exceeded their annual allotment. The billing period runs from December 1 – November 30. The excess water use surcharge is applied in addition to the regular utility rates. The surcharge is tied to the cash rate for the Water Supply Requirement fee and is evaluated every two years.

**Nonresidential:** All commercial, industrial, public entity, group housing, nursing homes, fraternities, hotels, motels, commonly owned areas, clubhouses, and pools, including HOA common spaces and irrigation accounts. Multifamily development and redevelopment do not fall into this category.

**Allotment Management Program (AMP):** A temporary Utilities program that serves eligible nonresidential Utilities water customers by waiving excess water use surcharges during the implementation of a landscape project intended to reduce the long-term water use on a property. AMP eligibility requires that 1) an account will exceed their allotment given their landscape type and water need, despite implementing best practices to reduce waste and, 2) the property owner applies to the program with a landscape plan that demonstrates a plan for long-term irrigation reduction such as a landscape conversion or irrigation equipment upgrade.

**Water Supply Requirement:** A Water Supply Requirement accounts for the additional water demand, defined in gallons or acre-feet of water, brought into the Utilities water service area by a new development or redevelopment. Water Supply Requirement fees provide the revenue to develop reliable water resources for the development, including water rights and associated infrastructure.

**Water Supply Requirement Fee:** A development fee collected to pay for the use of water necessary to serve the development. It covers the impacts of that new development or redevelopment on the water supply, from the source all the way to the water treatment facility.



## Excerpt from APPROVED MINUTES WATER COMMISSION

### REGULAR MEETING

October 20, 2022, 5:30 p.m.

#### 1. Allotment Management Program Update and Extension

Water Conservation Specialist Katie Collins presented on the Allotment Management Program (AMP), which has served commercial customers with undersized allotments by waiving some or all Excess Water Use (EWU) surcharges accrued while implementing a project proposed to save water. Ms. Collins seeks recommendation from the Water Commission for Council to extend the program by three years.

#### Discussion Highlights

A Commissioner expressed surprise that such large developments didn't consider the cost of maintenance in accordance with their allotments. Another Commissioner answered that for permitting, the quickest way to check the box is to throw down Kentucky bluegrass sod—a cheap option—in order to be permitted, leading to these issues later that exceed allotments. Another Commissioner inquired if the staff had considered simply raising the rate if a development exceeds the allotment exorbitantly in order to discourage spending. Ms. Miller responded that the program also hopes to reduce demands for the overall water supply, as well as those who purchased land and didn't make the initial decision to put down Kentucky bluegrass at the time of development. Another Commissioner desired to see developers incentivized not to put property owners in situations that exceed allotments moving forward. Another Commissioner wondered whether extending it another 3 years makes sense, but Ms. Collins commented that development code only just changed this year, and there are still properties that are dealing with this issue. Mr. Graham added that the program is achieving its goals of reducing overall water usage and saving costs. Another Commissioner inquired whether the program would add participants, especially through the meter change ordinance for properties that are overusing water. Ms. Collins responded that eligibility specifically requires that the estimated landscape water need must exceed an allotment. Some Commissioners commented that this may enable those who had made short-sighted decisions at the time of development, while others expressed that it may act as a reset for property owners that have found themselves with this issue.

**Commissioner Tarry moved** that the Water Commission recommend City Council approve an ordinance to extend the Allotment Management Program by three years.

#### Discussion Highlight

Commissioners decided that they wanted to change the number of years of the extension to one year, though that would still allow participants up to three years of waivers.

**Commissioner Tarry moved** that the Water Commission recommend City Council approve an ordinance to extend the Allotment Management Program by one year.

# MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



Item 10.

## WATER COMMISSION

### REGULAR MEETING

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**Commissioner Kahn seconded the motion.**

Vote on the Motion: it passed unanimously, 6-0.



December 6, 2022

Item 10.

## Allotment Management Program (AMP) Update and Extension

Katie Collins

Water Conservation Specialist

**Allotment:** The volume of water a tap can use in a 12-month period (December 1 – November 30) before incurring excess water use surcharges. Based on the amount of Water Supply Requirements satisfied at the time of development plus any purchased increases.

**Excess water use surcharge:** A volumetric charge assessed on all water used through the remainder of the 12-month billing period once an account has exceeded the allotment. Applied in addition to the regular utility rates in a billing cycle. The surcharge is tied to the cash rate for the Water Supply Requirement fee and is evaluated every two years.

**Water Supply Requirement:** The additional water demand brought into the Utilities water service area by a new development or redevelopment. Water Supply Requirement fees collected at development pay for the use of water necessary to serve the development.

**Allotment Management Program (AMP):** A temporary Utilities program that serves eligible nonresidential Utilities water customers by waiving excess water use surcharges during the implementation of a landscape project intended to reduce the long-term water use on a property.



AMP is scheduled to end December 31, 2022. Staff recommends extending AMP to December 31, 2024, for the following reasons:

1. Customer Support: Temporarily waiving surcharges frees up budget to complete water-saving projects that don't compromise landscapes.
2. Long-term water use reductions: In three years, over ten million gallons have been saved and savings continue.
3. Landscape resilience: Changing landscapes now means water-wise landscapes later.

## AMP Basics

- Excess water use surcharge waiver, up to three years per property.
- Began in 2020 after a specific group of heavily impacted customers was identified.
- Application deadline is December 31, 2022.





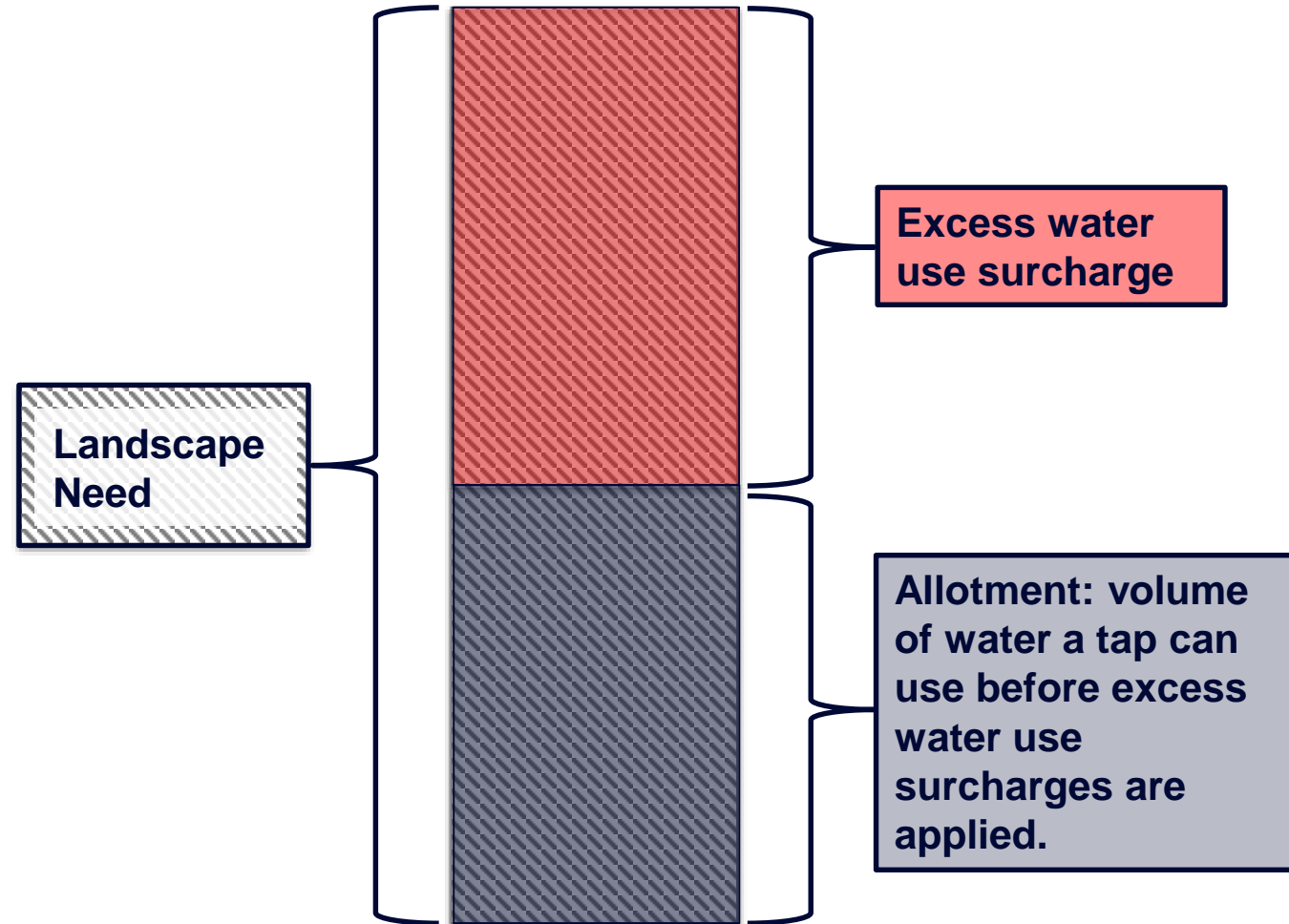
Excess water use surcharge (2022: \$16.67 per 1,000 gallons).

- 1,800 accounts or two-thirds of nonresidential accounts have allotments.
- 350 accounts exceed regularly
- Annual surcharges often exceed \$30k annually.
- Estimated 40-50 accounts are eligible for a temporary surcharge waiver through AMP.



## Excess water surcharge waiver eligibility through AMP

- The account serves a landscape water need that is greater than its allotment.
- Customer provides a detailed plan for long-term outdoor water reduction.
- A customer agreement is signed.



## Demonstrated success of current program

- 28 premises, 900k ft<sup>2</sup>
- Ten million gallons of actual water savings.
- 79% or \$207k waived of total \$260k surcharge accrued for 28 premises.
- 6% waived of total surcharges collected for all allotment accounts (2020 – October 2022).



Image: Oakridge VII HOA (AMP)





## Demonstrated success of AMP

### Front Range Village

Landscape Need: 8.1 millions gallons

Allotment: 3.9 million gallons

Estimated excess water use surcharge (2022):  
\$70K

- Option 1

Pay \$70K+ in surcharges each year

- Option 2

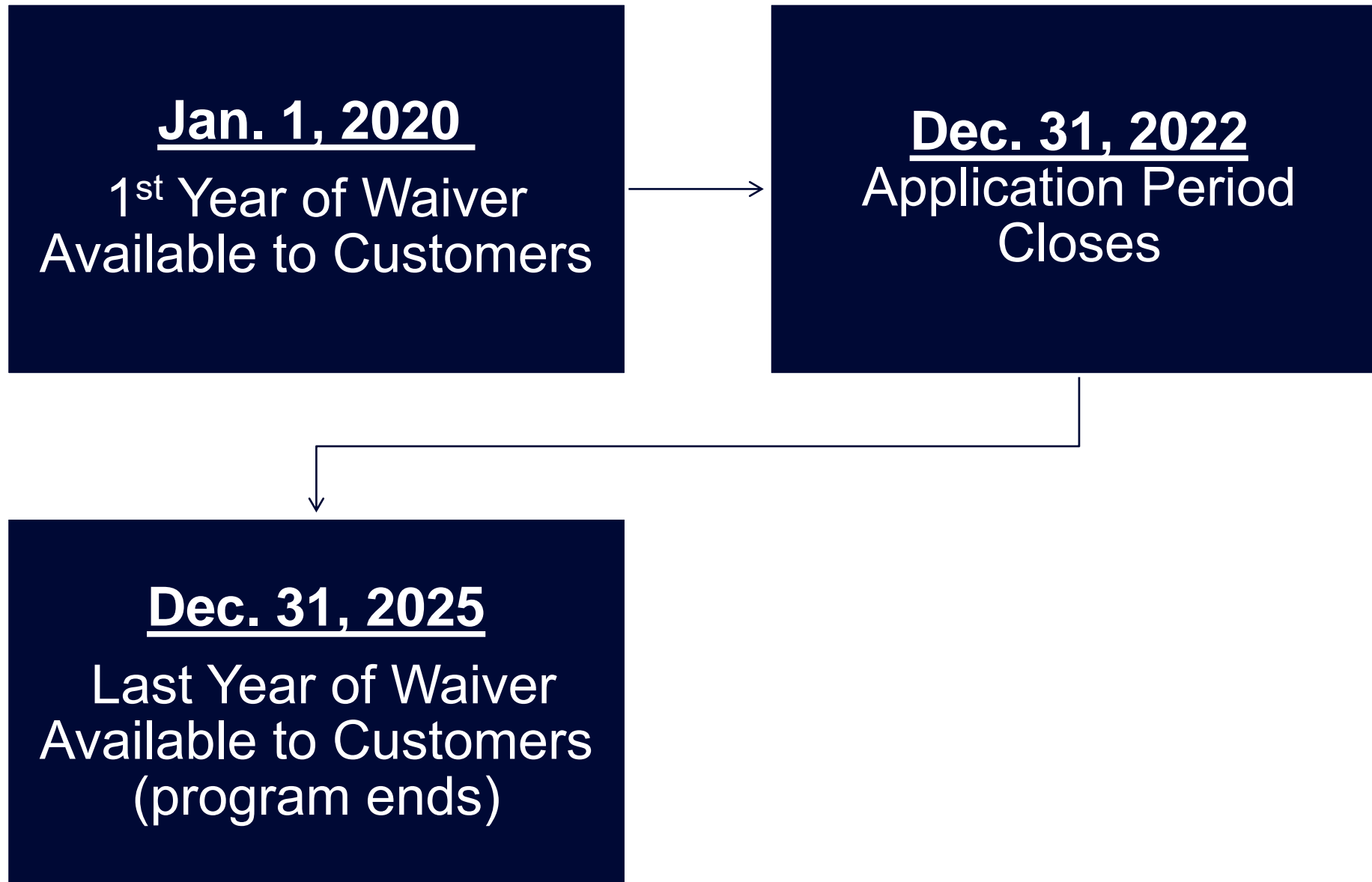
Pay \$879,060 to increase allotment

- Option 3

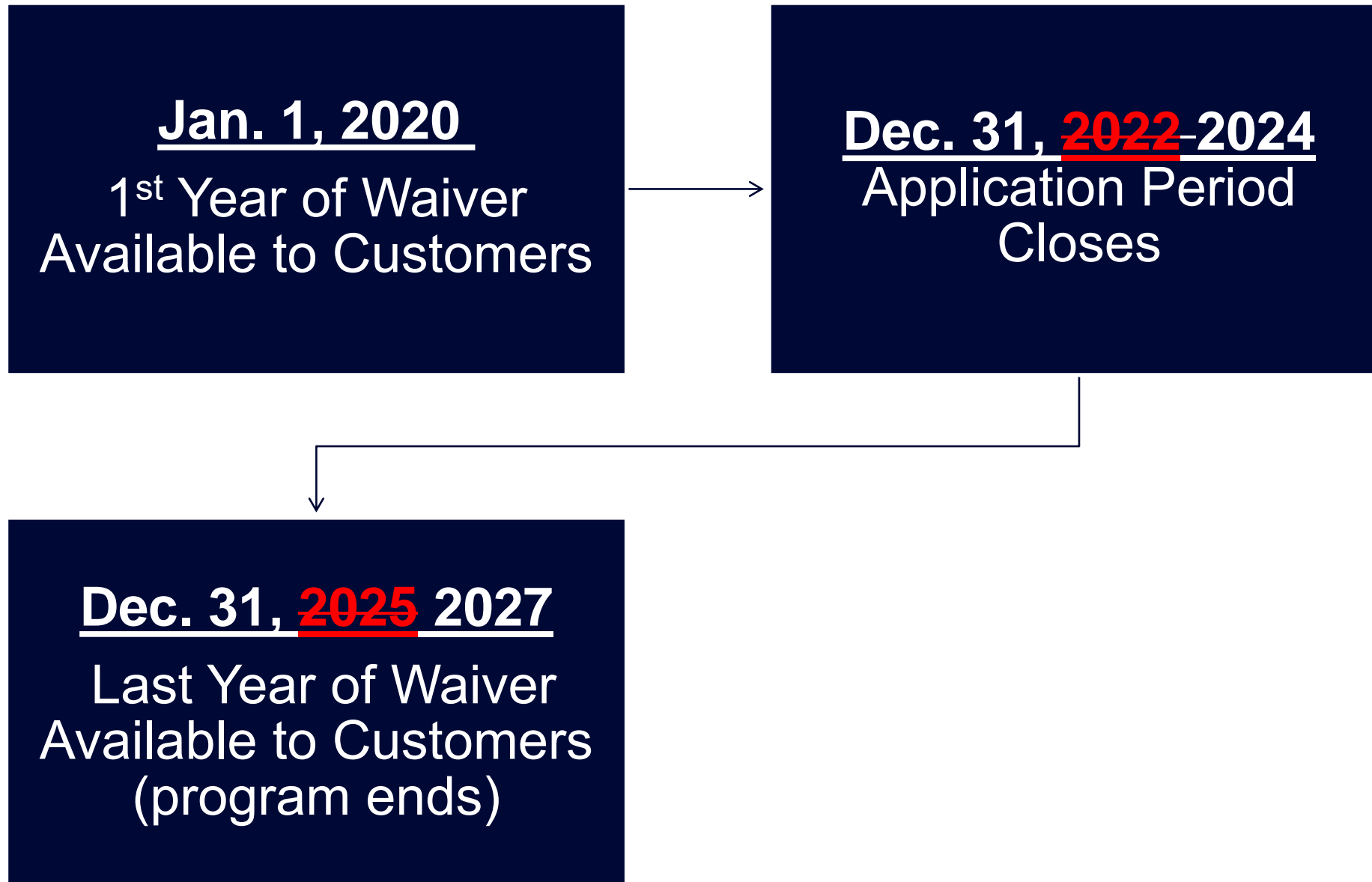
Pay \$150K to implement water conservation project

Allotment	Landscape Water Need	Average Annual-Use Pre-Project (gal)	2021 Annual Use (gal)	2021 Savings (gal)
3,910,212	8,078,590	7,626,263	5,806,600	1,819,663

- Costs Utilities \$0.03 per gallon saved\*
- Landscape need is still two million gallons over allotment
- Over \$39K EWU waived to date
- Year 1: 100% waived
- Year 2: 66% waived
- Year 3: 33% waived







AMP is scheduled to end December 31, 2022. Staff recommends extending AMP to December 31, 2024, for the following reasons:

1. Customer Support: Temporarily waiving surcharges frees up budget to complete water-saving projects that don't compromise landscapes.
2. Long-term water use reductions: In three years, over ten million gallons have been saved and savings continue.
3. Landscape resilience: Changing landscapes now means water-wise landscapes later.

# THANK YOU!

For Questions or Comments, Please Contact:

[fcgov.com/amp](https://fcgov.com/amp)

[kcollins@fcgov.com](mailto:kcollins@fcgov.com)



December 6, 2022

# AGENDA ITEM SUMMARY

City Council



## STAFF

Anissa N. Hollingshead, City Clerk  
Carrie M. Daggett, Legal

## SUBJECT

**Resolution 2022-123 Making Appointments to the Commission Governing Housing Catalyst.**

## EXECUTIVE SUMMARY

The purpose of this item is to fill vacancies on the Housing Catalyst Commission.

## STAFF RECOMMENDATION

Staff recommends adoption of the Resolution.

## BACKGROUND / DISCUSSION

This Resolution appoints two individuals to fill vacancies due to the term expiration of previous Housing Catalyst members. These appointments will begin and expire as noted next to each recommended name shown below and in the Resolution.

### Housing Catalyst

Appointments	Term Effective Date	Expiration of Term
Anne Nelsen (Seat A)	January 1, 2023	December 31, 2027
Joseph Penta (Seat B)	January 1, 2023	December 31, 2027

## CITY FINANCIAL IMPACTS

None.

## BOARD / COMMISSION / COMMITTEE RECOMMENDATION

None.

## **PUBLIC OUTREACH**

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Public outreach to seek applicants for the Housing Catalyst included paid advertising in print publications, media releases for earned coverage in local media sources, and social media promotion of opportunities.

## **ATTACHMENTS**

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1. Resolution for Consideration
2. Redacted Applications

RESOLUTION 2022-123  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE COMMISSION GOVERNING HOUSING CATALYST

WHEREAS, the City has established the Fort Collins Housing Authority pursuant to Division 2 of Article IV of the City Code, and has set forth the membership of the governing Commission for the Authority under City Code Section 2-474; and

WHEREAS, the Fort Collins Housing Authority operates under the name of Housing Catalyst; and

WHEREAS, the Commission of Housing Catalyst has vacancies due to the expiration of terms of certain members; and

WHEREAS, Councilmembers interviewed candidates for these appointments on November 14th, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Housing Catalyst Commission.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Housing Catalyst Commission with a term to begin and expire as noted below next to each appointee's name:

**Housing Catalyst Commission**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Anne Nelsen (Seat A)	January 1, 2023	December 31, 2027
Joseph Penta (Seat B)	January 1, 2023	December 31, 2027

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



# VOLUNTEER APPLICATION

Anne Nelsen

10/24/2022 8:29 AM

Application: **HC - Housing Catalyst**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: College degree  
 Address: [REDACTED] Phone: [REDACTED] <<  
 Fort Collins, CO 80521

## Volunteer Groups Applied For

Housing Catalyst

## Job Description

☒ I have read the job description

## Questions

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5View> 6

I acknowledge I am available when the Housing Catalyst meets: 3rd Thursday of each month at 7:30 a.m. YES

Current Occupation: Architect

Current Employer: [au]workshop | architects + urbanists

Prior work experience (please include dates):  
 (resume also uploaded!)  
 All jobs below in architecture and design:  
 March 2018-Present: [au]workshop | architects + urbanists, Fort Collins, CO  
 September 2013-March 2018: HighCraft Builders, Fort Collins, CO  
 April 2012-September 2013: Robert Nebolon Architects (also worked independently on freelance design and drafting projects during this time), Berkeley, CA  
 September 2008-April 2012: McKay Architecture, Berkeley, CA  
 September 2005-August 2008: Laguarda.Low+Tanamachi Architects, Tokyo, Japan  
 June-September 2005: Laguarda.Low Architects, Dallas, TX  
 May-August 2004: Laguarda.Low+Tanamachi Architects, Tokyo, Japan

Volunteer experience (please include dates):  
 Housing Catalyst Development Committee Member - 2021-Present  
 Villages, Ltd. Board Member - 2020-2021  
 Member of Fort Collins Historic Preservation Commission - 2018-Present  
 Mentor with NCARB (National Council of Architecture Registration Boards) 2016-2018; Participated in BookTrust Book

Are you currently serving on a City board or Commission? If so, which one?

Deliveries - 2016-2019 Host for Respite Care Perennial Luncheon - 2017 & 2018 Helped with construction of Respite Care's therapeutic garden - 2014

Yes  
Historic Preservation Commission

Why do you want to become a member of this particular board or commission?

Practicing architecture is at its root a chance to provide one of humankind's most basic needs: shelter. This need is often harder to meet than it should be and it is an issue that our community is addressing from many angles. In my time volunteering in different capacities through Villages, Ltd., and Housing Catalyst, I've been so impressed with Housing Catalyst's approach to meeting this need. I would like to continue to support this organization and the work it is doing by serving on its board volunteering with the perspective I've gained through almost two decades of experience as an architect as well as with roots from childhood on in supporting affordable housing (my parents were both very active in a number of housing-centered programs, including helping to form the housing authority in our community). I have also completed the National Association of Housing and Redevelopment Officials (NAHRO) Commissioner's Fundamentals Training.

Have you already had any formal public housing authority commissioners training? (This is not a requirement)

YES

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes  
I joined the Villages, Ltd. Board in late 2020 and have since volunteered with Housing Catalyst by serving on the Development Committee. As part of that committee, I attend the monthly Housing Catalyst Board Meetings.

Specify any activities which might create a serious conflict of interest if you are appointed:

As an architect whose firm works in the area, there may be rare occasions where my firm would respond to a Housing Catalyst request for proposals, although this has not happened in my time with the organization. If that were to happen, I would naturally recuse myself.

How did you learn of a vacancy on this board or commission?

Other (please specify)  
Housing Catalyst staff

## EXPERIENCE

---

**The Group, Inc**      *Self-Employed – Real Estate Agent*      January 2015 – Present

- Sold over \$64 Million of real estate through over 150+ transactions
  - Operated throughout the Northern Colorado region
  - Focused solely on residential real estate, providing solutions for buyers and sellers
  - Closed 14 transactions in the first year, eclipsing the national average for full-time agents

**Miles Media Group**      *Account Executive for the Colorado Tourism Office*      April 2013 – December 2014

- Sold over \$1.1 Million in media within the first 8 months, exceeding sales goals
  - Regularly presented media recommendations and opportunities to large groups, providing value through content and establishing myself as an expert
  - Strategized with Area Marketing Directors to increase sales through solutions
  - Generated new business through personal relationships, including in-person meetings in addition to traditional email campaigns

**National Business Media**      *National Sales Manager*      February 2009 – April 2013

- Promoted for my ability to consistently meet or exceed monthly sales targets for print and online media
  - Recognized for my ability to pursue and close new client accounts while still taking care of existing customers
  - Created cross-over marketing opportunities through existing client relationships
  - Maintained sales levels and profitability through unparalleled downturns in the market segment
  - Promoted to larger territory and magazine after just one year
- Drove monthly sales through exemplary customer care
  - Developed new strategies, working closely with clients to generate sales and increase ROI
  - Cultivated new relationships over both long and short-term sales cycles through repeated “touches” i.e. phone calls, handwritten notes, articles of interest, email, and client visits

**Re/MAX Resorts of Grand County**      *Licensed Realtor®*      July 2007 – February 2009

- Worked closely with buyers through all stages of the decision-making process
  - Successfully converted floor-leads to sales
  - Managed complicated transactions and negotiations involving multiple parties beyond the normal scope of real estate transactions
  - Initiated post-sale follow-up to generate referrals
- Established comprehensive marketing program for resort development over all types of media
  - Responsible for internet lead-generation through pay-per-click campaigns, blogs, postings on online classified forums and targeted banner ads
  - Authored articles for newsletters, blogs, and direct-mail campaigns
  - Coordinated promotional events in conjunction with new product launches
  - Created automatic “drip” email campaign for new and existing clients

**Prior & Associates**      *Real Estate Analyst*      November 2006 – July 2007

- Conducted in-the-field market research and produced feasibility studies for privately-developed affordable housing nationwide (LIHTC)

## EDUCATION

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**UNIVERSITY OF COLORADO – BOULDER**

Graduated

May 2005

Leeds School of Business

Bachelor of Science Business Administration – Emphasis in Real Estate

### Application Questions

1. Which Council District do you live in? Please refer to the map at: [FCMaps \(fcgov.com\)](https://fcgov.com)  
[District 1](#)
2. Are you available when the Housing Catalyst meets? (3<sup>rd</sup> Thursday of each month at 7:30 a.m.)  
[Yes I am](#)
3. What is your Current Occupation? [Broker Associate/Owner at The Group Inc Real Estate](#)
4. Current Employer? [Self-employed](#)
5. List your prior work experience (please include dates)  
[See Resume](#)
6. Volunteer experience (please include dates)  
[Volunteered as a Development Committee Member for Housing Catalyst beginning March 2022](#)
7. Are you currently serving on a City board or Commission? If so, which one?  
[No](#)
8. Why do you want to become a member of this particular board or commission?  
[As an agent, I have a front-row seat to the rising costs of housing in our community and the challenges it brings for both buyers and renters. It's important to me to live in a community where the people that work in that community can also afford to live there. Being a part of the Housing Catalyst board is one of the ways I can ensure I'm working toward helping make that a reality.](#)
9. Have you already had any formal public housing authority commissioners training? (This is not a requirement)  
[I have not.](#)
10. Have you had any exposure to the board or commission you are applying for? If yes, please explain.  
[I have been a part of the development committee of Housing Catalyst for the past 6 months and had the opportunity to attend most of the board meetings during that time as well.](#)
11. Specify any activities which might create a serious conflict of interest if you are appointed.  
[I don't believe there would be many scenarios that presented a conflict of interest unless I had an ownership stake in a property that was being acquired, which is unlikely. If anything like that were to occur, I would recuse myself from any decisions that could potentially provide a financial benefit to me personally.](#)
12. How did you learn of a vacancy on this board or commission? [Hep Wilkins, a former agent at The Group Real Estate and current Housing Catalyst Board Member, let me](#)

know that he would be stepping down after serving for a long period of time. I let him know I would be interested in serving in a similar capacity and he introduced me to the organization and helped familiarize me with the role.

December 6, 2022

# AGENDA ITEM SUMMARY

City Council



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## STAFF

Anissa N. Hollingshead, City Clerk  
Carrie M. Daggett, Legal

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## SUBJECT

**Items Relating to Appointments to Various Boards and Commissions.**

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## EXECUTIVE SUMMARY

- A. Resolution 2022-124 Making Appointments to the Affordable Housing Board.
- B. Resolution 2022-125 Making Appointments to the Air Quality Advisory Board.
- C. Resolution 2022-126 Making an Appointment to the Building Review Commission.
- D. Resolution 2022-127 Making Appointments to the Citizen Review Board.
- E. Resolution 2022-128 Making Appointments to the Cultural Resources Board.
- F. Resolution 2022-129 Making Appointments to the Disability Advisory Board.
- G. Resolution 2022-130 Making an Appointment to the Economic Advisory Board.
- H. Resolution 2022-131 Making an Appointment to the Golf Board.
- I. Resolution 2022-132 Making Appointments to the Land Conservation and Stewardship Board.
- J. Resolution 2022-133 Making Appointments to the Land Use Review Commission.
- K. Resolution 2022-134 Making Appointments to the Parks and Recreation Board.
- L. Resolution 2022-135 Making Appointments to the Senior Advisory Board.
- M. Resolution 2022-136 Making Appointments to the Transportation Board.
- N. Resolution 2022-137 Making an Appointment to the Youth Advisory Board.

The purpose of this item is to fill vacancies on various boards and commissions.

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## STAFF RECOMMENDATION

Staff recommends adoption of the Resolutions.

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## BACKGROUND / DISCUSSION

These Resolutions recommend 33 individuals to fill vacancies left from previous board and commission members' resignation or term expiration. These appointments will begin and expire as noted next to each recommended name shown below and in each of the individual resolutions.



**Affordable Housing Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Stefanie Berganini (Seat A)	January 1, 2023	December 31, 2026
Sheila Seaver-Davis (Seat E)	January 1, 2023	December 31, 2024
Ed Hermsen (Seat G)	January 1, 2023	December 31, 2023

**Air Quality Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
John McDonagh (Seat A)	January 1, 2023	12/31/2026
Gavin McMeeking (Seat B)	January 1, 2023	12/31/2026
Greg Boiarsky (Seat E)	January 1, 2023	12/31/2024
Thomas Gifford (Seat H)	January 1, 2023	12/31/2023
Sandra LeBrun (Seat I)	January 1, 2023	12/31/2023

**Building Review Commission**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Eric Richards (Seat D)	January 1, 2023	December 31, 2026

**Citizen Review Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Michael Ruttenberg (Seat A)	January 1, 2023	December 31, 2026
Mike O'Malley (Seat E)	January 1, 2023	December 31, 2024

**Cultural Resources Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Audra Vaisbort (Seat A)	January 1, 2023	December 31, 2026
Kelly Barber (Seat E)	January 1, 2023	December 31, 2024

**Disability Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Scott Winnegrad (Seat A)	January 1, 2023	December 31, 2026
Sheila Hammons (Seat I)	January 1, 2023	December 31, 2023

**Economic Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Denny Coleman (Seat D)	January 1, 2023	December 31, 2026

#### **Golf Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Jon Schmunk (Seat A)	January 1, 2023	December 31, 2026

#### **Land Conservation and Stewardship Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Holger Kley (Seat A)	January 1, 2023	December 31, 2026
Scott Mason (Seat G)	January 1, 2023	December 31, 2024

#### **Land Use Review Commission**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Philip San Filippo (Seat C)	January 1, 2023	December 31, 2026
David Carron (Seat D)	January 1, 2023	December 31, 2026

#### **Parks and Recreation Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Marcia Richards (Seat A)	January 1, 2023	December 31, 2026
Meghan Willis (Seat G)	January 1, 2023	December 31, 2024
Jon Corley (Seat H)	January 1, 2023	December 31, 2023
Josh Durand (Seat I)	January 1, 2023	December 31, 2023

#### **Senior Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Gabby Rivera (Seat A)	January 1, 2023	December 31, 2026
Myles Crane (Seat E)	January 1, 2023	December 31, 2024
Bruce Henderson (Seat H)	January 1, 2023	December 31, 2023

## Transportation Board

Appointments	Term Effective Date	Expiration of Term
James Burtis (Seat A)	January 1, 2023	December 31, 2026
Jerry Gavaldon (Seat E)	January 1, 2023	December 31, 2024
Jess Dyrdaahl (Seat H)	January 1, 2023	December 31, 2023
Ed Peyronnin (Seat I)	January 1, 2023	December 31, 2023

## Youth Advisory Board

Appointments	Term Effective Date	Expiration of Term
Nico Ronquillo (Seat C)	January 1, 2023	December 31, 2023

## CITY FINANCIAL IMPACTS

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None.

## BOARD / COMMISSION / COMMITTEE RECOMMENDATION

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Not applicable.

## PUBLIC OUTREACH

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Public outreach to seek applicants for boards and commissions included paid advertising in print publications, media releases for earned coverage in local media sources, and social media promotion of opportunities.

## ATTACHMENTS

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1. Resolution A for Consideration
2. Resolution B for Consideration
3. Resolution C for Consideration
4. Resolution D for Consideration
5. Resolution E for Consideration
6. Resolution F for Consideration
7. Resolution G for Consideration
8. Resolution H for Consideration
9. Resolution I for Consideration
10. Resolution J for Consideration
11. Resolution K for Consideration
12. Resolution L for Consideration
13. Resolution M for Consideration
14. Resolution N for Consideration
15. Redacted Applications

RESOLUTION 2022-124  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE AFFORDABLE HOUSING BOARD

WHEREAS, the Affordable Housing Board has vacancies due to the expiration of terms of certain members; and

WHEREAS, Councilmembers interviewed candidates for these appointments on October 31, 2022, and November 7, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Affordable Housing Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Affordable Housing Board with a term to begin and expire as noted below next to each appointee's name:

**Affordable Housing Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Stefanie Berganini (Seat A)	January 1, 2023	December 31, 2026
Sheila Seaver-Davis (Seat E)	January 1, 2023	December 31, 2024
Ed Hermesen (Seat G)	January 1, 2023	December 31, 2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-125  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE AIR QUALITY ADVISORY BOARD

WHEREAS, the Air Quality Advisory Board has vacancies due to the expiration of certain member's terms and the resignation of Karen Artell; and

WHEREAS Councilmembers interviewed candidates for this appointment on November 10, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Air Quality Advisory Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Air Quality Advisory Board with a term to begin and expire as noted below next to each appointee's name.

**Air Quality Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
John McDonagh (Seat A)	January 1, 2023	12/31/2026
Gavin McMeeking (Seat B)	January 1, 2023	12/31/2026
Greg Boiarsky (Seat E)	January 1, 2023	12/31/2024
Thomas Gifford (Seat H)	January 1, 2023	12/31/2023
Sandra LeBrun (Seat I)	January 1, 2023	12/31/2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-126  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING AN APPOINTMENT TO THE BUILDING REVIEW COMMISSION

WHEREAS, the Building Review Commission has a vacancy due to the expiration of the term of one board member; and

WHEREAS, Councilmembers interviewed candidates for this appointment on November 2, 2022; and

WHEREAS, the City Council desires to make an appointment to fill this vacancy on the Building Review Commission.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named person is hereby appointed to fill the open vacancy on the Building Review Commission with a term to begin and expire as noted below next to the appointee's name.

**Building Review Commission**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Eric Richards (Seat D)	January 1, 2023	December 31, 2026

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



RESOLUTION 2022-127  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE CITIZEN REVIEW BOARD

WHEREAS, the Citizen Review Board has vacancies due to resignations of Alex Shoaf and Mark Partridge; and

WHEREAS, Councilmembers interviewed candidates for these appointments on November 2, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Citizen Review Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Citizen Review Board with a term to begin and expire as noted below next to each appointee's name.

**Citizen Review Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Michael Ruttenberg (Seat A)	January 1, 2023	December 31, 2026
Mike O'Malley (Seat E)	January 1, 2023	December 31, 2024

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-128  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE CULTURAL RESOURCES BOARD

WHEREAS, the Cultural Resources Board has vacancies due to the expiration of terms of certain members; and

WHEREAS Councilmembers interviewed candidates for these appointments on November 7, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Cultural Resources Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Cultural Resources Board with a term to begin and expire as noted below next to each appointee's name:

**Cultural Resources Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Audra Vaisbort (Seat A)	January 1, 2023	December 31, 2026
Kelly Barber (Seat E)	January 1, 2023	December 31, 2024

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-129  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE DISABILITY ADVISORY BOARD

WHEREAS, the Disability Advisory Board has vacancies due to the expiration of terms of certain members; and

WHEREAS Councilmembers interviewed candidates for these appointments on November 9, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Disability Advisory Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Disability Advisory Board with a term to begin and expire as noted below next to each appointee's name:

**Disability Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Scott Winnegrad (Seat A)	January 1, 2023	December 31, 2026
Sheila Hammons (Seat I)	January 1, 2023	December 31, 2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-130  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING AN APPOINTMENT TO THE ECONOMIC ADVISORY BOARD

WHEREAS, the Economic Advisory Board has a vacancy due to the resignation of Aric Light; and

WHEREAS, the City Council desires to make an appointment to fill this vacancy on the Economic Advisory Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named person is hereby appointed to fill the open vacancy on the Economic Advisory Board with a term to begin and expire as noted below next to the appointee's name.

**Economic Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Denny Coleman (Seat D)	January 1, 2023	December 31, 2026

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-131  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING AN APPOINTMENT TO THE GOLF BOARD

WHEREAS, the Golf Board has a vacancy due to the expiration of a member's term; and

WHEREAS Councilmembers interviewed candidates for this appointment on November 7, 2022; and

WHEREAS, the City Council desires to make an appointment to fill this vacancy on the Golf Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named person is hereby appointed to fill the open vacancy on the Golf Board with a term to begin and expire as noted below next to the appointee's name.

**Golf Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Jon Schmunk (Seat A)	January 1, 2023	December 31, 2026

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-132  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE  
LAND CONSERVATION AND STEWARDSHIP BOARD

WHEREAS, the Land Conservation and Stewardship Board has vacancies due to the expiration of terms of certain members; and

WHEREAS, Councilmembers interviewed candidates for these appointments on October 19, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Land Conservation and Stewardship Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Land Conservation and Stewardship Board with a term to begin and expire as noted below next to each appointee's name:

**Land Conservation and Stewardship Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Holger Kley (Seat A)	January 1, 2023	December 31, 2026
Scott Mason (Seat G)	January 1, 2023	December 31, 2024

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



RESOLUTION 2022-133  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE LAND USE REVIEW COMMISSION

WHEREAS, the Land Use Review Commission has vacancies due to the expiration of terms of certain members; and

WHEREAS, Councilmembers interviewed candidates for these appointments on November 2, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Land Use Review Commission.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Land Use Review Commission with a term to begin and expire as noted below next to each appointee's name.

**Land Use Review Commission**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Philip San Filippo (Seat C)	January 1, 2023	December 31, 2026
David Carron (Seat D)	January 1, 2023	December 31, 2026

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-134  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE PARKS AND RECREATION BOARD

WHEREAS, the Parks and Recreation Board has vacancies due to the expiration of terms of certain members; and

WHEREAS Councilmembers interviewed candidates for these appointments on November 7, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Parks and Recreation Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Parks and Recreation Board with a term to begin and expire as noted below next to each appointee's name:

**Parks and Recreation Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Marcia Richards (Seat A)	January 1, 2023	December 31, 2026
Meghan Willis (Seat G)	January 1, 2023	December 31, 2024
Jon Corley (Seat H)	January 1, 2023	December 31, 2023
Josh Durand (Seat I)	January 1, 2023	December 31, 2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-135  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE SENIOR ADVISORY BOARD

WHEREAS, the Senior Advisory Board has vacancies due to the expiration of terms of certain members; and

WHEREAS Councilmembers interviewed candidates for these appointments on November 4, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Senior Advisory Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Senior Advisory Board with a term to begin and expire as noted below next to each appointee's name.

**Senior Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Gabby Rivera (Seat A)	January 1, 2023	December 31, 2026
Myles Crane (Seat E)	January 1, 2023	December 31, 2024
Bruce Henderson (Seat H)	January 1, 2023	December 31, 2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-136  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING APPOINTMENTS TO THE TRANSPORTATION BOARD

WHEREAS, the Transportation Board has vacancies due to the expiration of terms of various members; and

WHEREAS, Councilmembers interviewed candidates for these appointments on November 2, 2022; and

WHEREAS, the City Council desires to make appointments to fill these vacancies on the Transportation Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named persons are hereby appointed to fill the open vacancies on the Transportation Board with a term to begin and expire as noted below next to each appointee's name.

**Transportation Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
James Burtis (Seat A)	January 1, 2023	December 31, 2026
Jerry Gavaldon (Seat E)	January 1, 2023	December 31, 2024
Jess Dyrdaahl (Seat H)	January 1, 2023	December 31, 2023
Ed Peyronnin (Seat I)	January 1, 2023	December 31, 2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

RESOLUTION 2022-137  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
MAKING AN APPOINTMENT TO THE YOUTH ADVISORY BOARD

WHEREAS, the Youth Advisory Board has a vacancy that has been open for an extended time; and

WHEREAS, Councilmembers interviewed candidates for this appointment on November 4, 2022; and

WHEREAS, the City Council desires to make an appointment to fill this vacancy on the Youth Advisory Board.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the following named person is hereby appointed to fill the open vacancy on the Youth Advisory Board with a term to begin and expire as noted below next to the appointee's name:

**Youth Advisory Board**

<b>Appointments</b>	<b>Term Effective Date</b>	<b>Expiration of Term</b>
Nico Ronquillo (Seat C)	January 1, 2023	December 31, 2023

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

# VOLUNTEER APPLICATION

Kelly Barber

9/10/2022 12:36 PM

Application: **CuRB - Cultural Resources Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80525

## Volunteer Groups Applied For

Cultural Resources Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.

YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.

Cultural Resources Board, Art in Public Places Board, Human Services and Housing Funding Board

I acknowledge I am available when the Cultural Resources Board meets: 4th Thursday of each month at 5:30 p.m.

YES

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5Vie>

1

Current Occupation:

Link was broken for the council district Question, please see address for my district

Current Occupation: Chief of Staff

Current Employer:

Pathrise <https://www.pathrise.com/>

Prior work experience (please include dates):

Please see my LinkedIn: <https://www.linkedin.com/in/kellyrbarber/>

Volunteer experience (please include dates):

Refugee Transitions June 2018 to Dec 2018

Are you currently serving on a City board or Commission If so, which one

No

Specify any activities which might create a serious conflict of interest if you are appointed:

N/A

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Cultural Resources Board

While I have only lived in Fort Collins since June, I immediately became extremely active as a community member. So far, my engagement has merely been as a participant, patron, attendee, or consumer, but I am very eager to get involved in a service role to give back to the community.



The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment

As soon as I moved to Fort Collins, I immediately looked up every possible newsletter I could sign up for related to arts, culture, and community here - music centers, museums, entertainment centers, cultural events, etc. I subscribed to the local newspaper to stay abreast of weekly happenings. Having a vibrant cultural community is deeply important to me!

As someone who is very new to Fort Collins, I unfortunately don't have context on current investments in arts and culture so I can't speak to that directly. However, if selected I would be very committed to learning! If not selected, I would love to receive any advice on how I can learn and get more involved to hold a position like this in the future. I believe participation from younger members of the community (I'm 30) is critically important and would be honored to add this perspective for Fort Collins.

How did you learn of a vacancy on this board or commission

Newspaper

# VOLUNTEER APPLICATION

Stefanie Berganini

9/26/2022 1:15 PM

Application: **AHB - Affordable Housing Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80524

## Volunteer Groups Applied For

Affordable Housing Board

## Job Description

☒ I have read the job description

## Questions

Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Vie">https://gisweb.fcgov.com/HTML5Vie</a>	1
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
Current Occupation:	Executive Director
Current Employer:	The Growing Project
Prior work experience (please include dates):	Executive Director, The Growing Project: 2021-present Graduate Student/Adjunct Instructor/Teaching Assistant, Colorado State University: 2016-2021 Editorial Assistant, Economic Anthropology: 2016-2018 Freelance Graphic Designer & Art Director: Fort Collins, Colorado 2013 2018 Project Manager, WTF Marketing: 2014-2015 Art Director & Senior Account Manager, Stitchcraft Marketing: 2012-2014 Volunteer & Events Coordinator, Women's Resource Center: 2011-2012 Managing Editor, Interweave Press: 2008-2011
Volunteer experience (please include dates):	Fort Collins Democratic Socialists of America: 2018-present Fort Collins Homeless Coalition: 2017 present (group has been on hiatus during

covid)  
 Fort Collins Mennonite Fellowship,  
 Community Warming Shelter: 2017  
 present (group has been on hiatus during  
 covid)  
 Andean Textile Arts: 2014 present  
 Family Housing Network of Fort Collins:  
 2017 2020  
 SEAgards: 2017 2018  
 Lambda Alpha National Collegiate Honors  
 Society for Anthropology, PSU Chapter:  
 2014 2015  
 Ten Thousand Villages, Fort Collins: 2009  
 2012

Are you currently serving on a City board or Commission If so, which one

Yes  
 Affordable Housing Board

Why do you want to become a member of this particular board or commission

I am finishing my first term on the AHB - I was appointed in January of 2022 for a one-year term. Throughout the course of my first term, I've been excited and inspired to see the work we've been able to accomplish as a board. We've offered our advice and advocacy to council on a variety of topics, including the need for better support for mobile home parks, our rankings of applicants for City affordable housing funding, and our opinions on the upcoming changes to the land use code. In this time we've worked very well together as a board, hearing diverse perspectives and taking action while working efficiently and with empathy. I'm proud to serve on this board, and I hope to continue doing so into the future.

Have you had any exposure to the board or commission you are applying for If yes, please explain:

Yes  
 I'm a current member of this board.

Specify any activities which might create a serious conflict of interest if you are appointed:

None.

What is your experience with Affordable Housing Have you or anyone you know well lived in subsidized affordable housing

I am a low-income person - though I'm currently a home-owner, I have lived in income-limited housing at various points throughout my life. In both my personal and professional lives, I also know/have known people and families seeking housing through various voucher and subsidized housing programs.

Describe what you think of when you hear the words "affordable housing".

I think affordable housing means that any person, family, or household can have safe, healthy, and stable housing at a price they can afford. Though Fort Collins has a severe dearth of affordable housing across the AMI ranges that qualify as "affordable" for state/federal programs, to me housing affordability is about a broader project of creating a housing inventory that has a variety of options (homes, apartments, ADUs, manufactured housing, etc) at a variety of pricepoints so that everyone has options. Providing affordable housing across the income spectrum also means a variety of approaches, from developer

variety of approaches, from developer incentives to policy and land-use regulations to public outreach and education efforts and more. We're currently undergoing a review of the proposed changes to the land-use code, which include a lot of changes that will help stimulate more affordable housing in Fort Collins. At the same time, we know that we are still falling far short of housing goals as we look to the growth of Fort Collins into the future. My focus is on equity in housing, and making sure that as our community grows it remains affordable for all, especially in terms of housing inventory, housing access and voucher programs, and affordability policy/regulatory support.

Other (please specify)  
I'm a current board member.

How did you learn of a vacancy on this board or commission

# VOLUNTEER APPLICATION

Greg Boiarsky

9/6/2022 10:31 PM

Application: **AQAB - Air Quality Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Doctoral degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80524

## Volunteer Groups Applied For

Air Quality Advisory Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If you have applied to or plan to apply to more than one board/commission please list in order of interest your choices for volunteering.

I acknowledge I am available when the Air Quality Advisory Board meets: YES  
The 3rd Monday of each month, 5:30 p.m.

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5View> 1

Current Occupation: Owner of Yellow Dog Photography LLC

Current Employer: self

Prior work experience (please include dates): Substitute Teacher Poudre School District, 2013 present.

Adjunct Faculty and Instructor for Department of Journalism and Media Communication, Colorado State University 1995, 1998-2003.

Assistant Professor for the Division of English, Classics, Language, and Philosophy, University of Texas at San Antonio, 1995 1998.

Market Research Analyst (May, 1994 - August, 1994). InfoCenter Market Research, Aurora, Colorado.

Research Associate for the Center for Research on Writing and Communication Technology, Colorado State University, October 1993 - 1995.

Volunteer experience (please include dates): Member Air Quality Advisory Board, Fort Collins. January 2022-present.

Are you currently serving on a City board or Commission? If so, which one?

Why do you want to become a member of this particular board or commission?

In your opinion, what are the biggest issues related to air quality regionally and in the City?

Yes

Air Quality Advisory Board

I would like to continue providing advise on air quality related behavioral and attitude change.

Honestly, it is difficult to narrow our problems with air quality to just a few. Fort Collins has a unique combination of geographic location, industry, and social diversity that contribute to air quality problems. Nonetheless, I believe the city should focus on the following:

1. Vehicle emissions. Problems with the traffic control system, railroad crossings, and increased vehicle traffic due to population growth have increased vehicle-sourced pollution in the last decade. In addition, Fort Collins has very little public transportation due to low interest, relatively low funding, and the impact of the ongoing COVID-19 pandemic.

I don't foresee any increased interest in public transportation within city boundaries, so air pollution must be addressed by reducing emissions at the source and improving the efficiency of the traffic control system. A two-pronged approach would work best, in my opinion. First, the city must invest resources into researching and implementing a traffic-control system that maximizes traffic flow. The worst vehicle emissions occur when vehicles are under acceleration. Similarly, idling at train crossings needs to be reduced if possible. Second, the city must provide incentives that allow residents to own/lease lower-emitting vehicles—especially electric and hybrid vehicles. Because the city has a limited budget, such incentives must come from a variety of sources including government, utilities, and private industry partnerships.

2. Household-based air pollution. Homes are significant sources of air pollutants, from VOCs used by residents to lawn mowing. The city has done a reasonable job of providing incentives to replace inefficient appliances and lawn-care equipment, but more could be done. I especially would like to see better communication to increase awareness of these programs and to improve willingness to use them.

3. Urban burning. I have been surprised at the level of citizen-produced smoke. In the past two years, Fort Collins has seen nearly unprecedented levels of wildfire smoke. I thought that experiencing this smoke would reduce residents' backyard

Smoke would reduce residents backyard burning instead, I have noticed nearly nightly smoke drifting through my neighborhood year round. Between backyard grilling, yard waste burning, and poorly managed chimney smoke, it can be hard to find a day when strolling the city doesn't expose a person to smoke. One of the biggest draws that bring new residents to Fort Collins is our quality of life, and reducing smoke in the city would be a good way to keep that quality of life. Also, city-based smoke is health hazard and contributes to disease that strains our already burdened healthcare system, so reducing it would be economically beneficial.

Frankly, the best way to manage this problem is through enforcement and strengthening of existing regulations. While I realize that the city budget is constrained, I think that we need to invest the resources necessary to reduce city-based ash and smoke. We need more city employees to help educate citizens and punish repeat offenders.

Travel-related emissions control, airborne VOCs, and ozone. In addition, the city should continue working to reduce indoor air pollutants.

None

Newspaper

What do you think the City should prioritize in air quality management

Specify any activities which might create a serious conflict of interest if you are appointed:

How did you learn of a vacancy on this board or commission



## GREG BOLARSKY

Fort Collins, CO 80524

### ***SUMMARY OF QUALIFICATIONS***

- Research methodologies: experimental design, survey design, and content analysis.
- Data analysis: parametric and non-parametric techniques, including multivariate analysis.
- Grant writing.

### ***PROFESSIONAL SKILLS***

#### **Research Skills: Data Analysis, Collection, and Interpretation**

- Design and implement quantitative research projects.
- Analyze and present data using SPSS.
- Supervise graduate assistants.
- Consult on statistical design and analysis problems.

#### **Communication Skills**

- Write and edit technical documents on a variety of topics.
- Present technical information to both lay and expert audiences.
- Create visuals to effectively communicate complex data.

#### **Computers**

- Experience programming with Visual Basic and Asymetrix Multimedia Toolbook.
- Experience with variety of Windows-based and DOS-based software.
- Install and test hardware in IBM compatible PCs.
- Consult on software and hardware purchasing decisions.

### ***EDUCATION***

Ph.D., University of Wisconsin-Madison, 1993, Communication

M.A., University of Wisconsin-Madison, 1989, Communication

B.A., Michigan State University, East Lansing, 1986, Telecommunications

### ***EMPLOYMENT HISTORY***

**Substitute Teacher** Poudre School District, 2013 – present.

**Adjunct Faculty and Instructor** for Department of Journalism and Media Communication, Colorado State University 1995, 1998-2003.

**Assistant Professor** for the Division of English, Classics, Language, and Philosophy, University of Texas at San Antonio, 1995 – 1998.

**Research Associate** for the Center for Research on Writing and Communication Technology, Colorado State University, October 1993 - 1995.

**Teaching Assistant**, University of Wisconsin-Madison, Department of Communication, 1986-1993.

# VOLUNTEER APPLICATION

James Burtis

9/10/2022 2:43 PM

Application: **TB - Transportation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: PhD

Address: [REDACTED] Phone: (H) [REDACTED]  
Fort Collins, CO 80521

## Volunteer Groups Applied For

Transportation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m. YES

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5Vie> 5

Current Occupation: Research Biologist

Current Employer: Centers for Disease Control and Prevention

Prior work experience (please include dates):

2020 Present: Research Biologist (Centers for Disease Control and Prevention, Fort Collins, CO)

2018 2020: Postdoctoral Associate (Cornell University, Ithaca, NY)

2014 2018: Ph.D. Natural Resources (Cornell University, Ithaca, NY)

2014 2011: M.S. Natural Resources (Cornell University, Ithaca, NY)

2010 2011: Research Assistant (Cary Institute of Ecosystem Studies, Millbrook, NY)

2009 2010: Research Technician (Cornell University, Ithaca, NY)

2009- Present Assistant (Cary Institute of

2008 – 2009: Field Technician (NYC Department of Environmental Protection, Valhalla, NY)

N.A.

No

I am interested in joining the transportation board because I believe that shifting away from our current car-centric model of transportation towards active modes and public transit addresses both environmental and equity issues in our city. I have reviewed the city's transportation master plan and attended many of the transportation board's recent meetings. I greatly appreciate many of the plans the city has already developed relating to multimodal transportation. As someone who generally avoids the use of cars when travelling within Fort Collins, I hope to participate as a member of the transportation board to push these plans forward and help improve them, when possible, with my firsthand experience as an end user.

I am not involved in any activities that would create a serious conflict of interest if I am appointed. As a federal worker I have also already been approved by our internal ethics board to participate if I am selected.

As mentioned above, I have broad interest in promoting multimodal transportation options. There are four primary reasons that I believe the development of these forms of transit are important:

1) Car ownership is expensive and other modes of transportation tend to be more affordable and equitable. Currently, our city is highly dependent upon cars, with over 80% of people using them as their primary mode of transportation. As Fort Collins becomes more expensive, financial pressure on working- and middle-class people increases. These people fill extremely important roles in our city, which keep our cultural and municipal interests running smoothly. Increasing access to alternative modes of transportation is one way the city can act directly to reduce the financial burden of car ownership for those who live and work in Fort Collins.

2) Increasing the use of multimodal transportation options is an excellent way to reduce local CO<sub>2</sub> and ozone emissions. In Colorado, 22% of CO<sub>2</sub> emissions are estimated to originate from transportation source, as well as a large amount of our

Volunteer experience (please include dates):

Are you currently serving on a City board or Commission? If so, which one?

Why do you want to become a member of this particular board or commission?

Specify any activities which might create a serious conflict of interest if you are appointed:

Please describe your interest regarding transportation and transportation related issues.

local ozone emissions. Single occup vehicles make up a large portion of transportation emissions. I believe it is important to invest in and promote the development of non-car infrastructure if we are to significantly reduce our city's environmental impact in the short and long term.

3) Generally, people in car-centric areas move less and have worse health outcomes than those living in bikeable and walkable areas. Human health is a complex issue with many contributing factors, but the improvement of non-car infrastructure will encourage more people to walk or bike and will likely have the additional benefit of improving the health and physical fitness of those living and working in Fort Collins.

4) On a personal note, I try to avoid using a car whenever possible. I therefore have a vested interest in working to improve multimodal options in Fort Collins so that I can use them!

How do you think the City can improve the way people move around in Fort Collins

I think the largest gap in our city's non-car transportation system is public transportation. Outside of Old Town and CSU, the population is currently poorly served by Transfort. There are excellent improvements in the transportation master plan, including BRT routes along the West Elizabeth and Harmony corridors. I hope to work as a member of the transportation board to provide input on these plans and help improve access to Transfort services throughout the city.

I also think that our walking infrastructure is largely underdeveloped outside of Old Town. Many sidewalks in suburban areas are very narrow and not ADA compliant. Furthermore, there are many places along our main roads (e.g. Shields, Taft Hill, Drake) that are unpleasant to walk along due to narrow sidewalks and a lack of proper separation from traffic. Population density is relatively low in much of our city, so walking access to stores and workplaces is limited in many areas. I believe that making the walking experience more pleasant will encourage more people to support the development of multiuse areas near their homes and also improve ridership on public transportation.

Our cycling infrastructure is undeniably excellent. I had not ridden a bike since middle school until I moved to Fort Collins and now ride everywhere, with my bike replacing most of my 5-mile car trips. That being said, I think there are

improvements we can continue to make, particularly those focused on shortening travel times. For example, greatly expanding the protected biking infrastructure on our main roads, which are currently largely unsafe to ride along. As a relatively new cyclist, I think I may also be able to provide insight on how to encourage more people to begin using bicycles as transportation in our city.

Other (please specify)  
Social Media (Facebook)

How did you learn of a vacancy on this board or commission

**JAMES BURTIS**  
**Research Biologist**  
**Centers for Disease Control and Prevention**  
**Division of Vector-Borne Diseases, Fort Collins, CO, United States**

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## I. EDUCATION

- 2018 – 2020      **Postdoctoral Associate**  
 Cornell University, Ithaca, NY, USA  
 PI: Laura C. Harrington  
 Primary Research Focus: Detection of pesticide resistance in tick and mosquito populations at a regional scale in the northeastern United States.
- 2018              **Ph.D. Natural Resources**  
 Cornell University, Ithaca, NY, USA  
 Research Advisor: Joseph B. Yavitt  
 Dissertation: Impact of biotic and abiotic factors within the soil ecosystem on the survival of blacklegged ticks
- 2014              **M.S. Natural Resources**  
 Cornell University, Ithaca, NY, USA  
 Thesis: Impact of invasive earthworms on *Ixodes scapularis* and other litter-dwelling arthropods in hardwood forests, central New York state
- 2008              **B.A. Biology** (*environmental emphasis*)  
 Bennington College, Bennington, VT, USA

## II. EMPLOYMENT

- 2020 – Present      **Research Biologist**  
 Centers for Disease Control and Prevention  
 Fort Collins, CO
- 2010 – 2011      **Research Assistant**  
 Cary Institute of Ecosystem Studies  
 Millbrook, NY
- 2009 – 2010      **Research Technician**  
 Cornell University  
 Ithaca, NY
- 2009              **Project Assistant**  
 Cary Institute of Ecosystem Studies  
 Millbrook, NY

2008 – 2009      **Field Technician**  
 NYC Department of Environmental Protection  
 Valhalla, NY

### III. RESEARCH INTERESTS

2020 – 2022      ***Tick control and surveillance***, testing and development of new tick control methods for the control of *Ixodes scapularis* and use of national surveillance data to determine acarological risk for its associated pathogens

2018 – 2020      ***Detection of pesticide resistance***, testing mosquitoes and ticks at a regional scale in the northeastern United States and evaluation of resistance detection methods in collaboration with regional public health professionals

2016 – 2018      ***Regional endemic history***, use of county-level Lyme disease incidence data from the Centers for Disease Control and New York State Department of Health to explore patterns in human Lyme disease cases in recently and long-term endemic regions

2013 – 2016      ***Tick overwinter survival***, use of microcosms to investigate the effect of environmental conditions on the survival and energy use of *Ixodes scapularis* during diapause periods

2011 – 2013      ***Ticks in the soil ecosystem***, use of passive surveys and field manipulations to explore the effect of soil biota on tick survival and population densities

### IV. PUBLICATIONS IN PEER-REVIEWED JOURNALS

**Burtis, J. C.**, Foster, E., Schwartz, A. M., Kugeler, K. J., Maes, S. E., Fleshman, A. C., and Eisen, R. J. 2022. Predicting distributions of blacklegged ticks (*Ixodes scapularis*), Lyme disease spirochetes (*Borrelia burgdorferi* sensu stricto) and human Lyme disease cases in the eastern United States. *Ticks and Tick-borne Diseases*. 102000.

**Burtis, J. C.**, Bickerton, M. W., Indelicato, N., Poggi, J. D., Crans, S. C., and Harrington, L. C. 2022. Effectiveness of a Buffalo Turbine and A1 Mist Sprayer for the Areawide Deployment of Larvicide for Mosquito Control in an Urban Residential Setting. *Journal of Medical Entomology*. 59(3): 903-910.

Foster, E., **J. C. Burtis**, J. L. Sidge, J. I. Tsao, J. Bjork, G. Liu, D. F. Neitzel, X. Lee, S. Paskewitz, D. Caporale, and R. J. Eisen. 2022. Inter-annual variation in prevalence of *Borrelia burgdorferi* sensu stricto and *Anaplasma phagocytophilum* in host-seeking *Ixodes scapularis* (Acari: Ixodidae) at long-term surveillance sites in the upper midwestern United States: Implications for public health practice. *Ticks and Tick-borne Diseases*. 13(2): 101886.



- McMillan, J. R., C. A. Harden, **J. C. Burtis**, M. I. Breban, J. J. Shepard, T. A. Petruff, M. J. Misencik, A. B. Bransfield, J. D. Poggi, L. C. Harrington, T. G. Andreadis, and P. M. Armstrong. 2021. The community-wide effectiveness of municipal larval control programs for West Nile virus risk reduction in Connecticut, USA. *Pest Management Science*. 77(11): 5186 – 5201.
- Burtis, J. C.**, J. D. Poggi, T. B. Duval, E. Bidlack, J. J. Shepard, P. Matton, R. Rosseti, and L. C. Harrington. 2021. Evaluation of a methoprene aerial application for the control of *Culiseta melanura* (Diptera: Culicidae) in wetland larval habitats. *Journal of Medical Entomology*, 58(6): 2330 – 2337.
- Burtis, J. C.**, J. D. Poggi, B. Payne, S. R. Campbell, and L. C. Harrington. 2021. Susceptibility of *Ixodes scapularis* (Acari: Ixodidae) to permethrin under a long-term 4-poster deer treatment area on Shelter Island, NY. *Journal of Medical Entomology*, 58(4): 1966-1969.
- Burtis, J.C.**, J. D. Poggi, J. R. McMillan, S. C. Crans, S. R. Campbell, A. Isenberg, J. Pulver, P. Casey, K. White, C. Zondag, J. R. Badger, R. Berger, J. Betz, S. Giordano, M. Kawalkowski, J. L. Petersen, G. Williams, T. G. Andreadis, P. M. Armstrong, and L. C. Harrington. 2020. NEVBD Pesticide Resistance Monitoring Network: Establishing a Centralized Network to Increase Regional Capacity for Pesticide Resistance Detection and Monitoring. *Journal of Medical Entomology*. 58(2): 787 – 797.
- Burtis, J. C.**, J. B. Yavitt, T. J. Fahey, and R. S. Ostfeld. 2019. Ticks as soil-dwelling arthropods: An intersection between disease and soil ecology. *Journal of Medical Entomology*. 56(6): 1555 – 1564.
- Burtis, J. C.**, T. J. Fahey, and J. B. Yavitt. 2019. Survival and energy use of *Ixodes scapularis* nymphs during their overwintering period. *Parasitology*. 146(6): 781 – 790.
- Fischhoff I. R., **J. C. Burtis**, F. Keesing, and R. S. Ostfeld. 2018. Tritrophic interactions between a fungal pathogen, a spider predator, and the blacklegged tick. *Ecology and Evolution*. 8(16): 7824 – 7834.
- Yavitt, J. B., **J. C. Burtis**, K. A. Smemo, and M. Welsch. 2018. Plot-scale spatial variability of methane, respiration, and net nitrogen mineralization in muck-soil wetlands across a land use gradient. *Geoderma*. 315(1): 11 – 19.
- Burtis, J. C.** 2017. Method for the efficient deployment and recovery of *Ixodes scapularis* (Acari: Ixodidae) nymphs and engorged larvae from field microcosms. *Journal of Medical Entomology*. 54(6): 1778 – 1782.
- Yavitt, J. B., E. M. Corteselli, **J. C. Burtis**, and A. K. Heinz. 2017. Decomposing leaf litter continues to fuel anaerobic methanogenesis in a Forested Peat Soil. *Ecosystems*. 20(6): 1217 – 1232.

**Burtis, J. C.**, and C. Pflueger. 2017. Interactions between soil-dwelling arthropod predators and *Ixodes scapularis* under laboratory and field conditions *Ecosphere*. 8(8): e01914.

Craven, D., M. P. Thakur, E. K. Cameron, L. E. Frelich, R. Beauséjour, R. B. Blair, B. Blossey, **J. C. Burtis**, A. Choi, A. Dávalos, T. J. Fahey, N. A. Fisichelli, K. Gibson, I. T. Handa, K. Hopfensperger, S. R. Loss, V. Nuzzo, J. C. Maerz, T. Sackett, B. C. Scharenbroch, S. M. Smith, M. Vellend, L. G. Umek, N. Eisenhauer. 2017. The unseen invaders: introduced earthworms as drivers of change in plant communities in North American forests (a meta-analysis). *Global Change Biology*. 23(3): 1065 – 1074.

**Burtis, J. C.**, P. Sullivan, T. Levi, K. Oggenfuss, T. J. Fahey, R. S. Ostfeld. 2016. The impact of temperature and precipitation on blacklegged tick activity and Lyme disease incidence in endemic and emerging regions. *Parasites & Vectors*. 9:606.

**Burtis, J. C.**, R. S. Ostfeld, J. B. Yavitt, T. J. Fahey. 2016. The impact of soil arthropods on the overwinter survival of *Ixodes scapularis* (Acari: Ixodidae) under manipulated snow cover. *Journal of Medical Entomology*. 53(1): 225-229.

Li, A., T. J. Fahey, T. E. Pawlowska, M. C. Fisk, and **J. C. Burtis**. 2015. Fine root decomposition, nutrient mobilization and fungal communities in a pine forest ecosystem. *Soil Biology and Biochemistry*. 83: 76-83.

**Burtis, J. C.**, T. J. Fahey, and J. B. Yavitt. 2014. Impact of invasive earthworms on *Ixodes scapularis* and other litter-dwelling arthropods in hardwood forests, central New York state, USA. *Applied Soil Ecology*. 84: 148-157.

## V. EXTENSION, OUTREACH, AND COMMUNICATION

2020	<b>CDC Lunch &amp; Lyme</b> Instructor <i>Topic: Tick biology and host-mediated control</i>
2020	<b>NEVBD Pesticide Resistance Webinar</b> Instructor <i>Topic: Detection and management of pesticide resistance in mosquitoes</i>
2019	<b>NMCA Pesticide Resistance Workshop</b> Instructor <i>Topic: Methods for the detection of pesticide resistance in disease vectors</i>
2019	<b>Consumer Reports</b> Interview <i>Topic: Overwinter survival of ticks and mosquitoes</i>
2019	<b>Entomology Today</b> Interview <i>Topic: The impact of soil ecosystems on tick behavior and survival</i>

- 2019                    **Cornell Center for Outdoor Education**  
Educator  
*Topic: Avoiding tick bites when hiking*
- 2019                    **Public Outreach at Trumansburg Public Library**  
Educator  
*Topic: Tick biology and control*
- 2019                    **Public Outreach Slaterville Community Center**  
Educator  
*Topic: Tick biology and control*
- 2019                    **NEVBD Vector Biology Boot Camp**  
Instructor  
*Topic: Field detection of pesticide resistance and GIS software*
- 2019                    **Lime Hollow Tick Fest**  
Educator  
*Topic: Tick phenology and disease risk*
- 2019                    **NBC News**  
Interview  
*Topic: Blacklegged tick densities and predicting risk*
- 2019                    **Chenango County Cooperative Extension**  
Technical Advisor  
*Topic: Tick collection and surveillance*
- 2019                    **Hamilton County Cooperative Extension**  
Technical Advisor  
*Topic: Tick education*
- 2018                    **The Daily Beast**  
Interview  
*Topic: Asian longhorned tick invasion*
- 2018                    **CCE Executive Leadership Conference**  
Presentation and Technical Advice  
*Topic: Current status of research in tick-borne disease*
- 2018                    **Onondaga County Cooperative Extension**  
Presentation  
*Topic: Tick biology introduction*

- 2018                    **Rural Futures**  
Article  
*Title: An invasive passenger comes knocking: The longhorned tick*
- 2018                    **Press Release**  
Fact Sheet  
*Title: What you need to know about the invasive longhorned tick*
- 2018                    **New York Forest Owners Association**  
Article  
*Title: Ticks in the Winter: A shrouded life*
- 2017                    **Locally Sourced Science**  
Interview  
*Topic: Ticks and tick-borne diseases*
- 2017                    **Habitat Network**  
Interview  
*Topic: Ecology of tick-borne diseases in New York State*
- 2014                    **Time Warner Cable News**  
Interview  
*Topic: Effect of snow on tick populations*
- 2014                    **Ithaca Journal**  
Interview  
*Topic: Prevalence of Lyme disease in New York's Southern Tier*

## V. TEACHING EXPERIENCE

- 2015 – 2018            **Laboratory Instructor**  
Investigative Biology - Cornell University
- 2015 (Spring)        **Head Teaching Assistant**  
Environmental Conservation  
Cornell University
- 2014 (Fall)            **Graduate Teaching Assistant**  
Spider Biology  
Cornell University
- 2013 - 2014           **Graduate Teaching Assistant**  
Comparative Physiology  
Cornell University

- 2012 (Fall)      **Graduate Teaching Assistant**  
Field Biology  
Cornell University
- 2012 (Spring)    **Graduate Teaching Assistant**  
Environmental Conservation  
Cornell University
- 2011 (Fall)      **Graduate Teaching Assistant**  
Forest Ecology  
Cornell University

## VI. PRESENTATIONS AND INVITED LECTURES

### Public Presentations

- 2022              **Vector Week**  
Fort Collins, CO  
*Tick control in existing mosquito control organizations*
- 2021              **Society for Vector Ecology Annual Meeting 2021**  
Digital  
*Alignment of suitable habitat for *Borrelia burgdorferi* s.s. infected *Ixodes scapularis* with the geographic distribution of Lyme disease cases in the Eastern United States*
- 2021              **Division of Vector-Borne Diseases Fellows Day**  
Fort Collins, CO  
*Identifying suitable habitat for *Borrelia burgdorferi* infected *Ixodes scapularis* in the eastern United States and alignment with the geographic distribution of Lyme disease cases*
- 2021              **Northeast Regional Center for Excellence in Vector Borne Diseases Bootcamp**  
Digital  
*Monitoring pesticide resistance in disease vectors*
- 2021              **Division of Vector-Borne Diseases Seminar**  
Fort Collins, CO  
*Northeast regional CoE pesticide resistance monitoring program: development, expansion, and continuing work.*
- 2021              **Northeast Regional Center for Excellence in Vector Borne Diseases**  
New Haven, CT  
*A centralized network to increase detection capacity for pesticide resistance 2020 update*

- 2020      **Entomological Society of America Annual Meeting 2020**  
Denver, CO  
*Ticks and their off-host life as soil-dwelling organisms*
- 2020      **Vector Week 2020**  
Fort Collins, CO  
*Methods for the detection of resistance to larvicides in mosquitoes*
- 2020      **Vector Week 2020**  
Fort Collins, CO  
*Report on 2019 field season for NEVBD pesticide resistance monitoring network*
- 2020      **Northeast Regional Center for Excellence in Vector Borne Diseases**  
New Haven, CT  
*Report on 2019 field season for NEVBD pesticide resistance monitoring network*
- 2019      **Northeastern Mosquito Control Association Annual Meeting**  
Milford, MA  
*Detection of pesticide resistance in mosquitoes of the northeastern United States*
- 2019      **Vermont Agriculture and Environmental Laboratory**  
Randolph, VT  
*Methods for the detection of pesticide resistance in disease vectors*
- 2019      **New Jersey Mosquito Control Association Annual Meeting**  
Cape May, NJ  
*Pesticide resistance in vectors of the northeastern United States*
- 2019      **Northeast Regional Center for Excellence in Vector Borne Diseases**  
New Haven, CT  
*Update on the monitoring of pesticide resistance at a regional scale*
- 2018      **Northeastern Mosquito Control Association Annual Meeting**  
Nashua, NH  
*Building a pesticide resistance monitoring network in the northeastern United States*
- 2018      **Cornell University DNR Seminar Series**  
Ithaca, NY  
*Ticks in the dirt: Factors affecting ticks during their off-host periods*
- 2018      **Rutgers University Center for Vector Biology Seminar**  
New Brunswick, NJ  
*Ticks in the dirt: Factors affecting ticks during their off-host periods*

- 2018      **Cornell University Graduate Student Symposium**  
Ithaca, NY  
*Dirty bloodthirsty ticks: the off-host life of blacklegged ticks*
- 2016      **Ecology and Evolution of Infectious Disease Meeting**  
Ithaca, NY  
*Identification and testing of soil arthropod predators as potential biological control agents for blacklegged ticks*
- 2016      **New York State Department of Health Tick Meeting**  
Albany, NY  
*Predators of questing Ixodes scapularis nymphs under variable field conditions*
- 2015      **Cornell University DNR Graduate Student Symposium**  
Ithaca, NY  
*The effect of biotic and abiotic factors within the soil ecosystem on Ixodes scapularis survival*
- 2014      **Ecology and Evolution of Infectious Disease Meeting**  
Fort Collins, CO  
*The Impact of invasive earthworms on natural tick densities*
- 2014      **Cornell University DNR Seminar Series**  
Ithaca, NY  
*Effect of invasive earthworms on Ixodes scapularis and other litter-dwelling arthropods*
- 2014      **Cornell University Graduate Student Symposium**  
Ithaca, NY  
*Ticks and earthworms: Can an invasive ecosystem engineer impact the population density of Ixodes scapularis (blacklegged tick)?*

### Invited Lectures

- 2020      **Control and avoidance of tick-borne diseases**  
Tulane University - New Orleans, LA  
*SPHU 1020: The Cell, The Individual, and The Community*
- 2020      **GIS open source tools**  
Cornell University - Ithaca, NY  
*ENTOM 6540: Vector Biology in Practice*
- 2020      **GIS for vector biology**  
Cornell University - Ithaca, NY  
*ENTOM 6540: Vector Biology in Practice*



- 2020      **Methods for detection of pesticide resistance in ticks**  
Cornell University - Ithaca, NY  
*ENTOM 6540: Vector Biology in Practice*
- 2019      **Methods for detecting pesticide resistance in disease vectors**  
Cornell University - Ithaca, NY  
*ENTOM 4520: Introduction to Disease Vectors*
- 2019      **Tick control and management**  
Cornell University - Ithaca, NY  
*ENTOM 4520: Introduction to Disease Vectors*
- 2019      **Tick biology and behavior**  
Cornell University - Ithaca, NY  
*ENTOM 4520: Introduction to Disease Vectors*
- 2019      **Pesticide resistance in disease vectors**  
Cornell University - Ithaca, NY  
*Entom 6530: Control of Disease Vectors Seminar*
- 2018      **Tick-borne diseases**  
TC3 - Dryden, NY  
*BIOL 125: Biology and Earth Science for Teachers*
- 2018      **Basics of acarology**  
Cornell University - Ithaca, NY  
*ENTOM 2150: Spider Biology*
- 2018      **Mortality in forests**  
Cornell University - Ithaca, NY  
*NTRES 4200: Forest Ecology*
- 2018      **Soil ecology module**  
Cornell University - Ithaca, NY  
*NTRES 2100: Field Biology*
- 2018      **Tick biology and behavior**  
Cornell University - Ithaca, NY  
*ENTOM 4520: Introduction to Disease Vectors*
- 2018      **Tick identification and collection**  
Cornell University - Ithaca, NY  
*ENTOM 4520: Introduction to Disease Vectors*

- 2017      **Ecology of infectious diseases**  
Cornell University - Ithaca, NY  
*NTRES 2010: Environmental Conservation*
- 2016      **Basics of acarology**  
Cornell University - Ithaca, NY  
*ENTOM 2150: Spider Biology*
- 2016      **Soil ecology module**  
Cornell University - Ithaca, NY  
*NTRES 2100: Field Biology*
- 2016      **Ecology of vector-borne diseases**  
Cornell University - Ithaca, NY  
*NTRES 3220: Global Ecology and Management*
- 2016      **Tick-borne diseases**  
Tompkins County Community College - Dryden, NY  
*BIOL 125: Biology and Earth Science for Teachers*
- 2016      **Ecology of infectious diseases**  
Cornell University - Ithaca, NY  
*NTRES 2010: Environmental Conservation*
- 2015      **Soil ecology module**  
Cornell University - Ithaca, NY  
*NTRES 2100: Field Biology*
- 2014      **Tick-borne diseases**  
Tompkins County Community College - Dryden, NY  
*BIOL 125: Biology and Earth Science for Teachers*
- 2014      **Forest succession**  
Cornell University - Ithaca, NY  
*NTRES 4200: Forest Ecology*

## VII. SERVICE AND GRANTS

### Grants received

- 2019      **DOD DWFP (Co-investigator) (PI: Dr. Laura Harrington)**  
*Novel evaluation of control and prevention strategies for ticks*  
Total direct: \$778,650
- 2016      **Kieckhefer Adirondack Fellowship, Cornell University**  
*The Role of Soil Arthropods in Litter Decomposition*  
Total direct: \$5,000

- 2015      **Atkinson Center SBF, Cornell University**  
*The impact of soil arthropod predators on the density and survival of blacklegged ticks (*Ixodes scapularis*) at a local scale*  
 Total direct: \$6,900
- 2015      **Thomas W. McConkey Fellowship, Cornell University**  
*Summer support for development of work focusing on the overwinter survival of *Ixodes scapularis**  
 Total direct: \$4,800
- 2015      **Bentley Holden Fund Scholarship, CIES**  
*The effect of arthropod predators on the survival of questing *Ixodes scapularis**  
 Total Direct: \$2,300
- 2012      **Kieckhefer Adirondack Fellowship, Cornell University**  
*Effect of earthworm invasion on ticks and litter-dwelling arthropods*  
 Total direct: \$2,500

#### **Membership in professional societies**

- 2014 – Present      Entomological Society of America
- 2012 – Present      Ecology and Evolution of Infectious Disease at Cornell
- 2011 – Present      Ecological Society of America

#### **Professional Service**

- Reviewer      Canadian Journal of Forest Research  
 Ecology  
 PLOS Neglected Tropical Diseases  
 Scientific Reports  
 Ticks and Tick-borne Diseases
- Administration      Organizer EEID Journal group (2016 – 2018)  
 Webmaster Department of Natural Resources (2014 – 2017)

# VOLUNTEER APPLICATION

David Carron

9/25/2022 9:57 PM

Application: **LURC - Land Use Review Commission**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80521

## Volunteer Groups Applied For

Land Use Review Commission

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Planing and Zoning Commission, Land Use Review Commission, Building Review Commission
I acknowledge I am available when the Land Use Review Commission meets: 2nd Thursday of the month at 8:30 a.m	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Vie">https://gisweb.fcgov.com/HTML5Vie</a>	GMA
Current Occupation:	Architectural Designer and Project Manager
Current Employer:	VFLA Architecture and Design 419 Canyon Ave, Suite 200 Fort Collins, CO 80521 June 2015 - Present
Prior work experience (please include dates):	Xanterra Parks & Recreation - Lake Yellowstone Hotel Room Inspector May - August 2013, May - October 2014  Graduate Teaching Assistant - Montana State University School of Architecture January 2012 - May 2014  Graduate Research Assistant - Montana State University School of Architecture June 2012 - May 2013
Volunteer experience (please include dates):	March 2016 - Boys & Girls Club of Wellington: Painted their interior rooms October-November 2016 - Elderhaus: Rebuilt their garden pavilion April 2017 - The Farm: Planted trees October 2017 - Avery House: Gardening &

yardwork to prepare for winter  
 October 2018 - Easterseals: Designed and  
 Constructed multiple desks for their office  
 April & November 2019 - Food Bank of  
 Larimer County: packaged meal kits  
 October 2019 - Jan 2020 - Animal House:  
 dog walking & volunteer training  
 October 2021 - Make a Difference Day:  
 Seasonal yardwork for neighbors  
 Upcoming October 2022 - Working with  
 Northern Colorado Health Alliance to  
 create hygiene kits for individuals  
 experiencing homelessness

Are you currently serving on a City board or Commission If so, which one

No

Why do you want to become a member of this particular board or commission

I wish to become a member of this board because I enjoy the technical aspects of managing the intent of the land use code and the outcome on a project. The challenge in Fort Collins, especially when it comes to existing development and infill development is that codes, lots, and zone districts have changed over time creating inconsistencies with the existing condition and what is required today. It is important to have that level of critical thinking and research into precedence and other history within the city to determine.

Have you had any exposure to the board or commission you are applying for If yes, please explain:

Yes  
 I worked on a project located at 4610 Player Drive where I brought up the code conflict that existed regarding the maximum size of an accessory building and the lot area to the architect. The maximum allowable area per 3.5.2(E)(5) in a U-E zoned lot is 1,200 SF and the resulting garage would have been 1,620 SF. It was determined that it would not be detrimental to the public good and that the additional garage area was nominal and inconsequential because the lot was .985 acres, the proposed building was 35% less than the allowable area if the standards of 3.5.2(E)(5) were applied, and the property was over 1 acre until recent right of way acquisitions brought it just below 1 acre.

I was not present during the hearing at the time, but I conveyed the information necessary to require a variance during the design process.

Do you have any experience in development review or applying code to a construction project

I have a strong familiarity with the Fort Collins adopted plans, policies, and land use regulations. I have managed several projects through the city's development process culminating in both type 1 and type 2 hearings, as well as various minor amendments. This is also true on the building side of things and applying the building code.

Have you ever helped mitigate a solution to a complex problem Please explain.

When working on the Harmony 25 project (PDP200004), there was a concern in interpretation of the standards set forth in 3.5.2(2)(b) by the Fort Collins Planning & Zoning Commission. While the design team felt that our current design met the standards set forth in 3.5.2(2)(b) regarding design and articulation standards at building entrances. We were able to request a continuance and modify our design which required working directly with staff, consultants, and our clients to determine a solution that made the most sense for everyone involved. The following hearing appreciated our revised plans and subsequently approved the plans.

Specify any activities which might create a serious conflict of interest if you are appointed:

My employer is VFLA Architecture and Design. We work on various projects that are subject to a public hearing through the Planning and Zoning Commission. That conflict of interest would require recusal from any project that VFLA is involved with.

How did you learn of a vacancy on this board or commission

Website

# VOLUNTEER APPLICATION

Jon Corley

9/6/2022 3:40 PM

Application: **PRB - Parks and Recreation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80524

## Availability

	S	M	T	W	T	F	S
Morning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Afternoon	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Evening	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Volunteer Groups Applied For

Parks & Recreation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering.

I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December YES

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5View> 1

Current Occupation: Unemployed due to injury

Current Employer: Unemployed due to injury

Prior work experience (please include dates): Cvs Pharmacy 11/15/21-4/1/22  
JSC Mobile Notary 10/19-present (my business)  
TNG 2/20-6/21

Volunteer experience (please include dates): I am currently on the Parks and Recreation board.

Are you currently serving on a City board or Commission If so, which one Yes  
Parks and Recreation

Why do you want to become a member of this particular board or commission I believe our parks/recreation are important to the well-being of our population. Parks and Recreation provide a stress relief and an opportunity to grow as a person, improve health, and lifestyle. I have a lot of



Please describe the community benefits of highly functioning Parks & Recreation Departments.

ideas for how we could implement space for newer sports, less grass, and thinking about zeroscape landscaping. Speaking of new sports, I'm starting to see a lot of interesting games being developed that should have their own space. A lot of the games I've seen are not large in terms of area. Let's not forget our trail system. I am highly interested in seeing how it develops. The trail system is important for those who don't have bikes and it allows for easier transportation around the city. I would like to see our trail system a bit expanded as well.

I would love the opportunity to serve once again in this position as I have found it informative and I feel like I have contributed to this board some great ideas. I am also writing the article for the Recreator.

When facilities and parks are running smoothly, it contributes to better health, lifestyle, and entertainment. We have beautiful parks in Fort Collins and more people need to take advantage of them. Awareness to the facilities we have in the city and our parks are important. Creating ways to easily join programs is important. The new generation is electronic, QR codes and web links and state of the art computer systems will bring in more people. The more people we bring in equals more money for the city.

How have you engaged in the benefits of the current Parks and Recreation systems

Absolutely, I am at the parks nearly every day, I enjoy rollerblading and playing pickleball. I do see some issues with these parks, and I wish we had more recreational centers for non-traditional sports. I enjoy Twin Silos, however I have been noticing some vandalism. I also really enjoy city park for it's greenery, however there is a lot of unused space. I spend some time on trails, my favorite being I believe, it's Spring Creek. It takes you over that beautiful bridge that wraps around and then takes a sharp right, I love that spot. It will take you into Laporte.

Specify any activities which might create a serious conflict of interest if you are appointed:

None at this point.

How did you learn of a vacancy on this board or commission

Other (please specify)  
Currently serving on the board until the end of 2022, Tammi sent me the link to reapply. I hope that you will implement a longer term for me as I am interested in serving.

# VOLUNTEER APPLICATION

Myles W Crane

9/23/2022 11:10 AM

Application: **SAB - Senior Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED] <<  
 Fort Collins, CO 80526 (H) [REDACTED]

## Volunteer Groups Applied For

Senior Advisory Board

## Skills & Interests

Additional Skills / Interests: Some Turkish (because I went to an American college in Istanbul for one year)

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Senior Advisory Board meets: 2nd Wednesday of each month at 11:30 a.m.	YES
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	4
Current Occupation:	Retired
Current Employer:	See Resume
Prior work experience (please include dates):	See Resume
Volunteer experience (please include dates):	See Resume
Are you currently serving on a City board or Commission? If so, which one?	Yes; Senior Advisory Board
Why do you want to become a member of this particular board or commission?	To continue serving the needs of older adults in Fort Collins in an advisory capacity to City Council
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; See above
Specify any activities which might create a serious conflict of interest if	None

you are appointed:

What ideas do you have regarding how the Senior Advisory Board might reach out to underserved older populations including older residents who do not have access to the internet or who have access but do not wish to communicate online

Regularly discuss these with SAB.

Think about various neighborhood livability challenges that can face older adult residents in Fort Collins (for example - issues concerning: health and wellness, affordable housing, mobility and access to transportation as well as age, cultural, workplace or other discrimination).

Any and all of these are priorities regularly addressed by SAB.

Which older adult challenges are highest priority for you and how might you engage with the Senior Advisory Board to address them in the interest of helping City Council ensure that Fort Collins continues to be a great place to grow up as well as grow old

How did you learn of a vacancy on this board or commission

Other (please specify)  
Tammi Pusheck and Sarah Olear

## RESUME

**Myles W. Crane**

**SUMMARY** Fortune 500 previous executive with strong project management skills and recent 12 + years community volunteer/boards' leadership for livable communities, housing, transportation, workforce participation, health, safety and well-being of older Coloradoans. Expertise in board governance, financial and process consulting, internal auditing, strategic and contingency planning, liaison, collaboration and partnering to achieve Board/Commission goals at municipal, county and state levels. Work/travel in 76 countries. Modest fluency in four foreign languages. Computer literate.

### EDUCATION

MSc, Administrative Science, City University Business School, London  
BA, Political Science and Public Administration, American University of Beirut

### CREDENTIALS

CIA, CFE, CFSA, CBM and CSA - all professional certifications retired.

### CURRENT ORGANIZATION SERVICE

- Chair, Fort Collins (FC) Senior Advisory Board (since 2019)
- Partnership for Age Friendly Communities Steering Committee (since 2012)

### PREVIOUS BOARD AND COMMISSION SERVICE IN COLORADO:

- Governor's appointment to Colorado Commission on Aging (2020-2022)
- Larimer County Office on Aging Advisory Council (2016-2022)
- FC Human Relations Commission – Former Chair (2011—2016)
- FC Senior Center Councilmember (2011-2018)
- Board member New Vision Charter School (K-8), Loveland (2007-2008)

## **MYLES CRANE PAGE 2**

### **SPECIAL HONORS AND RECOGNITION**

- May 2022 Outstanding Senior Volunteer Award Nominee – Larimer County AAA
- March 2022 Appointed by Fort Collins Mayor and City Council to interview finalist candidates for City Manager
- 2019 Volunteer Team of The Year Awarded by Senior Corps and Northern Colorado Volunteers of America.
- 2016 Colorado State University Community Impact Award (jointly with wife Carole) by CSU's Center for Public Deliberation.
- 2016 and 2012-2013 Grand Awards Judge: Colorado Science and Engineering Fair (CSEF)
- 2014 Special Recognition by N4A President, for the first Colorado State Legislature Candidates' Forum in Fort Collins addressing needs and concerns of older Coloradoans.

### **OTHER VOLUNTEER SERVICE IN FORT COLLINS**

- November 2022, Colorado State University (CSU), Guest Lecturer, College of Human Development and Family Studies (HDFS) – Gerontology undergraduate course
- October 2018, CSU, Guest Lecturer, HDFS, Mental Health in adulthood class.
- 2016 NiSC team assistant coordinator for FC Senior Center Accreditation.
- 2016 Interviewed by national Malcolm Baldrige Award Commission as Chair Human Relations Commission - Subsequently Fort Collins won this prestigious award.
- 2016-2017 Community collaborator for developing CSU Extension's Senior Access Points This resource project is now a 2022 statewide initiative.
- 2015 Represented Fort Collins as the only community resident alongside City Manager and CEOs from two major local corporations at the Alliance for Innovation – Transforming Local Government., Phoenix, AZ.
- Our Saviours Lutheran Church Fort Collins, Endowment committee, past councilmember
- Family Housing Network (homeless assistance) volunteer.

### **EDUCATIONAL PROGRAMS: ENCOURAGED, COLLABORATED AND PROMOTED IN NORTHERN COLORADO**

- Intergenerational Conversations Project 2019-2022
- Mental Health Community Discussions 2013-2014
- CO State Legislature Candidates Forum 2014 & 2022
- Award-winning "Silver Tsunami as a Golden Opportunity" 2013
- Elder Abuse Forum (attended by State Legislators) 2012
- "Make It Stop" Anti-Bullying Forum K-12 2010

**MYLES CRANE PAGE 3****WORK EXPERIENCE:****ZAHOUREK SYSTEMS INC., Loveland, CO 2005-2011**

Privately held manufacturing and educational services company

**Director of Global Marketing and Educational Consultant**

**COMDISCO Inc., Rosemont, IL 1996-2004**

\$4.0 billion global technology services Fortune 500 company.

**Vice President and Chief Audit Executive 2002 - 2004**

Director of Internal Audit 1996 - 2002

**COLUMBIA NATIONAL BANK CORP. Chicago, IL 1987-1996**

\$1.0 billion community bank largest privately held bank holding company in Chicago area.

**Vice President and General Auditor**

**BANK ADMINISTRATION INSTITUTE, Rolling Meadows, IL 1986-1987**

Non-profit research and educational organization to improve banking standards.

**Audit and Compliance Program Manager**

**FIRST CHICAGO CORP. (Now JP Morgan Chase), Chicago, IL 1965-1985**

A Fortune 10 multinational financial services corporation

**Operations Manager, Mexico City, Mexico 1983-1985**

**AVP, International Audit, and Regional Audit Manager, London, UK**  
responsible for **37 countries in Europe, Middle East and Africa**

**References:**

Lynda Meyer, Retired AAA Director, Larimer County Office on Aging and retired C4A President

[REDACTED]  
[REDACTED] [REDACTED]

Martin Carcasson, PhD, Professor and Director Center for Public Deliberation at CSU

[REDACTED]  
[REDACTED] [REDACTED]

Dr. Tim McLemore, Executive Director  
Elderhaus Adult Day Programs, Inc.

[REDACTED]  
[REDACTED] [REDACTED]

# VOLUNTEER APPLICATION

Joshua Durand

9/7/2022 3:31 PM

Application: **PRB - Parks and Recreation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80525

## Volunteer Groups Applied For

Parks & Recreation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering. Enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Vie">https://gisweb.fcgov.com/HTML5Vie</a>	2
Current Occupation:	Landscape Design and Consultation
Current Employer:	Self Employed
Prior work experience (please include dates):	A variety of roles within the Anchorage, Alaska Parks and Recreation department from 2010 to 2022.
Volunteer experience (please include dates):	Boy Scout, church and school based volunteer events in the 1980's and 90's. Park, trail and children's school related volunteer events since 2010.
Are you currently serving on a City board or Commission If so, which one	No
Why do you want to become a member of this particular board or commission	To add value to the community that my family and I now call home.
Please describe the community benefits of highly functioning Parks & Recreation Departments.	Healthy parks, trails and facilities equals healthy people and a strong community.
How have you engaged in the benefits of the current Parks and Recreation systems	My family and I use the network of non-motorized trails in Fort Collins for both recreation and transportation. We also utilize the parks for organized sports and passive recreation.



Specify any activities which might create a serious conflict of interest if you are appointed:

Nothing comes to mind.

How did you learn of a vacancy on this board or commission

Website

## JOSHUA A DURAND

### EXPERIENCE

October 2010 – August 2022, MOA Parks & Recreation  
Anchorage, AK

*Landscape Architect I / Senior Planner / Landscape Architect II / Park Superintendent / Director*

- Lead Parks & Recreation staff responsible for all P&R operations, annual operating budget, capital improvement program, communications, planning, programing, assembly interface, camp abatements, non-motorized transportation, community advisory groups, park commissions (board of supervisors), conservation, natural resources, maintenance, horticulture, social media, website, non-profit partner interface, management of leases, permitting, cooperative use agreements, intergovernmental interface and collaboration.
- Anchorage Memorial Park Cemetery. Operations, maintenance, planning and capital program.
- Direct the work plan and schedule of the Youth Employment in Parks crews including park and trail construction and maintenance projects.
- Project lead for planning & construction projects.
- Prepare plans and reports including preliminary site assessment, public scoping, alternate solutions and budget.
- Prepare and manage contracts for maintenance, planning, design and construction.
- Review and comment on proposed plans that impact property managed by Parks and Recreation.
- Conceptual planning, design and budgeting for capital improvements.
- Prepare and manage grants for park improvements.

April 2009 – October 2010, Sunshine Garden Services  
Anchorage, AK

*Landscape Planner & Site Designer / Supervisor / Estimator / Sales*

- Planning & design work includes; Planting Design, Irrigation, Hardscapes, Grading & Drainage, and Lighting Design.
- Develop comprehensive site plans.
- Manage installation of residential landscapes.
- Conduct quality control.
- Supervise, train and evaluate personnel.
- Conduct field research and site analysis.

October 2004 – August 2009, Paradigm Affiliates, ltd  
Denver, CO

*Planner / Landscape Architect*

- Planning & design development of numerous projects including; Parks, Public Pool Facilities, Country Clubs, Live Work sites in urban settings, Multi Family projects and high end residential.
- Provide direct communication with clients regarding image, use, and budget management.
- Produce construction documents with Auto Cad.
- Prepare contract bid specifications.
- Create graphic communication with Adobe Suite.
- Produce conceptual designs through hand graphic communication.
- Use Excel to create budgets and aid the design team in value engineering.
- Conduct field work, data analysis, site inspections and construction administration.
- Web Site [www.paradigmaffiliates.com](http://www.paradigmaffiliates.com) “see project matrix”

October 2003 – October 2004, Metco Landscape Inc.  
Aurora, CO

*Site Planner / Designer/ Supervisor/ Estimator/ Sales*

- Planning design work included; Site Master Planning, Planting Design, Irrigation, Hardscapes, Grading & Drainage, and Lighting Design.
- Conducted site analysis, field research and site inspection.
- Marketed through establishing additional relationships with Architects, Builders and Clients. Created mailers with promotional offers. Improvement of company image through both the designed and built landscape.
- Estimating for commercial projects.
- Performed sales and presentation duties.
- Integrated Timberline Estimating and Database development.
- Supervise, train and evaluate personnel.

November 2002 – October 2003, Domingo Construction  
Denver, CO

*Site Planner / Designer/ Supervisor/ Estimator/ Sales*

- Design work included; Site Master Planning, Planting Design, Irrigation, Hardscapes, Grading & Drainage, and Lighting design
- Conducted site analysis, field research and site inspection.
- Managed installation of high-end residential landscapes.
- Supervisor of design staff and construction crews.

May 1999 – November 2002, Landform & Design Inc.  
Golden, CO

*Site Planner / Designer/ Supervisor/ Estimator/ Sales*

- Design work included; Site Master Planning, Planting Design, Irrigation, Hardscapes, Grading & Drainage, and Lighting design.
- Conducted site analysis, field research and site inspection.
- Managed installation of high-end residential landscapes.
- Supervise, train and evaluate personnel.
- Administrated the warranty of plant material and irrigation.

May 1998 – August 1998, Bighorn Garden Builders  
Golden, CO

*Landscape Foreman*

- Managed installation of high-end residential landscapes.
- Trained and supervised seasonal labor.

May 1997 – August 1997, Faltz Landscaping  
Anchorage, AK

*Landscape Crew Leader*

- Installed residential and commercial landscapes.

## EDUCATION

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- 1994–1999      COLORADO STATE UNIVERSITY      Fort Collins, CO
- Bachelor of Science Landscape Horticulture May 1999.
  - Concentration in Design and Construction.
  - Mike Lin Graphic Workshop (1998).

## CERTIFICATIONS & AWARDS

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- 2017 Supervisor of the Year – Municipality of Anchorage
- Certified Playground Safety Inspector (2012)
- Excellence in Landscape Grand Award (2002)
- Certified Landscape Technician of Irrigation (2001)
- NILLA low voltage lighting certification (2001)
- Best Landscape and Outdoor Living - 2008 Parade of Homes, Denver Colorado

## RELEVANT SKILLS

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- Team building, computer aided design, hand graphics, computer use, manage by example and sell through education, public speaking, work well in Multi-Cultural / Diverse settings, strong self-management and organizational skills.

#### PERSONAL INTERESTS

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- Skiing, Mountain Biking, Fishing, Culinary Arts, Drawing, Photography, Gardening, and a General Appreciation for the Outdoors.

#### REFERENCES

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- Available upon request

## Parameters

Date Range: 09/01/2022 - 10/17/2022, Application Type(s): All, Volunteer Interest(s): All, Volunteer Status(es): All, Volunteer(s): Jessica Dyrdaul

**Jessica Dyrdaul**

9/30/2022 1:13 PM

Application: **TB - Transportation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree  
 Address: [REDACTED] Phone: [REDACTED] <<  
 Fort Collins, CO 80526

## Volunteer Groups Applied For

Transportation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A/
I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m.	YES
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	4
Current Occupation:	Assistant Director
Current Employer:	Colorado State University
Prior work experience (please include dates):	Senior Program Coordinator - CSU July 2016 - September 2018 Spherion Staffing Agency September 2014 - June 2016 NU.in program July 2015 - December 2015
Volunteer experience (please include dates):	Leadership Fort Collins Steering Committee July 2017 - current
Are you currently serving on a City board or Commission? If so, which one?	Yes; Transportation Board (1st meeting was September 21, 2022.
Why do you want to become a member of this particular board or commission?	Transportation is often in the top 5 areas of concerns for Fort Collins residents and I believe I can bring new perspective in insight to bring our community forward!
Specify any activities which might create a serious conflict of interest if you are appointed:	None

Please describe your interest regarding transportation and transportation related issues.

I strongly support multi modal transportation and want to make sure it is included in our city's future plans.

How do you think the City can improve the way people move around in Fort Collins?

By using multi modal transportation opportunities.

How did you learn of a vacancy on this board or commission?

Website



# VOLUNTEER APPLICATION

Jerry Gavaldon

9/7/2022 2:25 PM

Application: **TB - Transportation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: (H) [REDACTED]  
 Fort Collins, CO 80525

## Volunteer Groups Applied For

Transportation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering. Enter N/A if you have not applied to more than one board/commission.	Planning and Zoning Commission
I acknowledge I am available when the Transportation Board meets: 3rd Wednesday of each month at 6 p.m.	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	1
Current Occupation:	Real Estate Broker for Residential and Commercial
Current Employer:	Real Estate
Prior work experience (please include dates):	Real Estate 2003 to current.. My Resume has all of my prior work experience.
Volunteer experience (please include dates):	Transportation Board 2019 to current., Museo de las Colonias, Board President 2016 to current. HOA Board 18 years, 2013 to 2021, Planning & Zoning Board 1996 to 2004
Are you currently serving on a City board or Commission If so, which one	Yes Transportation Board
Why do you want to become a member of this particular board or commission	I am a current board member and would like to continue with the work started and continue to help make a difference for my city and community.
Specify any activities which might create a serious conflict of interest if you are appointed:	None
Please describe your interest regarding transportation and transportation related issues.	I have always had a very strong interest in transportation since my high school and college days. I have had an impact on

Transportation from my Planning and Zoning day, committees served as on City Plan, Mason Street Corridor. and other activities. I help on the bypass for Vine and Lemay back in the late 1990's

Having a balance approach to transportation so all modes of transportation are represented and considered for our city vs being one sided on views and approaches. A balance approach is important for giving recommendations to City Council and our community.

Other (please specify)  
Email I a

How do you think the City can improve the way people move around in Fort Collins

How did you learn of a vacancy on this board or commission

## RESUME

Item 12.

JERRY GAVALDON

[REDACTED]

[REDACTED]

[REDACTED]

### CAREER OBJECTIVE

To become associated with a challenging profession and dynamic strategic company where I can apply my quality process knowledge, testing expertise and can be a major contributor in helping the organization meet/exceed their goals in the market place. I am an energetic, self-motivated, committed individual who thrives on new, exciting, complex challenges and opportunities.

### EMPLOYMENT HISTORY

7/2000 Current      Real Estate Broker, Independent Broker, Fort Collins, CO

- Owner Broker for Residential and Commercial sales

9/2017 —1/2020 Spectra Food Service, Concessions Supervisor at the Budweiser Events Center and associate facilities, Loveland, Colorado

6/2017 — 09/2017    Levy Premium Food Service, Concessions Supervisor at the University of Colorado, Boulder, Colorado

12/2015—2/2017 Rise Broadband, Loveland Colorado

- Escalation Representative, Handle all Escalations for corporation. Verbal and written escalations from BBB, FCC, VIP mail box, Websites, Social Media and from other sources.
- Develop written process documentation, flow chaffing, date collection, analysis and presentation for upper management, peers and others in the call center.

5/2014 — 09/2015    Levy Premium Food Service, Concessions Supervisor at the University of Colorado, Boulder, Colorado  
General Supervision of Stand help, Stand/Supervisor and logistics for events at the Coors Event Center and Folsom Stadium.

6/2014—10/2014    Pelco by Schneider Electric through Volt Temporary Services, QA Engineer (Test) Fort Collins, Co

- QA Engineer. Security camera software testing.
- Used JIRA for Bug logging, WireShark and test management with implementation of new applications and processes.
- Business support for production releases of firmware and software builds.
- Ran customer requests for issues in the field by testing for defect reproduction and solutions verification by the developer and management.
- Wrote test procedures for new security camera.
- Participated in daily and weekly test meetings for status and new updates.

2/2014 - 5/2014 QA Tester for Integware through Manpower, Fort Collins, Co •  
QA Test Engineer. Manual QA testing of software for medical manufacturer.

Item 12.

- Defect management with retesting.
- Document review and updating.
- Updating testing based on new builds from development and verification.
- Participated in daily and weekly test meetings for status and new updates. • Used JIRA for Bug logging and test management with implementation of new applications and processes.

4/2012—1/2014 Temp Services through Apple One and Elwood Staffing for  
OtterBox, Factual Data and Xerox. Fort Collins, Loveland and Greeley, Co

- Call Center Representative for customer care support for phone cases and credit information for customers..
- Used tools like Sugar and WFM and User interface tools for call center notes and documenting activities for calls.

9/2006 - 3/2012 Tiaa-Cref, Denver, Co Business Consultant, Testing/QA Consultant

- Business Integration Consultant QA Software. QA software testing, HPQC (QTP) and implementation of new applications and processes. Business support for IT related businesses.

### PRODUCTION QA TESTING & APPLICATIONS IMPLEMENTATION

- A. Mentor, Instructor and Q/A reviewer for new hires prior to release to Individual Consultant role.
- B. Project Test lead for Consolidated Statements testing and verification.
- C. Business Integration and Testing Support consulting and project management. Tested current/new process applications, website, business representative for testing, defect logging, review and resolution. Reviewed project documentation, process implementation and testing coverage.
- E. Defect Management: HP Quality Center (HPQTP) for Defect/Bug Management. System for logging defects/bugs for IT developers to research and resolve. Also used for historical tracking of defect/bug trends, root cause analysis, Defect Risk Reviews, query and repository for all defects/bugs.
- F. HP Quality Center (1--IPQTP), user, Subject Matter Expert as test lead for my team. Trained users how to enter and log defects to HPQTP. Reviewed defects for accuracy and completeness. Updated information and ensured resolution was completed after retest.
- G. Business subject matter expert on financial services and processes for Tiaa-Cref. Ensure compliance with established processes.
- H. Process Improvement: Worked with management to develop effective ways to increase system reliability and quality of the Tiaa-Cref Software products and services. This included with working with users so to better understand their needs.
- I. Siebel Application user as a financial consultant for testing and implementation for new enhancements-
- J. Test Cases: Wrote and executed functional, system, website and usability/compatibility test plans and test cases for Internal and External

Applications. Created, executed and maintained simple & complex test cases.

Item 12.

- K. Black Box Testing for the internal, website with coordinated testing with application developers who conducted White Box Testing to ensure complete seamless testing with no defects and or disconnects.
- L. Reviewed and provided input on the accuracy, clarity and testability of requirement documentation. Wrote user documentation for application and conducted training for users and training/development.
- M. Test Plans: Wrote and executed test plans, verifying accuracy of engineering analysis and execution results. Provided signoffs on successful completion of testing and UAT (User Acceptance Test) checkouts.
- N. Defect Resolution: Isolated software problems and wrote clear and detailed defect reports and assisted development with defect reproduction.
- O. Validated issues reported as fixed. Worked with IT on retesting of defect and provided approval and signoff.
- P. Provided communication for issues and resolution to team and management.
- Q. MS project user for various projects that I was responsible for delivery.

- Registered Financial Consultant (Series 6, 63, Colo Life and Health and US 50 states and DC) assisting Participants and Financial Advisors on accounts.
- Mentor and Project Test Lead for client statement testing and verification.
- Project Management for new products and business applications.

10/2005 9/2006 AIM Investments, Denver, CO Inbound Call Center ● Registered Representative (Series 6) for assisting clients and brokers.

#### 2002 - 2003 HEWLETT- PACKARD COMPANY

- Operation Support Engineer (OSE) for the Microsoft and Enabling Services, Project management, analysis, and consulting for the management team.

#### 2001 – 2002 HEWLETT PACKARD COMPANY, Loveland Storage Solutions Call Center

- Outsourcing and management of HP Tape Storage calls by 3<sup>rd</sup> party company.
- Project management for service delivery for new programs and processes for Stream Call Center outsourcing tools and support.

#### 1999 – 2001 HEWLETT PACKARD COMPANY, Loveland Customer Care Call Center

- 24x7 and day SAN/NAS, Net Server, Mobile Computing, Unix Workstation and Business Desktop Process Supervisor
- Supervision for Online support agents. Developed and deliver 24 x 7 processes.
- Project Management for 24x7 coverage program.
- On Duty Management Support for Escalations for the businesses.

#### 1989 - 1999 HEWLETT PACKARD COMPANY, Integrated Circuits (1/Cs)

- Test and Assembly Process Supervisor: Production Test/Assembly shift operations, Q/A Documentation Specialists, and Hardware Support/Maintenance Technicians
- Management: Test/Assembly, Flip Chip, Wafer Bump, Q/A, and Documentation.
- Project Management: Quality/New Process implementation: 24 x 7 Shift work programs, Diversity, Health Break Program, Q/A Outgoing Quality Verification System (OQV) (QTP), Process Improvement Programs and Visual Work Place (SS).

#### 1978 - 1989 HEWLETT PACKARD COMPANY, Fort Collins/Greeley CO

- Traffic/Logistics for Domestic and International Distribution

- Production: Assembly, Fabrication, Receiving, Stores, and Material Handling

1980 - 1990            **COLORADO STATE UNIVERSITY, Fort Collins, CO**

- Director of Concessions: Hughes Stadium & Moby Arena
- Overall Concessions management and operations
- Procurement: Supplier & Subcontractor Management
- General Accounting, Financial Reporting & Personnel Administration:
- Ushers/Security and Parking Management for C.S.U. home athletic events

### EDUCATION

2003 - 2003            **EMPIRE REAL ESTATE EDUCATION, Fort Collins, CO**

- Colorado Real Estate Brokers Certificate and Broker's License

1993 - 1995            **COLORADO STATE UNIVERSITY, Fort Collins, CO**

- Masters of Business Administration (MBA), Emphasis in Accounting, Financial Analysis and Reporting, Manufacturing, and Marketing.

1973 - 1978            **COLORADO STATE UNIVERSITY, Fort Collins, CO**

- Bachelor of Arts Degree (BA) in Political Science
- State of Colorado Secondary Education Teaching Certification/License

### CALL CENTER/CONCESSIONS MANAGEMENT

Hewlett Packard Company:

- 24X7 Production/Call Center Management. Includes all facets of management, escalation focus and resolution
- Multi Operation Production, IC Testing and Assembly
- Multi Product Call Center Management. Net Servers, Desktop, Mobile Computing, SAN/NAS and Escalation Management.
- Project Management for new services and processes for call center support.

Concessions Management:

- 33 plus years proven experience in the Concessions Management industry
- Awards: Director of Concessions award for successful sales goal 1980. Award for Coors for highest yield average of 98.5% from keg beer 1988, and CSU Athletic Concessions Director of the year 1990. Initiated and implemented having fun and being safe with beer at CSU home football games in 1986, still being used in 2013.
- Consultant for Concession systems design. Poudre School District, City of Fort Collins and Colorado State University.
- Area Concessions Supervisor for Coors Event Center and Folsom Stadium at CU Athletic and Special Events through Levy Premium Services.
- Concessions Supervisor, Spectra Hospitality, Loveland Budweiser Events Center. Area and complex supervisor for concessions for setup, events and post events closeup.

- Stonehenge Communication Association. Board President 2013 - 2021.
- City of Fort Collins Transportation Board Member 2019 – Current.
- City of Fort Collins BAC liaison from the Transportation Board 2019 – Current
- City of Fort Collins Planning & Zoning Board. 1996 – 2005, Member, Chair (2 years), Vice Chair (2 Years)
- Fort Collins Board of Realtors, Gov’t Affairs Committee, 2019 – Current. Instructor, HOA and Metro Districts Class. This is the first class in the State of Colorado that is being offered.

Professional References

A. Scott Maxwell	Tiaa-Cref	1 [REDACTED]
B. Ann Freedman	Tiaa-Cref	[REDACTED] [REDACTED]
C. David Helzer	Schneider Electric	[REDACTED] [REDACTED]
D. Richard T Callan	Colorado State U.	[REDACTED] [REDACTED]
E. Lupe Salazar	Colorado State U.	[REDACTED] [REDACTED]



# VOLUNTEER APPLICATION

Sheila Hammons

9/24/2022 7:11 PM

Application: **DAB - Disability Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (H) [REDACTED]  
 Fort Collins, CO 80524

## Volunteer Groups Applied For

Disability Advisory Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.

YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.

Human Relations Commission, Cultural Resources Board, Disability Advisory Board

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5View>

1

I acknowledge I am available when the Disability Advisory Board meets: 3rd Thursday of each month at 5:30 P.M.

YES

Current Occupation:

PARA 2 Professional K-12

Current Employer:

Shepardson STEM Elementary School

Prior work experience (please include dates):

Dental Lab Technician: 06.2019 - 10.2020

Owner of a Volunteer Travel Agency in Brazil: 03.2014 - 07.2018

Coordinator of all Volunteering and Social Projects for the Association of Teachers of the State of Rio de Janeiro: 06.2004 - 03.2014

Volunteer experience (please include dates):

I volunteered regularly at the social projects connected to my job as a coordinator and the owner of a volunteer agency in Rio de Janeiro from 06.2002 - 07.2018. These activities included, but were not limited to, helping in orphanages, natural areas, creating art activities for senior citizens, animal shelters, hospitals, etc.

Are you currently serving on a City board or Commission If so, which one

No

What experiences do you have interacting with those with disabilities

I was a volunteer at the Secretary of Disabilities of Rio de Janeiro. I did activities with people with disabilities for over 10 years, although at this time I also worked with many other groups, such as cancer patients and orphans. My son has also been diagnosed with autism, ADHD, and other disabilities, and working with him and other children with autism as a PARA has made me want to help those with disabilities and their parents and caretakers in Fort Collins.

What concerns do you have or have seen in our community that needs to be addressed impacting those with disabilities And, how would you advocate for those with disabilities

Our community needs to have more public and private locations that have adequate spaces for those with disabilities. For example, I would like to see more restaurants and childcare facilities at gyms, churches, etc. with individuals specially trained to work with those with disabilities.

Why do you want to become a member of this particular board or commission

I love people. I always try to help in my own country, and now I live here and want to contribute to Fort Collins. I am originally from Brazil, but I have recently received my American Citizenship.

Specify any activities which might create a serious conflict of interest if you are appointed:

None.

How did you learn of a vacancy on this board or commission

Other (please specify)  
Friend

# VOLUNTEER APPLICATION

**Bruce Henderson**

9/23/2022 12:50 PM

Application: **SAB - Senior Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED] <<  
 Fort Collins, CO 80521 (H) [REDACTED]

## Volunteer Groups Applied For

Senior Advisory Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.

YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.

Air Quality, Land Conservation and Stewardship

I acknowledge I am available when the Senior Advisory Board meets: 2nd Wednesday of each month at 11:30 a.m.

YES

Which Council District do you live in? Please refer to the map at: <https://gisweb.fcgov.com/HTML5View>

6

Current Occupation:

Retired

Current Employer:

NA

Prior work experience (please include dates):

Hewlett Packard, computer software engineer and software business management; 1973 - 1981  
 Independent computer consultant; 1981 - 1985.  
 Hewlett Packard, software business management (various roles); 1985 - 2012.  
 Bike Fort Collins; Board President 2015 - 2017; Operations Manager 2017 - 2019.

Volunteer experience (please include dates):

Transportation Board; 1996 - 2004 (dates approximate)  
 Parks & Rec Board; 2005 - 2013 (dates approximate)

Are you currently serving on a City board or Commission? If so, which one?

No

Why do you want to become a member of this particular board or commission?

Advocate for improving the overall quality of life for seniors in our community. Some of my areas of interest are to provide more visibility to the Council and Staff regarding

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

challenges and needs of being a senior in Fort Collins, promote safe and effective options/opportunities for alternative transportation seniors can take advantage of, and provide more visibility of needs for housing and other general financial areas (especially in today's economic environment). Help Fort Collins become known as a top community for seniors.

Yes  
Through reading work plans, minutes, and bylaws.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

What ideas do you have regarding how the Senior Advisory Board might reach out to underserved older populations including older residents who do not have access to the internet or who have access but do not wish to communicate online

Utilize the Coloradoan and City printed newsletters to communicate relevant information. Organize community presentations at senior dominant housing areas on important information and opportunities. Organize senior oriented events focused on the same ideas.

Think about various neighborhood livability challenges that can face older adult residents in Fort Collins (for example - issues concerning: health and wellness, affordable housing, mobility and access to transportation as well as age, cultural, workplace or other discrimination).

In general ensure the Senior Advisory Board agrees with understanding and supporting changes in these areas.  
1. Mobility and access to alternative transportation.  
Advocate with city staff in FC Moves and Transfort for representing seniors needs.  
2. Health and wellness.  
Collaborate with the City on more Health and Wellness programs to seniors throughout our community. Work with Recreation staff and Parks and Recreation Board to offer and promote more healthy activity lifestyle options for seniors.

Which older adult challenges are highest priority for you and how might you engage with the Senior Advisory Board to address them in the interest of helping City Council ensure that Fort Collins continues to be a great place to grow up as well as grow old

How did you learn of a vacancy on this board or commission

Other (please specify)  
Email

# VOLUNTEER APPLICATION

ed Hermesen

8/17/2022 12:49 PM

Application: **General Volunteer Application****Applicant Information**

Birthdate: [REDACTED] Gender: Male Education Level: Bachelors degree  
Address: [REDACTED] Phone: (H) [REDACTED]  
Fort Collins, CO 80525

**Availability**

	S	M	T	W	T	F	S
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evening	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Volunteer Groups Applied For**

FC Volunteer Support

**Skills & Interests**

Preferred Subjects: Community Program

Special Skills:

Primary Volunteer Interest:

**Work History**

**Gateway** 08/04/2020 Type:  
Title: loan officer Supervisor: ed Hermesen  
[REDACTED]  
Fort Collins, CO 80525 Phone: (W) [REDACTED] ☒ ok to call ☐ ok to call  
Duties: home loans

**References**

**Curtis** [REDACTED] Relationship: Friend  
[REDACTED]  
Fort Collins, CO 80525 Phone: (H) [REDACTED] ☒ ok to call ☐ ok to call  
☐ ok to call

**Ryan** [REDACTED] Relationship: Friend  
Fort Collins, co 80524 Phone: (H) [REDACTED] ☒ ok to call ☐ ok to call  
☐ ok to call

**Questions**

What volunteer opportunity are you interested in affordable housing

# VOLUNTEER APPLICATION

Holger Kley

9/7/2022 10:43 PM

Application: **LCSB - Land Conservation and Stewardship Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: PhD  
 Address: [REDACTED] Phone: (M) [REDACTED] «  
 Fort Collins, CO 80526 (H) [REDACTED]

## Volunteer Groups Applied For

Land Conservation & Stewardship Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering. Enter N/A if you have not applied to more than one board/commission.	NA
I acknowledge I am available when the Land Conservation & Stewardship Board meets: 2nd Wednesday of each month at 5:30 p.m.	YES
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	5
Current Occupation:	Data Scientist
Current Employer:	Advanced Energy (2018-present)
Prior work experience (please include dates):	Spirae LLC (2008-2018) CSU Dept of Mathematics (2000-2007) Univ of Utah Dept of Mathematics (1996-2000)
Volunteer experience (please include dates):	Larimer County Open Lands (One-days sessions in 2018, 2021, 2022) Food Bank for Larimer County (sporadic volunteer work 2017-present) Poudre School District (Leshner Chess Club parent lead, 2007-2009) Rivendell School (various roles, 2000-2010) Dartmouth College (alumni interviewer, 2002-2015)
Are you currently serving on a City board or Commission? If so, which one?	No
Why do you want to become a member of this particular board or commission?	Over the years, I've come to deeply appreciate the City's Natural Areas. The incredible program that grows and manages is very unusual among Cities of

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

our size. It would be an honor to use my experience and analytical skills to contribute. The foresight to look beyond the City boundaries at areas like Bobcat Ridge and Soapstone is unique.

Specify any activities which might create a serious conflict of interest if you are appointed:

Yes  
Some discussion of the board with current and former members.

Please describe your experience in one of the following areas: land conservation, ecosystem restoration, environmental protection, outdoor recreation, or real property transactions.

none

Why are Natural Areas in Fort Collins important to you?

Avid visitor to the Fort Collins natural areas and other public spaces in Northern Colorado. Hike, bike, run, camp.

Environmentally, the Natural Areas provide reserves of water-cleaning wetlands, wildlife habitat and corridors, oxygen-giving trees, and undeveloped stretches of waterways.

Physically, they provide some close-by, yet slightly off the beaten path opportunities of exercise and recreation.

Spiritually, they provide some of the most tranquil, calming spots Fort Collins has to offer.

How did you learn of a vacancy on this board or commission?

Other (please specify)  
Social Media (Reddit: /r/FortCollins)



## Summary

Mathematical, Manufacturing, and Smart Grid Professional experienced in team leadership, product management, algorithm design, data science and technical sales.

## Experience

### **Advanced Energy Industries, Data Scientist – Quality**

**2018—present**

- Work with internal and customer engineering to develop data collection, modeling, and analysis to understand and compensate for unit-to-unit sensor variation, leading to InW cost reduction
- "Match Efficiency-variation Compensation" U.S. Patent application 20220181121 filed 2022-06-09, S. Emani, H.P. Kley, D. Shaw, G. Van Zyl.
- Mine production, test, service and field data to deliver insights to quality, engineering, product development and sales teams
- Co-chair cross-functional council to develop and support product data policy that controls sharing of product information and data to protect company and partner IP
- Lead development of a product resume: an automated report that aggregates data from multiple sources about a single serial number and in the context of its product population
- Manage a team of 3-6 analysts and engineers to deliver data, reports and dashboards internally and to key customers

### **Spirae LLC, Director for Product Management / Product Manager 2016—2018**

- Designed new product features, including analytics and optimization tools; specified user interaction with these tools
- Lead team of four engineers for system modeling and specification for new, lightweight product family for microgrid management
- Maintained use cases, requirements, interfaces and roadmaps
- Coordinated with overseas team for issue resolution and new feature development
- Maintained strategic relationship with key utility customer, including grant application that netted >\$250,000 revenue for Spirae.
- Maintained technical relationships with utility customers and technology partners
- Lead technical sales presentations to customers and channel partners, represented Spirae at industry events, and contributed to proposal development

**Spirae LLC, Manager for Solution Design****2011—2016**

- Managed team of up to seven engineers in power systems, controls, and data science, supervising customer engagements and contributions to new product features
- Designed product algorithms for power system control and data analysis
- Worked closely with software architect and development team to elaborate use cases and requirements
- Assumed technical leadership role on key engagements with utility customers
- Represented Spirae at industry events (IEEE meetings, NREL workshops, DistribuTECH, etc.)

**Spirae Inc, Systems Analyst / Senior Systems Analyst****2008—2011**

- Conducted extensive analysis of field testing data
- Specified and managed tools for analysis of continuously-collected power system data
- Developed product modules for system topology analysis and interface to third-party load flow and state estimation tools
- Developed mathematical power system models and conducted simulations
- Developed interface for automatic product testing against power system simulation
- Authored technical customer reports

**Colorado State University, Dept. of Mathematics, asst. professor****2000—2007**

- Conducted research leading to publication of refereed journal articles in pure and applied mathematics
- Twice named outstanding professor for graduate instruction
- "New Tools for Algebro-Geometric Data Analysis", external funding award of \$500,000, 2004—07, National Science Foundation DMS #0434351. C. Anderson, R. Beveridge, M. Kirby, H. Kley and C. Peterson, principal investigators.
- "Unknown Pattern Set Recognition", U.S. Patent 8,116,566, 2/14/2012, J.R. Beveridge, J.-M. Chang, B.A. Draper, M.J. Kirby, H.P. Kley and C.S. Peterson
- Thesis adviser to M.S. and Ph.D. students
- Taught courses across the undergraduate and graduate curricula in pure mathematics

**Education****Ph.D. in Mathematics, University of Chicago**

Thesis: "Rigid Elliptic Curves in Quintic Threefolds", M.V. Nori advisor

**M.S. in Mathematics, University of Chicago**

**B.A. in Mathematics, *summa cum laude*, Dartmouth College**

### **Skills and Tools**

Mathematical, Statistical and Data Modeling Environments: Matlab, R, Maple

Programming Languages: C++, Python, Perl, SQL

Data Visualization: Tableau, R

Development: Agile Methodologies, Subversion, Visual Studio, RStudio

Power System Analysis Tools: PowerFactory, Homer

Documentation and Presentation: MS Office, MS Visio, LaTeX,

Languages: English, German (fluent); French (near fluent)

## Summary

Mathematical, Manufacturing, and Smart Grid Professional experienced in team leadership, product management, algorithm design, data science and technical sales.

## Experience

### **Advanced Energy Industries, Data Scientist – Quality**

**2018—present**

- Work with internal and customer engineering to develop data collection, modeling, and analysis to understand and compensate for unit-to-unit sensor variation, leading to InW cost reduction
- "Match Efficiency-variation Compensation" U.S. Patent application 20220181121 filed 2022-06-09, S. Emani, H.P. Kley, D. Shaw, G. Van Zyl.
- Mine production, test, service and field data to deliver insights to quality, engineering, product development and sales teams
- Co-chair cross-functional council to develop and support product data policy that controls sharing of product information and data to protect company and partner IP
- Lead development of a product resume: an automated report that aggregates data from multiple sources about a single serial number and in the context of its product population
- Manage a team of 3-6 analysts and engineers to deliver data, reports and dashboards internally and to key customers

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- Coordinated with overseas team for issue resolution and new feature development
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- Specified and managed tools for analysis of continuously-collected power system data
- Developed product modules for system topology analysis and interface to third-party load flow and state estimation tools
- Developed mathematical power system models and conducted simulations
- Developed interface for automatic product testing against power system simulation
- Authored technical customer reports

**Colorado State University, Dept. of Mathematics, asst. professor****2000—2007**

- Conducted research leading to publication of refereed journal articles in pure and applied mathematics
- Twice named outstanding professor for graduate instruction
- "New Tools for Algebro-Geometric Data Analysis", external funding award of \$500,000, 2004—07, National Science Foundation DMS #0434351. C. Anderson, R. Beveridge, M. Kirby, H. Kley and C. Peterson, principal investigators.
- "Unknown Pattern Set Recognition", U.S. Patent 8,116,566, 2/14/2012, J.R. Beveridge, J.-M. Chang, B.A. Draper, M.J. Kirby, H.P. Kley and C.S. Peterson
- Thesis adviser to M.S. and Ph.D. students
- Taught courses across the undergraduate and graduate curricula in pure mathematics

**Education****Ph.D. in Mathematics, University of Chicago**

Thesis: "Rigid Elliptic Curves in Quintic Threefolds", M.V. Nori advisor

**M.S. in Mathematics, University of Chicago**

**B.A. in Mathematics, *summa cum laude*, Dartmouth College**

## **Skills and Tools**

Mathematical, Statistical and Data Modeling Environments: Matlab, R, Maple

Programming Languages: C++, Python, Perl, SQL

Data Visualization: Tableau, R

Development: Agile Methodologies, Subversion, Visual Studio, RStudio

Power System Analysis Tools: PowerFactory, Homer

Documentation and Presentation: MS Office, MS Visio, LaTeX,

Languages: English, German (fluent); French (near fluent)

# VOLUNTEER APPLICATION

Sandra LeBrun

9/7/2022 11:33 AM

Application: **AQAB - Air Quality Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: College degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, Co 80525

## Volunteer Groups Applied For

Air Quality Advisory Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering.	Senior Advisory Council. My priority is Air Quality Advisory Council
I acknowledge I am available when the Air Quality Advisory Board meets: The 3rd Monday of each month, 5:30 p.m.	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	1
Current Occupation:	Retired
Current Employer:	N/A
Prior work experience (please include dates):	My career was primarily in finance and accounting. I worked as an investment advisor for 15 years, then as accountant for a software company.
Volunteer experience (please include dates):	Have volunteered with Volunteers of America and the Partners Mentor Program. I am also considering volunteering for The Mathews House on their finance advisory board. My primary desire is to continue and expand my volunteer hours with the Air Quality Advisory board. I was just appointed to the board August 15, 2022.
Are you currently serving on a City board or Commission If so, which one	Yes Air Quality Advisory Board
Why do you want to become a member of this particular board or commission	Because I care immensely about the poor air quality and want to do everything I can to help us progress toward cleaner air.
In your opinion, what are the biggest issues related to air quality regionally and in the City	Problems with gas and oil wells in Weld County emitting green house gases and too many gas powered cars. How can we negotiate stricter air quality standards with



What do you think the City should prioritize in air quality management

Weld while respecting their desire for jobs, etc. Also, what more can Fort Collins do to encourage electric lawn mowers, leaf blowers, cars, etc.

Specify any activities which might create a serious conflict of interest if you are appointed:

Identify worst "hot spots" with good data and work on stricter standards for oil/gas wells. Then, what should the city do (what can it afford to do) to encourage more citizens to live "greener" lifestyles.

Don't know of any.

How did you learn of a vacancy on this board or commission

Newspaper

# VOLUNTEER APPLICATION

Scott Mason

9/25/2022 9:21 AM

Application: **LCSB - Land Conservation and Stewardship Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80525

## Volunteer Groups Applied For

Land Conservation & Stewardship Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	Land Conservation & Stewardship Board, Natural Resources Advisory Board, Energy Board
I acknowledge I am available when the Land Conservation & Stewardship Board meets: 2nd Wednesday of each month at 5:30 p.m.	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	2
Current Occupation:	Retired
Current Employer:	Retired
Prior work experience (please include dates):	Please see attached resume.
Volunteer experience (please include dates):	Please see relevant experience attached.
Are you currently serving on a City board or Commission If so, which one	No
Why do you want to become a member of this particular board or commission	Fort Collins Natural Areas are the crown jewels of Fort Collins. Planning for and managing these natural areas requires a balance between providing as much access as possible to the citizens and protecting the resource. I think it is very important to advise Natural Areas Department staff regarding the development of management plans and public improvements for Natural Areas Department properties.
Have you had any exposure to the board or commission you are applying for If yes, please explain:	Yes My friend Ross Cunniff is a member of this board and we have discussed the work of the board.

Specify any activities which might create a serious conflict of interest if you are appointed:

None.

Please describe your experience in one of the following areas land conservation, ecosystem restoration, environmental protection, outdoor recreation, or real property transactions.

Regarding natural areas land conservation, I have volunteered for all Natural Areas and Open Space initiatives for Fort Collins and Larimer County for the past 30 years.

Why are Natural Areas in Fort Collins important to you

The Fort Collins Natural Areas are among the most important features in the city of Fort Collins and in Larimer County. As evidenced in all citizen initiatives over the past 30 years, the tax payers of Fort Collins and Larimer County have voluntarily taxed themselves to provide for these special areas. The use and popularity of these natural areas is a testament to the importance of these areas to so many of our citizens.

How did you learn of a vacancy on this board or commission

Newspaper

**Scott Mason**

Fort Collins, CO 80525

***Manufacturing Manager***

**E**xperienced, knowledgeable **Manufacturing Supervisor** with proven experience in supervising manufacturing teams, planning production capacity and schedules, and communicating with management; Knowledgeable in manufacturing methods, processes, and quality control; Adept at leading cross-functional teams; Skilled in project management including inventory, logistics, material flow, cost analysis, and production coordination; Strong verbal and written communications skills.

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***PROFESSIONAL EXPERIENCE***


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**Production Manager, LGS Innovations, 2009-2022.....**

- Successfully collaborate with engineers and drafters in the development and design of products.
- Test and analyze feasibility, design, operation, and performance of equipment and components.
- Design and implement solutions in order to resolve product issues.
- Estimate project costs and monitor cost implications including cost reduction efforts.
- Develop new product process documentation, as well as product modification documentation.

**R&D Mechanical Design Engineer, Agilent Technologies, 2005-2009.....**

- Successfully collaborate with engineers and drafters in the development and design of products.
- Test and analyze feasibility, design, operation, and performance of equipment and components.
- Design and implement solutions in order to resolve product issues.
- Estimate project costs and monitor cost implications including cost reduction efforts.
- Develop new product process documentation, as well as product modification documentation.

**Manufacturing Engineer Manager/ Outsource and Supply Manager, Agilent Technologies, 2000-2005.....**

- Managed a team of manufacturing mechanical engineers and technicians, including budgets and costs.
- Led international team using Six Sigma and Lean Manufacturing techniques.
- Resolved product reliability issues and implemented process improvements.
- Successfully collaborated with engineers and technicians to troubleshoot manufacturing issues, while increasing product reliability by 50% as measured by mean time between failures. The results were accomplished within 12 mos. of product introduction.
- Coordinated aspects of manufacturing and production, including selection of manufacturing methods, fabrication, and operation of product designs.
- Recommend design and manufacturing modifications to eliminate issues and enhance production.
- Managed a remote testing project that increased revenue by \$2M and leveraged \$10M in sales.
- Established maintenance and safety procedures including machine and equipment functionality.

**Manufacturing Section Manager, Hewlett Packard Company, 1998-2000.....**

- Coordinated with engineers and vendors to redesign processes resulting in reduced costs.
- Researched, recommended, and implemented manufacturing production solutions.
- Analyzed manufacturing processes to help determine opportunities for improvements.
- Implemented a manufacturing improvement by re-engineering the production layout. The result was increased production, added capacity, and reduced cycle times.

- Wrote documentation for product development, manufacturing projects, and engineering change orders.

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### ***EDUCATION & ASSOCIATIONS***

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- **Master of Science, Mechanical Engineering**, Colorado State University
- **Bachelor of Science, Mechanical Engineering**, University of Illinois
- **American Association for Manufacturing Excellence**, Active Member
- **LEED Accredited Professional**, U.S. Green Building Council

## Scott Mason

## *Relevant Experience*

[REDACTED]  
Fort Collins, CO 80525  
[REDACTED]

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- Leadership role in the first Natural Areas sales tax initiative in 1992.
- Volunteered for all Natural Areas initiatives for Fort Collins and Larimer County for the past 30 years.
- Supported Natural Areas and Land Conservation plans and policies while serving on the Fort Collins City Council from 1997 to 2001.

# VOLUNTEER APPLICATION

Mike O'Malley

9/12/2022 1:48 PM

Application: **CiRB - Citizen Review Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80526

## Volunteer Groups Applied For

Citizen Review Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission. N/A

I acknowledge I am available when the Citizen Review Board meets: The 2nd Wednesday of each month at 5:30 p.m. YES

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5Vie> 4

Current Occupation: I am in process of retiring from my business that I've had in Overland Park, Kansas for the last 31 years as a Merger & Acquisition Specialist. The company helps business owners buy and sell businesses and provides business valuation and exit planning services. I work 5 to 10 hours a week remotely as a resident of Fort Collins.

Current Employer: O'Keeffe & O'Malley, a Merger & Acquisition (M&A) firm in Overland Park, KS.

Prior work experience (please include dates): Owner of O'Keeffe & O'Malley-A Merger & Acquisition firm-1991 to present  
Regional Controller of MultiVision Cable TV in Excelsior Springs, MO-1990 to 1991  
Controller of Lodgistix in Wichita, KS-A worldwide provider of software for hotels-1989 to 1990  
Controller of Big Cheese Pizza Corp in Wichita, KS-A franchisor of pizza restaurants-1982 to 1989  
Accountant with Nord & Kotler CPA in Wichita, KS-A CPA from 1984 to 1988



Volunteer experience (please include dates):

Helzberg Entrepreneurial Mentoring Program-Kansas City, MO-Mentor in a business mentoring program, served on the board for 3 years and on finance and mentor committees for over 10 years -2001 to present  
 Civil Service Commissioner for the City of Overland Park, KS Police Department-We interviewed prospective police officers prior to hiring and acted as a review board for serious issues with officers-1993 to 1999  
 Ascension Job Ministry-Overland Park, KS-Assisted and coached unemployed people on preparing a resume and how to find a job through networking-2008 to 2012  
 Knights of Columbus-Church of Ascension-Volunteered for numerous fund-raising activities each year to raise money for various charities. Also served as treasurer for 3 years-Overland Park, KS-1998e to 2021  
 Church of Ascension-Parish Council in Overland Park, KS-Acted as a sounding board for the leader of the church on different issues as well as bringing new ideas to the group-2019 to 2021  
 Overland Park South Rotary in Overland Park, KS-Volunteered for fund raising activities and served as treasurer and board member for several years, became a Paul Harris Fellow-1992-2002

Are you currently serving on a City board or Commission If so, which one

No

Why do you want to become a member of this particular board or commission

I believe in giving back by volunteering and paying it forward. I respect police officers and appreciate what they do to make our cities safe. I had experience with a similar type of commission in the 1990's which I enjoyed a lot.

Have you had any exposure to the board or commission you are applying for If yes, please explain:

No  
 I have not had any exposure to the Fort Collins Citizen Review Board, however in the 1990's I served for 6 years as a Civil Service Commissioner for the City of Overland Park, Kansas Police Department where our activities included interviewing new police officer candidates and acted as a review board like the Fort Collins Citizen Review Board.

Specify any activities which might create a serious conflict of interest if you are appointed:

I have a brother, Brien, that is an officer with the City of Fort Collins which I realize I would need to withdraw from an event which specifically involved him.

Provide an example of when you've had to make a decision contrary to a popular opinion, and what was your decision-making process.

One example would be when I've had to fire someone. No one likes to fire a person but when the person begins to destroy what you've built it was time. My decision-making process was very slow. But putting things in writing for me to see the issues to read over many times, then having

discussions or warnings with the employee several times and not seeing improvement helped me through the process. Eventually hearing multiply lies and specific things being done when the person was told not to do them made the decision easy in the end.

If you were Police Chief for the day, give one example of what you would change about the department.

Wow that's a loaded question. But based on my life experiences I would not change a thing. I don't know enough to even make a suggestion, but I'd like to be asked that question again after some time spent with the CRB. I've sold hundreds of businesses with my job and there is one thing I've learned and I mention to most buyers. Don't make any major changes to the business until you've been there for 6 months. I've seen several situations where people make changes right away and they lose the business because of the changes they made to early.

How did you learn of a vacancy on this board or commission

Website  
FYI, I applied for the open position you had for the Citizen Review Board in June of 2022. The interviewers mentioned that I should let you know.

## Parameters

Date Range: 10/17/2022 - 10/17/2022, Application Type(s): All, Volunteer Interest(s): All, Volunteer Status(es): All, Volunteer(s): All

**Eric Richards**

10/17/2022 10:47 AM

Application: **BRC - Building Review Commission**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: [REDACTED] <<  
 Fort Collins, CO 80521

## Volunteer Groups Applied For

Building Review Commission

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Building Review Commission meets: Last Thursday of each month at 9:00 a.m.	YES
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	5
Current Occupation:	Structural Engineer
Current Employer:	Larsen Structural Design
Prior work experience (please include dates):	KL&A Structural Engineers and Builders (2006-2013)
Volunteer experience (please include dates):	Bauder Elementary PTO (2016-Present) Youth Sports Coach (2020-Present)
Are you currently serving on a City board or Commission? If so, which one?	Yes; Building Review Commission
Why do you want to become a member of this particular board or commission?	I have been serving on this commission currently and I would like to continue to be a part of this commission in order to give back to the city. I am also involved with the building industry and feel that I am well suited to serve on this commission given my professional work background.
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; I have been a member of this commission for the past 3-1/2 years.

Specify any activities which might create a serious conflict of interest if you are appointed:

Briefly explain what you believe are the three most important issues facing this board or commission, and how do you believe this board or commission should address each issue. Feel free to upload a separate sheet of paper if necessary.

How did you learn of a vacancy on this board or commission

The only areas of conflict would be if appellants come before this commission who I have a professional working relationship with. In the past, when this has happened, I have recused myself from those parts of the meetings when necessary.

Complexity of Contractor Licensing Requirements - As a current member of this commission, we repeatedly hear about how the City of Fort Collins is the most restrictive and demanding jurisdiction in which to obtain a contractor's license. I believe that this commission should work with the building department to ensure that our contractor's are adequately licensed but to also work to make sure the city is not prohibitively strict in our requirements so that contractor's and builders are discouraged from working in our city. Housing Affordability - I feel that housing affordability is a continued area of concern and need for improvement in our community. I feel that this commission should work with the building department to help aide in the use of newer products and technologies that may help reduce the overall cost of construction in our community so long as it meets the requirements of the current building code and creates a safe environment for our built environment. Sustainability - As we continue to see more and more historic floods, fires and storms as a result of climate change, I feel that it is important for the Building Review Commission to look to new ways and products that might help our buildings be as sustainable and energy efficient as we can. As much as possible, I would like to see this commission help be as forward thinking as we can in this process.

Other (please specify)  
I am currently on this commission and was alerted that my term was expiring.

# VOLUNTEER APPLICATION

**Marcia Richards**

9/3/2022 5:47 AM

Application: **PRB - Parks and Recreation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80526

## Availability

	S	M	T	W	T	F	S
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Volunteer Groups Applied For

Parks & Recreation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle. YES

If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering.

I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December YES

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5View> 4

Current Occupation: retired

Current Employer: retired

Prior work experience (please include dates): Director of Adult Day Care, Director of Older Adult Ministry, Financial Advisor, Director of Volunteers for Lutheran Brotherhood, Strong Woman/Strong Bones instructor for Aspen Club

Volunteer experience (please include dates): Driver and trip leader for Senior Center. Took Seniors to museums, dinners, performances, etc in Northern Colorado. Lead hikes, snow shoe and cross country ski trips for Senior Center. Was a member of Kiwanis and did volunteer work with them. Served on the City of Fort Collins Senior Advisory Board for several years and was chair for several years.

Are you currently serving on a City board or Commission If so, which one

Yes  
Parks and Rec board. I just started in August, 2022 and my term ends at the end of 2022.

Why do you want to become a member of this particular board or commission

I take advantage of the Parks and Rec opportunities. I want to give back to my city.

Please describe the community benefits of highly functioning Parks & Recreation Departments.

All citizens are able to participate where they are able with as few barriers as possible. Encourages a healthy community. Good for tourism as well.

How have you engaged in the benefits of the current Parks and Recreation systems

Senior Center for walking and working out. Ride/walk on the trails daily, hike in the natural areas, play pickleball at my local park, play golf at City Park, enjoy picnics at our parks. Dance at the Sr Center and Club Tico. When my children were younger, we participated in lots of activities at the Farm, EPIC, Mulberry Pool, City Park Pool and played in the parks.

Specify any activities which might create a serious conflict of interest if you are appointed:

none

How did you learn of a vacancy on this board or commission

Other (please specify)  
Since my term on the Parks and Rec board was only for 5 months, I was aware that I needed to reapply to be able to serve for a reasonable term.

# VOLUNTEER APPLICATION

Gabby Rivera

9/19/2022 12:47 PM

Application: **SAB - Senior Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80526

## Volunteer Groups Applied For

Senior Advisory Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	NA
I acknowledge I am available when the Senior Advisory Board meets: 2nd Wednesday of each month at 11:30 a.m.	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	2
Current Occupation:	Admissions Director at New Mercer Commons Assisted Living
Current Employer:	New Mercer Commons- Columbine Health Systems
Prior work experience (please include dates):	Admissions Director New Mercer Commons- April 2020-current Social Services and Admissions Coordinator at New Mercer January 2018-April 2020 Home Instead Senior Care Caregiver November 2016-January 2018 Human Development and Family Studies Graduate Office Student Coordinator August 2014- December 2017 Walgreens May 2015- November 2016
Volunteer experience (please include dates):	Alzheimer's Association Community Educator January 2020-Present
Are you currently serving on a City board or Commission If so, which one	Yes Senior Advisory Board
Why do you want to become a member of this particular board or commission	I am interested in helping to find ways to promote well-being for older adults in my community as well as ensuring all have

access to resources that are available. I would like to be on this board to become an advocate for community members. I also look forward to making connections with other community members of different backgrounds to share ideas and experiences that could assist in creating a thriving community with improved quality of life for older adults.

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

Yes  
I have been attending Senior Advisory Board meetings since February 2022. I was appointed to the board in August 2022.

Specify any activities which might create a serious conflict of interest if you are appointed:

None

What ideas do you have regarding how the Senior Advisory Board might reach out to underserved older populations including older residents who do not have access to the internet or who have access but do not wish to communicate online

I believe that you need to have an understanding of where underserved older populations are and meet them in places that they go to regularly. The same goes for those who do not have access to internet or do not wish to communicate online. I have been working with the board on a survey looking into how older adults living within facilities or age restricted communities receive access to information from the county and how that process could be improved to reach more Larimer County residents. I believe we need to look at not only getting information out in multiple forms such as online and in print but in places where it can be easily accessed.

Think about various neighborhood livability challenges that can face older adult residents in Fort Collins (for example - issues concerning: health and wellness, affordable housing, mobility and access to transportation as well as age, cultural, workplace or other discrimination).

Which older adult challenges are highest priority for you and how might you engage with the Senior Advisory Board to address them in the interest of helping City Council ensure that Fort Collins continues to be a great place to grow up as well as grow old

I believe that housing is one of the most important issues concerning older adults as I have seen many struggling to find appropriate and affordable housing often in my career. Working in a long term care facility I see many people having difficulty finding appropriate housing where their needs can be met if they are needing assistance with activities of daily living. Many do not have the means to hire services in home yet living in a community can be overwhelmingly expensive. Housing is also an issue that encompasses many other things such as transportation, health and wellness, and discrimination that can all be tied into someone not having appropriate housing. Myself as well as the board can continue to encourage council to look at different forms of housing and how to make Fort Collins an age friendly community. My other priority is addressing discrimination in all forms. I would like to continue to educate myself as well as the council and community on ways that we can help to fight discrimination. Over the years I believe there has been a larger focus on eliminating discrimination within communities but age is a topic that is often



[REDACTED]

How did you learn of a vacancy on this board or commission

overlooked and not included in those conversations. By continually addressing bias and discrimination I believe myself and the board can bring this topic to the front of people's awareness.

Other (please specify)  
Current member



# VOLUNTEER APPLICATION

10/24/2022

Item 12.

## Parameters

Date Range: 09/28/2022 - 09/28/2022, Application Type(s): YAB - Youth Advisory Board, Volunteer Interest(s): All, Volunteer Status(es): All, Volunteer(s): All

Nico Ronquillo

9/28/2022 5:01 PM

Application: **YAB - Youth Advisory Board**

## Applicant Information

Birthdate: [REDACTED] Gender: Male Education Level: High School  
Address: [REDACTED] Phone: [REDACTED]  
Fort Collins, CO 80526

## Availability

	S	M	T	W	T	F	S
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Evening	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Volunteer Groups Applied For

Youth Advisory Board

## Job Description

☒ I have read the job description

## Questions

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5View> 5

What school do you attend If not attending traditional school please list alternative method of school. Rocky Mountain High School

What is your expected date of graduation 2024

Volunteer experience (please include dates):  
Serving and cleaned up at community dinners at church- 2017  
Homeless outreach program- 2018  
Youth Rocky baseball camp- 2022  
Respite care- 2022

Why do you want to become a member of this particular board and what do you hope to gain from this experience I'm interested in meeting other kids that want to discuss and work on city issues.

If applicable, please list any other clubs, groups, or other organizational bodies that you are a member. N/A

How did you learn of a vacancy on this board or commission Website

# VOLUNTEER APPLICATION

michael ruttenberg

9/9/2022 11:03 AM

Application: **CiRB - Citizen Review Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, Co 80526

## Volunteer Groups Applied For

Citizen Review Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	citizens review board, housing catalyst board
I acknowledge I am available when the Citizen Review Board meets: The 2nd Wednesday of each month at 5:30 p.m.	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	4
Current Occupation:	Director of Mental Health and Substance Use Connections - Behavioral health leader and administrator
Current Employer:	Health District of Northern Larimer County
Prior work experience (please include dates):	see attached resume
Volunteer experience (please include dates):	see attached resume
Are you currently serving on a City board or Commission If so, which one	No
Why do you want to become a member of this particular board or commission	As a professional that has worked within the criminal justice system, in Larimer county for over 20 years I have a respect for the work that law enforcement does. I also have seen the impacts on those that are arrested and convicted of crime. there is a balance that is taken between public safety and intervention. Law enforcement officers walk a line between social service and public protection/safety. It is a difficult and sometimes impossible line to walk. I believe that I can bring a needed and objective view to the citizens review board to effective hold officers accountable when

Have you had any exposure to the board or commission you are applying for? If yes, please explain:

to effective hold officers accountable when needed while understanding the impossible decisions that they have to make on a regular basis.

No

Specify any activities which might create a serious conflict of interest if you are appointed:

none that I am aware of

Provide an example of when you've had to make a decision contrary to a popular opinion, and what was your decision-making process.

This is something that have done throughout my career working within behavioral health and substance abuse. weather it be with staff implementing a change that is required and not popular, or with making decisions about disciplinary actions with staff that others do not understand nor have all the information on, and with clients making decisions to terminate when it may mean that they go to prison over the violations.

If you were Police Chief for the day, give one example of what you would change about the department.

increase co-responder/community service support to the officers in the field so they do not get stuck with an intervention case when they could be managing public safety functions.

How did you learn of a vacancy on this board or commission

Newspaper

# VOLUNTEER APPLICATION

PHILIP SANFILIPPO

9/14/2022 4:59 PM

Application: **LURC - Land Use Review Commission**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Doctoral degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80521

## Volunteer Groups Applied For

Land Use Review Commission

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.

YES

If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.

Land Use Review Commission Planning and Review Commission

I acknowledge I am available when the Land Use Review Commission meets: 2nd Thursday of the month at 8:30 a.m

YES

Which Council District do you live in Please refer to the map at: <https://gisweb.fcgov.com/HTML5Vie>

5

Current Occupation:

I am currently retired after relocating to Fort Collins in August 2016 from New Jersey where i practiced law for 44 years

Current Employer:

None

Prior work experience (please include dates):

I was engaged in the private practice of law in New Jersey from November 1976 to December 31, 2019. During those years, i representing individual and commercial developers, most notably Texaco, USA, Mobil Oil Corporation, Shell Oil Corporation, Gannett Outdoor Advertising Corp. and 7-Eleven, Inc. I was legal counsel to these entities and dozens more to obtain zoning variance and land use approvals for new to industry and existing facility upgrades and expansions.

Volunteer experience (please include dates):

Peninsula, NJ Travelling Soccer Club (1983-1999) as a coach, USSF certified referee and Club officer. Navesink Country Club, Middletown, NJ (1994-2016) as a Club officer( VP and Secy.2010-2016) and 2 terms of 3 years each on the Board of Governors (2008-2010 and 2014-2016)

Are you currently serving on a City board or Commission If so, which one

No  
I am currently serving a 3 year term on the Larimer County Zoning Board of Adjustment.

Why do you want to become a member of this particular board or commission

I believe that my prior work experience in zoning and land use variance applications/ approvals for individual and commercial developers in New Jersey will be valuable to the Land Use Review Commission and the applicants appearing before it.

Have you had any exposure to the board or commission you are applying for If yes, please explain:

No

Do you have any experience in development review or applying code to a construction project

As noted earlier, i was legal counsel for individual and commercial developers in New Jersey. As such, i was responsible for reviewing the proposed site plans and client wishes against the municipal, county and State codes governing the project use and site, developing the strategy to obtain approval, coordinating testimony of the assisting professionals (planners, architects, engineers, etc.) to satisfy the code requirements for approval and post approval compliance in order to obtain building permits for constructing of the improvements

Have you ever helped mitigate a solution to a complex problem Please explain.

During the course of development applications, issues and concerns of municipal, county and state officials would have to be addressed to arrive at solutions involving compromise of various aspects of a development project acceptable to the client while ensuring its profitability.

Specify any activities which might create a serious conflict of interest if you are appointed:

Other than my relationship, friendship or financial interest with an applicant before the commission which would require my recusal from sitting on an application, an application that required Larimer County Zoning Board of Adjustment approval is the only one that comes to mind.

How did you learn of a vacancy on this board or commission

Newspaper

# VOLUNTEER APPLICATION

Jon schmunk

8/1/2022 5:42 AM

Application: **General Volunteer Application**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Associate degree  
 Address: [REDACTED] Phone: (M) [REDACTED] <<

## Availability

	S	M	T	W	T	F	S
Morning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afternoon	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Evening	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## Volunteer Groups Applied For

FC Volunteer Support

## Skills & Interests

Preferred Subjects:

Special Skills:

Primary Volunteer Interest: City Alumni- Focus Groups, FC Volunteer, One-Day Projects

## Work History

**City Park Nine (The Pin Seeker)** 03/15/2008 08/01/2022 Type:  
 Title: Shop Assistant Supervisor: Matt Magley  
 411S Bryan Ave  
 Fort Collins, CO 80521 Phone: (W) (970) 221-6650 ☒ ok to call ☐ ok to call  
 Duties: Customer service, product stocking, Junior golfers

**Whole Foods Market** 03/15/1998 08/01/2022 Type: Paid  
 Title: Lead Receiver Supervisor: Brian Lahey  
 2201 S College Ave  
 Fort Collins, CO 80525 Phone: (W) (970) 267-9200 ☒ ok to call ☐ ok to call  
 Duties: Receive product, Accounting, training

## References

**Karen Wallace** Relationship: Friend  
 Twin Lakes rd  
 Boulder, CO 80303 Phone: (H) (303) 875-8611 ☒ ok to call ☐ ok to call  
 (M) (303) 875-8611 ☒ ok to call

Jon schmunk

8/1/2022 5:00 PM

Item 12.

**Sean Sullivan**

Relationship: Friend

Escondido, CA

Phone: (H) (760) 917-2690 ☐ ok to call

☐ ok to call

(M) (760) 917-2690 ☒ ok to call

### Questions

What volunteer opportunity are you interested in

Golf Board



# Jon R Schmunk

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**August 1, 2022**

**City of Fort Collins:**

City Staff, I would like to apply for a position on the Golf Board. I have previously served on this board and would like to continue working with the group. My application from last year was misplaced so I am reapplying. Thank You for your consideration.

**Sincerely,**

**Jon R Schmunk**

## Summary

Started my work career as a Chef and learned Food and Food cost along with menu development. I joined Whole Foods Market in 1998 and began to develop stronger communication skills both verbal and written. I also learned how to amaze and delight customers while working on the sales floor at Whole Foods Market. As a Receiver I have opened a store from the construction phase and worked with accounting systems People Soft, IRMA, and Store Ops. I have just finished training a Lead Receiver during an OTS certification. I bring a strong understanding of Whole Foods culture and a willingness to take on new tasks and learn new things.

## Highlights

- A strong understanding of IRMA and its use in Receiving and ordering
- Good computer skills and an understanding of DVO, Store Ops, and People Soft
- Good Communication Skills both Written and Verbal
- A Professional manner, and a builder of strong working relationships
- Good Organizational skills
- Completion of an OTS certification
- Service oriented towards customers, vendors, and Team Members
- Pallet jack certified and trainer

## Accomplishments

Opened Fort Collins store  
Coached and trained multiple new Receivers for Store openings in Rocky Mountain  
Pallet Jack Trainer  
Work with other Receiver to train all new Specialists in IRMA and Store Ops

## Experience

<b>Receiver</b>	<b>04/2004 to current</b>
<b>Whole Foods Market</b>	<b>Fort Collins, CO</b>
Opened store, oversaw receiving of all equipment and small wares along with product to open store. Worked with accounting systems People Soft and IRMA from its inception at Whole Foods Market. Completed an OTS certification. Trained multiple Specialists and Receivers over the last 13 years at Fort Collins	
<b>Shop Assistant</b>	<b>03/2008 to 2022</b>
<b>City Park Nine Golf Course</b>	<b>Fort Collins</b>
Started as a volunteer worked as a cart/driving range "kid", moved into the Shop Assistant role. Also assist with PGA Junior program	
<b>Bulk Specialist/ Back up Receiver</b>	<b>08/2002 to 03/2004</b>
<b>Whole Foods Market</b>	<b>Boulder, CO</b>
Ordered all product for Bulk department and was secondary Receiver covering days off and vacations	
<b>Executive Chef</b>	<b>06/2001 to 06/2002</b>
<b>Whole Foods.com/Naturesmart</b>	<b>Thornton, CO</b>
Ran a Café for the staff at Wholefoods.com which became Naturesmart along with Allegro Coffee. We were also open to the neighborhood	
<b>Seafood Team Member</b>	<b>02/2001 to 06/2001</b>
<b>Whole Foods Market</b>	<b>Boulder, CO</b>
Customer Service and some ordering duties	
<b>Bakery Associate Team Leader</b>	<b>08/1999 to 02/2001</b>
<b>Foods Market</b>	<b>Boulder, CO</b>



**Sous Chef****Whole Foods Market**

Customer Service, production, menu development, and Team Member Training

03/1998 to 03/1998 Item 12.

Boulder, CO

**Chef****Serendipity Cafe**

Menu development, Food Cost, ordering, Inventory, and daily production and training

03/1997 to 03/1998

Boulder, CO

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**Education**

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**Certificate: Food Safety****2016**

ServSafe

Loveland, CO, United States

**Associate of Applied Science: Culinary Arts****1996**

Colorado Institute of Art

Denver, CO, United States

Graduated with Honors 4.0 GPA

Captain of Competition Team ACF Western Region 1996

**1984****High School Diploma: College Prep**

Redlands Senior High School

Redlands, CA, United States

# VOLUNTEER APPLICATION

Sheila Seaver-Davis

10/17/2022 1:38 PM

Application: **AHB - Affordable Housing Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree  
 Address: [REDACTED] Phone: [REDACTED] <<  
 Fort Collins, CO 80521

## Volunteer Groups Applied For

Affordable Housing Board

## Skills & Interests

Additional Skills / Interests: Farsi

## Job Description

☒ I have read the job description

## Questions

Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	6
I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Affordable Housing Board meets: 1st Thursday of each month 4 p.m.	YES
Current Occupation:	Sales Tax City Of Fort Collins
Current Employer:	City of Fort Collins
Prior work experience (please include dates):	Please see previous application
Volunteer experience (please include dates):	Please see previous application
Are you currently serving on a City board or Commission? If so, which one?	Yes; Affordable housing board
Why do you want to become a member of this particular board or commission?	Please see previous application
Have you had any exposure to the board or commission you are applying for? If yes, please explain:	Yes; I have been a member since August 2022
Specify any activities which might create a serious conflict of interest if you are appointed:	N/A

What is your experience with Affordable Housing Have you or anyone you know well lived in subsidized affordable housing

Please see previous application

Describe what you think of when you hear the words "affordable housing".

I think of decreasing the number of homeless population.

How did you learn of a vacancy on this board or commission

Other (please specify)  
City Email

# VOLUNTEER APPLICATION

Audra Vaisbort

9/17/2022 11:19 AM

Application: **CuRB - Cultural Resources Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Bachelors degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80525

## Volunteer Groups Applied For

Cultural Resources Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	N/A
I acknowledge I am available when the Cultural Resources Board meets: 4th Thursday of each month at 5:30 p.m.	YES
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5Vie">https://gisweb.fcgov.com/HTML5Vie</a>	3
Current Occupation:	Homemaker
Current Employer:	N/A
Prior work experience (please include dates):	I have worked in education, non-profit, and marketing roles as detailed in my attached resume.
Volunteer experience (please include dates):	I volunteer as the Advancement Chair for Boy Scout Troop 194 in Fort Collins, and at Larimer County Food Bank to support my son's volunteer hours: I'm on the Development Committee for Liberty Common Schools and in my children's classrooms at Liberty Common Elementary School. Previously, I volunteered on the Membership and Fundraising Committees of Har Shalom Synagogue. In California, I volunteered at my son's middle school (Khan Lab School) as the annual gala and silent auction chair, as well as with the Cub Scouts and our synagogue.
Are you currently serving on a City board or Commission If so, which one	No

Specify any activities which might create a serious conflict of interest if you are appointed:

None.

How have you been active in the arts, culture or creative sector in our community or other communities and how would your experience benefit the Cultural Resources Board

I'm of Mexican descent, and I grew up in a small, rural town in California's Central Valley. However, our little community and surrounding area had quite a diverse representation of cultures and religions, including Mexican, Portuguese, Filipino, Japanese, Hmong, Assyrian, Mennonite, Sikh, Hindu, and Christian. As a native Californian living in both LA and the Bay Area, I was surrounded by multiculturalism, and as a new Coloradan (almost 2 years) I see how lucky I was to have had that experience growing up in "melting pot" and easily availing myself as an adult of all the arts and culture offered in major metropolitan areas. Being in a different part of the country, I now have to be intentional in seeking multicultural experiences for myself and children.

As a former educator, I taught English literature to high school students, and also became a Music Together teacher and developed my own early childhood music and movement program in Spanish. As a volunteer at my son's Spanish Immersion school in Palo Alto, CA, I coordinated a community event that featured beloved children's entertainer Jose-Luis Orozco and Oaxacan and Argentinean food trucks. This multi-generational event brought together families from the school and the city. I love events that bring people together and can be enjoyed by all ages, babies to seniors.

I'm such a huge fan of our new hometown and have enjoyed taking part in the CityWorks 101 program. It's been a great opportunity to discover how and why the city is run so well. I believe my experience and background would be a good fit, and I hope to contribute to our community by serving on the Cultural Resources Board.

The City of Fort Collins has a strong history of supporting arts and culture in our community, through our own facilities and programs and the Fort Fund Grant Program, what opportunities do you see in strengthening that commitment

One opportunity to strengthen this commitment would be to conduct outreach to local, small businesses that offer cultural services and connect them to the Parks department to provide similar classes/activities through the City. Regarding Fort Fund Grant Program, doing targeted outreach and advertising to promote the Fund and invite applicants would help increase the number and diversity of offerings. Reviewing the programming from other municipalities and festival lineups to mine and contact potential applicants could also be fruitful. The FFGP application and requirements are extensive, so applicants may need a designated liaison to help them understand



designated liaison to help them understand and manage the process and ensure the application itself isn't a barrier to the program.

Other (please specify)  
Facebook & CityWorks 101

How did you learn of a vacancy on this board or commission

## EDUCATION

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### **Mount St. Mary's University, Los Angeles**

Bachelor of Arts, English • Cum Laude

Single Subject Secondary Teaching Credential, English

Completed graduate coursework for Master of Science, Education

## EXPERIENCE

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### **Office Coordinator** – Palo Alto JCC Preschool, Palo Alto (January – March 2020)

*This was a P/T add-on role in addition to my preschool teacher position.*

- Ensured preschool's compliance with Community Care Licensing Division of California, including:
  - Tracking teachers' required certifications related to CPR, Mandated Reporter, and Pest Management; updating employment files
  - Coordinating and conducting monthly fire drills
  - Maintaining vaccination records for each enrolled child; communicating with parents about upcoming due dates for vaccinations
  - Issuing communicable disease notifications to parents as necessary
- Managed enrollment processes via spreadsheets and database; issued new rosters as needed
- Managed first aid supplies and emergency backpacks for each classroom; updated allergy lists

### **Preschool Teacher** – Palo Alto JCC Preschool, Palo Alto (April 2019 – June 2020)

- Observed, engaged, supervised, and cared for children, ages 2-5 years
- Set up art and loose parts table provocations following the Reggio Emilia pedagogical approach
- Documented children's engagement with materials through photos, stories, and quotes
- Led songs and sharing circle, read stories, engaged in games, prepared snacks, helped with hygiene
- Communicated directly with parents and caregivers regarding each child's daily experience and ongoing growth and development via conversations at pick-up, e-mail, conferences, and weekly newsletters

### **Classroom Aide** – Discovery Children's House, Palo Alto (October 2018 – January 2019)

- Observed, engaged, supervised, and cared for children, ages 3-5 years, following Montessori method
- Observed and supported children during learning activities while promoting their independence
- Led songs, read stories, prepared art materials, organized library and shelf materials
- Conducted headcount, verified check-ins, prepared snacks, organized supplies, prepared playgrounds
- Retrieved phone messages, composed and sent e-mail communication to parents as directed

### **Office Administration** – Chabad of Greater South Bay, Palo Alto (March – September 2015)

- Provided administrative support for an established non-profit organization that operated as an umbrella organization to five satellite Chabad Centers
- Maintained donor database, prepared donor acknowledgements, and tracked grant requirements
- Edited weekly e-newsletter and announcements, updated web site content and calendar
- Managed Judaica and kosher food orders and sales
- Helped streamline office functions by recommending transitions to online account syncing, bill pay, time clock, and alternate CRM platform
- Provided Quickbooks bookkeeping support to office administrator, including initiating recurring monthly donations, and processing tuition payments, bank deposits, and credit card sales
- Assisted Executive Director and Programming Director with the new building and ad hoc projects

**Community Connections** – Congregation Kol Emeth, Palo Alto (Jun 2012 – May 2013)

- Fortified connections within the 620+ family congregation through direct outreach
- Helped create and launch neighborhood-based initiative to foster engagement and connections within Silicon Valley membership
- Conducted one-on-one interviews with members to survey needs/expectations
- Evaluated programming, edited adult education catalog, prepared e-mail marketing and print flyers to promote events, and oversaw growth and engagement of social media
- Secured speakers for monthly lectures and coordinated programming for various groups

**Owner/Director** - Sunshine Music, Los Angeles (Sep 2008 – Dec 2011)

- Launched successful small business offering early childhood music and movement programs, as well as early childhood language programs, to children up to five years old
- Created an original Spanish music and movement program that utilized music of Jose-Luis Orozco and obtained licenses for Music Together, Kindermusik, and Lango Kids programs
- Managed all aspects of customer service and marketing, including phone communication, website content, social media, e-mail, and direct mail
- Coordinated enrollment and distribution of music materials on a quarterly basis
- Recruited, on-boarded, mentored, and evaluated teachers
- Managed payroll and tax documents
- Scouted rental sites and negotiated contracts
- Taught classes

**English Teacher** - Los Angeles Unified School District, University HS (Feb 2003 - Feb 2005)**Student Teacher** - Los Angeles Unified School District (Sep 2002 – Jan 2003)

- Developed lesson plans and thematic units for grades 9-12 that adhered to California state standards for students of different abilities -- low literacy to highly gifted
- Taught range of courses, including Essential English, 9<sup>th</sup> Grade English, 10<sup>th</sup> Grade Honors English, and AP English Literature and Composition
- Maintained excellent classroom management and strong connections with students, parents, teachers, and administration
- Supervised Key Club and Senior Ski Trip

**Marketing Director** - Global Icons, Los Angeles (Nov 2000 – Jul 2002)

- Managed marketing, advertising, public relations, and creative services for a boutique licensing agency representing corporate brands and iconic celebrity properties
- Oversaw revamping of corporate identity – logo and letterhead, web site, and trade booth – as well as the development of all sales and marketing materials, including ads, art guides, one sheets, etc.
- Managed the creative process for a premier art guide for library of celebrity icons and key brands
- Coordinated annual trade show booth at Licensing Show in New York, including budget management, shipping, sales materials, and publicity events
- Supervised in-house graphic designer, assisted sales team, and wrote press releases

**Professional References:**

Mrs. Lauren Berman  
Director, Palo Alto JCC Preschool

[REDACTED]

Mrs. Lana Mednick  
Lead Teacher, Palo Alto JCC Preschool

[REDACTED]

Mr. David Booth  
Rabbi, Congregation Kol Emeth

[REDACTED]

# VOLUNTEER APPLICATION

Meghan Willis

9/16/2022 6:14 AM

Application: **PRB - Parks and Recreation Board**

## Applicant Information

Birthday: [REDACTED] Gender: Female Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED] <<  
 FORT COLLINS, CO 80525-5870 (H) [REDACTED]

## Volunteer Groups Applied For

Parks & Recreation Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If applying for more than (1) board/commission please list all boards in order of preference (the most important board to you should be listed first). Please enter N/A if you have not applied to more than one board/commission.	n/s
I acknowledge I am available when the Parks & Recreation Board meets: 4th Wednesday of each month January - October at 5:30 p.m. and 1st Wednesday of December	YES
Which Council District do you live in? Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	3
Current Occupation:	Program Supervisor
Current Employer:	UCHealth
Prior work experience (please include dates):	See attached resume
Volunteer experience (please include dates):	See attached resume
Are you currently serving on a City board or Commission? If so, which one?	Yes; Parks and Rec
Why do you want to become a member of this particular board or commission?	Our parks and recreational amenities play an integral part of the health of our community and of my family's mental and physical well-being. I would like to continue to provide support to this group.
Please describe the community benefits of highly functioning Parks & Recreation Departments.	High functioning parks and recreation department is crucial for maintaining overall Community health, community engagement and ensuring Fort Collins remains a wonderful place to live.
How have you engaged in the benefits of the current Parks and Recreation systems?	My family and I regularly use our parks and bike trails and my boys have participated in ice skating, basketball, swim lessons, farm

classes and more.

no

Other (please specify)

Current member

Specify any activities which might create a serious conflict of interest if you are appointed:

How did you learn of a vacancy on this board or commission

# Meghan Willis

## Community Health Specialist

### Contact

[REDACTED]  
[REDACTED]  
[REDACTED]

### Personal Statement

Twenty-one years ago, I was an intern in Poudre Valley Health System's Cardiac Rehabilitation Department and enthusiastically accepted a job after graduation. I have had the honor to grow and adapt with the organization. I was one of the original employees of Medical Center of the Rockies and even served on the Malcolm Baldrige Award Committee. Through the uncertainty of PVHS becoming the larger organization, UCHealth, I was a leader among my peers in carrying on the legacy of the high level of customer service and excellence in care to which we held ourselves accountable. Today, my passion for community health education and research remains as strong as my pride in working for UCHealth.

### Education

**Central Michigan University,**  
Mount Pleasant, Michigan,  
Bachelor of Science, Exercise  
Physiology with Nutrition Minor

**Colorado School of Public  
Health, CSU Campus,**  
Fort Collins, Colorado,  
Master of Public Health

### Key Skills

Program Development  
Quality Assurance  
Process Improvement  
Project Management  
Community Liaison  
Grant Writing  
Master Trainer  
Conflict Resolution  
Mentor  
Public Speaking

### Experience

*August 2013-Present*

Community Health Supervisor • Healthy Hearts and Minds • UCHealth

- Develop Healthy Hearts School Program processes and procedures
- Facilitate employee training and perform fidelity checks
- Supervise the continuous improvement process and implementation of the Healthy Hearts middle school education materials
- Supervise daily activities of ten middle school educators
- Supervise the expansion of the Healthy Hearts and Minds education and screening program throughout Colorado
- Create the Healthy Hearts and Minds school program budget
- Create individual school, district, and annual program reports
- Facilitate the resolution of employee, parent, teacher and school administrator concerns and complaints
- Develop and maintain relationships with relevant community organizations, school district administrators and teachers
- Collaborate with local school districts to facilitate teacher health education opportunities
- Supervise graduate and undergraduate students interns and complete performance evaluations
- Consent patients and perform clinical research coordinator duties for AstraZenica COVID-19 vaccine clinical trial
- Collaborate with Poudre Fire Authority, Community Health, and Cardiology to increase awareness of sudden cardiac arrest and hands-only CPR/AED use
- Supervised high school students through Poudre School District PWR workforce and career development internship program and completed student performance evaluations

## Relevant Skills and Training

AHA Basic Life Support  
(CPR/AED/First Aid)  
CITI (Good Clinical Practice)  
Microsoft Office Suite (Excel,  
Word, Teams, PowerPoint,  
and Access)  
REDCap  
Secure Consent  
DrugDev  
OnCore  
Complion  
Cenduit

## Passions

Family-Time Enthusiast  
BodyPump Instructor  
BodyBalance Instructor  
Recreational Triathlete  
Euchre Player  
Dog Lover

## Volunteer

Preston Middle School  
Fossil Ridge High School  
Huntington Hills Swim Team  
Science Olympiad

2005-2013

Community Health Specialist • Aspen Club/Community Health • UCHealth

- Facilitated health and wellness programs for older adults throughout northern Colorado
- Provided Medicare counseling for newly covered individuals
- Collected data for Strong Women, Healthy Hearts pilot program with Tufts University
- Supervised the daily activities of eight fitness instructors and conducted performance evaluations

2001-2005

Exercise Therapist • Cardiac Rehabilitation • UCHealth

- Developed, prescribed, and monitored exercise programs for cardiac patients
- Provided hospital discharge instructions for cardiac patients
- Facilitated cardiac risk factor modification education programs
- Instructed Yoga of the Heart cardiac patient yoga classes
- Facilitated Attack Pack walks and blood pressure checks for cardiac rehab patient graduates
- Volunteered for the Rally at the Fort HeartAware time-predicted 5k fundraiser
- Developed and maintained non-clinical fitness classes for cardiac patient graduates resulting in an additional department
- Performed duties as a telemetry technician including outpatient stress testing and inpatient 12-lead heart monitoring

## Professional Achievements

- Supervised the Healthy Hearts School Program response to the COVID-19 pandemic resulting in 90% of previously scheduled schools able to participate in the program
- Secured \$25,000 in Littler Grant funding for program operations in Weld County
- Secured \$25,000 in WISH Grant funding for innovation projects
- Supported development of materials and processes of the Healthy Hearts Family Program and piloted the program
- Selected for Public Health in the Rockies Conference Showcase in 2018 and 2021
- Developed processes and implemented large-scale Employee Health biometric screening events for 5,000 UCHealth employees in the Northern Region

## Community Engagement

- Leadership Fort Collins, *Class of 2016-17, Steering Committee 2017-present*
- Be Kind FoCo, *Inaugural steering committee member 2019-2021*
- Partnership for Healthy Youth Larimer County, *Member since 2013*
- Wellness Advisory Council for Schools Poudre School District, *Member 2018-2020*



# VOLUNTEER APPLICATION

Scott Winnegrad

9/7/2022 10:07 AM

Application: **DAB - Disability Advisory Board**

## Applicant Information

Birthday: [REDACTED] Gender: Male Education Level: Masters degree  
 Address: [REDACTED] Phone: (M) [REDACTED]  
 Fort Collins, CO 80526

## Volunteer Groups Applied For

Disability Advisory Board

## Job Description

☒ I have read the job description

## Questions

I acknowledge and understand it is recommended to apply for no more than (3) Board/Commission volunteer positions in any one recruitment cycle.	YES
If you have applied to or plan to apply to more than one board/ commission please list in order of interest your choices for volunteering.	
Which Council District do you live in Please refer to the map at: <a href="https://gisweb.fcgov.com/HTML5View">https://gisweb.fcgov.com/HTML5View</a>	5
I acknowledge I am available when the Disability Advisory Board meets: 3rd Thursday of each month at 5:30 P.M.	YES
Current Occupation:	Property Manager
Current Employer:	Strata
Prior work experience (please include dates):	Already on file. Currently with Strata since May 2022
Volunteer experience (please include dates):	DAB 2021-22
Are you currently serving on a City board or Commission If so, which one	Yes DAB
What experiences do you have interacting with those with disabilities	My son and friends
What concerns do you have or have seen in our community that needs to be addressed impacting those with disabilities And, how would you advocate for those with disabilities	Would like to see a cultural shift in our community's perception of and care for those with disabilities
Why do you want to become a member of this particular board or commission	I would like to lend a voice to this community and promote positive intention within the group and those that we interact with.
Specify any activities which might create a serious conflict of interest if you are appointed:	NA
How did you learn of a vacancy on this board or commission	Other (please specify) Direct

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Rupa Venkatesh, Assistant City Manager  
Carrie Daggett, Legal

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### SUBJECT

**Resolution 2022-138 Updating Council Committee and Various External Boards and Authority Assignments.**

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### EXECUTIVE SUMMARY

The purpose of this item is to update Council Committee and various external boards and authority assignments.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Resolution.

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### BACKGROUND / DISCUSSION

On May 18, 2021, Council approved Resolution 2021-060 appointing Councilmembers to serve as Council liaison to City boards and commissions, Council Committees, Council authorities, and representatives on various external boards, committees, and councils.

Due to current scheduling conflicts, the following reassignments will be made:

#### **North Front Range Metropolitan Planning Council (MPO)**

Councilmember Tricia Canonico (previously the alternate)  
Mayor Jeni Arndt (alternate)

Councilmember Canonico will also replace Mayor Arndt on the following external committees:

#### **North I-25 Coalition**

#### **North I-25 Coalition Working Group: I-25 Funding Committee**

Councilmember Canonico will replace Mayor Arndt as a voting member of the **Council Futures Committee**. Councilmember Shirley Peel will replace Councilmember Canonico as the alternate.

Councilmember Julie Pignataro will replace Councilmember Canonico as Council liaison to the **Human Services and Housing Fund Board**.

### **CITY FINANCIAL IMPACTS**

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None.

### **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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Not applicable.

### **PUBLIC OUTREACH**

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Not applicable.

### **ATTACHMENTS**

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1. Resolution for Consideration.

RESOLUTION 2022-138  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
UPDATING COUNCIL COMMITTEE AND VARIOUS EXTERNAL  
BOARD AND AUTHORITY ASSIGNMENTS

WHEREAS, on May 18, 2021, City Council adopted Resolution 2021-060 appointing Councilmembers to serve as Council liaison to certain boards and commissions, Council Committees, Council authorities and representatives on various external boards, committees and councils; and

WHEREAS, due to current scheduling conflicts, City Council desires to make changes to those appointments, as set forth below.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes any and all determinations and findings contained in the recitals set forth above.

Section 2. That the Council appoints Councilmember Tricia Canonico to replace Mayor Jeni Arndt as the City's representative on the North Front Range Metropolitan Planning Council and Mayor Jeni Arndt to replace Councilmember Tricia Canonico as the alternate.

Section 3. That the Council appoints Councilmember Tricia Canonico to replace Mayor Jeni Arndt on the North I-25 Coalition and the North I-25 Coalition Working Group: I-25 Funding Committee.

Section 4. That the Council appoints Councilmember Tricia Canonico to replace Mayor Jeni Arndt as a member of the Council Futures Committee, and Councilmember Shirley Peel to replace Councilmember Tricia Canonico as the alternate.

Section 5. That the Council appoints Councilmember Julie Pignataro to replace Councilmember Tricia Canonico as Council liaison to the Human Services and Housing Fund Board.

Section 6. That all appointments set forth herein shall continue until such time as Council may reconsider and modify the same, unless an individual appointee leaves office, in which event the appointment shall immediately terminate.

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December , A.D. 2022.

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Mayor

ATTEST:

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City Clerk

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Teresa Roche, Human Resources Executive  
Kelley Vodden, Compensation, Benefits and Wellness Director  
Ryan Malarky, Legal

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### SUBJECT

**First Reading of Ordinance No. 146, 2022, Amending Section 2-596 of the Code of the City of Fort Collins and Setting the Salary of the City Manager.**

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### EXECUTIVE SUMMARY

The purpose of this item is to establish the 2023 salary of the City Manager. Council met in executive session on November 22, 2022, to conduct the performance review of Kelly DiMartino, City Manager. This Ordinance sets the 2023 salary of the City Manager.

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### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

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### BACKGROUND / DISCUSSION

Council is committed to compensating employees in a manner which is market based, competitive and based on performance. The goal as an employer is to attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

The 2022 salary for the City Manager is \$295,000.

Resolution 2019-099 establishes the process for evaluating the performance of the City Manager, City Attorney, and Chief Judge. It states that any change in compensation for these employees will be adopted by Council by Ordinance. This Ordinance will establish the 2023 compensation of the City Manager.

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### CITY FINANCIAL IMPACTS

The City financial impact will be the new base salary for the City Manager as approved by Council.

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### BOARD / COMMISSION / COMMITTEE RECOMMENDATION

None.

## **PUBLIC OUTREACH**

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None.

## **ATTACHMENTS**

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1. Ordinance for Consideration
2. Benchmark Cities (National) Market Information

ORDINANCE NO. 146, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
AMENDING SECTION 2-596 OF THE CODE OF THE CITY OF  
FORT COLLINS AND SETTING THE SALARY OF THE CITY MANAGER

WHEREAS, pursuant to Article III, Section 1 of the City Charter, the City Council is responsible for fixing the compensation of the City Manager; and

WHEREAS, the City is committed to compensating its employees in a manner that is fair, competitive and understandable; and

WHEREAS, the City Council supports a compensation philosophy of paying employees a competitive salary based on established market data and performance, and may adjust the salary of the City Manager to bring that salary more in line with the approved market data; and

WHEREAS, the City Council met with the City Manager to conduct a review and establish next year's goals; and

WHEREAS, the City Council believes that the base salary of the City Manager should be established at the amount of \$305,325 effective January 9, 2023.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That Section 2-596 of the Code of the City of Fort Collins is hereby amended to read as follows:

**Sec. 2-596. Salary of the City Manager.**

The base salary to be paid the City Manager shall be ~~two hundred ninety-five thousand dollars (\$295,000)~~ **three hundred five thousand three hundred twenty-five dollars (\$305,325)** per annum, payable in biweekly installments. Forty (40) percent of such sum shall be charged to the city electric utility, twenty (20) percent to the city water utility and forty (40) percent to general government expense.

Section 3. That the effective date of the salary adjustment shall be January 9, 2023.



Introduced, considered favorably on first reading and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

Passed and adopted on final reading this 20th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

**City Manager**  
**Benchmark Cities (National) Market Information**  
**November 2022**

Base Salary Percentiles 2023				
10th	25th	50th	75th	90th
\$231,323	\$254,925	\$293,027	\$332,784	\$379,553

Base Salary Percentiles 2022				
10th	25th	50th	75th	90th
\$223,740	\$229,604	\$256,456	\$297,426	\$355,412

Organization	Population	Annual Base Salary	Annual Bonus	Annual Retirement	Annual Car Allowance	Total*	Date of Hire (year)	Date of Last Salary Increase
Anaheim, CA	345,935	\$291,000	\$5,596	N/A	N/A	\$296,596	N/A	2021
Asheville, NC	94,070	\$242,694	N/A	N/A	\$6,000	\$248,694	2018	N/A
Austin, TX	961,855	\$380,393	N/A	N/A	N/A	\$380,393	2018	2022
Boulder, CO	104,178	\$290,000	N/A	\$41,238	N/A	\$331,238	2022	Jan-22
Eugene, OR	176,654	\$218,000	N/A	N/A	\$5,980	\$223,980	2021	Jun-20
Greensboro, NC	299,035	\$280,000	N/A	N/A	N/A	\$280,000	2022	Feb-22
Hayward, CA	162,954	\$299,655	\$35,418	N/A	N/A	\$335,073	N/A	2021
Oklahoma City, OK	681,054	\$268,224	N/A	\$13,411	\$7,000	\$288,635	2019	2022
Palo Alto, CA	67,973	\$366,680	\$34,533	\$18,500	N/A	\$419,713	2018	2021
Sacramento, CA	528,028	\$386,502	\$67,707	N/A	\$6,000	\$460,209	N/A	2021
Santa Monica, CA	93,076	\$340,000	N/A	N/A	N/A	\$340,000	2021	2022
Tallahassee, FL	197,103	\$247,561	N/A	N/A	N/A	\$247,561	2000	2022
<b>Fort Collins</b>	<b>174,871</b>	<b>\$295,000</b>	<b>N/A</b>	<b>\$56,640</b>	<b>\$12,000</b>	<b>\$363,640</b>	<b>2022</b>	<b>New Hire 2022</b>
Ann Arbor, MI	121,000	\$223,600	N/A	\$33,540	Note <sup>1</sup>	\$257,140	2021	N/A
Durham, NC	287,865	\$255,000	N/A	\$12,750	\$3,600	\$271,350	2021	N/A
Irving, TX	236,546	\$279,901	N/A	\$20,000 <sup>2</sup>	N/A	\$299,901	2014	Apr-21
Mesa, AZ	512,107	\$271,087	N/A	\$32,368	\$7,200	\$310,655	2006	Jul-19
Naperville, IL	148,304	\$214,854	N/A	\$38,312	\$0	\$253,166	2008	Jan-21
Wilmington, NC	126,000	\$225,000	N/A	\$10,125	\$6,000	\$241,125	2021	N/A

\* Total = Annual Salary + Annual Bonus + Annual Retirement + Annual Car Allowance

Markets in yellow did not provide data this year. The data shown is what they provided in 2021.

Neither Plano, TX nor Savannah, GA provided data for 2021 or 2022, so they have been excluded from the table.

<sup>1</sup> Per Mileage Reimbursement

**City Manager**  
**Benchmark Cities (Regional) Market Information**  
**November 2022**

Base Salary Percentiles				
10th	25th	50th	75th	90th
\$243,400	\$258,479	\$270,907	\$291,899	\$295,523

Organization	Population	Annual Base Salary	Annual Bonus	Annual Retirement	Annual Car Allowance	Total*	Date of Hire (year)	Date of Last Salary Increase
Arvada	118,746	\$260,000	N/A	\$33,852	\$6,600	\$300,452	2022	Jul-22
Aurora	398,018	\$269,402	\$26,940	\$61,643	\$5,400	\$363,385	2016	Dec-21
Boulder	112,675	\$290,000	N/A	\$41,238	N/A	\$331,238	2022	2022
Broomfield	71,018	\$267,738	N/A	\$32,129	\$5,100	\$304,967	2019	2022
Greeley	111,000	\$260,740	N/A	N/A	\$7,200	\$267,940	2022	Jan-22
Lakewood	157,469	\$280,259	N/A	\$94,262	\$8,400	\$382,921	2010	2022
Larimer County	359,066	\$245,000	N/A	\$19,600	N/A	\$264,600	2022	2022
Longmont**	96,192	\$289,176	\$60,000	\$37,593	\$5,000	\$391,769	2012	2022
Loveland	78,282	\$217,587	N/A	N/A	\$6,000	\$223,587	2016	2022
Thornton	146,487	\$290,000	\$2,424	\$45,820	\$7,008	\$345,252	2017	Dec-21
Westminster	118,357	\$240,890	N/A	\$27,100	\$7,500	\$275,490	2022	Oct-22
<b>Fort Collins</b>	<b>174,871</b>	<b>\$295,000</b>	<b>N/A</b>	<b>\$56,640</b>	<b>\$12,000</b>	<b>\$363,640</b>	<b>2022</b>	<b>New Hire 2022</b>

\* Total = Annual Salary + Annual Bonus + Annual Retirement + Annual Car Allowance

\*\*Longmont Retention Bonus of \$40k given if employed end of 2023 and \$20k given if employed end of 2024.

December 6, 2022

# AGENDA ITEM SUMMARY

City Council



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## STAFF

Teresa Roche, Human Resources Executive  
Kelley Vodden, Compensation, Benefits and Wellness Director  
Ryan Malarky, Legal

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## SUBJECT

**Items Relating to the Salary and Employment Agreement of the Chief Judge.**

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## EXECUTIVE SUMMARY

A. First Reading of Ordinance No. 147, 2022, Amending Section 2-606 of the Code of the City of Fort Collins and Setting the Salary of the Chief Judge.

B. Resolution 2022-139 Authorizing the Second Addendum to Chief Judge Jill Hueser's Employment Agreement and Appointing Her to a New Two-Year Term.

The purpose of this item is to establish the 2023 compensation of the Chief Judge and to create a new two-year term for her employment. Council met in executive session on November 22, 2022, to conduct the performance review of Chief Judge Jill Hueser.

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## STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading and Resolution.

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## BACKGROUND / DISCUSSION

Council is committed to compensating employees in a manner which is market-based, competitive, and tied to performance. The goal as an employer is to attract, retain, engage, develop, and reward a diverse and competitive workforce to meet the needs of the community now and in the future. To accomplish this goal, Council and the Chief Judge meet twice a year to discuss performance and set goals for the coming year.

The 2022 salary of the Chief Judge is \$171,600.

Resolution 2019-099 establishes the process for evaluating the performance of the City Manager, City Attorney, and Chief Judge. It states that any change in compensation for these employees will be adopted by Council by Ordinance. This Ordinance will amend City Code to reflect Chief Judge Hueser's 2023 compensation.

In addition, Resolution 2022-139 will authorize the Second Addendum to appoint Chief Judge Hueser to a new two-year term in her employment agreement. By Charter, contracts for municipal judges have a two-year term. By adopting Resolution 2021-117, Council shifted the timing of Chief Judge Hueser's employment agreement to run from January 2022 to January 2024. However, City staff has conducted

internal and external surveys to evaluate Chief Judge Hueser's performance. To make use of the survey results, City staff is recommending Council create a new two-year term, extending Chief Judge Hueser's appointment and employment agreement until January 1, 2025.

### **CITY FINANCIAL IMPACTS**

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The City financial impact will be the new base salary for the Chief Judge as approved by Council.

### **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

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Not applicable.

### **PUBLIC OUTREACH**

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Not applicable.

### **ATTACHMENTS**

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1. Ordinance for Consideration
2. Resolution for Consideration
3. Benchmark Cities Market Information

ORDINANCE NO. 147, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
AMENDING SECTION 2-606 OF THE CODE OF THE CITY OF FORT COLLINS AND  
SETTING THE SALARY OF THE CHIEF JUDGE

WHEREAS, pursuant to Article VII, Section 1 of the City Charter, the City Council is responsible for fixing the compensation of the Chief Judge; and

WHEREAS, the City is committed to compensating its employees in a manner which is fair, competitive and understandable; and

WHEREAS, the City's pay philosophy is based on total compensation, which includes not only base salary but also deferred compensation payments, vacation and holiday leave, and amounts paid by the City for medical, dental, life and long-term disability insurance; and

WHEREAS, members of the City Council, with the assistance of City staff, and the presumed Chief Judge have discussed terms and conditions of the presumed Chief Judge's employment, including the base salary to be paid to the presumed Chief Judge; and

WHEREAS, the City Council supports a compensation philosophy of paying employees a competitive salary and is setting the salary of the presumed Chief Judge based on established market data; and

WHEREAS, the City Council met with the Chief Judge to conduct a review and establish goals for her performance; and

WHEREAS, the City Council believes the annual base salary of the Chief Judge for 2023 should be established at the amount of \$185,000 effective January 9, 2023.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That Section 2-606 of the Code of the City of Fort Collins is hereby amended to read as follows:

**Sec. 2-606. - Salary of the Chief Judge.**

The base salary to be paid to the Chief Judge shall be ~~one hundred seventy one thousand six hundred dollars (\$171,600)~~ **one hundred eighty-five thousand dollars (\$185,000)** per annum, payable in biweekly installments, which sum shall be charged to general government expense.

Section 3. That the effective date of the salary adjustment shall be January 9, 2023.

Introduced, considered favorably on first reading and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

Passed and adopted on final reading this 20th day of December, A.D. 2022.

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Mayor

ATTEST:

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City Clerk

RESOLUTION 2022-139  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
AUTHORIZING THE SECOND ADDENDUM TO  
CHIEF JUDGE JILL HUESER'S EMPLOYMENT AGREEMENT  
AND APPOINTING HER TO A NEW TWO-YEAR TERM

WHEREAS, pursuant to Article VII, Section 1 of the City Charter, the City Council is responsible for appointing the Chief Judge; and

WHEREAS, with Resolution 2020-049, the City Council appointed Jill Hueser as Chief Judge and approved Ms. Hueser's employment agreement; and

WHEREAS, such appointment was effective July 6, 2020; and

WHEREAS, with Resolution 2021-117, the City Council made changes to Ms. Hueser's employment agreement to reflect amendments that were made to City retirement accounts and to change the term of the agreement to run from January 1, 2022, to January 1, 2024; and

WHEREAS, City staff has conducted internal and external surveys regarding Chief Judge Hueser's performance, and based on the survey results the City Council desires to extend the employment agreement and appoint Chief Judge Hueser to a new two-year term to run from January 1, 2023, to January 1, 2025.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the Council hereby appoints Jill Hueser to a new two-year term as Chief Judge of the Fort Collins Municipal Court.

Section 3. Mayor is hereby authorized to execute a Second Addendum to Employment Agreement between the City and Jill Hueser, attached hereto as Exhibit "A" and incorporated herein by reference, to create a new two-year term of the agreement.

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



## SECOND ADDENDUM TO CHIEF JUDGE EMPLOYMENT AGREEMENT

THIS SECOND ADDENDUM to Employment Agreement is made and entered into this \_\_\_\_\_ day of December, 2022, by and between the CITY OF FORT COLLINS, COLORADO, a municipal corporation, hereinafter called the "City" and JILL HUESER, hereinafter called the "Employee."

WITNESSETH:

WHEREAS, the City and Employee have previously entered into that certain Employment Agreement dated July 6, 2020 (hereinafter referred to as the "Agreement");

WHEREAS, the City and Employee previously entered into that certain First Addendum to Employment Agreement dated December 20, 2021; and

WHEREAS, the City and Employee have recognized the need to amend the Agreement and have worked cooperatively to identify and address issues of mutual interest.

NOW, THEREFORE, in consideration of the mutual covenants, promises and agreements herein contained, as well as other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged, the parties agree to amend the Agreement as follows:

1. Section 2. B. is amended to read in its entirety as follows:

B. The Employee agrees to remain in the exclusive employment of the City as Chief Judge from January 1, 2023, until January 1, 2025 and neither to seek or accept other employment nor to be become employed by any other employer until after said termination date, unless the employment of the Employee is terminated earlier as herein provided. City Council may grant express permission for non-legal (non-attorney and non-judicial) employment that will not interfere with the duties of the Chief Judge by motion or in a writing, including any conditions or limitations on such other employment.

2. Except as set forth herein, the terms of the Agreement as amended by the Second Addendum to Employment Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the City has caused this Second Addendum to be signed and executed on its behalf by its Mayor and duly attested by its City Clerk, and the Employee has signed and executed this Second Addendum, both in duplicate, the day and year first written above.

THE CITY OF FORT COLLINS, COLORADO

a Municipal Corporation

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Jeni Arndt, Mayor

ATTEST:

---

City Clerk

EMPLOYEE:

---

Jill Hueser

**Chief Judge**  
**Benchmark Cities Market Information**  
**October 28, 2022**

Base Salary Percentiles 2023				
10th	25th	50th	75th	90th
\$173,240	\$176,359	\$180,100	\$185,630	\$191,078

Base Salary Percentiles 2022				
10th	25th	50th	75th	90th
\$157,080	\$160,950	\$165,000	\$172,062	\$173,930

Organization	Population	Annual Base Salary	Annual Bonus	Annual Retirement	Annual Car Allowance	TOTAL*	Date of Hire (year)	Date of Last Salary Increase
Arvada	118,746	\$189,999	N/A	\$19,038	N/A	\$209,037	2022	Jul-22
Aurora	398,018	\$183,935	\$18,393	\$37,279	\$5,742	\$245,349	2016	Dec-21
Boulder	112,675	\$179,419	N/A	\$25,513	N/A	\$204,932	2002	Jul-22
Broomfield	71,018	\$173,057	N/A	\$48,113	N/A	\$221,170	2021	Aug-22
Denver	715,878	\$191,445	N/A	\$42,022	N/A	\$233,467	2015	N/A
Greeley	111,000	\$177,302	N/A	N/A	N/A	\$177,302	2019	Jul-22
Lakewood	157,469	\$184,309	N/A	\$35,019	\$3,000	\$222,328	2022	Aug-22
Longmont	96,192	\$175,431	N/A	\$22,806	N/A	\$198,237	2016	Sep-22
Loveland	78,282	\$161,641	N/A	N/A	N/A	\$161,641	2015	May-22
Thornton	146,487	\$180,000	N/A	\$24,840	\$4,440	\$209,280	2016	Mar-22
Westminster	118,357	\$177,675	N/A	\$19,988	\$6,000	\$203,663	2021	Jan-22
<b>Fort Collins</b>	<b>174,871</b>	<b>\$171,600</b>	<b>N/A</b>	<b>\$32,947</b>	<b>N/A</b>	<b>\$204,547</b>	<b>2020</b>	<b>Jan-22</b>

\* Total = Annual Salary + Annual Bonus + Annual Retirement + Annual Car Allowance

December 6, 2022



## AGENDA ITEM SUMMARY

City Council

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### STAFF

Teresa Roche, Human Resources Executive  
Kelley Vodden, Compensation, Benefits and Wellness Director  
Ryan Malarky, Legal

---

### SUBJECT

**First Reading of Ordinance No. 148, 2022, Amending Section 2-581 of the Code of the City of Fort Collins and Setting the Salary of the City Attorney.**

---

### EXECUTIVE SUMMARY

The purpose of this item is to establish the 2023 compensation of the City Attorney. Council met in executive session on November 22, 2022, to conduct the performance review of Carrie Daggett, City Attorney.

---

### STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

---

### BACKGROUND / DISCUSSION

Council is committed to compensating employees in a manner which is market-based, competitive, and tied to performance. The goal as an employer is to attract, retain, engage, develop, and reward a diverse and competitive workforce to meet the needs of the community now and in the future. To accomplish this goal, Council and the City Attorney meet twice a year to discuss performance and set goals for the coming year.

The 2022 salary of the City Attorney is \$212,273.

Resolution 2019-099 establishes the process for evaluating the performance of the City Manager, City Attorney, and Chief Judge. It states that any change in compensation for these employees will be adopted by Council by Ordinance. This Ordinance will amend the City Code to reflect the City Attorney's 2023 compensation.

---

### CITY FINANCIAL IMPACTS

The City financial impact will be the new base salary of the City Attorney as approved by Council.

---

### BOARD / COMMISSION / COMMITTEE RECOMMENDATION

None.

**PUBLIC OUTREACH**

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None.

**ATTACHMENTS**

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1. Ordinance for Consideration
2. Benchmark Cities (National) Market Information

ORDINANCE NO. 148, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
AMENDING SECTION 2-581 OF THE CODE OF THE CITY OF  
FORT COLLINS AND SETTING THE SALARY OF THE CITY ATTORNEY

WHEREAS, pursuant to Article VI, Section 1 of the City Charter, the City Council is responsible for fixing the compensation of the City Attorney; and

WHEREAS, the City is committed to compensating its employees in a manner that is fair, competitive and understandable; and

WHEREAS, the City Council supports a compensation philosophy of paying employees a competitive salary based on established market data and performance, and may adjust the salary of the City Attorney to bring that salary more in line with the approved market data; and

WHEREAS, the City Council met with the City Attorney to conduct a review and establish goals for her performance; and

WHEREAS, the City Council believes the base salary of the City Attorney for 2023 should be established at the amount of \$222,244 effective January 9, 2023.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That Section 2-581 of the Code of the City of Fort Collins is hereby amended to read as follows:

**Sec. 2-581. Salary of the City Attorney.**

The base salary to be paid the City Attorney shall be ~~two hundred twelve thousand two hundred seventy-three dollars (\$212,273)~~ **two hundred twenty-two thousand two hundred forty-four dollars (\$222,244)** per annum, payable in biweekly installments. Sixty (60) percent of such sum shall be charged to general government expense, twenty (20) percent to the City water utility and twenty (20) percent to the City electric utility.

Section 3. That the effective date of the salary adjustment shall be January 9, 2023.

Introduced, considered favorably on first reading and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20th day of December, A.D. 2022.

---

Mayor

ATTEST:

---

City Clerk

Passed and adopted on final reading this 20th day of December, A.D. 2022.

---

Mayor

ATTEST:

---

City Clerk

**City Attorney**  
**Benchmark Cities (National) Market Information**  
**November 2022**

Base Salary Percentiles 2023				
10th	25th	50th	75th	90th
\$212,374	\$215,307	\$237,193	\$284,119	\$319,371

Base Salary Percentiles 2022				
10th	25th	50th	75th	90th
\$194,366	\$202,870	\$207,693	\$223,307	\$267,450

Organization	Population	Annual Base Salary	Annual Bonus	Annual Retirement	Annual Car Allowance	Total*	Date of Hire (year)	Date of Last Salary Increase
Anaheim, CA	345,935	\$274,662	\$7,800	N/A	N/A	\$282,462	2018	2021
Asheville, NC	94,070	\$204,084	N/A	N/A	\$4,000	\$208,084	2019	2022
Boulder, CO	104,178	\$245,000	N/A	\$34,839	N/A	\$279,839	2022	Mar-22
Greensboro, NC	299,035	\$213,283	N/A	N/A	N/A	\$213,283	2019	Feb-22
Hayward, CA	162,954	\$239,450	N/A	N/A	N/A	\$239,450	N/A	2021
Oklahoma City, OK	681,054	\$215,982	N/A	\$10,799	\$7,000	\$233,781	2006	2022
Palo Alto, CA	67,973	\$322,817	\$18,316	\$15,000	\$3,900	\$360,033	2018	2021
Plano, TX	285,494	\$234,936	N/A	N/A	N/A	\$234,936	N/A	N/A
Sacramento, CA	528,028	\$312,488	\$19,453	N/A	\$6,000	\$337,941	2021	2021
Santa Monica, CA	93,076	\$320,136	N/A	N/A	N/A	\$320,136	2022	2022
Tallahassee, FL	197,103	\$225,640	N/A	N/A	N/A	\$225,640	2018	2022
<b>Fort Collins</b>	<b>174,871</b>	<b>\$212,273</b>	<b>N/A</b>	<b>\$43,941</b>	<b>N/A</b>	<b>\$256,214</b>	<b>2015</b>	<b>Jan-22</b>
Ann Arbor, MI	121,000	\$199,650	N/A	\$11,979	Note <sup>1</sup>	\$211,629	2003	Jan-21
Durham, NC	287,865	\$206,700	N/A	\$10,335	3600	\$220,635	2019	Jul-21
Irving, TX	236,546	\$231,612	N/A	Note <sup>2</sup>	N/A	\$231,612	2016	Jan-20
Mesa, AZ	512,107	\$215,002	N/A	\$25,671	4800	\$245,473	2015	Jul-19
Wilmington, NC	126,000	\$191,475	N/A	\$8,616	Note <sup>1</sup>	\$200,091	2017	Jun-21

\* Total = Annual Salary + Annual Bonus + Annual Retirement + Annual Car Allowance

Markets in yellow did not provide data this year. The data shown is what they provided in 2021.

Savannah, GA did not provide data for either 2021 or 2022 and has been excluded from the table.

<sup>1</sup> Per Mileage Reimbursement

<sup>2</sup> State Retirement System



**City Attorney**  
**Benchmark Cities (Regional) Market Information**  
**November 2022**

Base Salary Percentiles				
10th	25th	50th	75th	90th
\$195,331	\$213,844	\$222,244	\$239,098	\$241,699

Organization	Population	Annual Base Salary	Annual Bonus	Annual Retirement	Annual Car Allowance	Total*	Date of Hire (year)	Date of Last Salary Increase
Arvada	118,746	\$212,000	\$9,528	\$21,242	\$4,800	\$247,570	2019	Jul-22
Aurora	398,018	\$220,458	\$18,393	\$37,279	\$5,742	\$245,349	2000	Mar-22
Boulder	112,675	\$245,000	N/A	\$34,839	N/A	\$279,839	2022	Jul-22
Broomfield	71,018	\$224,099	N/A	\$27,340	\$6,000	\$257,439	2021	May-22
Denver	715,878	\$216,061	N/A	\$47,425	N/A	\$263,486	2017	N/A
Greeley	111,000	\$235,112	N/A	N/A	N/A	\$235,112	2013	Jul-22
Lakewood	157,469	\$218,400	N/A	\$41,496	\$3,600	\$263,496	2021	Aug-22
Larimer County	359,066	\$208,197	N/A	\$16,656	N/A	\$224,853	2020	Jan-22
Longmont**	96,192	\$245,503	\$45,000	\$31,915	\$3,587	\$326,005	2009	Oct-22
Loveland	78,282	\$190,008	N/A	N/A	N/A	\$190,008	2018	May-22
Thornton	146,487	\$222,255	N/A	\$32,894	\$7,008	\$262,157	2021	Dec-22
Westminster	118,357	\$238,960	N/A	\$26,883	\$6,000	\$271,843	2015	Jan-22
<b>Fort Collins</b>	<b>174,871</b>	<b>\$212,273</b>	<b>N/A</b>	<b>\$43,941</b>	<b>N/A</b>	<b>\$256,214</b>	<b>2015</b>	<b>Jan-22</b>

\* Total = Annual Salary + Annual Bonus + Annual Retirement + Annual Car Allowance

\*\*Longmont Retention Bonus of \$30k given if employed end of 2023 and \$15k given if employed end of 2024

December 6, 2022

# AGENDA ITEM SUMMARY

City Council



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## STAFF

Cortney Geary, Active Modes Manager  
Aaron Iverson, Senior Manager, FC Moves  
Aaron Guin, Legal

---

## SUBJECT

**First Reading of Ordinance No. 149, 2022, Adopting the Active Modes Plan as a Component of City Plan.**

---

## EXECUTIVE SUMMARY

The purpose of this item is to consider adoption of the Active Modes Plan.

---

## STAFF RECOMMENDATION

Staff recommends adoption of the Ordinance on First Reading.

---

## BACKGROUND / DISCUSSION

The Active Modes Plan (the "Plan") combines and updates the 2011 Pedestrian Plan and 2014 Bicycle Master Plan, and incorporates micromobility devices such as skateboards and scooters. The Plan identifies key opportunities to significantly improve and expand the City's active modes networks, support facilities, policies, and programs. Staff presented the draft Active Modes Plan to City Council for review at its Work Session on October 25, 2022. Additional information on the Plan vision goals, recommendations, and implementation strategy are available in staff's [October 25<sup>th</sup> Agenda Item Summary](#).

The following changes have been incorporated into the Plan to address feedback received from Councilmembers:

- **Chapter 4: Big Moves and Next Moves**
  - Next Move Comprehensive Access to Destinations 4 was revised to focus on identifying optimal locations for and expanding access to short-term and long-term bicycle and micromobility parking.
- **Chapter 5: Policy and Program Recommendations**
  - Action items under recommendations 2b and 2c related to development practices and parking policies were revised to emphasize support for amending the Land Development Code to increase bicycle and micromobility parking and reduce requirements for motor vehicle storage.
  - An action item was added to recommendation 3d related to signal timing and intersection design standards to include public information materials with new or innovative treatments.

- For recommendation 3e related to micromobility standards and policies, a reference was added to guidelines for accommodating micromobility in design and right-of-way use. While the City's shared micromobility program contract sets maximum speed limits for devices based on various contexts, staff anticipate that improving infrastructure will be more effective at improving safety than imposing further speed restrictions on shared micromobility devices.
- Action items were added under recommendations 4a, 4b, and 5b related to Safe Routes to School programs, a Transportation Demand Management Program, and Open Streets to elaborate on fun, creative strategies the City and partner organizations can use to encourage people to try using active modes of transportation.

## • Chapter 7: Implementing the Vision

- The description of the High Priority/Readiness phase of infrastructure recommendations was modified to clarify the focus on expanding the core network, while improving strategic crossing locations citywide.

## CITY FINANCIAL IMPACTS

---

Adoption of this Ordinance does not commit dedicated funding for implementation. As with any plan, policy change, or new program, future City investments in implementing the plan recommendations need to follow standard budget processes.

## BOARD / COMMISSION / COMMITTEE RECOMMENDATION

---

While staff has engaged with eleven City Boards, Commissions, and Committees throughout the planning process, seven provided specific feedback and recommendations on the draft Active Modes Plan as follows:

- On August 10, 2022, the Land Conservation and Stewardship Board recommended adoption of the Active Modes Plan.
- On August 24, 2022, the Parks and Recreation Board recommended adoption of the Active Modes Plan.
- On September 8, 2022, the Downtown Development Authority Board provided feedback on the Active Modes Plan.
- On September 15, 2022, the Bicycle Advisory Committee recommended adoption of the Active Modes Plan.
- On September 21, 2022, the Transportation Board recommended adoption of the Active Modes Plan.
- On September 28, 2022, the Natural Resources Advisory Board submitted a memo expressing support for the Active Modes Plan.
- On October 20, 2022, the Planning and Zoning Commission approved a memo expressing support for the Active Modes Plan.

## PUBLIC OUTREACH

---

The project team sought broad feedback from the community, with an emphasis on elevating the voices of historically underrepresented groups. Community feedback informed every aspect of the plan. A Technical Advisory Committee, composed primarily of City staff and partner agencies, and a Community Advisory Committee, composed of pedestrian and bicycle advocates and community members of diverse backgrounds, provided feedback at key junctures throughout the plan development. The project team utilized both traditional engagement methods such as visioning workshops and focus group meetings as well as non-traditional methods that "meet people where they are" such as pop-up events along trails and at community events.

The project team estimates that 3,500 people contributed feedback to the plan. Total public participation in each engagement opportunity is as follows:

- **Visioning questionnaire** = 350 participants
- **Community Survey** = 771 participants
- **Mapping activity #1** = 879 participants; 1,376 submissions
- **Prioritization questionnaire** = 1,182 participants
- **Mapping Activity #2** = 559 participants; 1,449 submissions
- **Draft plan review** = 800 comments

## ATTACHMENTS

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1. Ordinance for Consideration
2. Ordinance Exhibit A
3. Active Modes Plan Executive Summary
4. Active Modes Plan
5. Active Modes Plan Appendices
6. Land Conservation and Stewardship Board Minutes
7. Parks and Recreation Board Minutes
8. Downtown Development Authority Board Minutes
9. Bicycle Advisory Committee Minutes
10. Transportation Board Minutes
11. Natural Resources Advisory Board Memo
12. Planning and Zoning Commission Memo
13. Presentation

ORDINANCE NO. 149, 2022  
OF THE COUNCIL OF THE CITY OF FORT COLLINS  
ADOPTING THE ACTIVE MODES PLAN AS A COMPONENT OF CITY PLAN

WHEREAS, the Active Modes Plan (the “Active Modes Plan”) was developed after extensive public outreach, discussion and consideration of community needs and priorities; and

WHEREAS, the Active Modes Plan combines and updates the 2011 Pedestrian Plan and 2014 Bicycle Master Plan, and focuses on how the City can better accommodate and improve safety for active modes of transportation, such as walking, bicycling, micromobility use (skateboards and scooters), and rolling (wheelchair use); and

WHEREAS, the Active Modes Plan identifies key opportunities to significantly improve access to amenities and transit options and expands the City’s active modes networks, support facilities, policies, and programs; and

WHEREAS, the Active Modes Plan provides strategies for focusing efforts and funding toward building a transportation network that makes it easy and safe to use all modes; and

WHEREAS, the Active Modes Plan has been the subject of extensive public outreach and stakeholder presentations and has received the favorable recommendation of the Land Conservation and Stewardship Board, the Parks and Recreation Board, the Bicycle Advisory Committee, the Transportation Board, the Natural Resources Advisory Board, and the Planning and Zoning Commission; and

WHEREAS, at its work session on October 25, 2022, City Council reviewed the Active Modes Plan and provided input, which City staff incorporated, and a final version of the Active Modes Plan reflecting the work session discussion is attached hereto as Exhibit “A” and incorporated herein by reference; and

WHEREAS, the City Council has determined that it is in the best interests of the residents of the City of Fort Collins to adopt formally the Active Modes Plan.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

Section 2. That the City Council hereby adopts the Active Modes Plan attached hereto as Exhibit “A.”

Introduced, considered favorably on first reading, and ordered published this 6th day of December, A.D. 2022, and to be presented for final passage on the 20 day of December, A.D. 2022.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Passed and adopted on final reading on the 20th day of December, A.D. 2022

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk



# walk. bike. roll.

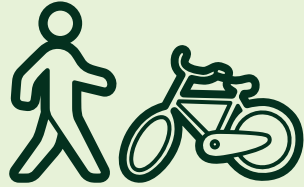
## ACTIVE MODES PLAN



October 2022



Done right, improving the active modes environment can help our city become happier, healthier, more sustainable, safer, and people-first. By 2032, the City of Fort Collins will:

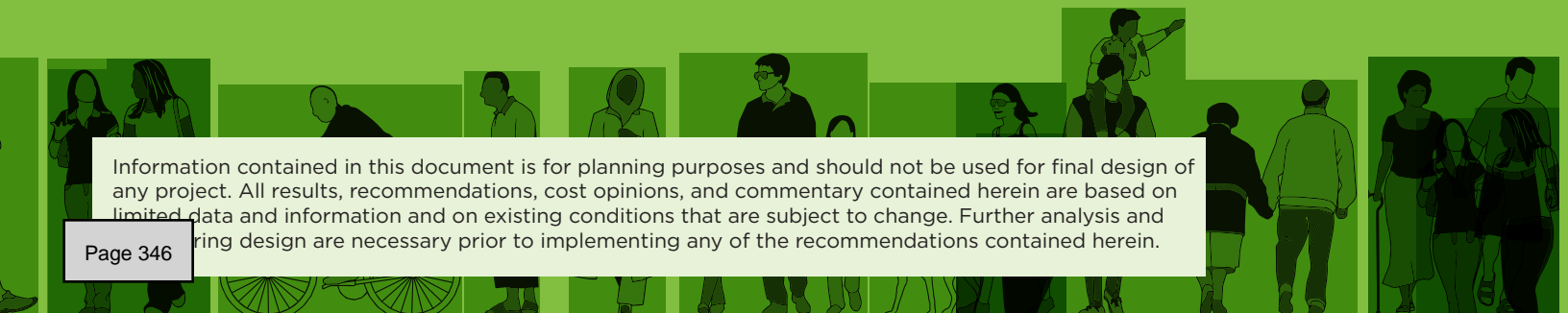


Achieve 50 percent active mode share for all trips



Eliminate all active modes traffic fatalities and serious injuries

The Active Modes Plan prioritizes mode shift and safety in Fort Collins and serves as a blueprint for realizing these central goals in the next 10 years.



Information contained in this document is for planning purposes and should not be used for final design of any project. All results, recommendations, cost opinions, and commentary contained herein are based on limited data and information and on existing conditions that are subject to change. Further analysis and engineering design are necessary prior to implementing any of the recommendations contained herein.



# ACKNOWLEDGEMENTS

## City Council

Jeni Arndt, Mayor  
 Susan Gutowsky, *District 1*  
 Julie Pignataro, *District 2*  
 Tricia Canonico, *District 3*  
 Shirley Peel, *District 4*  
 Kelly Ohlson, *District 5*  
 Emily Francis, *District 6*

## City Leadership

Kelly DiMartino, *City Manager*  
 Tyler Marr, *Interim Deputy City Manager*  
 Rupa Venkatesh, *Assistant City Manager*  
 Caryn Champine, *Director, Planning, Development & Transportation*  
 Dean Klingner, *Deputy Director, Planning, Development & Transportation*

## Active Modes Plan Partners

City of Fort Collins  
 Colorado State University (CSU)

## Project Management Team

Cortney Geary, *FC Moves*  
 Aaron Iverson, *FC Moves*  
 Nick Heimann, *formerly FC Moves*  
 Rob Mosbey, *Engineering*  
 Tyler Stamey, *Traffic Operations*  
 Nicole Hahn, *Traffic Operations*  
 Steve Gilchrist, *Traffic Operations*  
 Kyle Lambrecht, *Park Planning & Development*  
 Aaron Fodge, *CSU*

## Staff Team

Amy Gage  
 Amanda Mansfield  
 Brian Kurotsuchi  
 Lauren Nagle  
 Melina Dempsey  
 Nancy Nichols  
 Rachel Ruhlen  
 Sara Hull  
 Seth Lorson

Lipfert

## Communications and Design

Matt Murphy, *Communications & Public Involvement Office*

## Spanish Translation, Interpretation, and Engagement

Community Language Co-op  
 Community Connectors, LLC

## Project Consultants

Toole Design Group

## City Boards, Commissions, and Committees

Air Quality Advisory Board  
 Bicycle Advisory Committee  
 Dial-A-Ride Transit Advisory Committee  
 Disability Advisory Board  
 Downtown Development Authority  
 Land Conservation and Stewardship Board  
 Natural Resources Advisory Board  
 Parks and Recreation Board  
 Planning and Zoning Commission  
 Senior Advisory Board  
 Transportation Board  
 Youth Advisory Board

## Project Advisory Groups

### Community Advisory Committee

Betsy Turnbull  
 Christina Rivera  
 Dave Dixon  
 Dmitry Volchansky  
 Jan Iron  
 Jesus Castro  
 Kenny Bearden  
 Kimberley Chambers  
 Laura MacWaters  
 Lorye McLeod  
 Tim Anderson

### Technical Advisory Committee

Alex Gordon, *North Front Range Metropolitan Planning Organization*  
 Bryce Reeves, *Colorado Department of Transportation (CDOT)*

Drew Brooks, *Transfort*  
 Eric Keselburg, *Parking Services*  
 Eric Tracy, *Larimer County*  
 Heidi Wagner, *formerly Natural Areas*  
 Honore Depew, *Environmental Services*  
 Jerry Garrettson, *Poudre School District*  
 Mark Connelly, *CDOT*  
 Mike Avrech, *Police Services*  
 Mike Brunkhardt, *Parks*  
 Paul Sizemore, *Community Development & Neighborhood Services*  
 Rachel Rogers, *Economic Health*  
 Rebecca Everette, *City Planning*  
 Sandra Bratlie, *Utilities*  
 Todd Dangerfield, *Downtown Development Authority*  
 Tom Knostman, *Streets*

Overland Mountain Bike Association  
 Partnership for Age Friendly Communities  
 Poudre School District  
 SPLASH Youth of Northern Colorado  
 SummitStone Health Partners  
 The Arc of Larimer County  
 UCHHealth  
 Visit Fort Collins

**Thank you to the over 3,500 community members, City staff members, businesses, organizations, and partners who shared their feedback and contributed to this Active Modes Plan!**

## Stakeholder Groups

### *Colorado State University*

Associated Students of Colorado State University (ASCSU)  
 Campus Bicycle Advisory Committee (CBAC)  
 Corridor Committee  
 Facilities Management  
 Foothills Campus  
 Parking and Transportation Services  
 School of Public Health  
 Veterinary Teaching Hospital (VTH)

### *Local Organizations and Businesses*

Bike Fort Collins  
 Brave New Wheel  
 CARE Housing  
 Food Bank for Larimer County  
 Fort Collins Bike Co-op  
 Fort Collins Running Club  
 Fort Follies  
 Fuerza Latina  
 Gnar Runners  
 Health District of Northern Larimer County  
 Launch Skate  
 New Belgium Brewing  
 Northern Colorado Equality  
 Northern Colorado Intertribal Powwow Association

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# CHAPTER 1: INTRODUCTION



For many years, transportation plans across the United States focused narrowly on motor vehicle travel and mitigating congestion. This approach does not include the many people who travel by walking, bicycling, rolling, and using micromobility, and ignores the need to improve trip efficiency and mobility for people not using a personal vehicle. Over the past decade, there has been a shift in focus toward planning for places that are walkable, bikeable, and more human scale. This is often referred to as active transportation, an umbrella term for human-powered, active modes of transportation that do not include personal motorized vehicles—such as cars, trucks, and SUVs—or transit such as bus and train services.

An Active Modes Plan (AMP) focuses on how communities can better accommodate and improve safety for these smaller, slower, and more vulnerable modes as an integral and welcome part of the overall transportation system. AMPs consider all types of trips including commuting, utility, school, recreation, or leisure, and use trip purpose information to identify opportunities for improved access to amenities and transit options. Focusing efforts and funding toward building a transportation network that makes it easy and safe to use all modes makes communities stronger, more resilient, more inclusive, and healthier. Supporting active modes in community planning efforts reinforces that these modes are valid forms of transportation, and not just forms of recreation.

## Celebrating Fort Collins

Unlike many parts of the United States that have only recently begun to shift focus away from planning exclusively for vehicular travel, the City of Fort Collins is no stranger to this approach. Fort Collins has a rich history of intentional planning and investment in critical grade separations and robust trail system development that provided an exceptional framework for the existing pedestrian and bicycle network. The City has spent decades dedicating time and resources towards shifting citywide focus to improve active modes use, build a more human-scale environment, and enhance sustainability outcomes.

As evidenced by its **Silver-Level Walk-Friendly Community and Platinum-Level Bicycle-Friendly Community** designations, the latter awarded to only four other communities in the country, the City's infrastructure, programs, and policies have prioritized engagement, safety, access, and equity. The thoughtful, and fundamental work completed by the City of Fort Collins has helped make it one of the best places for choosing, using, and enjoying active modes of transportation.

### IMPORTANT TERMS TO REMEMBER WHEN READING THE AMP

When the AMP says **Rolling**  
it means **Wheelchair Use**

When the AMP says **Micromobility**  
it means **Scooters and Skateboards**

When the AMP says **Active Modes User**  
It means **anyone walking, bicycling, rolling, or using micromobility.**

When the AMP says **Facility**  
It means **paths and spaces designated specifically for the movement of pedestrians, bicyclists, and micromobility users.**

When the AMP says **Mobility Hub**  
It means **areas similar to transit centers that include additional infrastructure to support shared mobility devices, cars, bikes, scooters, and space for on-demand and microtransit connections.**

When the AMP says **Active Modes Network**  
It means **all on- and off-street pedestrian facilities, bicycle facilities, and facilities designated for micromobility use, combined as a single network of routes.**



## Why Fort Collins Needs an Active Modes Plan

In the past decade, the City has developed plans that put people first including the City Plan Transportation Master Plan, 2014 Bicycle Master Plan, and 2011 Pedestrian Plan. Together, these plans set the stage for creating a better network of bikeways and pedestrian-friendly streets. The City has made significant strides to implement the recommendations of those plans by constructing or providing wayfinding and protected bikeways, downtown alleyways, connections to Colorado State University (CSU), increased micromobility (small human-powered or electric vehicles that travel under 30 mph) options, and the creation and expansion of active modes-focused programs such as the Bicycle Friendly Driver program and Safe Routes to School (SRTS). Due to the success of these plans and societal changes that have taken place over many years, it is time to reevaluate strategies for elevating walking, bicycling, rolling, and micromobility use to substantially amplify active modes in Fort Collins. This 2022 Fort Collins Active Modes Plan (AMP) provides a framework for addressing citywide goals related to:

**CLIMATE** Reducing emissions, improving energy efficiency, and achieving zero waste.

**SAFETY** Reducing crashes and the severity of crashes.

**MODE SHIFT** Increasing the percentage of trips taken by using active modes.

**EQUITY** Removing systemic barriers so that persons of all identities can fully participate in and enjoy City services.

AMP actions and strategies will play key roles in achieving these existing goals. Active modes help connect people of all ages and abilities to their jobs, schools, health care services, recreation, neighbors, and communities without the need for a personal vehicle. By focusing on expanding and improving inclusive access to active transportation options, the lives of people throughout Fort Collins can be improved, and significant health, safety, equity, economic, and livability benefits across the community will be realized.



## How the Active Modes Plan Came to Be

With the support of City leadership and staff, Fort Collins has become nationally known for its advancements in active transportation. Through a number of progressive planning projects and initiatives over the past three decades, Fort Collins has remained dedicated to creating a community that is walkable and bikeable for all.

**1970**

### **Fort Collins Builds First Bicycle Lanes**

The City installs its first bikeway after residents petition to mitigate traffic and bicycling-related crashes.

**1995**

### **Fort Collins Bicycle Program Plan**

The Fort Collins Bicycle Program Plan was created to center all future bicycle-related projects around engineering, education, enforcement, and encouragement.

**1996**

### **Pedestrian Level of Service**

The Pedestrian Level of Service (LOS) booklet acts as a “user’s guide” to assist in analyzing Fort Collins existing conditions, and proposed public and private improvement projects. Fort Collins was one of the first cities to create a pedestrian Level of Service (LOS).

**2008**

### **Fort Collins Bike Library (FCBL) Launch**

Located in Old Town and offered rentable bicycles available from one hour rentals up to multiple day rentals.

### **SmartTrips TDM Program Funded**

SmartTrips Program, creator of Bike to Work Day and National Bike Month, receives funding to promote Transportation Demand Management (TDM) in Fort Collins with an emphasis on bicycle access.

**2010**

### **Bicycle Safety Education Plan**

City Council directs City staff to prepare a Bicycle Safety Education Plan (BSEP) that provides programs to improve bicycle safety.

**2011**

### **Pedestrian Plan**

The Pedestrian Plan addresses citywide pedestrian needs, like gaps in the sidewalk, safer ways to cross, outlines issues, and proposes strategies for making pedestrian travel safe, easy, and convenient.

**2012**

### **Beginning of the Sidewalk Prioritization Model**

To advance pedestrian needs identified by the 2011 Pedestrian Plan, an inventory of existing sidewalks is created under the Citywide Pedestrian Access Project. Soon after, the Sidewalk Prioritization Model is developed to provide a data-driven approach to prioritizing pedestrian facilities across the city in need of repair.

**2013**

### **Fort Collins Becomes a Platinum-Level Bicycle Friendly Community**

Awarded by the League of American Bicyclists for demonstrating commitment to improving the bicycle environment, Fort Collins became one of the first communities to achieve this award.

2014

**Bicycle Master Plan adopted by City Council**

The Bicycle Master Plan sets goals for the year 2020 that include reducing bicycle-related crashes and increasing bicycle mode share. CSU created their first Bicycle Master Plan as part of this planning effort.

2015

**Colorado State University (CSU) becomes a Platinum-Level Bicycle Friendly University**

Awarded by the League of American Bicyclists for demonstrating commitment to optimizing bicycling on campus and improving bicycle connections across the campus and to other parts of the city.

2016

**Moving Toward Vision Zero**

Fort Collins is the first public local entity to join the Colorado Department of Transportation (CDOT) initiative to eliminate traffic-related deaths.

2017

**Our Climate Future**

Our Climate Future is a comprehensive plan to address climate, energy, and waste goals.

2018

**Zagster "PACE" Bike Share Launch**

FCBL is replaced by PACE bike share that offers a larger fleet of dockless bicycles and bike share stations accessible through a smartphone app.

**Fort Collins becomes a Silver-Level Walk Friendly Community**

Awarded by the Walk Friendly Communities program for demonstrating commitment to expanding opportunities for walking.

2019

**Transportation Master Plan**

The Transportation Master Plan establishes a vision for mobility in Fort Collins, achieved through a safe and reliable multimodal transportation network.

**Bike Share Business Plan**

Presents a model for scaling, phasing, operations, and funding for a new bike share program in Fort Collins.

**City Plan**

Guidance for supporting land use and transportation over the next two decades as Fort Collins grows.

2021

**E-Bike and E-Scooter Program Launch**

Spin launches e-bike and e-scooter share program in Fort Collins.

2022

**The Active Modes Plan**

## Building Upon Current and Past Plans

Fort Collins has a strong planning foundation that has informed many of the recommendations contained in the Fort Collins AMP. Several themes emerged from existing plans, as presented in the following table. These themes influenced the development of this Plan from the creation of its goals to the development of the project recommendations and implementation strategy.

	Plan	Equity	Safety	Accessibility	Mobility	Health	Education	
<div>High-Level Guidance</div> <div></div> <div>Detailed Local Strategy</div>	State							
	Active Modes Planning	Statewide Bicycle and Pedestrian Plan (amended 2015)	X	X		X	X	X
	Regional							
	Active Modes Planning	NFRMPO Regional Active Transportation Plan (2021)	X	X	X	X	X	
	City							
	Local Comprehensive Planning	2040 City Plan (2019)	X	X	X	X	X	
	Local Action Planning	Fort Collins Strategic Plan (2020)	X	X	X	X	X	
	Sustainability Planning	Our Climate Future (amended 2021)	X	X		X	X	X
	Transportation Planning	Transit Master Plan (2019)	X		X	X	X	
		Transportation Master Plan (2019)	X	X	X	X	X	
	Active Modes Planning	Pedestrian Plan (2011)		X	X	X	X	
		Bicycle Master Plan (2014)		X	X	X	X	X
	Toolkit/Guidance	Equity Indicators Report (2021)	X			X	X	
		Sidewalk Prioritization Model	X	X	X	X		
	Sub-Area							
	Sub-Area Action Plan	Downtown Plan (amended 2017)	X	X	X	X		

Table 1: Past plans and their key themes

X = Key theme of plan

## How Trails Fit Into the AMP

Fort Collins' network of trails is a backbone for active modes travel and is one of the many reasons why Fort Collins is an excellent place to use active modes of transportation. However, this planning effort does not include trails and does not consider the 2021 ReCreate: Parks & Recreation Master Plan, outside of existing and planned trail extensions. This is not to say that trails and open space in Fort Collins are not important to improving the safety and accessibility for active modes users.

The AMP focuses on creating low-stress options for active modes travel to induce demand, improve roadway safety, and inspire mode shift. Because the trail network is considered low-stress within these criteria, improvements along the system of trails in Fort Collins is not addressed in the AMP. While the Fort Collins AMP does not address the open space trail network in Fort Collins (identified as part of the North Front Range Metropolitan Planning Organizations's Regional Active Transportation Corridors), it does address and provide recommendations for improving connections to the trail network, including the regional trail network that Fort Collins is continuing to build out.



In addition to adopted plans and initiatives, this Plan considers information related to active modes-related policies and programs to inform its recommendations:

Policy/Program	Description	Infrastructure	Operations	Development
Land Use Code	Establishes zoning rules and districts, including permitted uses, provision of parking facilities, and guidelines for the built environment	X		X
Traffic Code	Sets traffic laws, vehicle regulations, and provision of traffic control devices on all public streets in the City	X	X	
Municipal Code	Enables all other codes and ordinances, and sets law for the City including for land use and transportation system	X	X	X
Larimer County Urban Area Street Standards (LCUASS)	Adopted engineering design and construction standards for streets in Growth Management Areas of Larimer County, Fort Collins, and Loveland	X	X	X
Transportation Capital Expansion Fee Program	Sets fees applied to new development applications to support infrastructure costs	X		X
Engineering Permits	Contractors performing work in public right-of-way (ROW) are required to seek and comply with permits issued by FC Engineering, including encroachments, placement of signs, driveways, developments, and outdoor seating	X	X	X
Work Area Traffic Control Policies	Policies and procedures for safely managing traffic during completion of work in the ROW		X	X
Speed Limit-Setting Policy	Policy establishing Traffic Operations' approach to setting posted speed limits on City roadways	X	X	

Table 2: Existing policies and programs, and key themes involving infrastructure, operations, and development

Program	Description	Infrastructure	Education	Encouragement	Enforcement
Safe Routes to School	The City SRTS program leads youth skills classes, hosts encouragement events, and identifies infrastructure projects near schools	X	X	X	
Adult Bicycle Education	Classes taught by Bicycle Ambassadors include Winter Cycling, Bike-Friendly Driver, Maintenance, and Traffic Skills		X		
Bicycle Ambassador Program	Trained community members who lead classes and outreach and encourage new riders		X	X	
Bike-Friendly Driver Program	An interactive curriculum on safety and rules of the road		X	X	
Learn-from-Home Classes	A collection of multi-lingual educational resources about bicycle commuting, safety, and maintenance		X		
Ride Smart Drive Smart outreach	Brochure created by FC Bikes and Police Services to outreach about laws and safety tips		X	X	X
Bike to Work Day	Annual special event to encourage workers to commute by bicycle			X	
Open Streets	Special event days to close major streets and activate with community programs			X	
Shift Your Ride	TDM program offering resources for alternative commute modes			X	
Bike Parking Program	Program managing rack requests in public ROW and providing developer guidance	X	X		
Neighborhood Traffic Mitigation Program	Focused on reducing speeding on local streets by distributing free collateral, enforcement actions, and traffic calming treatments	X	X		X
CDOT Moving Towards Zero Deaths	Shared goal in partnership with CDOT to reduce traffic related fatalities through extensive analysis of crash data in Fort Collins.		X	X	

Table 3: Existing programs and key themes involving infrastructure, education, encouragement, and enforcement strategies

## Engaging with the Community

Engaging diverse groups of stakeholders and community members during the development of the Fort Collins AMP was crucial to identifying aspirations, needs, and opportunities for the future of active modes projects, programs, and policies. Engagement was also important for understanding community values and locating barriers and gaps that exist today in the active transportation network in Fort Collins. The engagement process had four key objectives for achieving holistic outreach and creating an AMP that was driven by the entire Fort Collins community:

- **Inclusive:** Engagement activities should be accessible and welcoming to people of various ages, abilities, races, and gender identities.
- **Equitable:** Outreach strategies must intentionally elevate the voices of historically underrepresented people and groups.
- **Flexible:** Engagement events need to be adaptable to COVID-related guidelines and public comfort.
- **Transparent:** Fort Collins AMP's development must ensure an open and transparent engagement that inspires trust in the process.

To achieve these objectives during the development of the Fort Collins AMP, engagement included comprehensive and thoughtful strategies for reaching businesses, employers, employees, individuals, and community groups, including low-income and BIPOC populations of Fort Collins, who are most often left out of important conversations. Fort Collins AMP outreach activities met people where they already were to have meaningful conversations and gather input. Engagement strategies also included hosting focus groups at a number of Fort Collins schools, meeting with Disability Advisory Groups, and partnering with local organizations such as Community Connectors, who surveyed residents living in mobile homes. Additionally, the engagement strategy ensured all project materials including surveys were also available in Spanish and distributed to non-English speaking community members.

Public and stakeholder engagement informed every step of the Fort Collins AMP's development including the creation of vision and goals, the identification of key issues and opportunities, the development of project recommendations, and the framework for scoring and ranking project recommendations. Outreach activities

included stakeholder meetings, online maps and surveys, pop-up events and workshops, and focus group interviews with various departments and interested parties within the City of Fort Collins and CSU (see **Appendix D** for more details about engagement at CSU).

During engagement events, the public shared fundamental information that helped define active modes user needs and provided an initial understanding of existing conditions in Fort Collins. For example, AMP engagement early-on in the planning process revealed significant differences in trends found in the survey results of the Spanish language surveys versus English language surveys. English-speaking respondents felt that using active modes is more difficult because of network gaps and safety of existing infrastructure. Spanish-speaking respondents felt that using active modes is most difficult because of the far distances to destinations and an overall lack of knowing where safe routes exist.

In response to the COVID-19 pandemic and to comply with public health guidelines, engagement activities were performed virtually and in person. Key engagement strategies included:

### 50 STAKEHOLDER MEETINGS

- 2 Visioning workshops
- 3 Transportation Board presentations
- 4 Community Advisory Committee (CAC) meetings
- 4 Technical Advisory Committee (TAC) meetings
- 6 Bicycle Advisory Committee presentations
- 18 Presentations to other City Boards and Commissions
- 13 Presentations to other community organizations

### 5 ONLINE MAPS AND SURVEYS

- 2 Public online map exercises (offered in English and Spanish)
- 3 Questionnaires (online and print; offered in English and Spanish)

### 6 POP-UP EVENTS AND INTERCEPT SURVEYS

### 29 FOCUS GROUPS

with various organizations, departments, schools, and interested parties within the City of Fort Collins and CSU

### 3 CITY COUNCIL PRESENTATIONS



AMP Visioning Workshop



AMP Pop-Up Event



Lincoln Middle School AMP Workshop



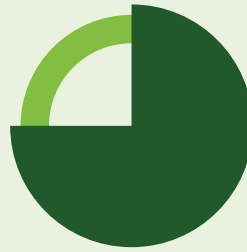
AMP Pop-Up Event



AMP Pop-Up Event

Survey and mapping input from members of the Fort Collins community emphasized the following themes:

**Over 70%** of people would like to walk, bike, or roll more than they currently do.



Many community members who bike identify as “enthused and confident” bicyclists.

The majority of survey participants believe that active modes projects that advance network connectivity should be the highest priority.

**Northeast** and **Central Fort Collins** were identified as the areas where most people find it difficult to use active modes. People would enjoy using active modes to reach **City Park**, the **South Lemay Walmart Supercenter**, and **North College Ave.**

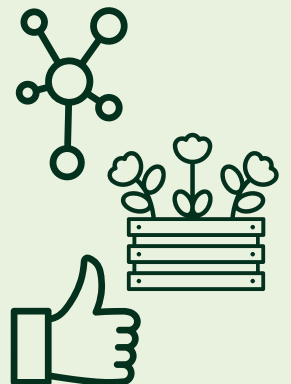


### Top 3 Challenges for using active modes in Fort Collins:

1. Safety concerns with existing Intersections, crossings, and bicycling in mixed traffic
2. Key destinations are too far away
3. There are gaps or disconnects in the existing sidewalk network

### Top 3 active modes priorities in Fort Collins:

1. Better connecting and expanding the pedestrian and bicycle networks
2. Increasing the available protected infrastructure, physically separated from vehicle traffic
3. Improving the quality and safety of sidewalks, intersections, and crossings









# CHAPTER 2: FORT COLLINS TODAY



Fort Collins is a nationally recognized leader in active modes, and was one of the first cities in the nation to achieve the Platinum Bicycle Friendly Community designation. Consistent themes emerged during engagement and visioning activities that provide an understanding of the starting line for the Fort Collins AMP. The following primary lessons and themes were developed based on thoughts from community members and existing conditions analysis and guided planning and analysis tasks during the development of the plan:

### 1. Adapting for Growth

Fort Collins has had rapid population growth over the last three decades. For people to continue to move reliably and affordably while meeting the City's Climate Action Goals, Fort Collins will require a robust multimodal transportation system in Fort Collins where a large share of trips are made using active modes.

### 2. Different Identities Have Different Travel Needs

Within the population, the residents and workers of Fort Collins have diverse identities—characteristics from age to race and gender to family status each inform how people decide to move. To meet the City's goals for an equitable and just Fort Collins, programming including the City's Transportation Demand Management (TDM) program should be responsible for enabling reliable and accessible mobility across the transportation system.

### 3. Many Current Driving Trips Can Be Made by Using Active Modes

Nearly 70 percent of people in Colorado still choose to drive when traveling less than 2.5 miles. The City of Fort Collins is setting aggressive goals for itself to make using active modes possible and attractive for more people and more trips.

### 4. Fort Collins has Multiple Distinctive Planning Contexts

From downtown to suburban periphery, the city is made up of multiple distinct land use contexts. Unlocking active transportation requires context-sensitive approaches, ranging from managing conflicts in activity centers to closing network gaps and barriers.

### 5. Safety Concerns are a Barrier to Active Modes

To increase the number of people using active modes, the City must reduce or eliminate the number of traffic crashes resulting in fatalities or serious injuries, and improve the experience of using active modes to ensure people feel safe and comfortable.

## Adapting to Fort Collins' Growth

Like many communities along Colorado's Front Range, Fort Collins has attracted many new residents in recent decades. Since 1990, the city's population has nearly doubled in size, adding more than 2,700 residents per year on average over the past thirty years.

Year	Population	Population Change (10 years)
2020	169,810	+25,824
2010	143,986	+25,334
2000	118,652	+30,894
1990	87,758	

Table 4: Population Change, City of Fort Collins (source: Decennial Census, 1990 – 2020)

While the population growth has been continuous in the areas around downtown and CSU's Main Campus, new development in the northeast and southern areas of the city have begun to urbanize previously pastoral landscapes. This population expansion has introduced new demands for mobility, and with that the challenges of managing congestion and access.

Additionally, it is notable that the fastest growing age group by percent change is people over the age of 65:

Year	Population	Under 18	18-24	25-64	65 & over
2020	166,069	29,804	36,397	81,727	18,141
2010	140,082	28,297	30,678	69,341	11,767
Change	25,987	1,507	5,719	12,386	6,374
% Change	19%	5%	19%	18%	54%

Table 5: Population Change by Age Group, City of Fort Collins (source: Decennial Census, 2020 and 2010)

While the student- and working-age populations have grown quickly, the proportion of older adults has jumped quickly, suggesting a population that is aging and will have changing mobility and access needs in the coming years, with greater emphasis on access to goods and services than on commute trips. Additionally, the population of children has grown, but much more slowly than other age groups. Active modes infrastructure that is accessible and comfortable will be key to helping Fort Collins grow while providing a safe, reliable, and sustainable transportation system.

## Different Identities Have Different Travel Needs

**A key lesson from both demographic analysis and the public engagement conducted for this Fort Collins AMP is that diverse demographic groups have diverse travel needs and desires.**

Whether by age, race and ethnicity, or income and poverty status, identity informs how people move and how the City should develop a relevant and equitable plan for expanding active modes use.

To understand Fort Collins' active transportation conditions, the city is shown in comparison to two jurisdictions: Larimer County (the county in which Fort Collins is located) and Boulder (a comparable Colorado city with a large public university and a developed active transportation network).

By age, Fort Collins has a significantly larger population aged 18 – 24 due to the presence of CSU (Table 6). Excluding CSU's student population, Fort Collins has a slightly larger child and working age population (64 and under) than surrounding Larimer County and Boulder.

	Fort Collins (city)	Larimer County (all)	Boulder (city)
<b>Population, 2020</b>	169,810	359,066	108,250
<b>Under 18</b>	18%	20%	12%
<b>18-24</b>	22%	14%	29%
<b>25-61</b>	49%	51%	47%
<b>65 &amp; Over</b>	11%	16%	12%

Table 6: Population by Age Comparison (source: Decennial Census, 2020)

By race and ethnicity, Fort Collins is comparable to Larimer County and Boulder

	Fort Collins	Larimer County	Boulder
<b>Population, 2020</b>	169,810	359,066	108,250
<b>White alone</b>	81%	82%	79%
<b>Asian alone</b>	4%	2%	6%
<b>Black alone</b>	1%	1%	1%
<b>American Indian and Alaska Native alone</b>	0.8%	0.8%	0.6%
<b>Native Hawaiian and Other Pacific Islander alone</b>	0.1%	0.1%	0.1%
<b>Some other race</b>	5%	5%	5%
<b>Two or more races</b>	10%	9%	8%
<b>Hispanic / Latino</b>	12%	12%	10%

Table 7: Population by Race/Ethnicity Comparison (source: Decennial Census, 2020)

While the large majority of the population identifies as white alone, there is increased racial diversity in the area around CSU's Main Campus (Figure 1).

Race and ethnicity informed the Fort Collins AMP's development for both recommendations and prioritization of infrastructure.

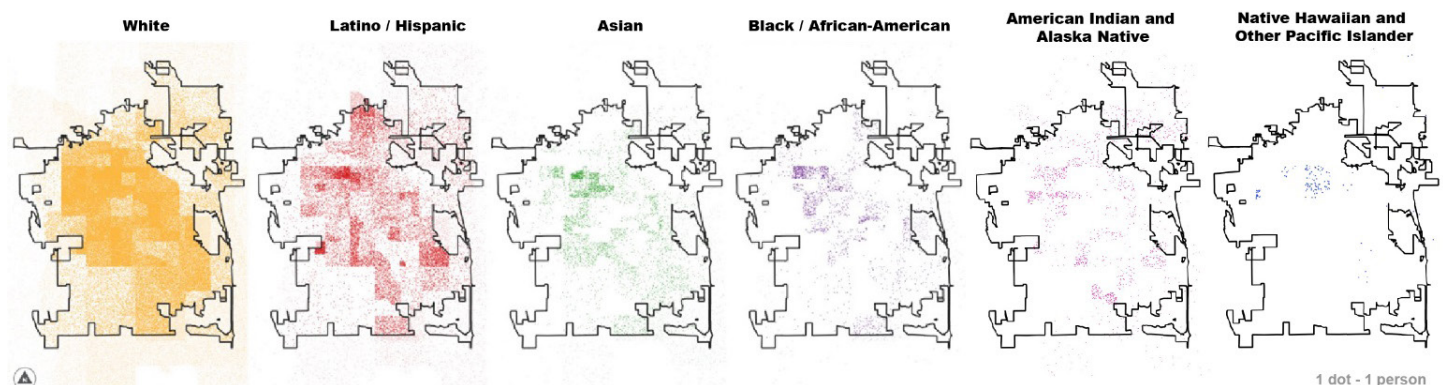


Figure 1: Population Density by Race/Ethnicity (source: ACS 5-Year Estimates 2020, Block Groups)

## Many Current Driving Trips Can Be Made by Using Active Modes

Fort Collins’ residents bicycle to work or school (“Commute Trips”) at four times the rate of the state of Colorado overall, and walk to work or school at nearly twice the rate of the state of Colorado overall (Table 8).

Means of Transportation to Work	Fort Collins	Colorado (Statewide)
Walk	4.2%	2.8%
Bike	4.9%	1.1%
Motor Vehicle	76.4%	81.4%
Public Transit	2.0%	2.8%

Table 8: Means of Travel for Commute Trips (source: US Census Bureau 2020 5-Year Estimates)

**A higher bicycle commute share in Fort Collins is a testament to the efforts Fort Collins has made to improve the safety and connectivity for bicycling and walking. Stakeholders across Fort Collins—residents, businesses, City leaders—recognize the economic, environmental, and social benefits of bicycling, and how building a low-stress bicycle network is critical to achieving larger citywide goals.**

Investments in infrastructure supporting safe and comfortable mobility for active modes users contributes significantly to decisions regarding mode of travel. However, since the adoption of Fort Collins’ 2014 Bicycle Plan, bicycle commuting has fallen slightly from 6.5 percent to 4.9 percent of commuters (ACS 5-year estimates, 2014 and 2020). Decreases in bicycle commuting can be attributed in part to the COVID-19 pandemic. Fort Collins has not only seen a decrease in bicycle commuting, but has also found that fewer people are commuting by motor vehicle (previously 81.3 percent). Also, more people are working from home, 11.6 percent of commuters in 2020 compared to 6.3 percent in 2014. However, commute trips only tell part of the story.

## Shifting Focus from Commute Trips to Short Trips

Across the state of Colorado, commute trips (i.e., trips between home and place of work in either direction) account for just 14 percent of all trips (NHTS, 2017). Additionally, commute trip distances are generally longer than other types of trips.

**To unlock active modes for more people and more trips, the City of Fort Collins is focusing its efforts on shifting short trips—specifically those less than 15 minutes by any travel mode—to active transportation.**

For instance, errands and shopping trips, social or recreational trips, medical appointments, and other activities may be within a comfortable distance for using active modes if the infrastructure provides comfortable and low-stress conditions. Additionally, low-stress connections to transit and shared bicycles and micromobility can further extend trip range and provide redundant travel options for those not using personal vehicles.

Means of Transportation for Commute Trips vs All Trips (State of Colorado)	% of Commuting Trips (2017)	% of All Trips (2017)
Walk	3%	12%
Bike	1%	3%
Motor Vehicle	91%	84%
Public Transit	4%	2%

Table 9: State of Colorado Means of Travel for Commute Trips vs All Trips. Source: National Household Travel Survey (2017) and US Census Bureau (2017 5-Year Estimates, Commute Trips exclude 8.5 percent who work from home)



Due to the sample size of the National Household Travel Survey—a large diary-based study conducted every eight years—this Fort Collins AMP uses the state of Colorado as representative to understand travel patterns for all trips. The Fort Collins AMP also reviewed the Fort Collins Travel Diary Study (2022) to understand how trip statistics in Fort Collins compare when looking statewide—which includes both urban and rural contexts (see the next page). In Colorado, nearly 12 percent of all trips are pedestrian trips, and 3 percent are by bicycle, compared with 3 percent and 1 percent of commute trips made by walking or bicycling (Table 9). Statewide data indicates that the percentage of trips made by bicycling increases for shopping activities and the percentage of trips made by walking increases for social/recreational activities (Figure 3). Moreover, as the distance of trips decreases, the likelihood of using active modes increases (Table 10).

National Household Travel Survey data at the state level indicates that trips made by walking and bicycling are more likely for short-range trips. Results of the Fort Collins Travel Diary Study similarly show that Fort Collins residents are more likely to walk, bicycle, and ride transit for shorter trips on average (Figure 2). Activating greater use of active modes for those trip types and short distances can be enabled through investments in safe and comfortable infrastructure for people using active modes.

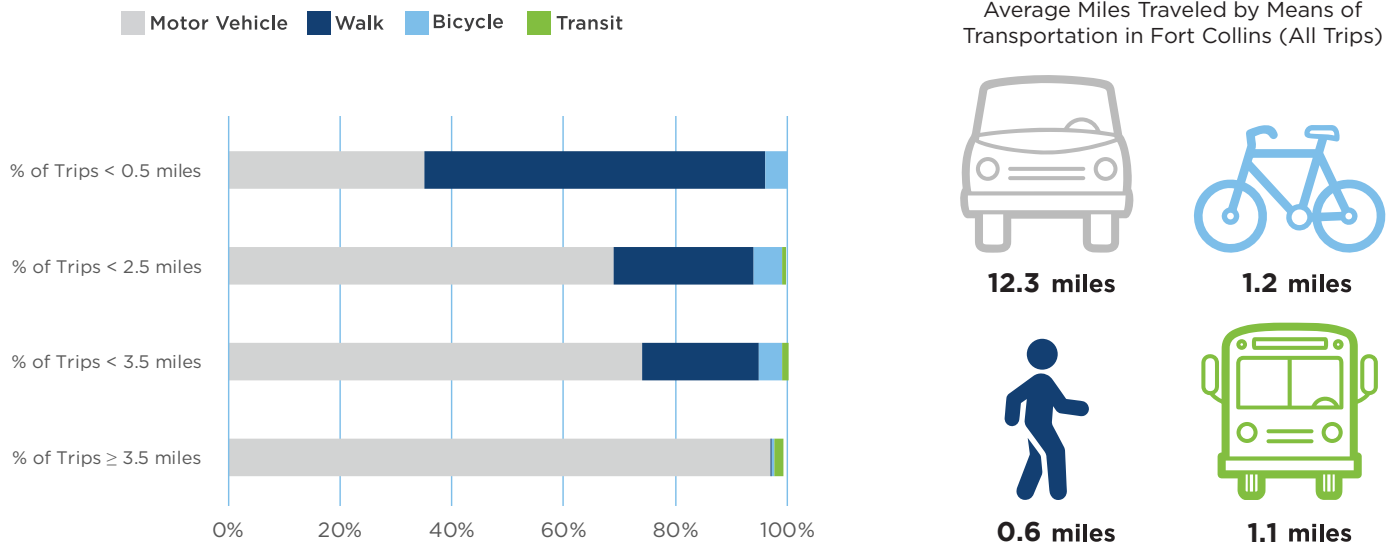


Figure 2: Trip Characteristics by Mode (source: Fort Collins Travel Diary Study, 2022)

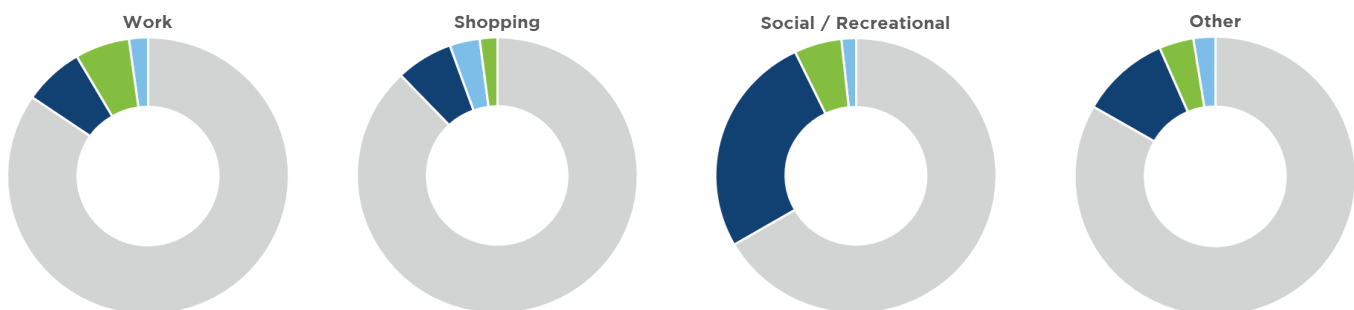


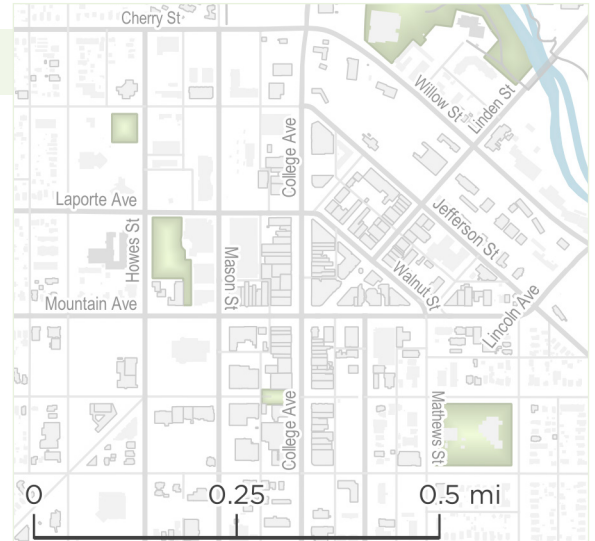
Figure 3: State of Colorado Means of Travel by Trip Purpose (source: National Household Travel Survey, 2017)

# Fort Collins has Multiple Distinctive Planning Contexts

## Downtown

Downtown Fort Collins growth and development is guided by the *Downtown Plan*, which sets forth a vision for the city's core to be unique, innovative, and inclusive. The Downtown context is a unique urban setting where historic buildings and the Poudre River corridor blend seamlessly with new development to create a regional destination for arts, culture, retail, entertainment, and recreation. It is designed to provide ample transportation options and streets, buildings, and places that put pedestrians first. Per the *Downtown Plan*, "protecting and enhancing historic character, visual distinctiveness and pedestrian friendliness is paramount through the entire Downtown as it continues to evolve."

Planning for active modes use in the Downtown context is focused on providing a complete and connected sidewalk network, and multiple low-stress routes for bicycling and micromobility. The core district, Old Town Square, is characterized by small-scale brick and stone buildings featuring inviting storefronts along comfortable sidewalks, with a dense and walkable street grid, activated alleys and laneways, and vibrant commercial and social destinations.



## Urban Core Neighborhood

Surrounding Downtown are Fort Collins' urban core neighborhoods, with tightly woven street grids, a mix of single-family and multi-unit housing, with some mixed uses interspersed.

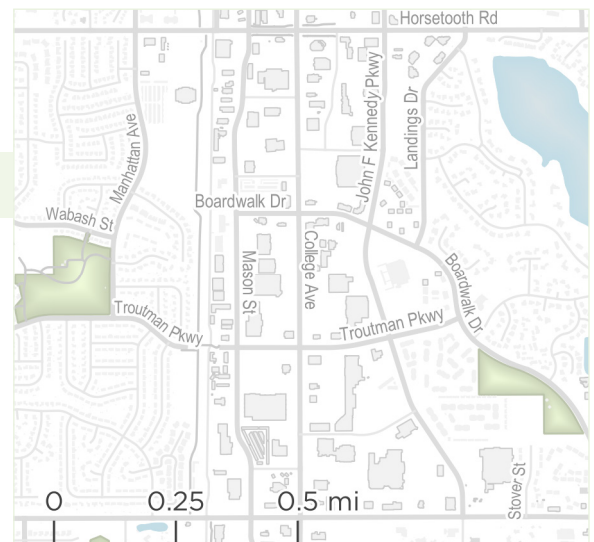
Nearly all block faces have sidewalks, though some are narrow or not fully accessible. Colorado State University's main campus is stitched into the urban core, with many active modes connections and destinations.

## Suburban Commercial

Outside of the urban core on streets such as College Avenue and Shields Street, arterials are multilane with active commercial development. Block lengths become longer and crossings less safe for active modes users, transitioning to Fort Collins' one-mile arterial street grid.

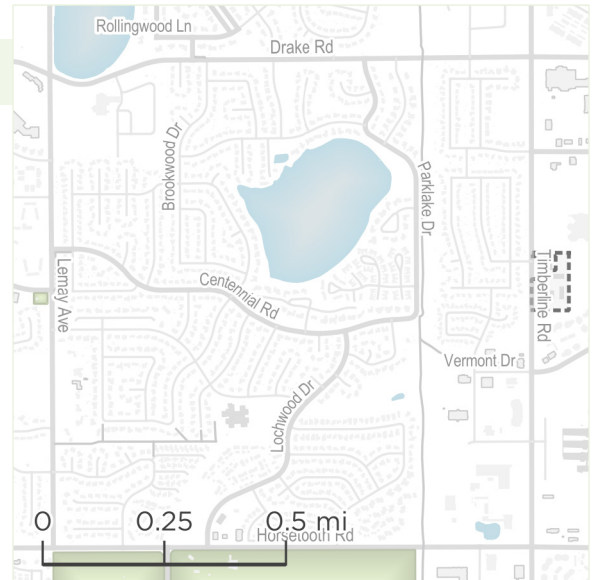
Key concerns for active modes use include higher vehicle speed limits (generally between 30 and 40 mph), less comfortable crossings at major intersections, and decreased ability to

bly move within the network to access destinations.



## Suburban Residential

In areas of the city developed in the last five decades, the neighborhoods are almost exclusively residential and generally characterized by single-family houses and a curvilinear street network, requiring longer trips to reach schools, parks, and commercial destinations. However, non-arterial streets can be made low-volume and low-speed, allowing for safe and comfortable active modes use.



## Rural Interface

Finally, at the outlying edges of the city, land use transitions from urban to rural interface, with less developed infrastructure (and generally little or no sidewalk coverage), and less dense activity. Many of these areas have existing trails and paths that connect to the regional active transportation network; however, e-bikes are the only motorized micromobility devices permitted on most paved trails. Park and Rides and Mobility Hubs in these areas should provide equitable access to mode selection as commuters approach Fort Collins.

As the city's population grows and diversifies, its land use and urban landscape is becoming denser and more diverse. City Plan (2019) identifies the following five priority place types for infill and redevelopment over the next 10-20 years:

- Mixed-Neighborhoods
- Neighborhood Mixed Use
- Suburban Mixed-Use
- Urban Mixed Use
- Mixed-Employment

City Plan provides mobility considerations for each of the place types, including traffic circulation, active transportation infrastructure and amenities, and transit access. These place types inform this Plan's project recommendations and priorities.



## Safety Concerns are a Barrier to Active Modes

Despite the investments the City of Fort Collins has made in paved trails, bike lanes, sidewalks, and crossings, safety is still a barrier to active modes. Between 2017 and 2021, there were 16,963 total crashes in Fort Collins, including 746 (4.4 percent) involving people walking and bicycling. Of the 16,963 crashes, 1,422 resulted in a fatality or serious injury, also referred to as Killed or Seriously Injured Crashes (KSI crashes), with 343 of those involving bicyclists or pedestrians. Despite only accounting for 4 percent of total collisions, 24% of KSI crashes involved people walking or bicycling.

**People using active modes in Fort Collins face significantly increased risk of death or serious injury during crashes, indicating a need to focus consideration on protecting people outside of motor vehicles.**

Additionally, a disproportionate share of crashes—especially serious crashes—take place on a small share of streets in Fort Collins. Specifically, streets classified as major and minor arterial streets constitute only 21 percent of the centerline mileage, but are where 89 percent of the crashes where people are killed or seriously injured occur. Because these streets have higher travel speeds and volumes, where there are conflicts, those conflicts have greater consequences. However, these conflicts can be mitigated by well-designed and separated infrastructure.

A Geospatial Crash Analysis was conducted to identify which street segments have had the greatest share of pedestrian and bicycle crashes per mile, weighted by severity. The results of that analysis are illustrated in Map 1 and Map 2. In summary, the following street segments were identified as having the highest crash risk for active users:

- Mulberry Street from S Whitcomb Street to Lilac Lane
- S College Avenue from E Stuart Street to Yale Avenue
- Remington Street from E Mountain Avenue to E Myrtle Street
- Mason Street from Maple Street to W Myrtle Street
- S Shields Street from Mantz Place to W Pitkin Street
- N College Avenue from Jefferson Street to E Vine Drive
- Harmony Road from Hinsdale Drive to S College Avenue
- S Taft Hill Road from W Elizabeth Street to W Prospect Road

This analysis, alongside community feedback about safety and comfort issues, has guided development of the active modes recommendations, with the goal of making Fort Collins' most stressful streets and intersections feel substantively safer and more inviting for active use.

### The Evolution of Shared Micromobility in Fort Collins and Beyond

Shared micromobility refers to self-service bicycle or scooter rental programs, which have flourished in the United States over the past decade. It has proven that shared micromobility is a viable transportation alternative that provides people who do not have access to a personal vehicle and people who do not desire to own a personal vehicle a means to get where they need to go efficiently. From 2011 to 2019, shared micromobility ridership in the United States increased from 35 million to 136 million.

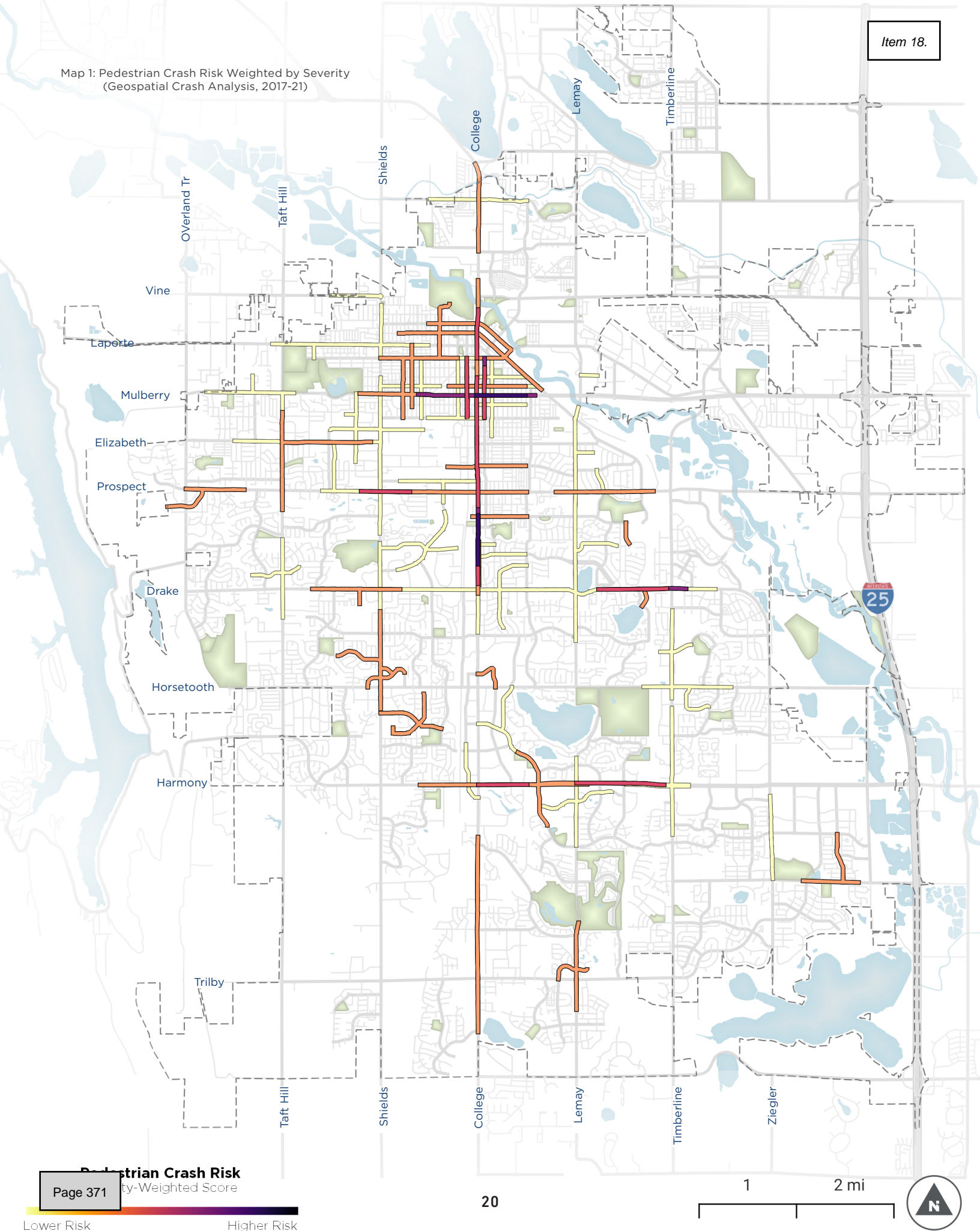
Many Colorado communities offer innovative shared micromobility programs including adaptive device rentals, bike libraries, and dockless bikeshare. The Fort Collins Bike Library, launched in 2008, pioneered bike sharing regionally and nationally, and since 2010, when the City and County of Denver introduced one of the country's first station-based bikesharing programs, shared micromobility has become commonplace in Colorado.

In July 2021, Fort Collins introduced Spin, an e-bike and e-scooter program that has been widely used by residents and visitors. Working with Spin to set up policies early and clearly has been beneficial for micromobility operations in Fort Collins and has set the City up to establish a shared micromobility program.

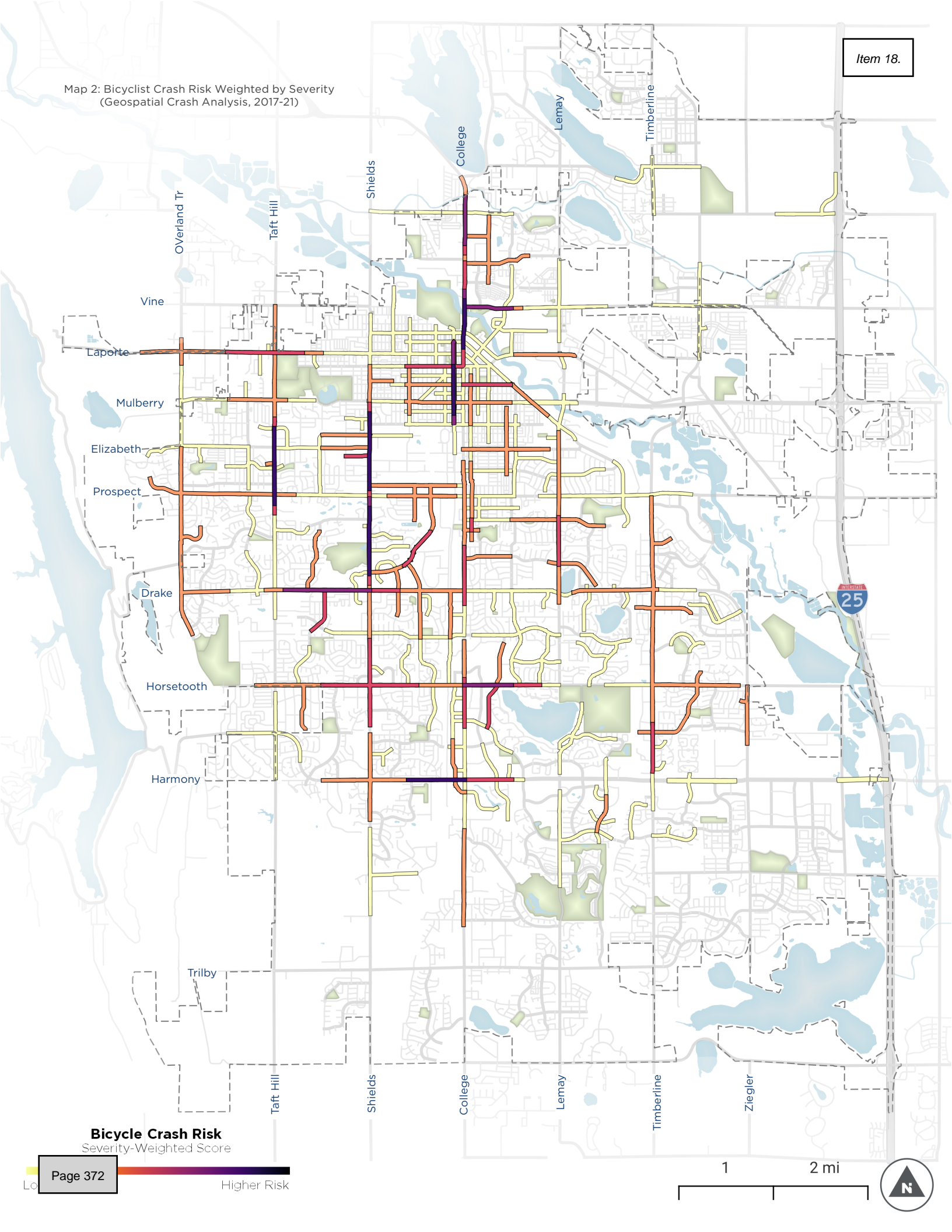
### What's Up Next for Shared Micromobility in Fort Collins?

Fort Collins is well situated to expand micromobility offerings and build on the success of what is already available. Next steps for shared micromobility in Fort Collins will include developing programming focused on increasing the availability of shared micromobility, studying how land use can be leveraged to implement Mobility Hubs that feature shared micromobility options, and revising policies to accommodate micromobility. More information is needed about micromobility travel patterns, crashes, and crash risk. Information about micromobility has not been collected in studies and surveys and is not consistently reported in police reports. As micromobility usage increases, the City may also explore how to ensure safety and network connectivity for these users just as it does for other active modes users.

Map 1: Pedestrian Crash Risk Weighted by Severity  
(Geospatial Crash Analysis, 2017-21)



Map 2: Bicyclist Crash Risk Weighted by Severity  
(Geospatial Crash Analysis, 2017-21)



**Bicycle Crash Risk**  
Severity-Weighted Score

Low  Higher Risk



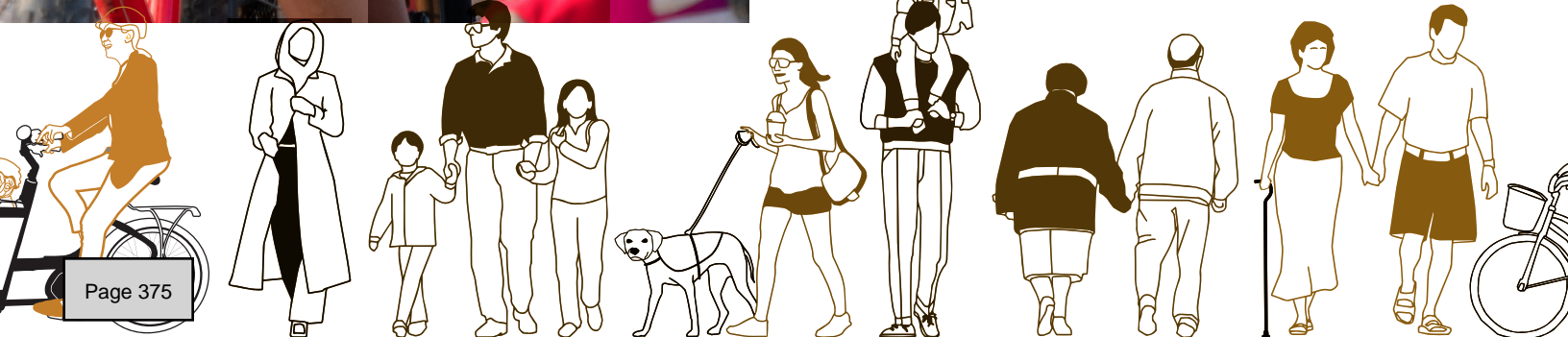
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# CHAPTER 3: ACTIVE MODES VISION



Fort Collins has grown and changed rapidly in the past few decades, and the City's challenges and opportunities around active modes have evolved. The community engagement process included a collaborative visioning workshop that convened City staff, elected officials, members of the TAC and CAC, and the general public to create a vision for the Fort Collins AMP that reflects community needs, desires, and values.

The Fort Collins AMP includes an update to pedestrian and bicycle network, policy, and programming goals set in the 2011 Pedestrian Plan and 2014 Bicycle Plan and incorporates new goals for improving micromobility use. However, it also shifts the approach to achieving goals entirely based on delays in meeting previously stated goals. For example, the 2014 Bicycle Plan presented a 20 percent mode shift goal, which was not met in the specified time frame. The AMP took lessons learned from this and other previous planning work to determine what needed to change to achieve even loftier goals.

The Fort Collins AMP demonstrates a systematic approach to intensify community efforts to make Fort Collins a place where every person can get anywhere in the city using active transportation safely, efficiently, and comfortably. Moreover, unlike past efforts, AMP recommendations emphasize short trips, which are the most bikeable and walkable, elevate mode shift and safety goals, and address all forms of active transportation to achieve wide-spread improvements.

### From the Community: Your Vision

The creation of the vision for the AMP was 100 percent spearheaded by the community and comments from individual residents, businesses, and other stakeholders of the plan. In the following recommendation chapters, "From the Community" boxes display quotes from the community gathered during various outreach activities to illustrate how each and every recommendation was guided by the experiences of Fort Collins community members. Here are just a few of the many comments that helped establish Fort Collins' active modes values.

**"Active modes should be major, preferred, and common modes of safe transportation. Routes should feel safe, peaceful, efficient, and convenient."**

**"Fort Collins must address problematic intersections, separate bike lanes from traffic, and reduce the supremacy of automobiles within the city."**

**"The City should provide users an extensive network of safe, well maintained, paths and lanes that enable access to all parts of town for recreation, commuting, and access to the city's infrastructure."**

**"Micromobility should be an integral part of the transportation landscape."**

**"I hope using active modes can become the easiest and safest way to travel around town."**





Active transportation is an integral part of daily life and the local cultural experience. Fort Collins is a place where walking, bicycling, and using other active modes are safe, accessible, convenient, joyful, and desired by people of all ages and abilities.

## Achieve 50% active mode share by 2032

AND

## Eliminate active mode fatalities and serious injuries by 2032

The AMP focuses on converting trips 3 miles or less to active modes. If 75 percent of these short trips were shifted to walking, bicycling, or micromobility, Fort Collins would achieve a 50 percent active mode share, and reduce vehicle miles traveled 13.5 percent—and would reduce 7,500 metric tons of CO<sub>2</sub> annually, support Fort Collins' goals to reduce citywide emissions and reach its climate goals.

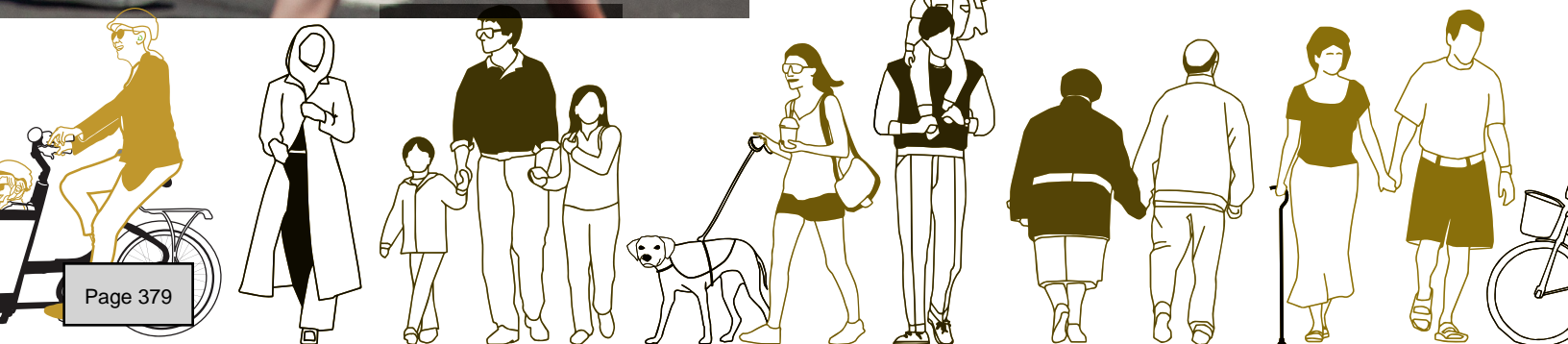
Fort Collins is dedicated to making streets and intersections across the city safe for all. To support Fort Collins' commitment to Vision Zero, a goal aimed at fatal and serious crashes involving active modes is necessary. The upcoming Vision Zero Action Plan will address all roadway fatalities and serious injuries and the recommendations presented in the AMP will guide that plan.







# CHAPTER 4: BIG MOVES AND NEXT MOVES



The Fort Collins AMP is oriented around five **Big Moves** and related **Next Moves**, which reflect the character of Fort Collins and the desired outcomes of this Plan. So, what are Big Moves and Next Moves?

**Big Moves** describe the intended outcomes of this Plan-what Fort Collins will be like once Fort Collins AMP goals are achieved.

**Next Moves** are the tactics and methods for achieving the transformational outcomes that are the Big Moves. Each Big Move includes 3-5 related Next Moves.

Just like the AMP vision, the Big Moves were developed with community members and stakeholders during in-person workshops and through a survey and an online mapping exercise. The outcomes and strategies presented on the following pages were prominent themes during the engagement process as central to positively impacting active transportation in Fort Collins.

Together, Big and Next Moves set forth strategies that will guide the City of Fort Collins in reaching Fort Collins AMP and other City goals.

Recommendations, found in Chapters 5 and 6, were determined by considering what projects might influence the advancement of the Big Moves and Next Moves. Cost breakdowns for each recommendation, including construction and maintenance costs, can be found in **Appendix F**.

### From the Community

“Ubiquitous and embraced as a beneficial alternative to driving through increased education, accessibility, and infrastructure.”

“Easier and safer with more pedestrian crossings, filled in sidewalk gaps, and detached sidewalks.”

“Available for all, including for those with limited mobility, and in all neighborhoods.”

“Fort Collins should be a fully connected city where every citizen feels comfortable leaving their home via bicycle.”



## BIG MOVE

### A Complete and Connected Network (CCN)

Create continuous, low-stress active transportation networks.

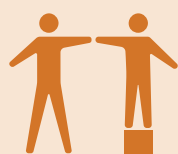
Next Move ID	Next Moves	Description	Connections to other Big Moves
CCN1	Provide direct connections	Provide direct and visible pedestrian and bicyclist connectivity between neighborhoods and key destinations to shorten travel time, minimize out of direction travel, and eliminate user confusion.	CAD, SCT
CCN2	Locate and fill network gaps	Fill in missing links where sidewalks are non-existent or feel unsafe, bicycle facilities end, and crossings on major roads are missing or feel unsafe. Eliminate gaps by building and maintaining on- and off-street bicycle and pedestrian facilities that better connect users to the existing low-stress network from residential neighborhoods and high classification streets.	CAD, SCT, HEC
CCN3	Connect to the trail system	Expand the availability of connections to multi-use trails that link to each other and provide access to natural spaces and adjacent communities. While this Plan does not focus on building out trails, it does recognize that trails support bicycle commuting and recreation by improving safe connections and wayfinding, and offers recommendations for connecting to local and regional trails that the City should continue to expand.	CAD
CCN4	Expand the wayfinding system	Continue expanding and implementing clear and cohesive wayfinding, through markings and signage, to direct people to connections and destinations across Fort Collins.	SCT

## PROGRESS TRACKERS

Progress on this Big Move can be tracked in the following ways:

- Land Use Code changes that implement connectivity alongside development and redevelopment projects
- Average active mode user delay and travel time across Fort Collins
- Distance between marked crossings
- Number of near-term infrastructure projects in progress or completed
- Number of trail connections implemented
- Built out multi-use trails from the 2021 Parks and Recreation Master Plan
- Wayfinding routes implemented from the 2015 Bicycle Wayfinding Network Master Plan
- Ability of residents to reach community destinations from their homes by walking, biking, rolling, and using micromobility on continuous facilities without gaps in available infrastructure (Community Survey)

While the Fort Collins AMP does not address the open space trail network in Fort Collins (identified as part of the North Front Range Metropolitan Planning Organizations's Regional Active Transportation Corridors), the City acknowledges that trails support bicycle commuters and recreation by improving safe connections and wayfinding." Without it, you are led to believe trails don't improve safety compared with other infrastructure in this plan.



## BIG MOVE

### Comprehensive Access to Destinations (CAD)

Foster a transportation network for all people regardless of skill level, age, economic status, background, or ability.

Next Move ID	Next Move	Description	Connections to other Big Moves
CAD1	Upgrade facilities to meet ADA standards	Update facilities, especially signals and curb ramps, to meet or exceed Americans with Disabilities Act (ADA) standards to accommodate the needs of people with mobility challenges, visual impairments, and auditory impairments in areas of Fort Collins where these facilities are most lacking.	CCN, HEC, SCT
CAD2	Connect to mobility hubs	Mobility hubs are community locations where people can find available transit services, shared micromobility, carshare, and more all in one place, which can be used to reach destinations, replacing the need for a private vehicle. The City can remove the need to drive to and from transit options, also referred to as eliminating the first and last mile gap, by expanding pedestrian and bicycle connections to public transit and providing ample bicycle parking and shared micromobility at transit stops. Strategies for improving these connections should be included in a citywide Mobility Hubs Plan.	CCN, HEC, SIC
CAD3	Repair sidewalks and bikeways	Protect active mode users by continuing to repair cracked and uneven pavement surfaces through the Street Maintenance Program and develop best practice policies for regular maintenance of infrastructure, including protected bikeway barriers that separate bicycles from traffic, recommended in Chapter 6.	CCN, HEC, SCT
CAD4	Manage parking and placement of bicycles and micromobility	Identify optimal locations for bicycle and micromobility parking to enhance convenience and security, minimize conflicts between modes, eliminate barriers along sidewalks, and sustainably connect users to key destinations. Expand options for both short-term and long-term parking.	HEC, SCT
CAD5	Reevaluate snow removal procedures	Revisit the Fort Collins street snow clearing priorities and review designated emergency routes. Revise snow clearing prioritization considering active modes facilities along key connecting corridors that are addressed in this Plan.	SCT

## PROGRESS TRACKERS

Progress on this Big Move can be tracked in the following ways:

- Residential proximity to mobility hubs
- Number of first-mile/last-mile connections
- Pavement Quality Index
- Miles of active modes facilities that meet or exceed ADA standards
- Active mode share during winter months
- Availability and quality of supportive bicycle parking and shared micromobility and proximity of bicycle parking to parks and opens space, retailers, schools, and other destinations



## BIG MOVE

### Safe and Comfortable Travel (SCT)

Develop and maintain a safe transportation network that prioritizes active transportation users.

Next Move ID	Next Move	Description	Connections to other Big Moves
SCT1	Support the implementation of Vision Zero goals	Prioritize active transportation projects and programs that will help reduce and eliminate traffic fatalities and serious injuries amongst all road users, including motorists. The City of Fort Collins is developing a Vision Zero Action Plan that will address additional safety measures such as speed limit reductions.	CCN, CAD, HEC, SIC
SCT2	Install traffic calming improvements	Encourage lower vehicle speeds and eliminate mode conflicts along high-stress priority corridors by implementing traffic calming measures and bicycle and pedestrian safety improvements.	CCN, CAD
SCT3	Provide increased street lighting	Increase lighting that complies with the City's Night Sky Initiative, for security, visual safety, and user comfort on the active modes network where the City of Fort Collins has the ability and authority to install such features.	CCN, CAD
SCT4	Frequently evaluate safety	Perform regular evaluations of safety improvements by monitoring progress toward improvement goals before and after a project is implemented.	CCN, CAD

## PROGRESS TRACKERS

Progress on this Big Move can be tracked in the following ways:

- Number of serious injuries and fatalities amongst active modes users caused by traffic collisions
- Pedestrian Level of Traffic Stress (PLTS)
- Percent of bicycle network that is considered low-stress
- 85th percentile speeds on active transportation corridors
- Low-stress network of protected bicycle facilities, detached sidewalks, and off-road multiuse trails that is also accessible to micromobility users, including motorized micromobility

The City of Fort Collins is developing a Vision Zero Action Plan that will address additional safety measures such as speed limit reductions to eliminate traffic deaths amongst all road users, including motorists.





## BIG MOVE

### A Healthy and Equitable Community (HEC)

Provide equitable programs and opportunities for walking, bicycling, and rolling that help increase activity and improve environmental health throughout the community.

Next Move ID	Next Move	Description	Connections to other Big Moves
HEC1	Create appropriate programming	Seek input from diverse community members on how active modes programming can best work for them and tailor programs as needed in response.	CAD, SIC
HEC2	Increase diverse community involvement	Recruit community members who are diverse in race, ethnicity, age, ability, and socioeconomic status and partner with community nonprofits to deliver active transportation programming.	SIC
HEC3	Improve network equity by using the HEI	Use the Health Equity Index (HEI) to prioritize access to active modes facilities for historically overlooked populations to advance health equity.	CCN, CAD, SCT
HEC4	Expand multi-modal options	Prioritize expanding access to bikes, low-cost shared micromobility, and secure bike parking.	CAD

## PROGRESS TRACKERS

Progress on this Big Move can be tracked in the following ways:

- Number of people in target populations engaged during programming efforts
- Number of active modes infrastructure projects implemented in high -priority areas identified by the Health Equity Index
- Demographic breakdown of participants of engagement activities, community surveys, and programming events related to active transportation
- Number of people enrolled and number of trips taken in micromobility discount programs for income-qualified individuals
- Programs that offer rebates for electric bicycles or for bicycle accessories that make using a bicycle for short-trips, such as shopping and errands, easier to complete

A Healthy and Equitable Community (HEC) and Comprehensive Access to Destinations (CAD), while closely related, are fundamentally different strategies for propelling transformational change in Fort Collins. Big Move CAD focuses on applying infrastructure improvements to enhance people's ability to reach destinations, while Big Move HEC speaks to strategies for implementing programs that aim to intentionally engage and provide mobility options for diverse groups in Fort Collins.



## BIG MOVE

### A Supportive and Inclusive Culture (SIC)

Expand upon programs and education to raise awareness of transportation safety and strengthen the culture of respect and responsibility for all transportation system users.

Next Move ID	Next Move	Description	Connections to other Big Moves
SIC1	Advance active transportation culture and coordinate with the TDM program	Implement active modes-related programs and initiatives by leveraging the City's Transportation Demand Management (TDM) program and strengthening relationships with internal and external partners including community organizations and advocates that promote understanding and empathy among transportation users and can collaborate on developing innovative and inclusive road safety solutions.	HEC, SCT
SIC2	Build active modes awareness	Continue developing educational opportunities for all mode users to improve community understanding of how to share the road successfully and safely.	HEC, SCT
SIC3	Increase active school trips	Increase active modes commute trips by advancing Safe Routes to School across all schools in Fort Collins and designing inclusive programs that support, educate, and encourage both new and long-time active transportation users.	CAD, HEC, SCT
SIC4	Expand recreational active modes opportunities	Support Park Planning & Development, Natural Areas, and community organizations' efforts to build recreational amenities like a bike park and unpaved trails. Recreational amenities can help people, particularly youth, develop skills and confidence and build a culture of support for active modes.	CCN, CAD, HEC,

## PROGRESS TRACKERS

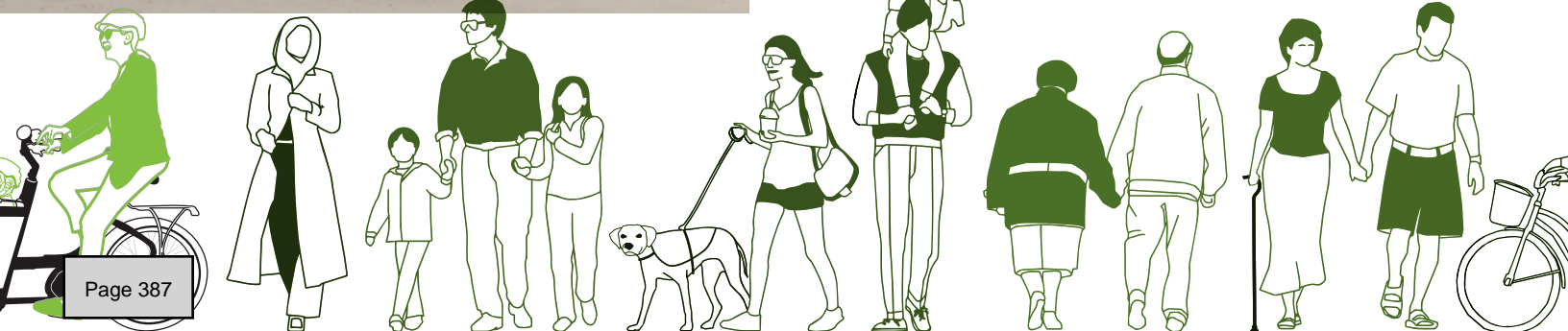
Progress on this Big Move can be tracked in the following ways:

- Number of people engaged through education campaigns
- Number of active modes friendly and supportive businesses and employers who offer rewards and programs to facilitate active modes commuting
- Percent of Fort Collins students (K-12) using active modes to travel to and from school and percent of those students and parents who report a positive experience using active modes to, from, and around school
- Mode share across all trips
- Completed active modes improvements and adopted programs that align with guidelines from the League of American Bicyclists
- Active modes improvements and adopted programs that align with the Walk Friendly Community Report Card





# CHAPTER 5: POLICY AND PROGRAM RECOMMENDATIONS



Policies and programs, when combined with on-the-ground infrastructure, are key ingredients in creating a community where active transportation is safe, comfortable, convenient, encouraged, and celebrated. Policies are exclusively set by local government and help to shape investment strategies and direct work. Programs, on the other hand, may be led by external organizations such as advocacy organizations and/or managed by the City of Fort Collins.

The following policy and program recommendations were created by translating the Fort Collins AMP's vision and goals (Chapter 1) into policies and programs that can be integrated into the City's existing roles, programs, and overall functions. The recommendations are organized into five categories:

1. Prioritizing active modes
2. Updating land use policies to support active modes, including bicycle parking and mobility hubs
3. Aligning standards with active mode goals
4. Expanding and creating programs that support active modes
5. Engaging communities around active modes in thoughtful and intentional ways

Each policy and programmatic category has specific policy and/or programmatic recommendations, background on the policy or programmatic recommendation, and then an associated action essential to implementing the program or policy recommendation.

**The policy and program recommendations presented on the following pages consist of action steps designed to directly advance the Big Moves and Next Moves outlined in Chapter 4.**

## 1. Prioritizing Active Modes

**Overarching Policy: Fort Collins prioritizes projects, programs, and funding that support the use, sustainability, and growth of active modes.**

**1a. Adopt the Transportation Hierarchy as the overarching framework for Fort Collins' transportation system.**

### Background

The transportation hierarchy prioritizes transportation modes according to the following ordered list:

- Walking and rolling
- Bicycling and micromobility devices
- Transit
- Fleets of electric, fully automated, multiple passenger vehicles
- Other shared vehicles
- Low or no occupancy vehicles, fossil-fueled non-transit vehicles



The Transportation Hierarchy is a functional prioritization model that helps planners, engineers, and designers create spaces that serve active modes first. People walking, rolling, and bicycling are given the highest priority because both these modes encourage healthy, lively, and environmentally sound ways of moving. In addition, people walking, rolling, and bicycling are most vulnerable because they will bear a greater risk of injury in crashes with vehicles and therefore need greater protection against such crashes. Transit is next in the hierarchy because of its efficiency, both per space and environmental impacts, as well as its function of increasing mobility for active mode users, especially people with disabilities or who are unable to drive. Commercial vehicles and trucks, including emergency vehicles, are a higher priority than personal vehicles because of services they provide to the economy and safety of the community as a whole. Single occupant vehicles are at the bottom of the pyramid because of their significant environmental impact, resource intensiveness, and high space needs per person served. Additionally, personal vehicles protect occupants, but pose greater risk to people outside of vehicles.

The Transportation Master Plan (2019) was developed using a layered network framework, which focuses on

how the City's transportation network can function, as a system, to meet the needs of all users. The layered network concept envisions streets as systems; each street type is designed to create a high-quality experience for intended users. A layered network approach allows for certain streets to emphasize specific modes or user types, while discouraging incompatible uses. The transportation hierarchy should inform decision making in locations where these networks overlap and tradeoffs are necessary to ensure that accommodations for one mode do not degrade safety or access for other modes, especially those at the top of the hierarchy.

## In Action

The transportation hierarchy should be considered when reviewing or developing new plans, policies, and strategies and when designing the public realm, including streets, sidewalks, and open spaces, especially in areas where right-of-way tradeoffs need to be made between modes.

When implementing this hierarchy, ensure that:

- The needs and safety of each group of users are considered
- Improvements of any kind do not make existing conditions worse for the most vulnerable users higher on the ordered list.
- Policy-based rationale is provided if modes lower in the transportation hierarchy are prioritized.
- Update and adopt Complete Street Standards that codifies this hierarchy
- Hierarchy information is added to the City's Structure Plan Map, Master Street Plan, and *City Plan* Place Type descriptions.

### From the Community

**"Updating existing connections is great. But I hope that long-term, there is emphasis on a complete, layered network and investing in active mode corridors that prioritize those modes."**

### 1b. Ensure that the percent of transportation funding allocated to active modes aligns with the City's strategic outcomes related to mode shift, safety, climate action, and equity.

## Background

When left unchanged, prioritization and allocation methods that do not proactively expand the active travel network can result in decreased investments in active modes. These methods may be fully internal – such as putting together the city's Capital Improvement Plan – or may have an external component, such as deciding on the project that the City will write a grant for.

In order to meet the goals of the Fort Collins AMP, it is essential that there are clear and transparent criteria in project and funding prioritization methods that include accessibility, multimodal connectivity, reduction of health inequities, environmental impact, and economic return on investment – to accurately represent the value that the City places on active modes.

## In Action

Fort Collins has the following major transportation project prioritization functions under its purview:

- Capital Improvement Plan
- Maintenance Schedule
- Sidewalk Prioritization Model
- Paving Schedule<sup>1</sup>
- Regional grant applications
- State/federal grant programs
- Transit Master Plan
- Budgeting for Outcomes process
- Paved Recreational Trails Master Plan
- Siting Bicycle Parking and Mobility Hubs

The current criteria for these processes should be reviewed for the presence of and the weights given to the following criteria: active transportation infrastructure incorporated into the project or program; addressing of active modes safety issue, benefit to underserved communities; improvement in multimodal access to destinations; potential to result in increase of active modes/transit mode share; and filling gaps in the City's active modes network and supportive infrastructure.

<sup>1</sup> The City has implemented miles of the bike network at relatively low cost through the street maintenance program. While the Pavement Condition Index (PCI) and the International Roughness Index (IRI) ratings are the primary factors used to establish the repaving schedule, coordination with priority active modes improvements should be a secondary factor used to set the repaving schedule.

### 1c. Prioritize the safety and efficiency of Active Modes users by expanding the Neighborhood Traffic Mitigation Program (NTMP).

## Background

Vehicle speeds play a significant role in the safety and comfort of active modes users and largely contribute to the severity and frequency of crashes. Speed reduction programs can spur roadway design improvements and marketing, communication, and education efforts that focus on providing information on the relationship between safety and speed and focus on protecting active modes users. Similarly, improving traffic flow and efficiency for active modes users can have a positive effect on safety and in decreasing user delays. Fort Collins Neighborhood Traffic Mitigation Program uses education, engineering, and enforcement to achieve safer movement of traffic on two-lane local or collector streets, and aims to reduce speeds to enhance active modes travel.

## In Action

Fort Collins should continue the NTMP and consider expansion of the program to not only enhance the safety of active modes users, but also prioritize the safety of active modes users. While the NTMP focuses on reducing traffic speeds, there is an opportunity to supplement the existing program by incorporating offerings to also improve active modes flow across active transportation corridors. The City can strengthen the NTMP by:

- Expanding the NTMP to include arterial segments and crossings that also serve as active mode routes.
- Incorporating NTMP education into all future outreach activities for transportation-related infrastructure projects
- Prioritizing active modes corridors for physical mitigation improvements submitted through the NTMP, and expanding the engineering toolbox to include neighborhood traffic circles, curb extensions, miniature traffic circles, and road closures.
- Reducing speed limits where appropriate and where engineering improvements are also planned
- Incorporating dedication to improving the efficiency of active modes into NTMP goals and guidelines and offering the reconfiguration or removal of stop signs as an engineering tool under the “Signs and Pavement Markings Category” and upon completion of a traffic study, also completed through the NTMP.

## 2. Updating Land Use Policies to Support Active Modes

**Overarching policy: Fort Collins’ *City Plan* and land use policies support the use and growth of the active modes network.**

### 2a. Evaluate how the active modes network can increase 15-minute communities.

## Background

A 15-minute community is an area in which residents can access most of their day-to-day needs within a 15-minute walk, bike, or roll of their home. This method of community building leans towards creating destinations where people already are instead of expanding to the outer edges of the City.

## In Action

Fort Collins is aiming for residents to be within a 15-minute walk or bicycle trip of most of their daily needs.

Through development of a 15-Minute Communities Framework, the City will map the availability of services such as schools, transit stops or stations, parks or greenspaces, and grocery stores in Fort Collins to better understand which areas of the City are lacking and if any improvements in active modes infrastructure would improve the prevalence of 15-minute communities. Zoning will be reviewed after this analysis to identify if there are any areas where zoning changes could allow additional uses that would support 15-minute communities where they currently do not exist.

### 2b. Adopt development practices that support active modes.

## Background

City code and development review practices shape the City’s active transportation network based on what transportation infrastructure is required to be built with development. Designing, implementing, and enforcing citywide practices and code that support active mode use and networks can assist in incrementally improving active modes as the City continues to develop.



## In Action

Zoning laws should be reviewed to require or favor mixed-use developments that place destinations within walking, bicycling, and rolling distance of homes. Additionally, when reviewing design applications, staff should evaluate development to ensure that its design creates walkable frontages (such as those found Downtown, and identified in the Downtown Plan) and amenities for people of all ages and abilities walking, bicycling, and rolling. Developers proposing plans that exceed Fort Collins standards for integrating and supporting active modes in new development could receive incentives such as reduced parking requirements, density bonuses, or changes to the level of review required.

Identify opportunities within the development code where active modes infrastructure (such as trails or bike racks) can co-exist with other right-of-way uses (e.g., detention basin or swales, or furnishing zone requirements) to grow the active modes network.

These actions should be further codified with updates to the following sections of Fort Collins Land Use Code:

- **Division 3.2 Site Planning and Design Standards.** Should offer additional details about active modes circulation standards within developments, and may bolster bicycle and micromobility parking types and minimum provisions by land uses.
- **Division 3.6 Transportation and Circulation.** Should address connectivity standards for active modes infrastructure, and set bicycle and micromobility parking minimums based on occupancy.

### 2c. Establish motor vehicle parking policies that encourage and support active modes.

## Background

Free and widely available parking has been shown to discourage the use of active modes and incentivizing the use and storage of private vehicles. Updates to parking policies allow developers to create places where active modes are highly valued as well as encourage the use of active modes over single-occupancy vehicles.

## In Action

Fort Collins should consider updating parking requirements as well as the 2013 Parking Plan, to potentially include the following components:

- Create a demand mitigation strategy for residential developments outside of Transit Oriented Development (TOD) Overlay Zones
- Change from parking minimums to parking maximums (at least in TOD and bicycle/pedestrian level of service A areas).
- Require developments with decreased parking to incentivize more sustainable transportation options through strategies such as unbundled parking passes, free bus fare, mobility hubs, and electric vehicle (EV) car share. Pursue a TDM ordinance for neighborhoods to manage local demand.
- Continue to evaluate how downtown parking policies encourage or discourage the use of active modes.
- Consider increasing fines for parking infractions that impair mobility such as parking that blocks sidewalks, crosswalks, or bicycle lanes.
- Establish “percentage usage” thresholds for reallocating on-street parking space to bicycle and micromobility facilities where observed usage compels additional bicycle parking spaces

### From the Community

“I hope we see Fort Collins build more raised and painted bicycle paths along roads, with no parking next to bicycle paths. A change in focus in Fort Collins from being car focused to bicycle, public transportation, and walking focused.”

## 3. Aligning Standards with Active Modes Goals

**Overarching policy: Fort Collins uses standards that support, encourage, and prioritize active modes when making infrastructure improvements.**

### 3a. Update the Larimer County Urban Area Street Standards (LCUASS).

#### Background

The revised Larimer County Urban Area Street Standards (LCUASS) were adopted by Larimer County, City of Loveland, and City of Fort Collins on August 1, 2021. These Standards set the acceptable design and construction guidance for the design and construction of new and reconstructed streets in Fort Collins.

These standards have specific Chapters related to people walking and bicycling (Chapter 16 and 17, respectively), which have information and guidance beneficial to promoting and growing the active modes network in Fort Collins. However, there are some sections and associated metrics within the standards that are only vehicle focused that could be updated to be more supportive of active mode use including micromobility. Furthermore, the chapters specific to active modes could be reviewed to be supportive of micromobility and shared micromobility.

#### In Action

Review and offer recommendations to the LCUASS standards, specifically around strengthening active modes criteria, inclusive design users, and Complete Streets language, in the following chapters and sections:

- Chapter 4 – Transportation Impact Study
  - Types of Study
  - Project Impacts (LOS and delay standards)
  - Integrate Appendix H, Multi-Modal Level of Service into Chapter 4
- Chapter 8 – Intersections
  - Exclusive right turn lanes
  - Design Vehicles
  - Roundabouts
  - Bicycle Lanes at Intersections
  - Pedestrian Requirements
- Chapter 15 – Street Lighting

### 3b. Update Multimodal Level of Service framework.

#### Background

Historically, transportation engineers and planners have designed roadways using the traditional Level of Service model to maximize vehicular volume throughput and capacity, which has often come at the expense of safety and comfort for people walking, bicycling, and rolling.

Fort Collins currently uses a Multimodal Transportation Level of Service model to integrate people walking, biking, and using transit when determining whether a roadway design will retain the desired function. This model integrates access, connectivity, and continuity functions into the LOS, as well as differentiates needs based on land use and roadway functional classification. This model, while an improvement from the original LOS model, can continue to be improved to better account for the needs of and increase the safety and comfort of those using active modes.

#### In Action

Update and integrate the City's Multimodal Level of Service into Chapter 4 of LCUASS to account for the growth of active mode use and encourage continued growth, including:

- Clear identification of active mode prioritization zones (formally pedestrian prioritization zones).
- Context based requirements that reflect guidance from guiding plans (such as the Active Modes Plan, the Downtown Plan, specific corridor plans like Midtown in Motion, Area Plans, and the various Capital Improvement Plans).
- Develop methodology to collect improvement fees for active modes.

### 3c. Evaluate opportunities to improve the City's sidewalk maintenance program and asset management plan, and to expand in-house implementation capacity.

#### Background

Currently the City maintains streets on a 20-year cycle. The City maintains sidewalks in conjunction with the annual street maintenance program (SMP) including curb, gutter, and sidewalk repair and correction of pedestrian curb ramps that do not meet the Americans with Disabilities Act (ADA) requirements. Typically, the SMP

only addresses sidewalk issues that are considered safety hazards and curb and gutter issues that might undermine the structural integrity of the roadway. The City should explore opportunities to make other ADA improvements such as addressing driveway slopes as part of the SMP.

The City also upgrades and constructs new sidewalks through the Street Maintenance Program. The program utilizes a documented prioritization model based on health and equity, safety, and location.

## In Action

Update the sidewalk components of the asset management plan to include at minimum, the following parts:

- Quick response procedures to address hazards
- Planned sidewalk replacement program
- Funding
- Coordination
- Documentation
- Inventory and inspection procedures and schedule
- ADA accessibility
- Pedestrian levels of service
- Street tree canopy and citywide shade equity
- Key performance indicators

In addition, this evaluation should review the current Sidewalk Prioritization Model to assess whether the weight for the various criteria align with AMP goals.

### 3d. Revise signal timing and intersection design standards along integral pieces of the active modes network.

## Background

Signal timing is a combination of standards and calculations that are used to allow users right-of-way at a signalized intersection for defined time intervals. The time intervals are often tied to an individual mode – a pedestrian would need a longer interval to cross a street than a vehicle.

Signal timing is also an important part of creating a consistent flow along a street, discouraging high speeds, and encouraging active modes by creating routes that allow continuous movement on foot, bike, or transit.

## In Action

Evaluate and, if necessary, update signal timing and intersection design standards to allow more consistent and convenient flow for active mode users. Continue to explore opportunities to implement the following improvements:

- Install accessible and audible pedestrian push buttons, including in pedestrian refuge islands on streets with long crossing distances so that slower pedestrians don't get trapped in the median.
- Increase pedestrian intervals and/or incorporate pedestrian leading intervals along pedestrian priority routes, near schools or other destinations with high percentages of students and/or older adults.
- Evaluate and strategically consider integrating “all walk” and “all bike” phases in areas with high amounts of pedestrian and bicycle traffic, acknowledging that this strategy has the potential to increase delays for all users.
- Identify corridors to implement “green wave” signal timing for bicyclists, to allow a cyclist travelling at 10-12 mph to move continually along the route.
- Evaluate current transit priority signal routes and, if necessary, identify others for future implementation.
- Identify where various types of signal timing and active modes signals should be used.
- Identify tools to minimize delay along key bikeways, working with traffic to remove stop control where appropriate. Additionally, evaluate bicycle and micromobility detection technologies to ensure reliability and minimize delay for active users.
- Prioritize where signals and intersection design standards are appropriate based on nearby destinations (e.g., schools, parks, transit stops, etc.), and expand application for pro-pedestrian treatments such as curb extensions that narrow crossing distances.

Additionally, when deploying new or innovative design approaches, include public information signs and materials to increase awareness.

## From the Community

“We need bicycle friendly driver classes and the programs in schools to teach kids that bicycle handling and safety are important”

### 3e. Revise standards and regulations to support micromobility as a mode of transportation.

## Background

The sudden appearance of a bewildering variety of motorized micromobility devices has left many cities scrambling to figure out how these fit in: on roads? In bike lanes? On sidewalks? On paved trails? Legally these devices, except for bicycles, e-bikes, and e-scooters, are defined as “toy vehicles”. However, they are no longer just toys; they are transportation vehicles, and they need a safe and connected network just as bicyclists and pedestrians do.

Infrastructure	Bikes	E-bikes	E-scooters	Toy vehicles
Road	Allowed	Allowed	Allowed	Prohibited
Bike lane	Allowed	Allowed	Allowed	Prohibited
Sidewalk	Discouraged	Discouraged	Discouraged	Allowed
Sidewalk – Dismount Zone	Prohibited	Prohibited	Prohibited	Prohibited
Paved trails	Allowed	Allowed	Prohibited*	Toy vehicles allowed Motorized toy vehicles prohibited*

\*except on part of the Mason Trail

In Fort Collins, e-scooters are allowed on roads, bike lanes, and sidewalks but prohibited from paved trails, while non-motorized toy vehicles (such as skateboards and roller skates) are allowed on sidewalks and paved trails, and motorized toy vehicles are allowed only on sidewalks. Thus, toy vehicles like electric skateboards and one-wheels have a restricted, fragmented network of sidewalks that were not designed for these vehicles.

People who are using micromobility have a lot in common with bicyclists. People on both human powered and motorized micromobility devices like skateboards, one-wheels, scooters and e-scooters travel at similar speeds, have a small profile, are agile, and are vulnerable road users. Micromobility users are generally well served by networks designed for bicyclists.

In addition to the need for a safe and connected network for micromobility users, there are concerns about how people on micromobility devices will affect the experience and safety of people walking and biking on existing facilities, the ability to regulate different user groups and devices with limited Park Ranger and City staff to monitor the paved trail network, and where these devices will be parked that won't interfere with other modes or pose additional barriers for people with disabilities.

## In Action

- Make sure the membership of the City's Active Modes Advisory Committee reflects micromobility use.
- Incorporate micromobility into maps featuring bicycle or walking routes.
- Incorporate micromobility in a traffic safety campaign.
- Expand micromobility education and encouragement program for adults.
- Identify ordinances and regulations that restrict the network for micromobility users. Engage stakeholders to determine what changes to ordinances and regulations could provide a safe and connected network for micromobility users.
- Where micromobility users currently share space with other modes, monitor where conflict points emerge to prioritize improvements that better accommodate all users.
- Establish a methodology and baseline to monitor conflicts with parked shared micromobility so that the effectiveness of countermeasures can be assessed.
- For additional guidance on accommodating micromobility using on-street facilities and parking in right-of-way, refer to best practice resources including the NACTO *Guidelines for Regulating Shared Micromobility* and forthcoming 3<sup>rd</sup> Edition of the *Urban Bikeway Design Guide*.

## 4. Expanding and Creating Programs that Support Active Modes

**Overarching policy: Fort Collins manages and supports community programming that educates and encourages residents to use active modes.**

### 4a. Build and expand the Safe Routes to School program.

#### Background

The City's Safe Routes to School program works with strategic partners such as Poudre School District (PSD) and Bike Fort Collins to increase the number of students safely walking, bicycling and taking the bus to school. The program holds bicycle and pedestrian safety classes, strategically implements improved sidewalks, crossings, and bicycle lanes for student use, and enforces school-zone speed limits and other traffic calming in school areas.

Historically, much of the City's efforts have focused on elementary schools. The high school program includes traditional "Bike PE" curriculum as well as "Bicycle Friendly Driver" certification but can do more to encourage active mode use amongst high school students. Safe Routes to School programming focused on safe use of the roadway is especially important for high schoolers as they are beginning to use the roadway independently using multiple modes.

#### In Action

- Partner with PSD to construct traffic gardens on school property. Traffic gardens, such as the Walk and Wheel Skills Hub, are a small-scale set of connected streets where people can practice safe walking and bicycling skills.
- Host kidical mass rides and walks to get kids and families out enjoying active modes together for trips to places like parks, pools, ice cream shops, and special events. These events demonstrate that using active modes of transportation can be fun and easy for the whole family.
- Implement "school streets" where possible, or temporary closures to motor vehicle traffic during school drop-off and pick-up times.
- Provide protected signal phases for bikers/walkers at school-area signalized intersections.
- Consider active modes of transportation in the design of traffic-circulation plans for school-specific traffic

- Designate remote drop-off and pickup locations near schools.
- Launch anti-idling strategies, campaigns, or policies in school areas.
- Provide high-quality, high-capacity bike/scooter/skateboard storage facilities in convenient locations at schools.
- Create waiting platforms and bike boxes with adequate capacity at signalized intersections near schools.
- Add ramps in school areas to accommodate bikes/trailers/wheelchairs/scooters transitioning between in-street and sidewalk-level facilities.

Create a high school program (prioritizing schools with deficient infrastructure) that includes the following components:

- High school curriculum that integrates Safe Routes to School themes, lessons, and skills into classroom subjects.
- A student-led high school task force to guide the high school program, as well as encourage leadership skills amongst students.
- "Big Events" as one-time encouragement events to get the word out about Safe Routes to School and promote active modes.
- Leverage curriculum created by CSU and the City of Fort Collins under Sustainability grant to support Safe Routes programming.
- Implement innovative strategies such as a requirement to take the Bicycle-Friendly Driver class before receiving a parking pass for high-school parking lots, and allowing students using active modes to be dismissed first.
- Create new campaigns to reduce car driving by high-schoolers, such as an e-bike promotion that would get students to use active modes instead of cars.
- Work with PSD to change policies such as allowing students to leave campus for lunch. Such policies create a massive amount of unnecessary car trips near high schools. Such policies may actually be the main reason students drive to school. If they had to stay on campus for lunch, they might bike, walk or take the bus instead. Perhaps create an innovative program of having food trucks on high-school campus at lunchtime.
- Continuation of existing SRTS programs.



#### **4b. Create a Transportation Demand Management program that provides resources and strategies for employers and residents in Fort Collins.**

## **Background**

Transportation Demand Management (TDM) is a set of strategies aimed at maximizing traveler choices and, often, lowering barriers for commuters and residents who want to use active modes through encouragement, incentives, or education.

## **In Action**

Currently the City has initiated the “Shift Your Ride Travel Options Program” TDM program that provides residents with resources about active modes. This program should be expanded to include trainings, resources, and encouragement strategies that employers can use to promote active modes amongst their employees.

In addition, the City should expand its TDM program to document program goals, objectives, desired outcomes, potential partners, and prospective users of the program to ensure consistency and sustainability of the program. This framework should be accompanied by a workplan that includes a proposed timeline, funding strategy, and staff needs. Additional near-term strategies to encourage active mobility may include:

- Creating micromobility education and encouragement programs for adults.
- Sharing information with employers on promoting active travel with tools such as secure bike parking and supportive facilities, purchasing or leasing e-bikes for employees, paying employees to commute by active modes, free or subsidized transit passes, and shared micromobility access.
- Setting policy and performance measurement tools for institutionalizing TDM strategies into development projects.
- Working with the Chamber of Commerce and Visit Fort Collins to create a walking and micromobility map for the City. The map should highlight popular tourist destinations along with routes for residents to get to desirable destinations.
- Support businesses with achieving Bike Friendly Business and Best Workplaces for Commuters designations. Partner with these businesses to host Shift Your Ride Challenges and targeted engagement activities for their employees.

- Using principles of behavior change theory, develop programming that reshapes social norms and attitudes towards active transportation.
- Partner with community organizations, city leaders, and elected officials to host social rides and walks oriented towards specific neighborhoods or community groups. These events can help to build community, highlight destinations within walking or biking distance, and demonstrate that using active modes of transportation can be fun and easy.
- Host events to introduce people to options for transporting cargo such as groceries or children by bike.
- Expand the City’s bike buddy program to be inclusive of all active modes. The program partners residents with Bike Ambassadors who teach them everything they need to know about getting around by bike.
- Raise awareness about active modes programs and classes with utility bill inserts, the Chamber’s relocation resource packet, short videos, and other creative marketing techniques.

## 5. Engaging Communities Meaningfully Around Active Modes

**Overarching policy: Active modes in Fort Collins should be designed for, used by, and supported by historically underserved groups**

**5a. Conduct equitable engagement that meaningfully involves and values participation by historically underserved groups.**

### Background

Equitable engagement in Fort Collins is a combination of efforts that support involving historically underserved residents of the city, specifically youth, low English proficiency speakers, low-income residents, people of color, people with disabilities, and the elderly. Equitable engagement goes beyond the “acts” of engagement – meetings, newsletter, etc. – and instead focuses on building strong, trusting, and sustainable relationships and partnerships.

The first step in making engagement more equitable is building the capacity and knowledge of Fort Collins staff to understand the implications of race, culture, and socio-economic status in decision-making. Once the staff are trained to update their historic practices, the City can improve and standardize more inclusive engagement.

Additionally, historically underserved communities should be genuinely valued -- and should feel valued -- in their roles providing insight, feedback, and recommendations to active modes processes and projects. Compensating community members for their knowledge and contribution to projects shows that they are valued and encourages sustainable relationship building.

### In Action

The following should be completed to further Fort Collins' efforts on more equitable engagement:

- City staff that work on active modes projects should all receive cultural competency training and education. This training should focus on groups that FC Moves staff currently interact with regularly, including K-12 youth, the LGBTQIA+ community, adults with limited English, people with disabilities, people from low-

income households, seniors, and culturally, racially, and ethnically diverse people and groups.

- Utilize the Health Equity Index to evaluate the effectiveness of our active modes public engagement efforts and ensure outreach to historically marginalized demographic groups.
- When working on transportation projects and active modes, staff should put extra emphasis on how a project may impact people walking or bicycling, and especially those who use active travel to connect to transit.
- The City should create procedures, which include incentivization, to encourage residents and community-based organizations from historically underserved groups, to participate in active modes planning and project processes.
- Create new ways to involve youth in City planning efforts, guided by University of Colorado Community Engagement, Design and Research Center, <https://www.colorado.edu/cedar/>.
- Create youth-friendly maps of the City, similar to what Growing Up Boulder has done: <https://www.growingupboulder.org/child-and-teen--friendly-city-maps.html>
- Seek input from diverse community members on how active modes programming can best work for them and tailor programs, as needed, in response.
- Transparently prioritize active modes improvements based on feedback from historically underrepresented groups.

**5b. Continue to promote and grow Fort Collins' Open Streets and Asphalt Art programs.**

### Background

Open Streets events are 1-2 miles of car-free, family-friendly streets where participants are encouraged to use active modes and enjoy “Activity Hubs”- temporary clusters of activity provided by local businesses and organizations. Historically, Open Streets (sometimes called “Ciclovía” events) have been used to engage the public in dialogue about how streets can be transformed into places for people, and have broadened the conversation about the economic, social, and public health functions of streets as public space. Open Streets routes are generally considered walkable and bikeable,



and they include attractive neighborhood elements such as parks and other key destinations like churches, schools, and commercial centers.

The Asphalt Art program is a collaborative program between the City and Bike Fort Collins that selects locations and artists to paint sections of the City's bicycle and pedestrian networks to improve the users' experience. Consider coordinating asphalt art installations with Open Streets celebrations. Both the Open Streets and Asphalt Art programs are opportunities for the City to engage historically underserved groups throughout the City and engage them in active modes in their neighborhoods.

## In Action

Create a 10-year plan for both the Open Streets and Asphalt Art program that focuses on the programs' abilities to integrate both placemaking and transportation functions when designing and managing streets, along with identifying opportunities to engage historically underserved groups. This plan should include, at minimum, the following:

- Program goals, especially strategies for supporting ambitious street transformations
- Consideration of opportunities for more regular, consistent street closures
- Metrics of success, including measures such as local economic activity during street closures
- Engagement strategies to encourage participation from historically underrepresented groups
- Implementation strategies
- Funding strategies
- Staffing implications
- Partnership strategies with community-based organizations
- A framework to pilot projects for artistic and innovative sidewalk treatments and crosswalk treatments, and an expanded engineering toolbox of operational treatments to codify street space for active travel and placemaking (i.e., "paint-and-post" implementations)



## 5c. Increase the visibility and importance of the role of walking and access for people with disabilities in Fort Collins.

### Background

Everybody is a pedestrian at some point of their trip, whether they make the trip by foot, bike, scooter, transit, or vehicle. However, in the world of active modes, walking often is overshadowed by advocacy around bicycling, which has historically had more vocal and organized advocates. More specifically, people with disabilities—mobility, vision, hearing, speech, cognitive, etc.—face acute barriers to mobility. Improvements that center people with disabilities enable independence and autonomy, and typically improve access for all users. For instance, curb cuts are a design tool targeted at people using wheelchairs, but ease travel for all, especially people pushing strollers or carts and delivery workers.

Fort Collins understands the value of walking and rolling to the city's future and recognizes that promoting safe and comfortable navigation by foot, by wheelchair, and by other mobility devices is essential to the city's future growth and success, especially for historically underserved groups. As such, the city should take the initiative to foster the growth of advocacy and engagement opportunities for pedestrians, especially those with disabilities, and their advocates to build a strong foundation in the City.

## In Action

Create and identify opportunities to address pedestrian issues and bring pedestrian-focused stakeholders into decision making processes through the following efforts:

- Transition the City's existing Bike Advisory Committee to an "Active Modes Advisory Committee" and make sure membership is reflective of mode use, people with disabilities, and historically underrepresented groups.
- Continue and accelerate sidewalk infill program with the Sidewalk Prioritization Model.
- Institutionalize documentation of identified and needed ADA improvements, and proactively continue to address ADA needs and compliance.
- Review feedback from the City's prior Walk Friendly Community application and use the application feedback to work towards achieving a "Gold" status.

- Continue to conduct Poudre School District and City traffic-safety studies around schools, and act on implementing identified recommendations.
- Create and launch a pedestrian safety campaign unique to Fort Collins (media announcements, crosswalk zebras, etc.). Highlight mobility challenges specific to people with disabilities, such as using a wheelchair or crossing the street as a blind or low-vision user, and promote awareness of street users most vulnerable during traffic crashes.
- Implement district-based pedestrian wayfinding.



Pedestrian Wayfinding Panel (credit: NYC DOT)

#### 5d. Take action to move Fort Collins towards being a Vision Zero city.

### Background

In 2016, Fort Collins was the first public local entity to join the Colorado Department of Transportation (CDOT) Moving Towards Zero Deaths initiative. The proclamation reflects the City's commitment to the vision of zero traffic-related deaths. This CDOT initiative is related to the national and international Vision Zero safety project.

To become a Vision Zero community, a city must meet specific criteria:

- A clear goal to eliminate traffic fatalities and severe injuries is set.
- The community has adopted a Vision Zero plan or strategy.
- Key city departments are involved with leading the effort.
- The Mayor has officially committed to Vision Zero.

While Fort Collins is continually working towards their Vision Zero goals internally, it is also important to work with the community to educate them on what Vision Zero is, why it's important, and how they can make their community's roadways safer for all users, especially for those using active modes.

### In Action

- Create a Vision Zero Action Plan that includes steps that Fort Collins will take to reach zero deaths and severe injuries on its roadways, as well as strategies to educate, involve, and empower the community in meeting the City's goals.
- Adopt Complete Street Standards that uphold Transportation Hierarchy and principles of Vision Zero.
- Develop steps for following national best practices, such as new techniques for motor-vehicle speed reduction. Consider a blanket lower speed limit for all or part of the city, as has been done in other cities.
- Leverage the regional Toward Zero Deaths policy adopted by the North Front Range Transportation & Air Quality Planning Council to include Vision Zero policies, strategies, and goals into future projects and plans.









# CHAPTER 6: INFRASTRUCTURE RECOMMENDATIONS



The Fort Collins Active Modes Plan is oriented around the year 2032 and embraces a forward-thinking approach to active transportation infrastructure, policies, and programs, aiming to: achieve 50% active mode share by 2032, and to eliminate active mode fatalities and serious injuries by 2032. The AMP's infrastructure recommendations reflect input received from diverse engagement activities and are supported by City staff expertise and data analysis, which identified gaps and barriers that affect walking and bicycling in Fort Collins. Analysis of the active transportation networks in Fort Collins considered the locations of low-stress crossing opportunities, high-comfort bicycle corridors, and high-priority sidewalk segments identified by the Fort Collins Sidewalk Prioritization Model. Additionally, recommendations were guided and informed by engagement efforts in which stakeholders and the public identified specific locations in need of improvements.

The following pages illustrate proposed network improvements and locations for spot treatments, defined as improvements, such as building medians, upgrading crossings, and adding signage at specific locations within a larger segment of the network. Pedestrian infrastructure and bicycle infrastructure, which include other forms of rolling, were analyzed independently and therefore resulted in separate sets of recommendations. Recommendations are organized as follows:

1. Pedestrian Infrastructure Locations: Recommendations for spot treatments at high-priority intersections.
2. Bicycle Infrastructure Projects: Recommendations for bicycle facility improvements (linear projects) and recommendations for spot treatments at crossings.

These recommendations seek to fulfill the Fort Collins AMP's Big Moves including a **Complete and Connected Network, Comprehensive Access to Destinations, a Healthy and Equitable Community, and Safe and Comfortable Travel.**

## Network Development Approach

As discussed in Chapter 2, the following themes guided network planning and analysis:

- Adapt to growth
- Consider varying travel needs
- Unlock active modes for more trips
- Design safe streets and intersections

with context sensitivity

## Pedestrian Network Development

To make walking a comfortable, convenient, and safe travel option for people of all ages and abilities, the City of Fort Collins seeks to provide a comprehensive and accessible sidewalk network. For many people with disabilities or using assistive mobility devices, a connected and accessible sidewalk network is essential for independent mobility.

In 2013, based on a recommendation from the 2011 Pedestrian Plan, the City completed its first Pedestrian Needs Assessment, a citywide assessment of sidewalk conditions and prioritization of street segments for sidewalk improvement. Using the Pedestrian Needs Assessment, the City prioritizes, selects, and implements its annual Sidewalk Program, which aims to complete a fully connected and ADA-compliant walking and rolling network in Fort Collins. The City's Sidewalk Program installs missing sidewalks and ramps and improves inadequate sidewalks and ramps, in accordance with the Public Right-of-Way Accessibility Guidelines (PROWAG) and ADA standards for sidewalk cross slopes (2% maximum), running slopes (5% maximum), and sidewalk width (4 feet minimum). There are currently 221 miles of missing sidewalk in the city and 217 miles of existing sidewalks that are not ADA-compliant. Downtown Fort Collins and many of its residential neighborhoods have existing sidewalk coverage, but many neighborhood streets in the southern, western, and northeastern parts of the city have too narrow and inaccessible sidewalks or they are missing sidewalks altogether.

To prioritize and close these sidewalk gaps, the Pedestrian Needs Assessment assigns a score to each sidewalk segment—one on either side of each block—based on three criteria: location, safety, and health and equity. The City uses these criteria each year to select and implement sidewalk projects, as displayed on Map 3.

The Fort Collins AMP does not supersede the Pedestrian Needs Assessment. Rather, the Fort Collins AMP identifies spot improvements to complement the City's Sidewalk Program to address access and comfort issues identified by network analysis and public feedback.



Map 3: Pedestrian Needs Assessment, which guides the City's Sidewalk Program. This AMP was informed by—but does not supercede—the Pedestrian Needs Assessment.

**Sidewalk Prioritization Model (2021)**

- Lowest Priority
- Lower Priority
- Medium Priority
- Higher Priority
- Highest Priority



Map 4: Walking Distance to Access an Existing Low-Stress Crossing

This map reflects an analysis of walking distance to an available low-stress crossing based on contextual factors including functional classification, posted speed, number of travel lanes, vehicle volume, and traffic control devices. The analysis findings were compared with and augmented by location-based public input to develop recommendations.

ridiculously complex intersection because of the convergence of the Mason Trail, train tracks, Max BRT, and Prospect Road, but I think it needs to be re-designed again. My dr

Very dangerous crossing.

Prospect Rd

Spring creek trail crosses prospect at this point. it is a fairly busy area and the light can take a while to actually change and when it does it holds up traffic for an extended period of time. an under/overpass at this area would improve the accessibil

Rough transition crossing Prospect Mason Trail. Not much room for pedal/bike traffic at the Max sto

Tunnel needed to cross Harmony! Such fast traffic with no concern for

**Distance to Low-Stress Crossing**

1 mi or more

1 mi  
Page 404  
5 mi

0.25 - 0.5 mi

2 mi





## Key Issues & Opportunities

In addition to supporting the full build-out of the sidewalk network across the city, the Fort Collins AMP seeks to identify and close barriers to pedestrian mobility (especially for people with disabilities for whom walking and rolling access is essential), chiefly those that prevent safe and comfortable street crossings. Because Fort Collins' arterial streets are laid out in a one-mile grid and—especially in the urban core neighborhoods—are multiple lanes wide, the arterial network often has limited opportunities for people to cross at marked crosswalks and requires pedestrians to cross long distances. The Fort Collins AMP focuses on identifying long gaps between comfortable and low-stress pedestrian crossings, and it makes recommendations for spot treatments to close those gaps.

**To identify crossing gaps, the Fort Collins AMP set a quarter-mile crossing distance goal: in typical circumstances, a person walking or rolling should not need to travel more than a quarter-mile to reach a low-stress crossing (or five minutes for someone walking or rolling at 3 mph, a typical pedestrian speed). In the downtown area, where pedestrians are placed atop the modal hierarchy, it is assumed that all crossings should be low-stress and give pedestrians priority for circulation.**

The technical analysis assessed each crossing in the city and assigned a high- or low-stress rating based on several contextual factors, including:

- Functional classification of the street
- Number of travel lanes for pedestrians to cross
- Posted speed limit of the roadway being crossed
- Average daily traffic volume of the roadway being crossed
- Presence of a signal, beacon, or stop sign
- Presence of a pedestrian median refuge

Once each crossing leg of each intersection was graded, a geospatial analysis measured each street segment in the city for distance to a low-stress crossing (illustrated in Map 4). The segment analysis located opportunities for pedestrian improvements. Additionally, the Pedestrian Crash Risk Analysis (described on page 11 and illustrated on Map 1), which identified street segments and intersections that saw the most severe pedestrian-involved crashes from 2017-2021, was used to determine locations

for spot treatments. Finally, the analysis incorporated community feedback from engagement maps and outreach activities to inform the recommendations.

## What We Heard

During outreach activities, community members shared feedback on barriers to mobility in the pedestrian network and identified locations where they would like to see pedestrian improvements. Community members communicated that the largest challenges for walking in Fort Collins are the long distances they must travel to reach key destinations and that they often feel unsafe walking, not knowing how or where to access low-stress pedestrian routes. Feedback revealed that the community feels the City's top priorities should be improving sidewalk connectivity, intersections and crossings, and sidewalk widths and quality. Public mapping exercises pointed to specific regions where walking concerns are most prevalent in Fort Collins. The northern, downtown region of Fort Collins was where public mapping participants noted the majority of issues in the pedestrian infrastructure and indicates a need to focus on the downtown core. Areas of concern generally aligned with key destinations in Fort Collins where the community would most like to be able to safely and easily walk, including parks, schools and CSU campus, and commercial districts that offer shopping and grocery options, mainly located in the northern region. Feedback reaffirmed existing challenges to connect people to the pedestrian network via safe and accessible routes and crosswalks in the southern areas of Fort Collins.

## Bicycle Network Development

The Fort Collins AMP aims to bring high-comfort infrastructure for bicycling and rolling within reach of every person in Fort Collins, regardless of age, ability, or experience. The city currently has a strong foundational bicycle network with 266 miles of on-street bikeways and 97 miles of paved off-street trails and pathways available for bicycling and non-motorized micromobility.

### Key Issues & Opportunities

The Fort Collins AMP targets “Interested but Concerned” bicyclists, i.e., people who are interested in bicycling and have concerns about personal safety or stress from riding alongside motor vehicle traffic. As displayed in Table 11, national surveys suggest that the majority of the population falls into this category.

### What We Heard

During outreach activities, community members shared feedback on bicycling and rolling comfort in Fort Collins and where they would like to see bicycle infrastructure improvements. Community members communicated that the largest challenges for bicycling and rolling in Fort Collins are that they do not feel safe bicycling in

mixed traffic and find intersections and unprotected trail crossings unsafe and dangerous to navigate. Gaps and disconnects in the bicycle network and wayfinding network are also significant challenges. Feedback revealed that the community feels the City’s top priorities should be expanding the bicycle network and building more protected bicycle infrastructure. Public mapping exercises pointed to specific regions where bicycling concerns are most prevalent in Fort Collins. Online mapping participants noted the most issues in the bicycling and rolling infrastructure in the northern region of Fort Collins. Areas of concern aligned with destinations in Fort Collins where the community would like to be able to safely and easily bicycle and roll, including parks, schools, and commercial districts that offer shopping and grocery options. Southern Fort Collins, particularly East Harmony Road and to the south, was also identified as an area that lacks important bicycling and rolling infrastructure, which impedes access to important destinations like Edora Park and the Foothills Shopping Mall.

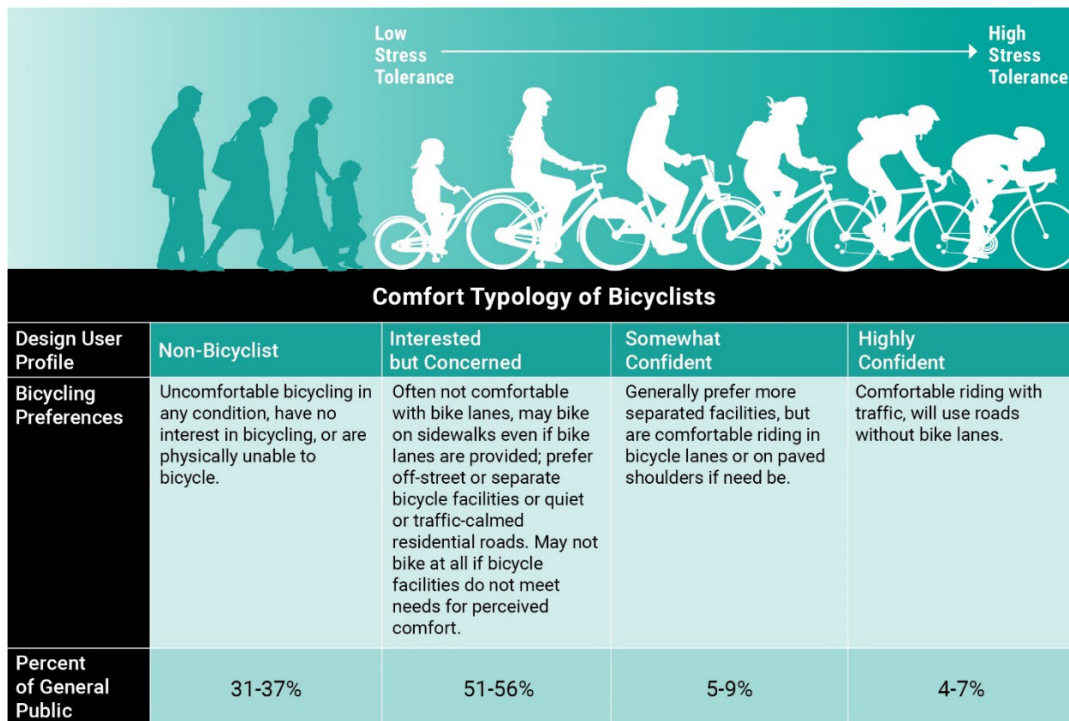


Table 11: Comfort Typology of Bicyclists

The City classifies each of its on-street bicycle facilities into two categories:

- **High Comfort**—which are expected to provide an inviting riding experience to people of all ages, abilities, and capabilities, especially centering the experiences of Interested but Concerned riders
- **Low Comfort**—which can be useful to those users who are skilled and confident bicycling with motor vehicle traffic but are not expected to be broadly appealing to all riders.

148 miles of the City’s existing bicycle network is classified as “high comfort,” while 121 miles of the City’s bicycle network are classified as “low comfort.”

## Implementation Toolkit

Recommendations in this plan are divided into two categories: bicycle network facilities and multimodal spot treatments.

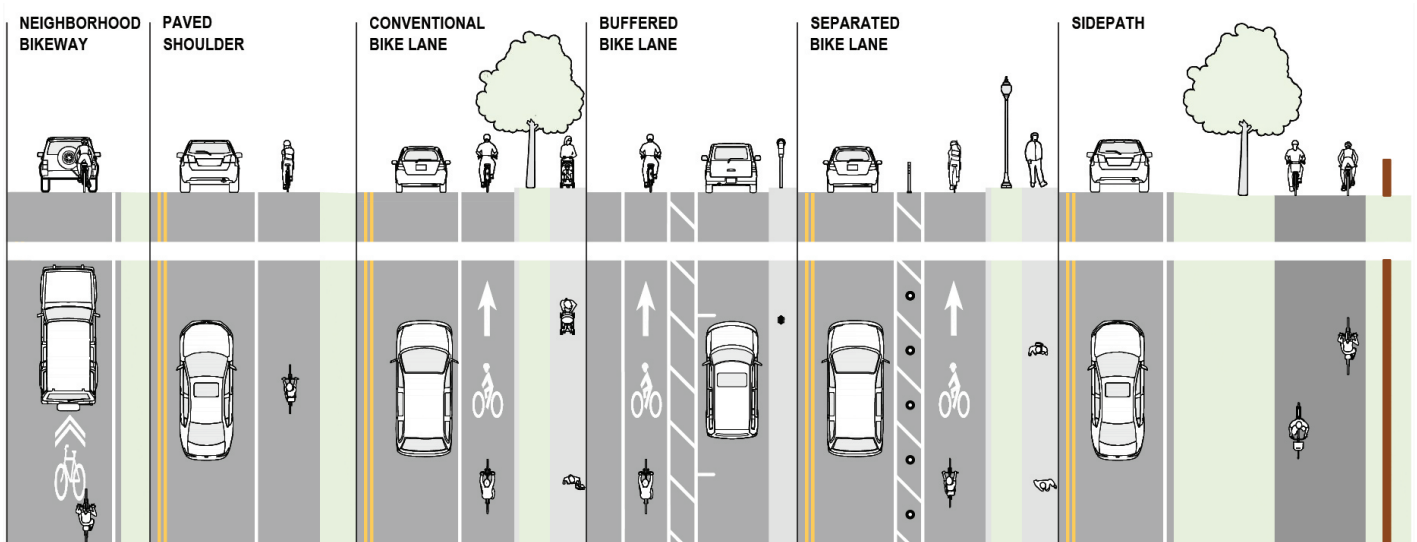
### Bicycle Facility Tools

Bicycle facilities, or linear infrastructure that enables high-comfort bicycling, scootering, and use of micromobility devices, were selected based on contextual appropriateness to provide an inviting active travel experience for the broadest range of potential users. Roadway factors considered in facility selection include motor vehicle speed and volumes, number of travel lanes, frequency of curb cuts and driveways, and implementation feasibility. With the goal of creating a comprehensive and continuous citywide network, street segments and facilities were evaluated for the most appropriate facilities to meet the AMP's goals, and for the necessary implementation actions to achieve each facility.

Where practical, facilities are recommended to fit within the existing roadway, either by narrowing excessively wide travel lanes, reallocating travel lanes where vehicle volumes exceeded the current number of travel lanes, or reallocating on-street parking. Where the existing roadbed was insufficient to accommodate a bicycle facility, either more involved construction measures are recommended (such as moving curb lines), or suitable parallel route was identified to minimize diversion. In some cases, as projects are refined, additional right-of-way acquisition may be required to implement the recommended facility.

Bicycle facilities include:

- **Neighborhood Bikeway:** Street that has low motorized traffic volumes and speeds, and prioritizes bicycle travel through signage, pavement markings, and traffic calming features.
- **Paved Shoulder:** Separated space for the operation of bicycles and micromobility, but are not considered dedicated travel lanes.
- **Conventional Bicycle Lane:** Exclusive space for bicyclists and micromobility users to travel in designated lane with pavement markings, but is not separated or buffered from motor vehicle traffic.
- **Buffered Bicycle Lane:** Separated from motor vehicle traffic by a dedicated buffer space marked on the pavement.
- **Separated Bicycle Lane:** Separated from both motor vehicles and pedestrian traffic by a physical buffer such as bollards or constructed curb.
- **Sidepath:** Facilities completely separated from motor vehicle traffic, built within separate right-of-way (ROW), that may be used by most active modes. Depending on the context, some facilities do not currently permit electric micromobility devices other than e-bikes.



## Spot Treatment Tools

### Pedestrian Spot Treatments




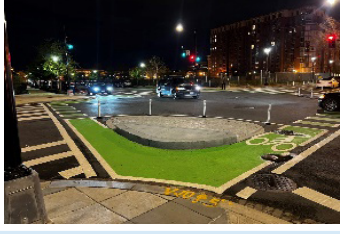
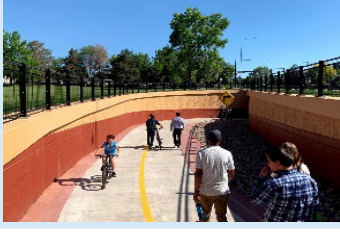
While the Pedestrian Needs Assessment and City Sidewalk Program inform which street segments have sidewalks and accessible curb ramps constructed, the following treatments were considered for the planned spot improvements (see Map 5). These comprise overarching treatment categories; planners and designers should refer to LCUASS and other relevant guidance and standards when selecting and designing pedestrian infrastructure.

Treatment		Description	Typical Application
High-Visibility Crosswalk		Crosswalk with either continental or ladder markings to increase crossing conspicuity and visibility for people with low vision	Anywhere the pedestrian route crosses a street, including higher volume and higher speed streets.
Pedestrian Hybrid Beacon or RRFB		Actuated Pedestrian Hybrid Beacon or Rectangular Rapid Flash Beacon	Unsignalized intersections or midblock crossings, especially on multi-lane roadways; beacons should be paired with high-visibility crosswalks and crossing may optionally be raised
Signal Operations Change		Leading pedestrian intervals, protected turn phases, or exclusive pedestrian phases	Where turning vehicles conflict with people walking and rolling, signal operations give pedestrians priority. Leading intervals may give pedestrians a 3-7 second head start. Turn movements across the crosswalk may also be fully separated and can lag the pedestrian crossing phase to reduce pedestrian delay.
Median Refuge or Diverter		Minimum 6-foot wide refuge island installed in the median between travel directions, which may optionally restrict vehicle movements	Often suitable on multi-lane roads to shorten crossing exposure and add refuge space, as well as to add visual friction and calm through and turning speeds. On very wide streets, median refuges should include push buttons so that slower pedestrians don't get trapped in the median.
Geometric Redesign		Reconfiguration of the intersection to mitigate conflicts, including bulb-outs, raised crossings, or turn lane removal	Where wide crossing distances, large curb radii, or slip lanes increase pedestrian exposure, geometric redesign may enhance safety and comfort.
New Pedestrian Crossing		New signal installation or intersection construction	Especially on high-speed or high-volume roadways, or adjacent to priority destinations such as schools or commercial districts.



## Bicycle Spot Treatment Tools

The proposed bicycle network provides direction for what facilities to place on large segments across Fort Collins. It is equally important to ensure these new facilities are both well connected and safely connected and that areas where facilities are not proposed will be comfortable for bicycling and rolling. The following treatments were considered for the planned spot improvements (see Map 6). Recommended spot projects focus primarily on applying crossing treatments and widening existing infrastructure. While these comprise overarching treatment categories, planners and designers should refer to LCUASS and other relevant guidance and standards when selecting and designing bicycle infrastructure.

Treatment		Description	Typical Application
Signs and Markings		Crossing, approach, or conflict markings and signage	Typically low-volume and low-speed crossing locations where increased conspicuity can improve crossing comfort
Signals		Actuated Hybrid Beacon, Rectangular Rapid Flash Beacon, or new signal construction	At existing uncontrolled or midblock locations where bicycle demand or conflicts may necessitate enhanced crossing infrastructure
Two-Way Sidepath		Short bidirectional bikeway to close short gaps	Offset crossings and half signals
Intersection Redesign		Complex redesign of intersections to increase separation in space or time for bicyclists and active users	Generally at signalized locations where traffic and bicycling conditions require full design
New Connection		Trail, underpass, or overpass typically outside of right-of-way to bridge key network barriers	Rail crossings, surface parking lots, or informal access paths

## Bicycle and Micromobility Network Recommendations

Since the 2014 Bicycle Master Plan's adoption, Fort Collins has implemented 53 miles of new bicycle infrastructure. This Fort Collins Active Modes Plan builds on that strong foundation of on- and off-street lanes, trails, and neighborhood bicycling routes, and it aims to enhance comfort and safety for all types of riders, regardless of skill level or experience. Using the Fort Collins AMP's vision and goals, the following network design principles guided route and facility selection recommendations:

- The bicycle network should connect people to their destinations, with a concentrated focus on equitable access. Schools, commercial districts, job centers, parks, and recreation facilities are priorities for access. Where destinations are more densely located, the bicycle network should also be more dense.
- The bicycle network should foster direct, understandable routes and minimize diversion to reduce delay and maximize accessibility for all types of riders.
- Facility recommendations must match roadway context and create routes that feel safe and comfortable for all ages, abilities, and capabilities. Bicycle facilities should minimize conflicts between street users who have different travel speeds and masses; on routes with higher vehicle traffic speeds and volumes, increase separation in space and time.
- Focus on high-comfort routes and facilities. Consider likely sources of stress (e.g., wide or busy crossings, frequent stops) when designating bicycle routes.

The planned network, adds the following facilities:

- 45 miles of shared-use paths or sidepaths adjacent to roadways
- 64 miles of separated bicycle lanes
- 11 miles of buffered bicycle lanes
- 3 miles of conventional bicycle lanes
- 21 miles of neighborhood bikeways

### From the Community

"Crossing the busiest streets in Fort Collins still feels dangerous. I have had numerous occasions where drivers are rushing through traffic lights and nearly hit me. I have seen multiple bicyclists hit by cars at busy intersections."

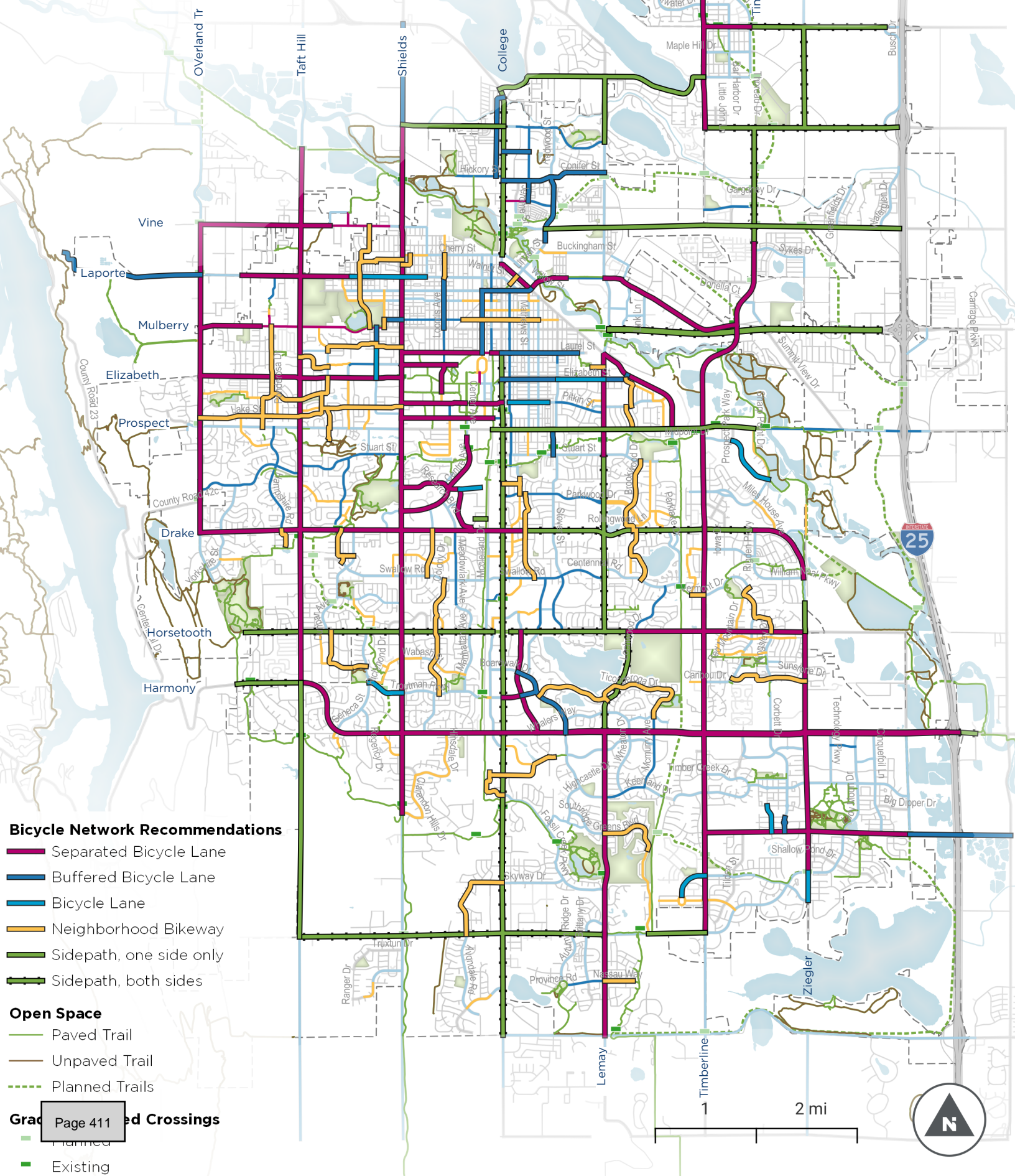
"Fort Collins has minimal separated and protected lanes and the south/southeast side of town where I live doesn't contiguously connect to the larger trail system."

We should have safe and minimally complex routes to move around the city on bicycles. Currently, putting together a route, especially north-south, is complex and winding which reduces options for bicycling instead of driving."

"Need more bicycle lanes separated from traffic, like the ones on Mulberry."

"I would like to see better bicycle and micromobility connections to the north side of Fort Collins."

Map 5: Bicycle Spot Improvement and Facility Recommendations, Existing Trails, and Planned and Existing Crossings





## Spot Treatment Recommendations

Between 2016 and 2020, the City Sidewalks Program constructed more than 250 accessible ramps and more than 7 miles of new or repaired sidewalk. As this citywide build-out continues, this Plan seeks to bridge critical connections in the pedestrian network. The Fort Collins AMP does not supersede the Pedestrian Needs Assessment. Rather, the Fort Collins AMP identifies spot improvements to complement the City's Sidewalk Program and address access and comfort issues identified by network analysis and public feedback.

Using the Fort Collins AMP's vision and goals, the following network design principles guided route and facility selection recommendations:

- The pedestrian network should connect people to their destinations, with a concentrated focus on equitable access. Schools, commercial districts, job centers, parks, and recreation facilities are priorities for access.
- The pedestrian network should provide direct paths and regular opportunities to cross the street, reducing delay and maximizing network accessibility.
- The pedestrian network should prioritize improvements on streets that are less safe and comfortable for people walking and rolling, and reduce injury risk especially on major arterial streets.
- Spot recommendations must match roadway context and existing pedestrian conditions. Pedestrian facilities should minimize conflict especially with motor vehicles by providing separation both in space and time. Places where people walking or using mobility devices must cross multiple lanes of traffic, must cross unmarked or uncontrolled intersections, or where safe crossing distance is greater than a quarter-mile out of direction will all decrease comfort and potentially increase risk for pedestrians.
- The recommendations consider segments of roadway where safety and crash risk issues have been identified, where large gaps between comfortable crossings currently exist (a quarter-mile is generally used as a guideline, though may be more frequent in the urban core), or where dense activities or trip generators are expected.

This AMP recommends:

- 24 locations with changes to Signal Operations,
- 19 locations with High-Visibility Markings and Signage,
- 37 locations with new Signals, Pedestrian Hybrid Beacons, or Rectangular Rapid-Flashing Beacons,
- 15 new Median Refuge Islands, Intersection Diverters, or Offset Crossings,
- 49 intersections where Geometric Redesign is indicated, and
- 21 New Connections or Crossings, which may include constructing new intersections or short path segments.

### From the Community

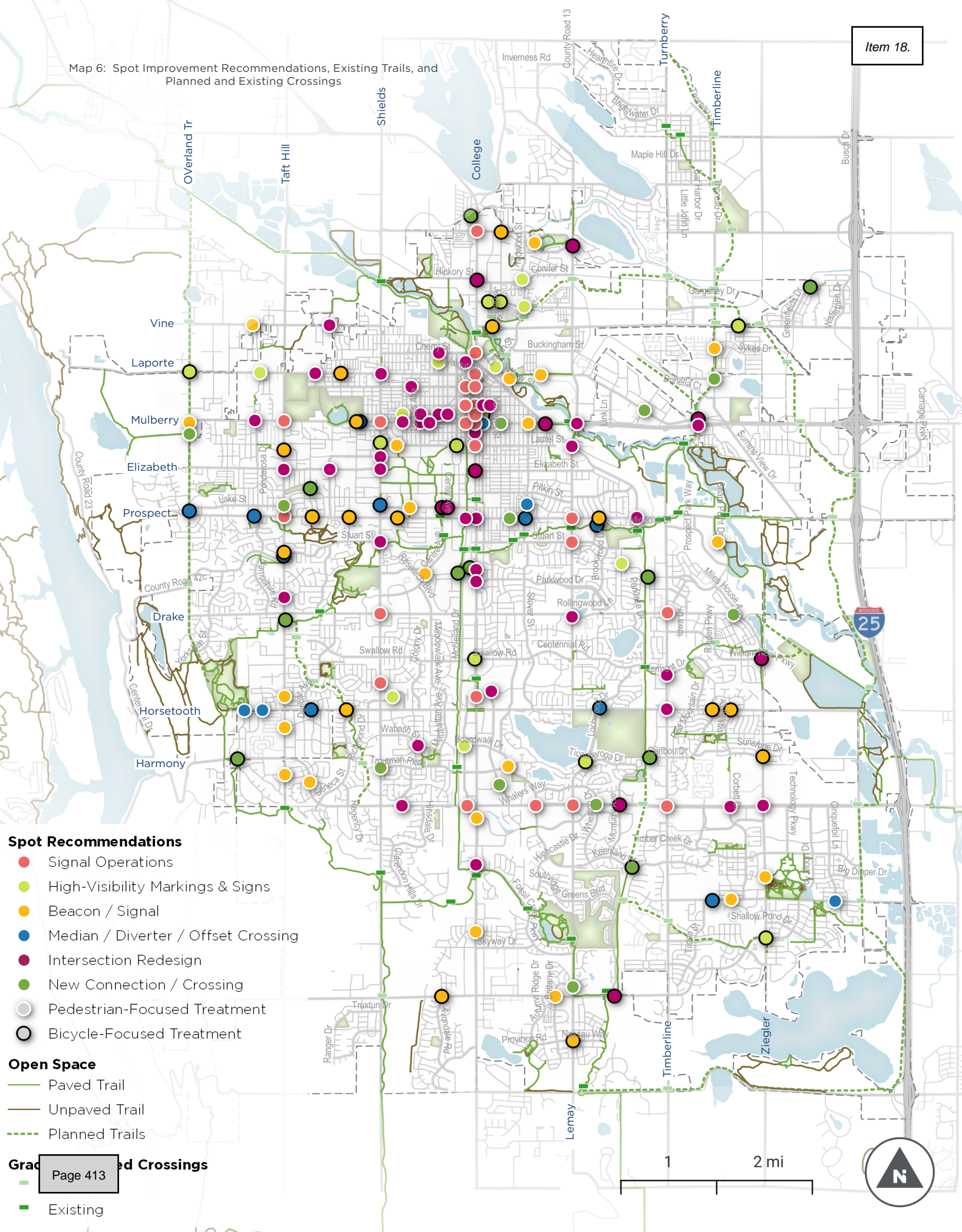
**"If you are BIPOC you might not have sidewalks in your neighborhood. Also many of the sidewalks are only 36" wide which is nearly impossible to use with a wheelchair."**

**"Most of the streets are engineered with only cars in mind and are hazardous to cross, especially on College, where the massive big box corporate chains have moved in."**

**"Outside of very specific block faces in Old Town, almost every intersection or block has some major missing feature related to basic pedestrian safety including painted crosswalks, pedestrian bulb-outs, etc."**

**"There are too many huge residential intersections that encourage fast driving and take a long time to cross."**

Map 6: Spot Improvement Recommendations, Existing Trails, and Planned and Existing Crossings









# CHAPTER 7: IMPLEMENTING THE VISION



## Putting Big Moves into Action

The Implementation Strategy translates the Fort Collins AMP's Big Moves into an actionable set of projects and phases, as well as an order of magnitude assessment of what resources may be needed to deliver on the AMP's goals.

- To expand a Complete & Connected Network, this implementation strategy assesses how effectively projects bridge connections to existing and planned active transportation facilities, and priority destinations (e.g., schools, parks, childcare, senior living, and commercial districts).
- To nurture a Healthy & Equitable Community by leveraging the City's Health-Equity Index score to guide project selection and prioritization.
- To promote Safe & Comfortable Travel by focusing efforts on the Bicycle & Walking High-Injury Network and closing gaps for multimodal users.
- To foster a Supportive and Inclusive Culture by raising awareness for multimodal transportation through street design and infrastructure.

This Implementation Strategy is a roadmap to pursue and achieve the goals set forth in Chapter 3:

- **Achieve 50 percent active mode share by 2032.**
  - Projects are prioritized that focus on capturing and connecting short trips for bicycling and walking.
  - The multimodal network connects people to destinations.
  - The citywide transportation system reduces barriers to walking and bicycling caused by traffic stress and discomfort.
- **Eliminate active mode fatalities and serious injuries by 2032.**
  - Projects aim to address all streets on the High-Injury Network by 2032.

## Prioritizing Projects

The Fort Collins AMP's prioritization framework is a data-driven process to determine project impact, i.e., what projects will improve the pedestrian and bicycle networks most effectively. For prioritizing pedestrian and bicycle projects, the Fort Collins AMP used a two-step prioritization process: an "outcomes-based" step followed by an "implementation-based" step.

Based on feedback from the public and community stakeholders, it is critical that both the projects themselves and the strategy for delivering those projects reflect the City's values and goals while strategically building momentum and delivering the most benefit possible. The prioritization process includes four factors which represent core values of the Fort Collins AMP, and within those factors are a series of measures to operationalize the factors.

## Multiple Paths to Implementation

Based on project prioritization and the Fort Collins AMP's primary goals for active mode share and active mode safety. This section offers a project selection and implementation strategy based on three time horizons:

- **High Priority/Readiness**, which is anticipated to take place in the first five years of plan rollout; these projects are generally concentrated around strengthening the core network, while improving strategic crossing locations citywide.
- **Medium Priority/Readiness**, anticipated to roll out in five to ten years; this phase expands the core network to a larger geography of the city and includes more complex projects.
- **Low Priority/Readiness** projects are complete the "full-build" network and include transformational projects to complete the citywide network, but may be delivered beyond the ten-year plan horizon.

Because resources—both funding and time—are limited, this implementation strategy seeks to maximize the impact of projects based on the Fort Collins AMP's goals by implementing transformational (but often small-scale) "quick-win" projects in the near term and gathering momentum to implement the larger and more complex projects strategically over a longer period.

While the prioritization list that follows reflects a strategic roll-out based on the AMP's goals, values, and practicality based on current conditions, opportunities may arise that shift the prioritization over time. This prioritization exists as the first leg in a three-legged stool of implementation approaches:

- 1. Grow funding** to prioritize strategic efforts to increase network connectivity, connect key destinations, and implementing strategic crossing improvements citywide. This can include extending the Community Capital Improvement Program, requesting expanded support through Budgeting for Outcomes, and seeking state and federal grants to implement transformational projects.
- 2. Maximizing existing programs**, such as the Street Maintenance Program, subsurface utility projects, or major capital projects where core funded programs or grant opportunities can unlock synergies.
- 3. Leveraging partnerships and development** to seize opportunities through development review and partnerships with major stakeholders such as Larimer County and Colorado State University to implement network segments.

As the Active Modes Plan becomes more institutionalized over time, coordination of efforts across City departments can allow the AMP to become a critical driver of citywide infrastructure investments and accelerate plan delivery.

## Pedestrian Projects

For pedestrian projects, the outcomes-based step scored and ranked projects, which were then grouped into quintiles. Those factors and measures are included below in Table 12. After the projects were grouped based on alignment with the outcomes-based factors, projects were then ranked based on implementation-based factors and measures (Table 13).

Factor	Measure	Weight
Network Connectivity	Number of connections to existing and planned sidewalks or trails	40%
	Number of priority destinations within 1/4 mile	
Access	Number of transit stations or stops within 1/4 mile (weighted by service frequency)	20%
Safety and Comfort	Pedestrian High-Injury Network	20%
	Distance to low-stress crossing	
Health and Equity	Health-Equity Index score	20%

Table 12: Outcomes-Based Prioritization for Pedestrian Projects

Factor	Measure	Weight
Cost	Planning-level opinion of probable cost	25%
Readiness	Whether or not additional study or planning is needed, based on implementation action	25%
Multimodal Benefit	Coincides with another modal network plan (e.g., bicycle or transit)	25%
Synergy	Overlap with planned or programmed projects (e.g., Transportation Capital Projects Prioritization Study, Street Maintenance Program)	25%

Table 13: Implementation-Based Prioritization for Pedestrian Projects

A complete list of the pedestrian projects, organized by value-based score and implementation-based score, can be found in Appendix E: Prioritization Scoring.

## Bicycle Projects

Similar to the pedestrian projects, the bicycle projects were scored and ranked using a two-step prioritization process which included an outcomes-based step and an implementation-based step. The criteria for the outcomes-based step are listed below in Table 14.

Factor	Measure	Weight
Network Connectivity	Number of connections to existing and planned bikeways or trails	40%
	Number of priority destinations within 1/4 mile	
Access	Number of transit stations or stops within 1/4 mile (weighted by service frequency)	20%
Safety and Comfort	Bicycle High-Injury Network	20%
	Difference between existing and proposed comfort designation	
Health and Equity	Health-Equity Index score	20%

Table 14: Outcomes-Based Prioritization for Bicycle Projects

All network projects were geospatially evaluated and ranked for alignment with the Fort Collins AMP's goals and values. Once the outcomes-based step was completed, projects within each of the ranked groupings were evaluated for implementation-based criteria (Table 15) to develop the final prioritization and identify the first projects that could be delivered. The top-ranking projects are illustrated in Map 7.

Factor	Measure	Weight
Cost	Planning-level opinion of probable cost	25%
Readiness	Whether or not additional study or planning is needed, based on implementation action	25%
Multimodal Benefit	Coincides with another modal network plan (e.g., pedestrian or transit)	25%
Synergy	Overlap with planned or programmed projects (e.g., Transportation Capital Projects Prioritization Study, Street Maintenance Program)	25%

Table 15: Implementation-Based Prioritization for Bicycle Projects

Because the Fort Collins AMP's recommended bicycle network and spot treatments include a mix of projects that are either complex capital design projects or small

projects that can be integrated into regular operations and maintenance, the implementation strategy generally separates projects by the required action to implement (simple striping and signage modifications compared to complex design and construction). The implementation strategy assumes a mix of projects each period so that the bicycle network includes both "quick-win" connections and larger transformational projects that have the greatest impact on network connectivity and comfort.

A complete list of the bicycle projects, organized by value-based score and implementation-based score, can be found in Appendix E: Prioritization Scoring.



## 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			
			Magnolia	Signal Operations	Spot			
Pedestrian	4	Mulberry St	College	Signal Operations	Spot	44	7	\$ 453,000
			Mason	Signal Operations	Spot			
			Loomis	Geometric Redesign	Spot			
			Shields	Signal Operations	Spot			
			Taft Hill	Signal Operations	Spot			
			Whitcomb / Canyon	Geometric Redesign	Spot			
Pedestrian	11	Willow St	Linden	High-Visibility Crosswalk	Spot	46	3	\$ 50,000
			Lincoln	Beacon / RRFB	Spot			
Pedestrian	29	Taft Hill Rd	Prospect	Signal Operations	Spot	40	8	\$ 153,000
			Valley Forge	Geometric Redesign	Spot	40	8	
Pedestrian	3	College Ave	Monroe	Signal Operations	Spot	42	6	\$ 303,000
			Rutgers	Geometric Redesign	Spot			
			Columbia	Geometric Redesign	Spot			
Pedestrian	9*	Shields St	Plum	Geometric Redesign	Spot	44	4	\$ 600,000
		Elizabeth St	Shields	Geometric Redesign	Spot			
			Taft Hill	Geometric Redesign	Spot			
			Constitution	Geometric Redesign	Spot			
Bicycle	61	Taft Hill Rd	Glenmoor	Signals	Spot	45	2	\$ 600,000
Pedestrian	2	College Ave	Laurel	Signal Operations	Spot	44	3	\$ 343,000
			Prospect	Geometric Redesign	Spot			
		Mason Trail	Prospect	Geometric Redesign	Spot			
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

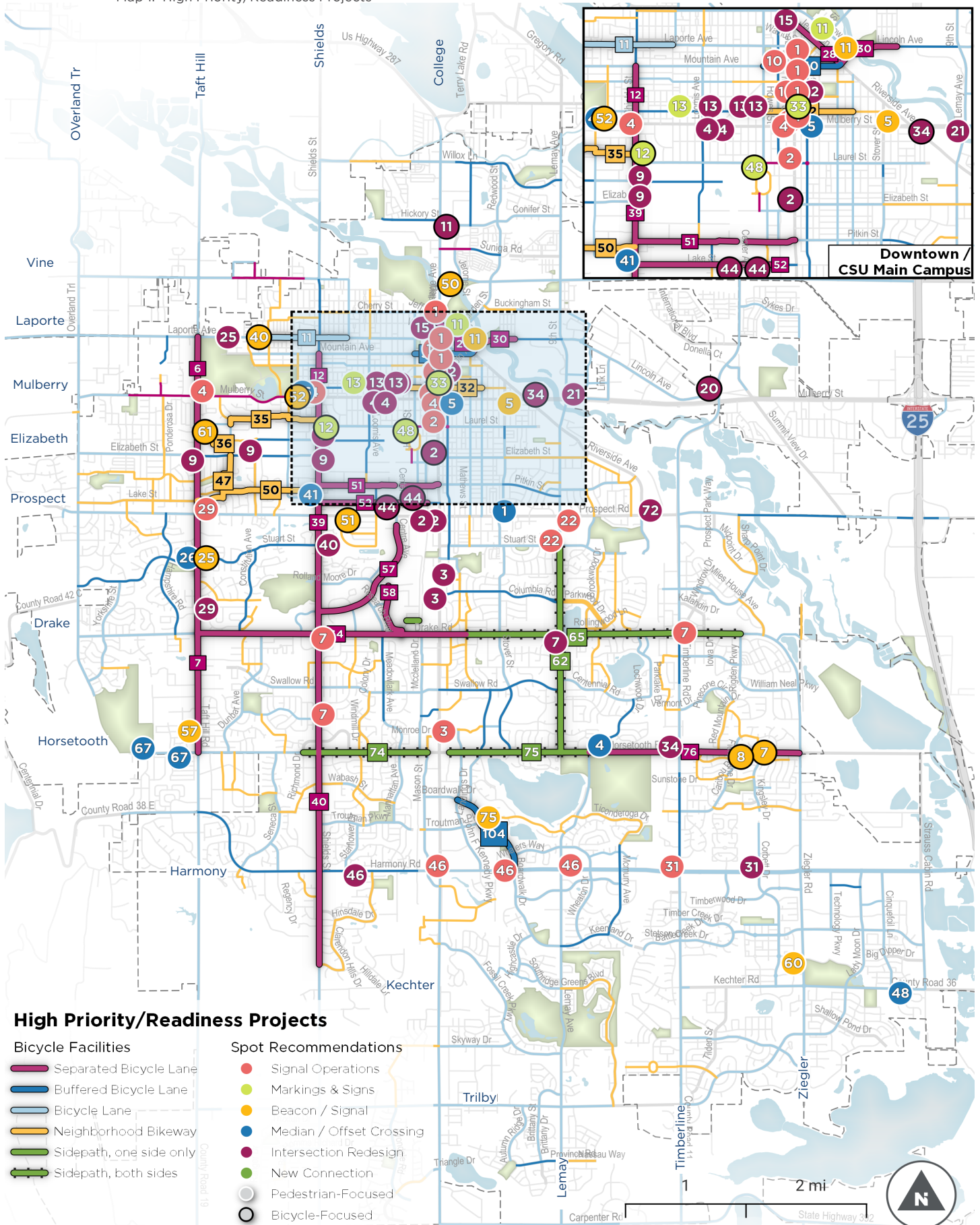
Project Focus	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Pedestrian	5	Mulberry St	Stover	Beacon / RRFB	Spot	40	4	\$ 1,302,000
			Remington	Median / Diverter	Spot			
			Peterson	New Crossing	Spot			
Bicycle	30	Mountain Ave, Lincoln Ave	N Howes 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

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)**

Map 1: High Priority/Readiness Projects



## 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	Pennock 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



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	Wilcox 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	Wilcox	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

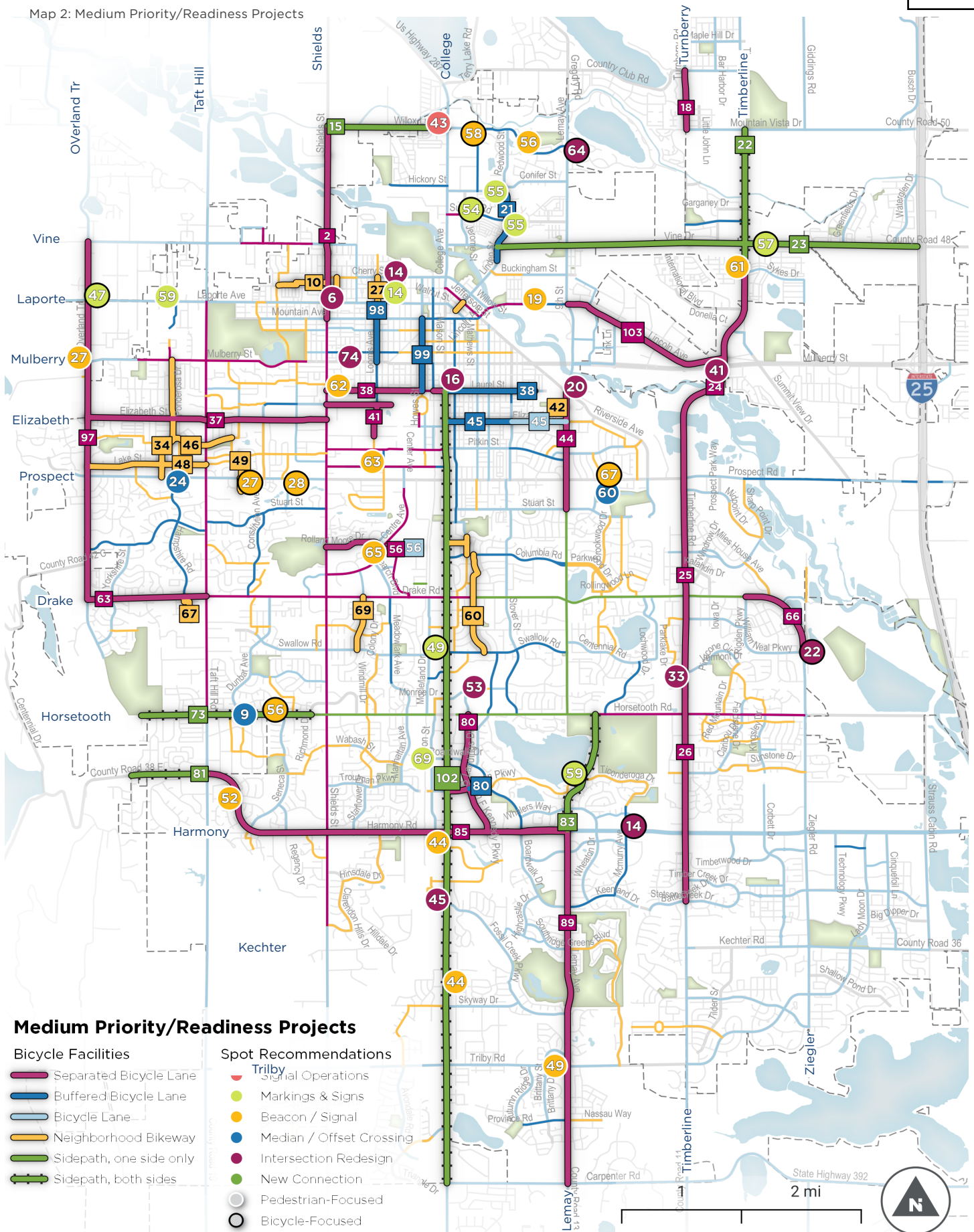
\*Project includes a partner such as Colorado DOT, Larimer County, or Colorado State University

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)**



Map 2: Medium Priority/Readiness Projects



## Low Priority/Readiness Projects

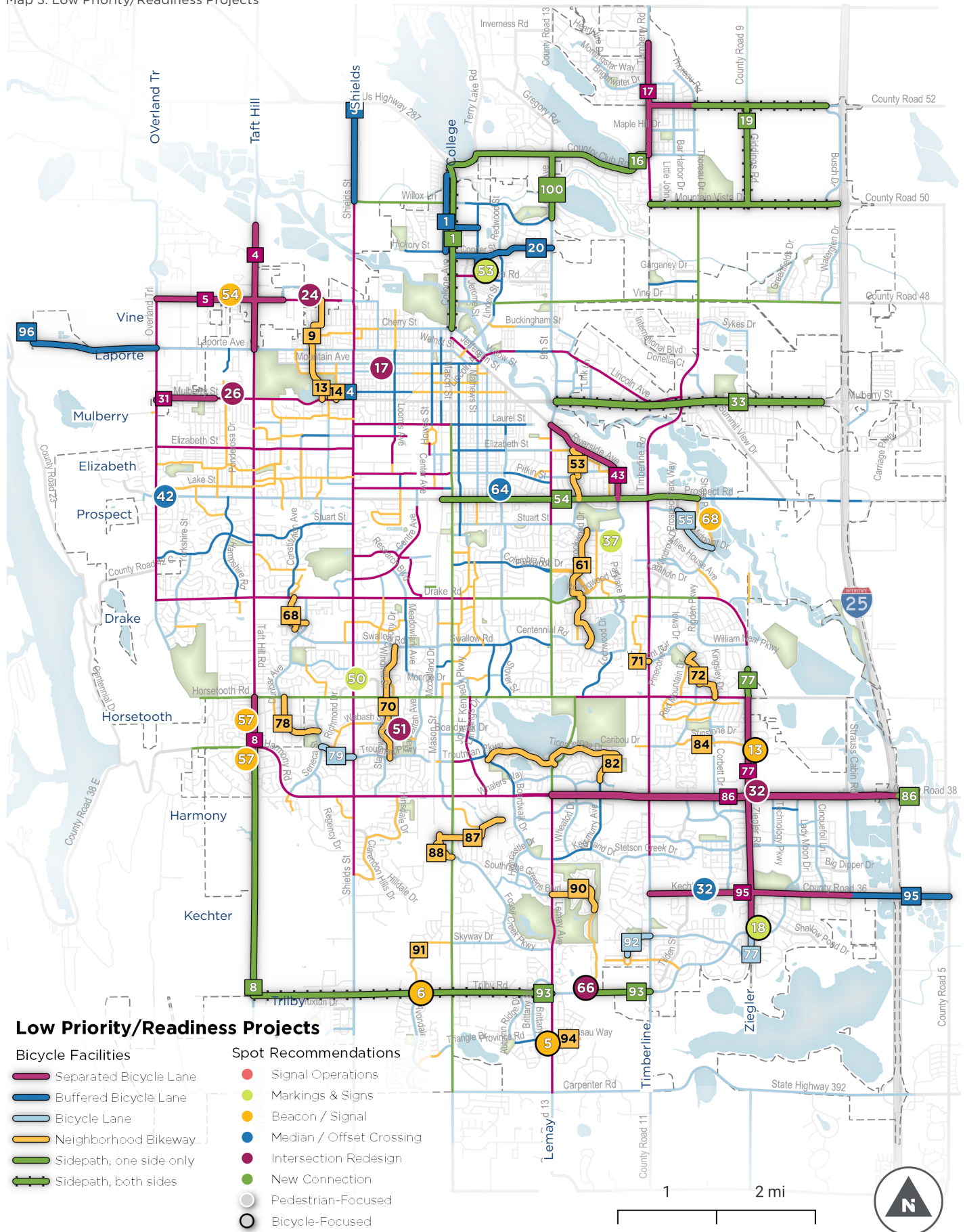
While low priority/readiness projects fall beyond the expected delivery timeline of this AMP, they form the vision network and may be implemented as opportunities arise.

Project Type	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Bicycle	17	Turnberry Rd, Richards Lake Rd	Serramonte Dr - Country Club Rd	Separated Bike Lane	0.8	23	6	\$ 390,000
Bicycle	9	Lyons St, Roosevelt Ave, Cherry St, Maple St	W Vine Dr - W Oak St	Bike Boulevard	0.6	22	6	\$ 6,000
Bicycle	14	W Magnolia St, Jackson Ave	W Mulberry St - S Shields St	Buffered Bike Lane, Bike Boulevard	2.3	22	6	\$ 12,000
Bicycle	72	Red Mountain Dr, Fieldston Dr, Kingsley Dr, Creekstone Dr	Pinecone Cir - E Horsetooth Rd	Bike Boulevard	1.2	22	6	\$ 5,000
Pedestrian	57	Taft Hill	Bronson	Beacon / RRFB	Spot	23	5	\$ 1,800,000
			Imperial	Beacon / RRFB	Spot			
			Brixton	Beacon / RRFB	Spot			
Bicycle	22	William Neal Pkwy	Ziegler Rd	Intersection redesign	Spot	23	5	\$ 585,000
Bicycle	31	W Mulberry St	S Overland Tr - Tyler St	Separated Bike Lane	0.1	23	5	\$ 437,000
Bicycle	86	E Harmony Rd, CR 38	S Lemay Ave - Weitzel St	Separated Bike Lane, Sidepath (both sides)	2.2	23	5	\$ 2,155,000
Bicycle	42	S Overland Trail	W Lake St	Two-Way Sidepath	Spot	21	6	\$ 29,000
Bicycle	24	Hampshire Rd	W Prospect Rd	Two-Way Sidepath	Spot	23	4	\$ 29,000
Bicycle	4	N Taft Hill Rd	Stonecrest Dr - Laporte Ave	Separated Bike Lane	0.7	23	4	\$ 3,075,000
Bicycle	25	W Stuart St	S Taft Hill Rd (Project #2)	Signals	Spot	24	3	\$ 600,000
Bicycle	88	Fossil Blvd, Cameron Dr, Conejos Rd	W Fairway Ln - S College Ave	Bike Boulevard	1.3	20	6	\$ 3,000
Pedestrian	73	Washington Ave	Mulberry	New Crossing	Spot	22	4	\$ 585,000
Bicycle	13	Sheldon Dr	W Oak St - W Mulberry St	Bike Boulevard	1.0	22	4	\$ 20,000
Bicycle	77	Ziegler Rd	Percheron Dr - Rock Park Dr	Separated Bike Lane, Sidepath (one side), Bike Lane	0.3	19	6	\$ 1,087,000
Bicycle	57	Vine	East of Timberline	Signs & Markings	Spot	21	4	\$ 3,000
Pedestrian	68	Sharp Point	March	Beacon / RRFB	Spot	21	4	\$ 32,000
Bicycle	67	Prospect Rd	Welch	Signals	Spot	23	2	\$ 600,000
Bicycle	93	Trilby Rd	Taft Hill Rd - Timberline Rd	Sidepath (one side & both sides)	1.5	23	2	\$ 8,384,000
Bicycle	33	E Mulberry St	S Lemay Ave - I-25	Sidepath (both sides)	3.7	24	1	\$ 13,634,000
Bicycle	5	W Vine Dr	N Overland Tr - Lancer Dr	Separated Bike Lane	0.4	18	6	\$ 315,000
Bicycle	43	Riverside Ave	S Lemay Ave - E Prospect Rd	Separated Bike Lane	0.8	18	6	\$ 335,000

Project Type	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Bicycle	55	Midpoint Dr	Prospect Park Way - Sharp Point Dr	Bike Lane	0.3	18	6	\$ 47,000
Pedestrian	50	Cunningham	Richmond	High-Visibility Crosswalk	Spot	19	5	\$ 18,000
Bicycle	70	Moss Creek Dr, Colony Dr, Tradition Dr	W Swallow Rd - W Troutman Pkwy	Bike Boulevard	0.6	20	4	\$ 9,000
Bicycle	79	Troutman Pkwy (planned extension)	Seneca St - S Shields St	Bike Lane	0.4	20	4	\$ 660,000
Bicycle	87	Fossil Blvd, Fairway Ln, Palmer Dr	Fossil Blvd - Hogan Dr	Bike Boulevard	2.9	20	4	\$ 6,000
Bicycle	95*	Kechter Rd, CR 36	Timberline Rd - CR 5	Separated Bike Lane	0.6	20	4	\$ 2,148,000
Bicycle	47	Overland	Laporte	Signs & Markings	Spot	21	3	\$ 3,000
Bicycle	30	Skyline Dr	Clearview	New connection	Spot	22	2	\$ 320,000
Bicycle	1*	N College Ave, Bristlecone Dr, Blue Spruce Dr	Terry Lake Rd - Willow St	Sidepath (both sides), Buffered Bicycle Lanes	0.9	22	2	\$ 4,785,000
Bicycle	90	Southridge Greens Blvd	S Lemay Ave - Center Greens Blvd	Bike Route	0.6	16	7	\$ 5,000
Pedestrian	26	Impala	Mulberry	Geometric Redesign	Spot	17	6	\$ 150,000
Pedestrian	17	Grant	Mountain	Geometric Redesign	Spot	20	3	\$ 150,000
Bicycle	3	N Shields St	US 287 - W Willox Ln	Buffered Bike Lane	2.1	20	3	\$ 569,000
Bicycle	54	Prospect Rd	Mason Trail - Sharp Point Dr	Sidepath (one side)	0.5	20	3	\$ 3,282,000
Bicycle	68	Claremont Dr, Hull St, Hanover Dr	W Drake Rd - W Swallow Rd	Bike Boulevard	5.4	16	6	\$ 4,000
Bicycle	78	Westfield Dr, Capitol Dr	W Horsetooth Rd - Seneca St	Bike Boulevard	2.9	18	4	\$ 5,000
Bicycle	82	Harbor Walk Dr, Breakwater Dr, Ticonderoga Dr, McMurry Ave	Boardwalk Dr - Monte Carlo Dr	Bike Boulevard	0.8	18	4	\$ 14,000
Bicycle	96	Laporte Ave	City Line - N Overland Tr	Buffered Bike Lane	4.2	18	4	\$ 92,000
Bicycle	53	Suniga	Blue Spruce	Signs & Markings	Spot	19	3	\$ 3,000
Pedestrian	47	Wheaton	Harmony	New Crossing	Spot	20	2	\$ 585,000
Pedestrian	51	Wabash	Benthaven	Geometric Redesign	Spot	21	1	\$ 150,000
Bicycle	94	Nassau Way	S Lemay Ave - Barbuda Dr	Bike Boulevard	3.0	14	7	\$ 2,000
Bicycle	6	Trilby	Avondale	Signals	Spot	18	3	\$ 600,000
Bicycle	8	S Taft Hill Rd	W Horsetooth Rd - W Trilby Rd	Sidepath (one side), Separated Bike Lane	1.0	18	3	\$ 4,456,000
Bicycle	100	Lemay Ave	Country Club Rd - Lowell Ln	Sidepath (one side)	0.1	18	3	\$ 822,000
Bicycle	65	Canal Access Road	Trail Head / Waterglen neighborhoods	New connection	Spot	20	1	\$ 320,000



Map 3: Low Priority/Readiness Projects



Project Type	PID	Street	Cross-Street or Extents	Treatment	Length (mi)	Outcomes Score	Imple. Score	Cost Opinion (2022)
Pedestrian	64	Lake	Stover	Median Refuge / Diverter	Spot	15	5	\$ 117,000
Bicycle	32	Kechter	Tilden	Two-Way Sidepath	Spot	16	4	\$ 29,000
Bicycle	71	Vermont Dr	Eastbrook Dr - S Timberline Rd	Bike Boulevard	7.1	16	4	\$ 1,000
Bicycle	84	Paddington Rd, Sunstone Dr, Sunstone Way	Caribou Dr - Ziegler Rd	Bike Boulevard	1.0	16	4	\$ 6,000
Bicycle	91	W Skyway Dr, Constellation Dr	W Trilby Rd - S College Ave	Bike Boulevard	0.7	16	4	\$ 7,000
Bicycle	19	Mountain Vista Dr, Richards Lake Rd	Turnberry Rd - I-25	Sidepath (both sides)	0.8	18	2	\$ 10,751,000
Bicycle	92	Zephyr Rd (Planned)	Red Willow Dr - S Timberline Rd	Bike Lane	1.9	18	2	\$ 635,000
Bicycle	16	Country Club Rd, Terry Lake Rd	N College Ave - Turnberry Rd	Sidepath (one side)	0.7	20	0	\$ 2,819,000
Pedestrian	32	Ziegler	Harmony	Geometric Redesign	Spot	15	4	\$ 150,000
Bicycle	15	Power Trail	Caribou Dr	New connection	Spot	18	1	\$ 320,000
Bicycle	9	Dunbar	Capitol	Two-Way Sidepath	Spot	15	3	\$ 29,000
Bicycle	4	Horsetooth	Lemay	Two-Way Sidepath	Spot	16	2	\$ 29,000
Bicycle	10	Power Trail	Nancy Gray	New connection	Spot	16	2	\$ 320,000
Pedestrian	70	Kechter	Old Mill	Beacon / RRFB	Spot	11	6	\$ 32,000
Bicycle	13	Ziegler	Paddington	Signals	Spot	13	4	\$ 600,000
Bicycle	37	Power Trail	Keenland	New connection	Spot	16	1	\$ 320,000
Bicycle	66	Southridge Greens Blvd	Trilby Rd	Intersection redesign	Spot	16	1	\$ 585,000
Bicycle	59	Lemay Ave	Ticonderoga	Signs & Markings	Spot	9	5	\$ 3,000
Pedestrian	37	Creekwood Dr	north of Kirkwood	High-Visibility Crosswalk	Spot	12	4	\$ 18,000
Bicycle	63	Fossil Creek Trail	County Road 38-E	New connection	Spot	14	1	\$ 320,000
Bicycle	5	Lemay	Nassau	Signals	Spot	10	4	\$ 600,000
Pedestrian	54	Vine	Irish	Beacon / RRFB	Spot	9	4	\$ 32,000
Pedestrian	24	Lancer	Vine	Geometric Redesign	Spot	9	2	\$ 150,000
Bicycle	18	Ziegler	Lady Moon	Signs & Markings	Spot	7	2	\$ 3,000

#### Low Priority/Readiness Projects, Opinion of Probable Cost: \$71,200,000 (2022 costs)

Overall, the AMP proposes the following relative program levels over each phase:

Plan Phase	Opinion of Probable Cost (2022)		
	Pedestrian Projects	Bicycle Projects	Total
High Priority/Readiness	\$7.6 million	\$22.8 million	\$30.4 million
Medium Priority/Readiness	\$8.2 million	\$48.9 million	\$57.1 million
Low Priority/Readiness	\$4.0 million	\$67.2 million	\$71.2 million

## Maintenance Costs

In addition to the capital costs of implementing new facilities, bicycle and pedestrian infrastructure requires maintenance and should be incorporated into standard maintenance programs to ensure continued safety and usefulness. Because bicycles and people walking put less force and wear on roadways, paving surface requires considerably less maintenance but high-visibility conflict zone markings in high-traffic locations require more frequent upkeep and encompass some specific maintenance items that can be planned for up front.

Phase	Facility Type	Maintenance Needs	Additional Maintenance Cost per Mile	Additional Planned Mileage	Additional Annual Cost
High Priority/ Readiness Phase	Bicycle Boulevards, Shared Roadways, and Bicycle Lanes	On-street bicycle facilities can be swept and snow cleared as a part of regular street maintenance. Striping may be refreshed annually to ensure continued visibility.	\$3,000 per mile annually	5.4 mi	\$5,000 - \$15,000
	Separated Bicycle Lanes and Shared-Use Paths	Primary and secondary bicycle streets and paths should be swept regularly and plowed after snow events. Sand and salt may be applied to improve traction, and should be removed from the street when conditions permit. A narrow sweeper vehicle (with plow attachment) can be purchased to maintain separated bicycle lanes. As the network expands, bicycle routes can be cleared more efficiently.  Light vertical separation materials, including flexible delineators, may need to be replaced periodically (assume 15 percent of flexible delineators may be replaced annually).	\$15 - 20,000 per mile annually	23.3 mi	\$100,000 - \$250,000, depending upon implementation cadence
Medium Priority/ Readiness Phase	Bicycle Boulevards, Shared Roadways, and Bicycle Lanes	Markings may need to be refreshed on some routes within 10 years.	\$10 - 15,000 per mile	9.7 mi	\$75,000 - \$150,000
	Separated Bicycle Lanes and Shared-Use Paths	As the bicycle network expands, additional sweep and plow vehicles may be purchased. Debris and snow clearance can become more efficient as more facilities are connected to one another.  Some striping and vertical separators may need to be replaced with wear and tear.	\$15 - 20,000 per mile annually	42.8 mi	\$125,000 - \$250,000, depending upon implementation cadence



## Delivering the Active Modes Network

Currently, the following local programs provide funding and support for Active Modes infrastructure.

Multimodal Funding Source	Recent Multimodal Funding
Budgeting for Outcomes (multimodal requests)	~ \$1 million (annually)
Street Maintenance Program	\$15 – 18 million for all street maintenance projects
Community Capital Improvement Program (ending 2025)	
Sidewalk / ADA Compliance	\$14 million
Bicycle Infrastructure	\$5 million
Grade-Separated Crossings	\$6 million
HSIP	~\$400,000 received in 2024 - 2025

## Existing and Anticipated Funding

Gathering and leveraging funding for multimodal projects requires strategic selection of project types, alignment between project purpose and funding strategy, and preparedness for opportunities. Below is a summary of funding sources available to Fort Collins for implementing the Fort Collins AMP's recommended projects.

	Funding Source
Local Funding	<b>Community Capital Improvement Program:</b> A voter-approved quarter-cent sales tax renewal that includes dedicated funding for arterial intersection reconstruction, bicycle infrastructure expansion, and other multimodal improvements.
	<b>Budgeting for Outcomes:</b> The City's budgeting process, Budgeting for Outcomes (BFO), is designed to prioritize community goals, organized around seven Key Outcome Areas. In the past, this local funding has been successfully leveraged to either implement multimodal projects or match state and federal sources to extend program reach.
	<b>Street Maintenance Program (SMP):</b> The SMP has successfully implemented a number of bicycling and pedestrian projects especially through regular maintenance and resurfacing projects, including striping bicycle lanes, repairing sidewalks and curbs, and reconstructing curb ramps for ADA compliance. Projects that can be implemented through regular operations and maintenance (e.g., lane diets and small concrete construction) may be good candidates to program via SMP.
State Funding	<b>FASTER Safety Program:</b> To support construction, reconstruction, or maintenance of projects to enhance the safety of a state highway, county road, or city street. This program is administered by Colorado Department of Transportation (CDOT).
	<b>Safer Main Street:</b> These grants can be used for safety and economic revitalization projects of state-owned roadways with dense commercial activities.
	<b>FASTER Transit Grants:</b> These grants can be used for bicycle amenities or connections that support transit projects. These grants are administered by CDOT regional offices.
Federal Funding	<b>Urbanized Area Formula:</b> This funding can be used for transit capital and operating assistance in urbanized areas and for transportation-related planning. These grants funds can be used to improve active modes access to transit stations. This grant is administered by the Federal Transit Administration (FTA).
	<b>Capital Investment Grant (CIG):</b> This funding can be used for transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. These grants funds can be used to improve active modes access to transit stations. This grant is administered by the FTA.
	<b>USDOT Discretionary Grants:</b> The US Department of Transportation administers several discretionary programs to fund local projects, such as the RAISE and INFRA grant programs.

	Funding Source
Federal Funding (cont.)	<b>Highway Safety Improvement Program (HSIP):</b> The goal of this program is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads. This is a federal program administered by CDOT.
	<b>Congestion Mitigation and Air Quality Improvement (CMAQ) Program:</b> This program can fund transportation projects designed to reduce traffic congestion and improve air quality, particularly in areas of the country that do not attain national air quality standards. In the Fort Collins region, these funds are provided to CDOT and distributed through the North Front Range Metropolitan Planning Organization (NFRMPO).
	<b>Surface Transportation Block Grant (STBG) Program:</b> This program funds projects that preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. In and around Larimer County, these funds are provided to CDOT and distributed through NFRMPO.
	<b>Safe Routes to School (SRTS):</b> This funding can be allocated to infrastructure improvements, enforcement, tools, safety education, and incentives to encourage walking and bicycling to school. This grant is a federal program administered by CDOT.
	<b>Transportation Alternatives Program (TAP):</b> TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways. In and around Larimer County, these funds are provided to CDOT and distributed through NFRMPO.
Partnerships	<b>Larimer County Capital Improvement Plan:</b> For projects falling outside City Limits but within the Growth Management Area, the City may partner with Larimer County to include projects in the County's five-year Capital Plan.
	<b>Colorado State University Campus Projects:</b> The university funds capital construction and maintenance of streets, sidewalks, and trails on campus, which includes many active modes routes.
	<b>Development Review:</b> Private developers provide both direct infrastructure investments and fees that support management of streets and right of way during the development review process.

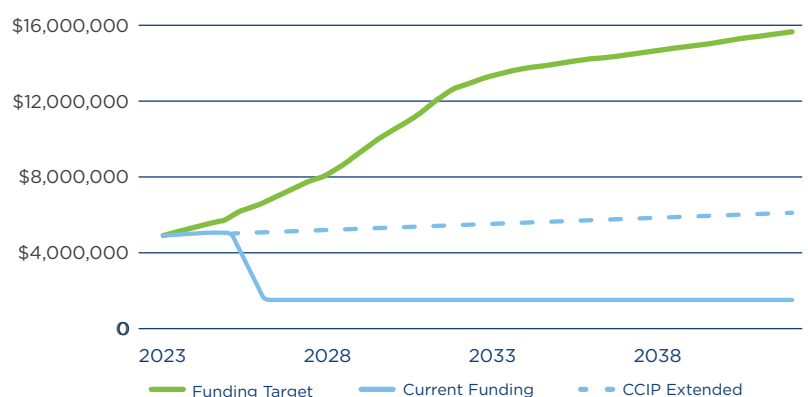
## Funding Options

This Fort Collins AMP sets an aggressive program and timetable for achieving the City's goals. In addition to the projects set out in the AMP, the City estimates that it will cost \$150 million to complete the sidewalk network and bring streets and intersections into compliance with the Americans with Disabilities Act. While Fort Collins has allocated funding to bicycling and walking programs through Budgeting for Outcomes and the Community Capital Improvement Program (CCIP), as well as implementing some projects through the SMP, two current primary funding sources are expected to sunset in 2025. To achieve mode share and safety goals, the City will need to both seek grant and formula funding and develop creative funding approaches for durable program maintenance.

Potential funding sources may include a renewal of the CCIP program at adequate funding levels, as well as the opportunity for bond funding which may specify a project list. Both of these sources would require voter approval from City residents.

Finally, the City can seek partnerships to implement the AMP, including with Larimer County for projects in the Growth Management Area, with Colorado State University (which is responsible for funding projects on CSU-maintained streets), and with private developers to implement streets improvements through development projects.

Current Expected & Targeted Funding for Active Modes



## From Start-Up Program to Core Business Practice

Currently, FC Moves is responsible for initiating and planning most active modes work in Fort Collins. However, the responsibility for delivering the Fort Collins AMP will cut across many divisions and job titles, with shared responsibility and buy-in being necessary for success. Below is each of the AMP's Next Moves, and who will be critical collaborators for making each move.

	Next Move ID	Next Move	Responsible Agencies
A Complete & Connected Network	CCN1	Provide direct connections	FC Moves, Transport & Parking, Engineering, Traffic, Streets
	CCN2	Locate and fill network gaps	FC Moves, Transport & Parking, Engineering, Traffic, Streets
	CCN3	Connect to the trail system	Park Planning & Development, Natural Areas
	CCN4	Expand the wayfinding system	FC Moves, Traffic
Comprehensive Access to Destinations	CAD1	Upgrade facilities to meet ADA standards	FC Moves, Streets, Engineering, Traffic
	CAD2	Connect to mobility hubs	FC Moves, Transport & Parking
	CAD3	Repair sidewalks and bikeways	Engineering, Streets
	CAD4	Manage parking and placement of micromobility, bikeshare, and car share	FC Moves, Transport & Parking
	CAD5	Reevaluate snow removal procedures	FC Moves, Transport & Parking, Engineering, Traffic, Streets
Safe & Comfortable Travel	SCT1	Support the implementation of Vision Zero goals	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Office of Equity and Inclusion, Police Services, Streets, Engineering, Traffic
	SCT2	Coordinate traffic calming improvements	FC Moves, Transport & Parking, Engineering, Traffic, Streets
	SCT3	Provide increased street lighting	Engineering, Light & Power Operations
	SCT4	Frequently evaluate safety	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Office of Equity and Inclusion, Transport & Parking, Streets, Engineering and Traffic, Police Services
A Healthy & Equitable Community	HEC1	Create appropriate programming	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Office of Equity and Inclusion, Police Services
	HEC2	Increase diverse community involvement	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Office of Equity and Inclusion
	HEC3	Improve network equity by using the Health-Equity Index	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Office of Equity and Inclusion
	HEC4	Expand multimodal options	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Office of Equity and Inclusion, Transport & Parking, Streets, Engineering and Traffic
A Supportive & Inclusive Culture	SIC1	Advance active transportation culture and coordinate with the TDM program	FC Moves, Community Development & Neighborhood Services, Sustainability Services
	SIC2	Build active modes awareness	FC Moves, Community Development & Neighborhood Services, Sustainability Services
	SIC3	Increase active school trips	FC Moves, Community Development & Neighborhood Services, Sustainability Services, Poudre School District

## Prioritizing Access for People over Movement of Vehicles

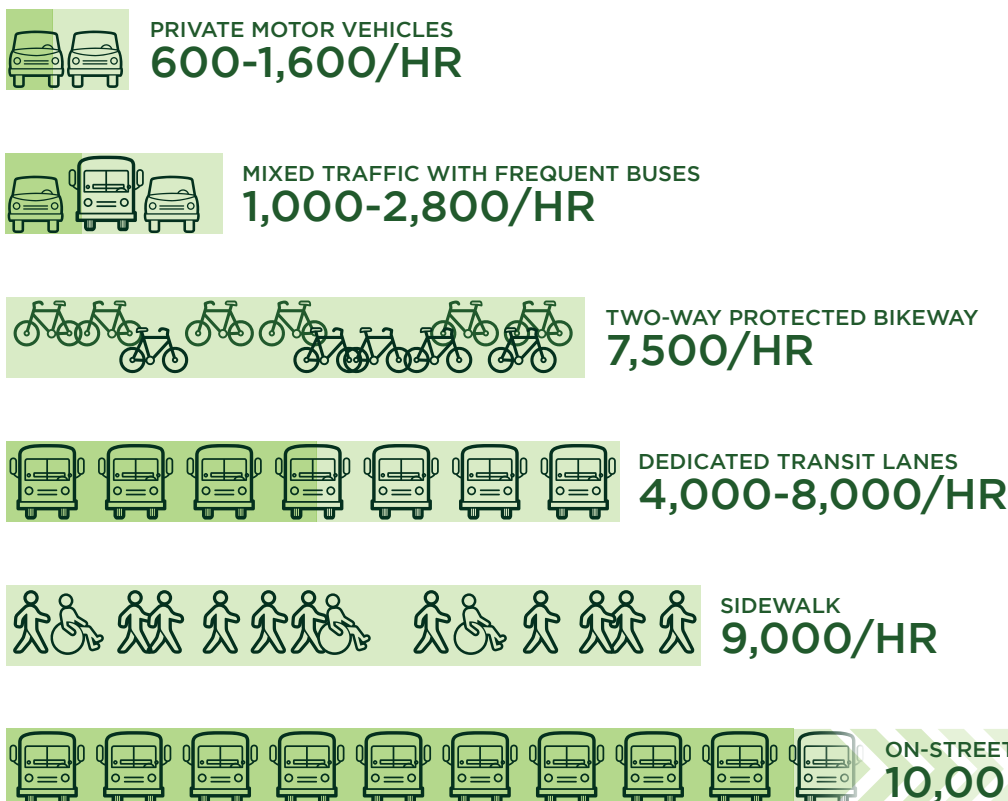
Finally, this AMP is based on a commitment that transportation is about enabling people to move where they want reliably and affordably. The transportation industry in North America has historically prioritized movement of private vehicles over all other modes, resulting in a transportation system that too often constructs barriers to people not moving in vehicles—with fast-moving traffic, wide and challenging roadways, and circuitous routing required of people walking, bicycling, and rolling.

This Fort Collins AMP proposes a mobility system for Fort Collins that flips the script—to create urban streets that are more efficient and promote safe movement, this Plan prioritized small modes: walking, bicycling, scootering, skating, and rolling. These modes can maximize the spatial efficiency of Fort Collins' streets, while opening opportunities for more people to walk, bicycle, and roll for more trips.

However, to achieve these gains, the City needs to adopt key performance indicators that correctly value all movement and efficient mobility:

- Total person throughput, instead of Average Daily Traffic for vehicles only
- Multimodal Level of Service, rather than just vehicle Level of Service
- Access to 15-Minute Communities, so that residents are able to access the majority of their daily needs via active mobility
- Systemic Safety and reduction of all traffic fatalities and injuries

While some of these initiatives will be addressed in forthcoming plans (e.g., the 15-Minute City Analysis and Vision Zero Action Plan), this Plan's success will hinge on collecting data and communicating progress by centering access for people over movement of private vehicles.



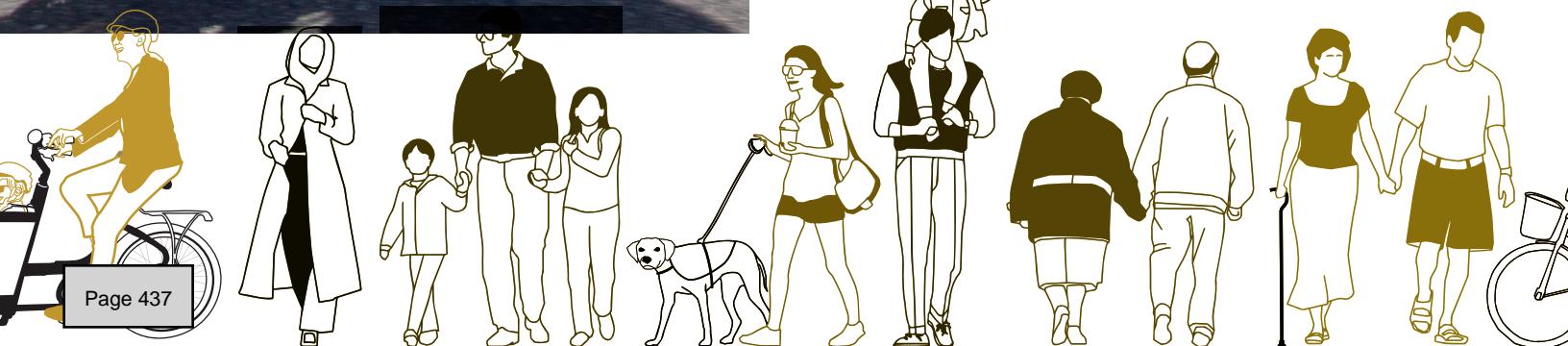
Source: NACTO, *Transit Street Design Guide* (2016).







# CHAPTER 8: CONCLUSION





While the analysis, action planning, and engagement for developing this AMP occurred over the span of just one year, the Fort Collins Active Modes Plan is the result of many years of dedication and intentional actions towards improving walking, bicycling, and sustainability outcomes. Through implementation, the AMP will help Fort Collins achieve the vision for the future of active modes and create a place **where walking, bicycling, rolling, and using micromobility are safe, accessible, convenient, joyful, and desired.**



This Fort Collins AMP and its projects, policies, and programs provide a framework for implementing this citywide vision and enhancing opportunities for using active modes in Fort Collins. The Fort Collins AMP presents a detailed roadmap for how the City of Fort Collins and its partners can strategically plan for innovations, infrastructure improvements, and investments in the active transportation network, and create a vibrant, dynamic, and accessible community for all.

The City of Fort Collins and partners in local agencies and community-based organizations all have important roles to play in supporting initiatives that meet the needs of people using active modes, including the needs identified in this document. This Fort Collins AMP is designed to be flexible, providing sufficient direction while also encouraging the City to respond as opportunities arise and conditions change over time. For successful implementation, the City is committed to:

- Continuing to meaningfully engage the public, focusing on elevating the voices of historically underrepresented individuals and groups
- Collaborating with neighboring jurisdictions, regional agencies, and local partners
- Integrating the Fort Collins AMP into citywide databases and processes
- Seeking grants and other funding opportunities to advance projects, and making budgeting decisions to support matching grants
- Evaluating needs and monitoring progress over time

The Fort Collins AMP should be viewed as a “living document” that is re-evaluated and expanded over time. A formal review and progress update is recommended in five years, with a particular focus on updating the

recommended pedestrian and bicycle network and priority projects and incorporating the needs of micromobility users. In the short term, the City of Fort Collins should focus on continuing to build community support and stewardship for safe and active streets and focus on funding and implementation to create a functional active transportation environment.

Finally, to reach a safer, more just, and more sustainable Fort Collins, the City recognizes that the AMP cannot alone achieve the goals for mobility set forth in *City Plan*, *Our Climate Future*, and the *Transportation Master Plan*—it must lead to other steps that make walking, bicycling, shared micromobility, and transit more accessible, and reduce auto-dependency in Fort Collins. The AMP is intended to catalyze further action that advances systemic safety, vibrant multimodal communities, and reduced demand for driving and parking.

The world has changed over the past several years in many ways, and so has Fort Collins. The City has found success in strategies aimed at strengthening citywide active transportation, has adapted to fundamental societal changes related to the COVID-19 pandemic, and has prepared to answer calls for social and racial justice. The entire Fort Collins community is prepared to leverage this moment in time to refresh the roadmap for active modes, work together to have different and important conversations, and focus on the recommendations laid out in the AMP that will take Fort Collins to the next level.

## The Active Modes Plan and You

This plan is all about your future in Fort Collins and was made by you and other residents, business owners, employees, and organizations across Fort Collins.

It will take everyone working together to **increase active modes share to 50% and eliminate active modes fatalities and serious injuries in the next 10 years.**

You can help ensure this future by participating in engagement activities and educational opportunities, spreading the word about the AMP, and being a leader and advocate for active modes in Fort Collins.

Share the Active Modes Plan story with your friends, families, and communities, and learn how you can continue to be involved by visiting [fcgov.com/fcmoves](https://fcgov.com/fcmoves).

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# walk. bike. roll.

## ACTIVE MODES PLAN



# EXECUTIVE SUMMARY

# Introducing the Active Modes Plan

**Sitting at the foothills of the Rocky Mountains, Fort Collins is a northern Colorado city with a thriving downtown surrounded by unique residential neighborhoods. While it is just one of the Country's hundreds of mid-size cities, people across the United States most likely have heard of this unique place.**

People may know of Fort Collins because of the City's outdoor recreation and open space, like Horsetooth Reservoir and the Poudre River. They might also be familiar with Colorado State University and its world-renowned equine sciences program and research facilities. Some may be drawn to Fort Collins because of its many high-quality craft breweries that make up 70 percent of Colorado's total craft beer production. While these characteristics have distinguished Fort Collins, they are not the only things that have helped get Fort Collins on the map.

The City of Fort Collins has become a trailblazer when it comes to innovative planning and engineering work that puts people first and supports active modes of transportation, such as walking, bicycling, micromobility use (skateboards and scooters), and rolling (wheelchair use).

The City consistently tops lists of the best places in the United States to walk and bike, and it comes as no surprise. Fort Collins has developed a strong foundational set of guiding plans, policies, and programs to build up active transportation and encourage sustainable transportation practices. The result is a thriving active transportation network of 266 miles of on-street bikeways and 97 miles of impressive off-street trails and pathways.

## What are active modes?

Active modes of transportation are any forms of transportation that require physical movement, such as walking, bicycling, micromobility use (scooters and skateboards), and rolling (wheelchair use). It refers to non-motorized modes of travel as well as small motorized modes such as e-bicycles and e-scooters. Active modes does not include vehicles or public transit.

## Who is FC Moves?

FC Moves is a department within the City's Planning, Development, and Transportation Service Area that was initiated to dedicate staffing and resources towards advancing mobility solutions and increasing walking, bicycling, transit use, and shared and environmentally sustainable modes. FC Moves is spearheading the Fort Collins AMP to identify opportunities to improve and expand the City's existing active modes network and facilities.

## What is the Active Modes Plan?

The Active Modes Plan (AMP) combines and updates the City's 2011 Pedestrian Plan and 2014 Bicycle Plan, and focuses on how Fort Collins can better accommodate and improve safety for active modes. The Fort Collins AMP identifies opportunities for improved access to amenities and transit options, and provides strategies for focusing efforts and funding toward building a transportation network that makes it easy and safe to use all modes.

## Why the Time is Right for the Fort Collins Active Modes Plan

Due to the success of the 2011 Pedestrian Plan and 2014 Bicycle Plan, and societal changes that have taken place over many years, the time is right to reevaluate strategies for elevating walking, bicycling, rolling, and micromobility use to substantially amplify active modes in Fort Collins. Additionally, an AMP is necessary to establish a framework for addressing existing citywide climate, safety, mode shift, and equity goals.

## Envisioning the Future of Active Modes in Fort Collins

Kicking off in August 2021, the Fort Collins Active Modes Plan began gathering insights from residents, businesses, and community organizations with an emphasis on creating a bold and imaginative vision for the future of Fort Collins' active transportation environment. The conversation was centered on what Fort Collins community members value and what is important to them when it comes to being mobile and safe using active modes on Fort Collins roads.

The result was a **vision statement, goals, and a set of Big Moves and Next Moves** targeted at positively impacting active transportation in Fort Collins.

### Vision Statement

**Active transportation is an integral part of daily life and the local cultural experience. Fort Collins is a place where walking, bicycling, and using other active modes are safe, accessible, convenient, joyful, and desired by people of all ages and abilities.**

The Plan is oriented around the year 2032 and embraces a forward-thinking approach to active transportation infrastructure, policies, and programs, aiming to:

**Achieve 50% active mode share by 2032**

**AND**

**Eliminate active mode fatalities and serious injuries by 2032**

## Big Moves & Next Moves

**Big Moves** describe the intended outcomes of this Plan-what Fort Collins will be like once Fort Collins AMP goals are achieved.

**Next Moves** are the tactics and methods for achieving the transformational outcomes that are the Big Moves. Each Big Move includes 3-5 related Next Moves.

### BIG MOVE: A Complete and Connected Network (CCN)

Next Moves

- Provide direct connections
- Locate and fill network gaps
- Connect to the trail system
- Expand the wayfinding system

### BIG MOVE: Comprehensive Access to Destinations (CAD)

Next Moves

- Upgrade facilities to meet ADA (Americans with Disabilities Act) standards
- Connect to mobility hubs
- Repair sidewalks and bikeways
- Manage parking and placement of bicycles and micromobility
- Reevaluate snow removal procedures

### BIG MOVE: Safe and Comfortable Travel (SCT)

Next Moves

- Support the implementation of Vision Zero goals
- Carry out traffic calming improvements
- Provide increased street lighting
- Frequently evaluate safety

### BIG MOVE: A Healthy and Equitable Community (HEC)

Next Moves

- Create appropriate programming
- Increase diverse community involvement
- Improve network equity by using the Health Equity Index (HEI)
- Expand multimodal options

### BIG MOVE: A Supportive and Inclusive Culture (SIC)

Next Moves

- Advance active transportation culture and coordinate with the Transportation Demand Management (TDM) program
- Build active modes awareness
- Increase active school trips
- Expand recreational active modes opportunities



# Plan Recommendations

## Recommended Policies and Programs

Policies and programs, when combined with on-the-ground infrastructure, are key ingredients in creating a community where active transportation is safe, comfortable, convenient, encouraged, and celebrated. Policies are exclusively set by local government and help to shape investment strategies and direct work. Programs, on the other hand, may be led by external organizations such as advocacy organizations and/or managed by the City of Fort Collins.

### Prioritizing Active Modes

**Overarching Policy:** Fort Collins prioritizes projects, programs, and funding that support the use, sustainability, and growth of active modes.

**Adopt** the Transportation Hierarchy as the overarching framework for Fort Collins' transportation system.

**Ensure** that the percent of transportation funding allocated to active modes aligns with the City's strategic outcomes related to mode shift, safety, climate action, and equity.

**Prioritize** the safety and efficiency of Active Modes users by expanding the Neighborhood Traffic Mitigation Program (NTMP).

### Updating Land Use Policies to Support Active Modes

**Overarching Policy:** Fort Collins' City Plan and land use policies support the use and growth of the active modes network.

**Evaluate** how the active modes network can increase 15-minute communities.

**Adopt** development practices that support active modes.

**Establish** motor vehicle parking policies that encourage and support active modes.

### Aligning Standards with Active Mode Goals

**Overarching Policy:** Fort Collins uses standards that support, encourage, and prioritize active modes when making infrastructure improvements.

**Align** Larimer County Urban Area Street Standards (LCUASS) with desired design outcomes.

**Update** Multimodal Level of Service framework.

**Evaluate** opportunities to improve the City's sidewalk maintenance program and asset management plan, and to expand in-house implementation capacity.

**Revise** signal timing and intersection design standards integral pieces of the active modes network.

### Expanding and Creating Programs that Support Active Modes

**Overarching Policy:** Fort Collins manages and supports community programming that educates and encourages residents to use active modes.

**Build** and expand the Safe Routes to School program.

**Create** a Transportation Demand Management program that provides resources and strategies for employers and residents in Fort Collins.

### Engaging Communities Authentically Around Active Modes

**Overarching Policy:** Active modes in Fort Collins should be designed for, used by, and supported by historically underserved groups.

**Conduct** equitable engagement that meaningfully involves and values participation by historically underserved groups.

**Continue** to promote and grow Fort Collins' Open Streets and Asphalt Art programs.

**Increase** the visibility and importance of the role of walking and access for people with disabilities in Fort Collins.

**Take** action to move Fort Collins towards being a Vision Zero city.

## Recommended Networks

The following themes guided network planning and analysis:

- 1** Adapt to growth
- 2** Consider varying travel needs
- 3** Unlock active modes for more trips
- 4** Design safe streets and intersections
- 5** Plan with context sensitivity

AMP network recommendations will play a key role in the forthcoming Vision Zero Action Plan and 15-Minute City Analysis. While the AMP emphasizes connections to Fort Collins's urban core, network recommendations attempt to strike a balance between improving connections to activity centers and providing basic coverage of safety and access throughout the city.

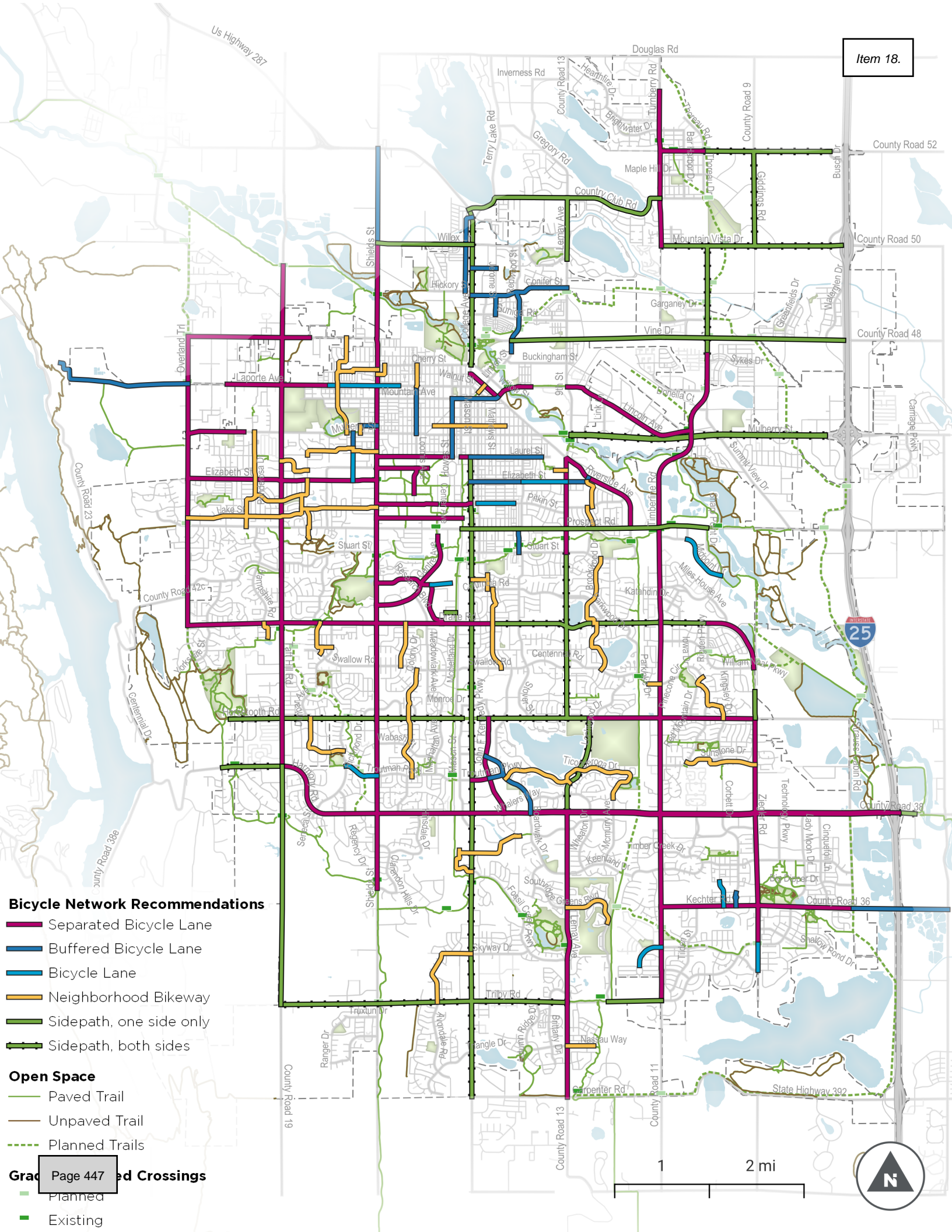




## Recommended Bicycle Network

- 45** miles of shared-use paths or sidepaths adjacent to roadways
- 64** miles of separated bicycle lanes
- 11** miles of buffered bicycle lanes
- 3** miles of conventional bicycle lanes
- 21** miles of neighborhood bikeways





**Bicycle Network Recommendations**

- Separated Bicycle Lane
- Buffered Bicycle Lane
- Bicycle Lane
- Neighborhood Bikeway
- Sidepath, one side only
- Sidepath, both sides

**Open Space**

- Paved Trail
- Unpaved Trail
- - - Planned Trails

**Grade Crossings**

- Planned
- Existing





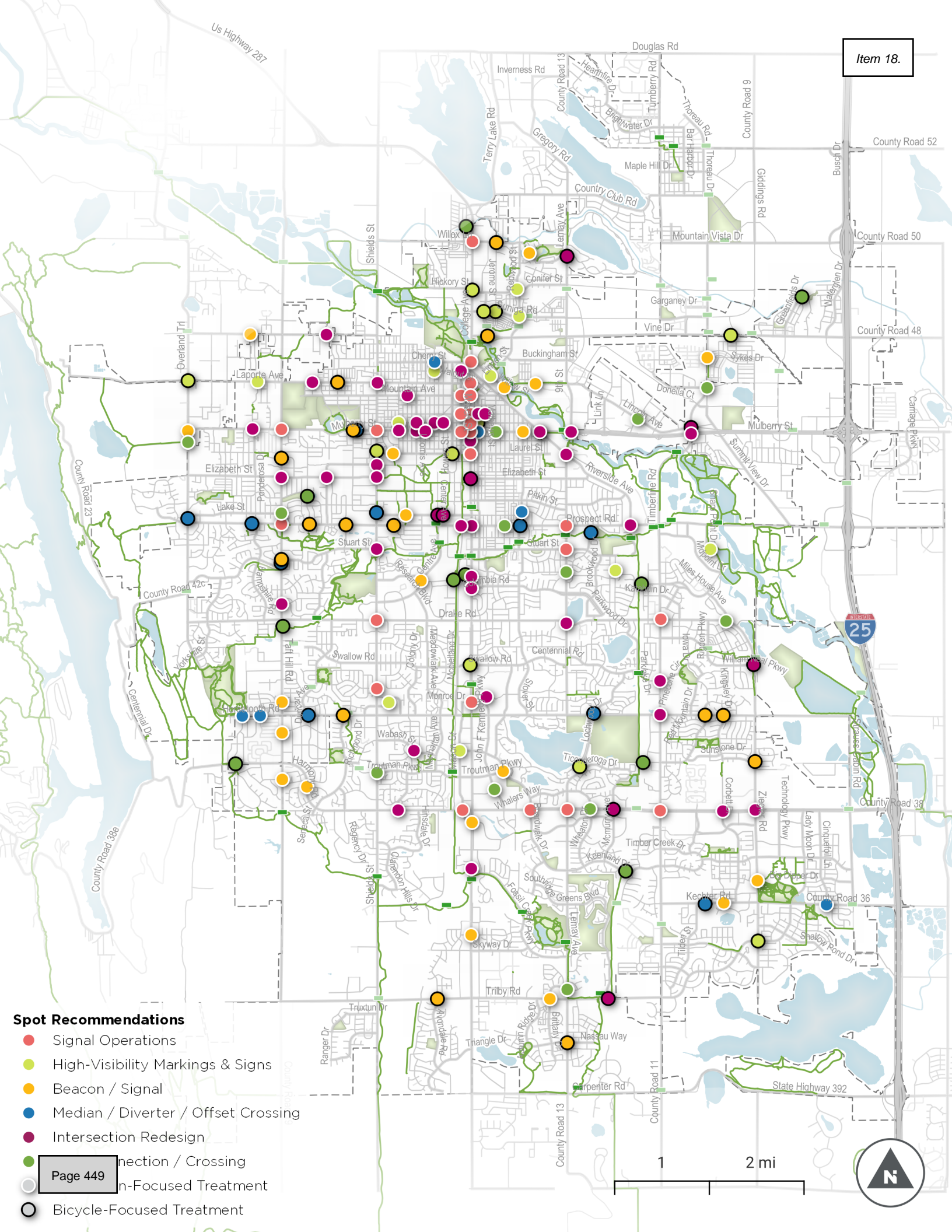
## Recommended Spot Treatments

- 24** Locations with changes to Signal Operations
- 19** Locations with High-Visibility Markings and Signage
- 37** Locations with new Signals, Pedestrian Hybrid Beacons, or Rectangular Rapid-Flashing Beacons
- 15** New Median Refuge Islands, Intersection Diverters, or Offset Crossings
- 49** Intersections for Geometric Redesign
- 21** New Connections or Crossings, which may include constructing new intersections or short path segments



**Spot Recommendations**

- Signal Operations
- High-Visibility Markings & Signs
- Beacon / Signal
- Median / Diverter / Offset Crossing
- Intersection Redesign
- Intersection / Crossing
- Intersection-Focused Treatment
- Bicycle-Focused Treatment





## Implementation

The Implementation Strategy translates the Fort Collins AMP's Big Moves into an actionable set of projects and phases, as well as an order of magnitude assessment of what resources may be needed to deliver on the plan's goals.

Based on project prioritization and the Fort Collins AMP's primary goals for active mode share and active mode safety. The plan offers an implementation strategy based on three phases:

**Phase 1: High Priority/Readiness**, which is anticipated to take place in the first five years of plan rollout; these projects are generally concentrated around strengthening the core network, while improving strategic crossing locations citywide.

**Phase 2: Medium Priority/Readiness** is anticipated to roll out in five to ten years; this phase expands the core network to a larger geography of the city and includes more complex projects.

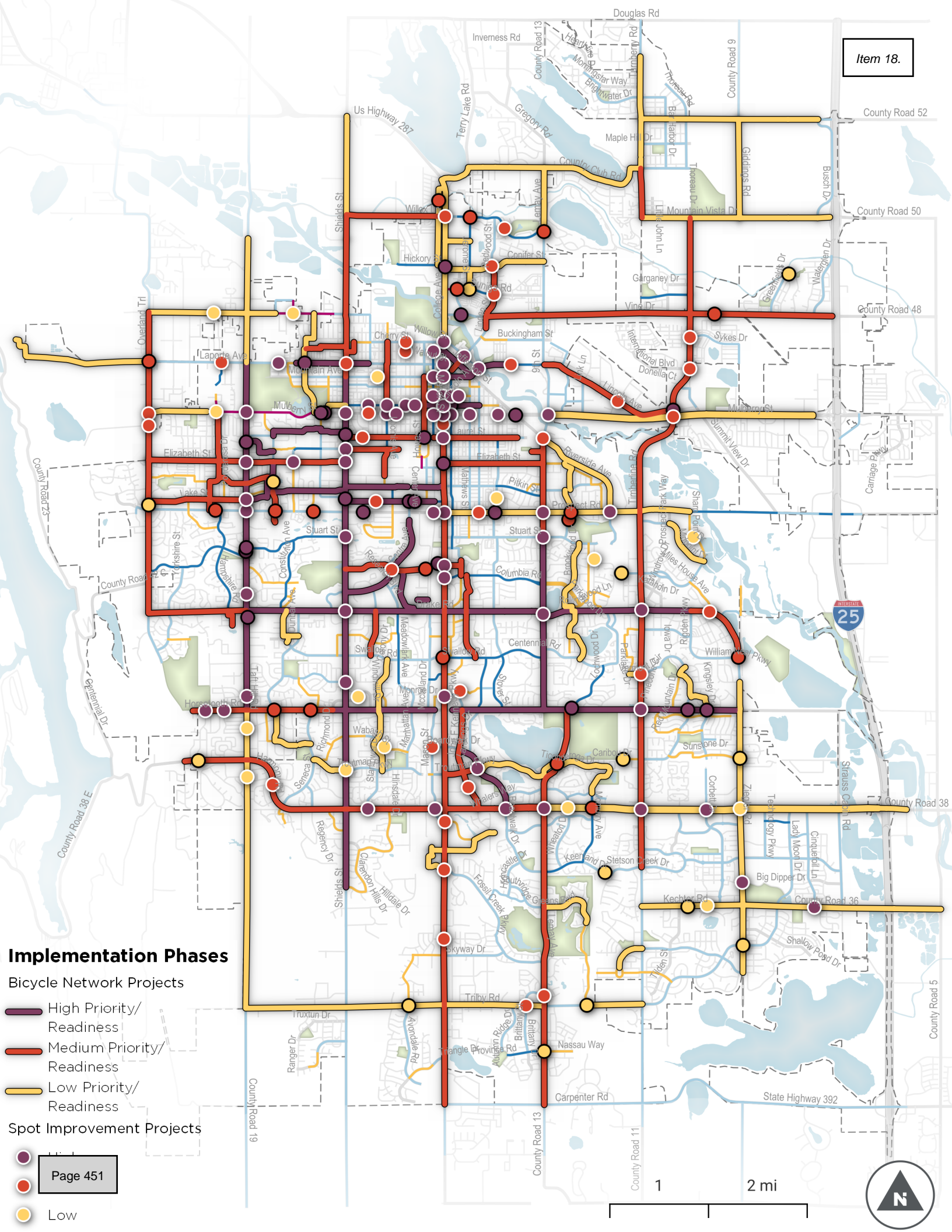
**Phase 3: Low Priority/Readiness** projects are complete the "full-build" network and include transformational projects to complete the citywide network, but may be delivered beyond the ten-year plan horizon.

Because resources—both funding and time—are limited, this implementation strategy seeks to maximize the impact of projects by implementing transformational (but often small-scale) projects in the near term, and gathering momentum to implement the larger and more complex projects strategically over a longer period.

While the prioritization depicted in the map on the next page reflects a strategic roll-out based on the AMP's goals, values, and practicality based on current conditions, opportunities may arise that shift the prioritization over time. This prioritization exists as just the first part of a three-part **implementation approach**:

- 1. Grow funding** to prioritize strategic efforts to increase network connectivity, connect key destinations, and implementing strategic crossing improvements citywide. This can include extending the Community Capital Improvement Program, requesting expanded support through Budgeting for Outcomes, and seeking state and federal grants to implement transformational projects.
- 2. Maximizing existing programs**, such as the Street Maintenance Program, subsurface utility projects, or major capital projects where core funded programs or grant opportunities can unlock synergies.
- 3. Leveraging partnerships and development** to seize opportunities through development review and partnerships with major stakeholders such as Larimer County and Colorado State University to implement network segments.

As the Active Modes Plan becomes more institutionalized over time, coordination of efforts across City departments can allow the AMP to become a critical driver of citywide infrastructure investments and accelerate plan delivery.



## Conclusion

While the analysis, action planning, and engagement for developing this AMP occurred over the span of just one year, the Fort Collins Active Modes Plan is the result of many years of dedication and intentional actions towards improving walking, bicycling, and sustainability outcomes. Through implementation, the AMP will help Fort Collins achieve the vision for the future of active modes and create a place **where walking, bicycling, rolling, and using micromobility are safe, accessible, convenient, joyful, and desired.**



## What's Next?

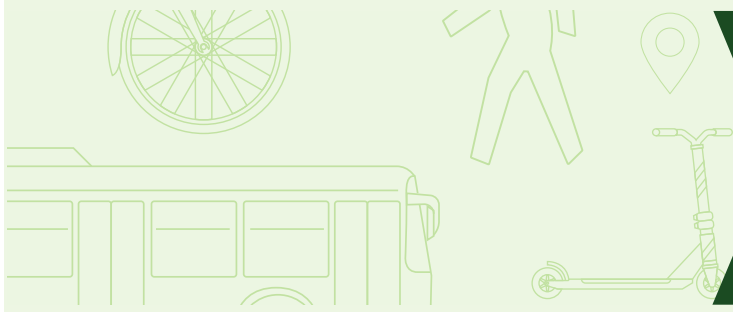
The City of Fort Collins and partners in local agencies and community-based organizations all have important roles to play in supporting initiatives that meet the needs of people using active modes, including the needs identified in this document. This Fort Collins AMP is designed to be flexible, providing sufficient direction while also encouraging the City to respond as opportunities arise and conditions change over time. For successful implementation, the City will:

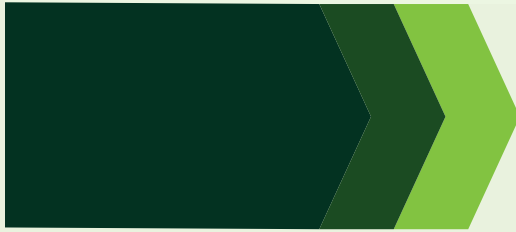
- Continue to meaningfully engage the public, focusing on elevating the voices of historically underrepresented individuals and groups
- Collaborate with neighboring jurisdictions, regional agencies, and local partners
- Integrate the Fort Collins AMP into citywide databases and processes
- Seek grants and other funding opportunities to advance projects, and making budgeting decisions to support matching grants
- Evaluated needs and monitor progress over time

## The Active Modes Plan and You

It will take everyone working together to **increase active modes share to 50% and eliminate active modes fatalities and serious injuries in the next 10 years.** You can help ensure this future by participating in engagement activities and educational opportunities, spreading the word about the AMP, and being a leader and advocate for active modes in Fort Collins.

Share the Active Modes Plan story with your friends, families, and communities, and learn how you can continue to be involved by visiting [fcgov.com/fcmoves](https://fcgov.com/fcmoves).





# APPENDICES

# APPENDIX A:

## INTERSECTION GUIDELINES FOR PEDESTRIAN AND BICYCLES





# Fort Collins Intersection Guidelines for Pedestrian and Bicycles

November 2022



# Acknowledgements

## City of Fort Collins

Planning, Development, and Transportation

Administration

FC Moves

Engineering

Traffic

Prepared by: Toole Design Group

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# Chapter 1. Introduction





# 1. Introduction

## 1.1 Purpose of Guidelines

The Fort Collins Intersection Design Guide (referred to herein as the “guide”) provides a framework to guide the City of Fort Collins, its partner agencies, and private developers in designing, constructing, and maintaining intersections across the City. The guidelines describe and illustrate design guidance for future investments and also provide specific information and parameters related to design, construction, and maintenance of Fort Collins’ intersections.

The guidance presented herein should be implemented with engineering judgment. The guide integrates design flexibility that supports all modes of transportation while meeting requirements mandated by local, state, and federal authorities. Construction-ready design standards and details are not included, as these are provided in separate City of Fort Collins documents.

The guide includes best practices to ensure consistency and quality as the City’s transportation network develops over time. The information provided is compatible with the inherent flexibility provided in Federal Highway Administration (FHWA), American Association of State

Highway and Transportation Officials (AASHTO), National Association of City Transportation Officials (NACTO), Manual on Uniform Traffic Control Devices (MUTCD), and Colorado Department of Transportation (CDOT) guidance. In some cases, the guide may include more innovative, people-first designs and approaches than the aforementioned guidance.

The guide supplements existing City of Fort Collins engineering practices by providing guidance on right-of-way decisions. The guide should be used by anyone advancing an intersection project in Fort Collins, including City staff and private developers. If there are inconsistencies between the guide and existing City policies, practitioners should look to the plans, manuals, and policies listed in **Section 1.4** of this guide for direction. References in this document are relevant at the time of publication. The City will evaluate and consider updating associated rules and regulations over time based on the best practices guidance provided in this document. Rationale for not incorporating best practice guidance should be documented.



Bicyclists Using a Marked Crossing



## 1.2 Policy Framework

### 1.2.1 Flexible Design

The safety of active modes users is a key consideration in the planning, design, construction, and operation of intersections because they are the most vulnerable transportation facility users. This approach encourages flexible design, which emphasizes the role of the planner and designer in determining appropriate design dimensions based on project-specific conditions and existing and future performance criteria more than on meeting specific nominal design criteria. Traditional approaches to roadway design took that position that, if the geometric design of a project met or exceeded specific dimensional design criteria, it would be likely to perform well.

### 1.2.2 Protecting Vulnerable Users

Due to the vulnerability of active modes users, including pedestrians, bicyclists, and those scootering and skating, crash rates and fatalities at or below nominal design criteria do not ensure a safe or comfortable facility for bicycle travel. Designers, engineers, and planners in Fort Collins must shift their practices to also consider the perception of safety and comfort at intersections. In many instances the use of minimum design criteria does not account for the user's perception of safety and comfort of intersection environments.

### 1.2.3 Perceived Safety

The perception of how safe a person feels in an intersection can have significant impacts on how they choose to use or avoid the facilities provided. Assessments of perceived safety and comfort for the same site will vary between observers but is increasingly measurable by comfort rating tools found in the *Highway Capacity Manual*. Perceived safety is analogous to “subjective” safety as defined by the *AASHTO Highway Safety Manual*.

### 1.2.4 Context and Engineering Judgement

The selection of an appropriate design value requires the application of engineering judgement supported by data (where appropriate and available) to develop cost-effective solutions that consider the preservation of scenic, aesthetic, historic, cultural, and environmental

resources balanced within the constraints of design standards and guidelines to provide for the safety and mobility of all transportation users navigating intersections.

All design values presented in this document are in U.S. customary units.

## 1.3 Structure of this Guide

**Chapter 2** of the Fort Collins Intersection Design Guide (referred to herein as the “guide”) provides users with guidance for elements of design that are common to a wide range of intersection types. This chapter defines intersection configurations and overviews important objectives for designing safe intersections.

**Chapters 3 and 4** provide guidance for identifying design controls and evaluating existing intersections to successfully select intersection treatments and solutions, and enabling safe and efficient movement through intersections.

**Chapter 5** provides design guidance for specific intersection treatments including geometrics, pavement markings, signals, and beacons, and addresses the basic elements of intersection design that apply to the topics described in the previous chapters.

The concluding chapter, **Chapter 6**, provides details on routine and long-term maintenance and operations.

References to literature and resources are given in **Section 1.4** and in the **Appendix**. These references include works that:

1. Were cited and consulted during the development of this guide,
2. Contain standards, policies and procedures that align with this guidance document, and
3. Are of interest to the discussion of intersection design in Fort Collins.

## 1.4 Relationship to other Plans, Design Guides, and Manuals

The following plans, guides, manuals, and policies align with and provide the context for this Guide, and should be referred to as additional resources for intersection design in Fort Collins. **See the appendix** for further resources and literature that were reviewed and considered during the development of this guiding document.

### 1.4.1 Manual on Uniform Traffic Control Devices (MUTCD)

Signs, signals, and pavement markings are presented in the *Manual on Uniform Traffic Control Devices (MUTCD)*, which should be used in conjunction with this Guide. The MUTCD is incorporated by reference in 23 Code of Federal Regulations, Part 655, Subpart F, and is approved as the national standard for planning, designing, and applying traffic control devices installed on any street, highway, or bikeway open to public travel. The Federal Highway Administration (FHWA) issues the MUTCD, which contains all national design, application, and placement standards, as well as, guidance, options, and support provisions for traffic control devices used with bikeways. The jurisdiction implementing the bike facility must ensure that traffic control devices for the project conform with the MUTCD.

The FHWA may periodically issue Interim Approvals (IAs) to allow the use of new traffic control devices between updates of the MUTCD. Agencies that desire to use these treatments must request specific approval from the FHWA. A State Department of Transportation can request statewide approval from FHWA that will apply to all jurisdictions in the state. This Guide provides guidance for treatments that have been given Interim Approval status.

The guide also provides guidance for treatments that do not have Interim Approval status and require experimental approval by FHWA. Treatments that require FHWA experimental approval, but have been used by transportation agencies in efforts to improve bicycling conditions, are located at the end of their respective section and identified as experimental. The guide provides guidance for their use and highlights issues for designers to be aware of to inform experimentation efforts. It is anticipated that further guidance for these treatments will be developed as they are researched and observed

under experimental processes. Designers who wish to experiment with these traffic control devices must request and receive approval from the FHWA using the procedure outlined in Paragraphs 8 through 11 of Section 1A.10 of the MUTCD.

### 1.4.2 American Association of State Highway and Transportation Officials (AASHTO) Guides

#### Highway Safety Manual (HSM)

The *Highway Safety Manual (HSM)* is the premier guidance document for incorporating quantitative safety analysis in the highway transportation project planning and development processes. The HSM was first published in 2010 – with a supplement for freeways published in 2014 – and presents contemporary scientific methodologies for estimating safety performance of highways and streets to inform the highway transportation decision-making process. Fort Collins uses the *HSM* to complete statistical reviews of intersections to identify locations where more crashes are occurring than would be expected.

#### A Policy on Geometric Design of Highways and Streets (the Green Book)

*A Policy on Geometric Design of Highways and Streets (the Green Book)* contains current design research and practices for highway and street geometric design. The Green Book acknowledges the need for prioritizing vulnerable road users and increasing safety and comfort at intersections.

### 1.4.3 2019 Fort Collins City Plan

The *2019 Fort Collins City Plan* is Fort Collins' comprehensive plan that guides how the community will grow and travel in the next 10-20 years. City Plan provides policy guidance and implementation actions to plan, build, and maintain streets, trails, intersections, and sidewalks using sustainable design principles and best practices. City Plan includes the Transportation Master Plan that supports the enhancement of safety for all modes through intersection improvements. The plan emphasizes the need to design street crossings at intersections consistent with the Fort Collins Traffic Code, the Land Use Code, the Manual on Uniform Traffic Control Devices (MUTCD), ADA, and the Larimer County Urban Area Street Standards (LUCASS) with regard to crosswalks, lighting, median refuges, bike boxes, corner sidewalk widening, ramps, signs, signals, and landscaping.

### 1.4.4 Fort Collins Traffic Code and Land Use Code

The *Fort Collins Traffic Code* and *Fort Collins Land Use Code* provide rules and regulations for standardized intersection development and improvements. The standards outlined in these codes exist to best align new design and construction with the existing transportation network and surrounding land use. This guide incorporates and expands upon the high-level intersection design standards outlined in both codes. This guide should be referenced for design solutions by the City of Fort Collins in conjunction with the Traffic and Land Use Codes.

### 1.4.5 Larimer County Urban Area Street Standards (LCUASS)

Larimer County, City of Loveland, and City of Fort Collins adopted the *Larimer County Urban Area Street Standard* (LCUASS) in 2021. These standards apply to the design and construction of new and reconstructed streets within the two cities and within the Growth Management Areas for Fort Collins and Loveland within Larimer County. These standards incorporate Fort Collins-specific design standards and guidelines outlined in the *Fort Collins Streetscape Design Standards and Guidelines*, *Fort Collins Master Street Plan*, *Fort Collins Traffic Operations Manual*, *Fort Collins Multimodal Transportation Level of Service Manual*, *Fort Collins Bus Stop Design Standards and Guidelines*, and *Roundabout Design Manual*. The City will evaluate and consider updating LCUASS based on the best practices guidance provided in this document. Rationale for not incorporating best practice guidance should be documented.

### 1.4.6 Compliance with Accessibility Guidelines

The Americans with Disabilities Act of 1990, a Federal law referred to as the ADA, requires public entities, such as state and local governments, to operate services, programs, and activities, including pedestrian facilities in public street rights-of-way, such that, when viewed in their entirety, are readily accessible to and usable by individuals with disabilities. The ADA requires that a public entity's newly constructed facilities be made accessible to and usable by individuals with disabilities to the extent that it is not structurally impracticable to do so. The ADA also requires that, when an existing facility is altered, the altered facility be made accessible to and usable

by individuals with disabilities to the maximum extent feasible. Section 504 of the Rehabilitation Act of 1973, generally referred to as Section 504, includes similar requirements for public entities that receive Federal financial assistance.

## 1.5 Definitions

The following definitions are provided for the purposes of this Guide; therefore, definitions may vary when reviewing other sources.

**Accessible** – Describes a facility in the public right-of-way that complies with the Americans with Disabilities Act (ADA) and this guide.

**Accessible Pedestrian Signal (APS)** – A device that communicates information about pedestrian signal timing in non-visual format(s) such as audible tones, speech messages, and/or vibrating surfaces.

**Alley** – A street or highway intended to provide access to the rear or side of lots or buildings in urban areas and not intended for the purpose of through vehicular traffic.

**Alteration** – A change to a facility in the public right-of-way that affects or could affect pedestrian access, circulation, or use. Alterations include, but are not limited to, resurfacing, rehabilitation, reconstruction, historic restoration, or changes or rearrangement of structural parts or elements of a facility.

**Arterial (Highway or Street)** – A street that primarily serves through traffic and that secondarily provides access to abutting properties. An arterial may be interrupted by traffic control devices (e.g., signals, STOP signs, or YIELD signs).

**Barrier** – A device which provides a physical limitation through which a vehicle would not normally pass. It is intended to contain or redirect an errant vehicle.

**Bicycle** – A pedal-powered vehicle upon which the human operator sits. The term “bicycle” for this publication includes two-, three-, and four-wheeled human-powered and electrically assisted (E-Bike) vehicles, but not tricycles for children. In some states, a bicycle is considered a vehicle, while in other states it is not.

**Bicycle Boulevard** – Streets designed to prioritize bicycle traffic by minimizing motorized traffic volumes and operating speeds. They are also referred to as neighborhood greenways, slow streets, or bicycle priority streets.

**Bicycle Box or Bike Box** – A designated area on the approach to a signalized intersection, between an advance motorist stop line and the crosswalk or intersection, intended to provide bicyclists a visible place to wait in front of stopped motorists during the red signal phase.

**Bicycle Facilities** – A general term denoting provisions to accommodate or encourage bicycling, including bikeways, bicycle boulevards, bicycle detection, shared lane markings, wayfinding, in addition to parking and storage facilities.

**Bicycle Lane or Bike Lane** – A portion of the roadway that has been designated for preferential or exclusive use by bicycles by pavement markings and, if used, signs.

**Bikeway** – Any road, path, or facility intended for bicycle travel which designates space for bicyclists distinct from motor vehicle traffic. A bikeway does not include shared lanes, sidewalks, signed routes, or shared lanes with shared lane markings, but does include bicycle boulevards.

**Blended Transition** – A raised pedestrian crossing, depressed corner, or similar connection between the pedestrian access route at the level of the sidewalk and the level of the pedestrian crossing that has a grade of 5 percent or less.

**Buffer** – The space between the outside edge of the paved roadway (or face of curb, if present) and the near edge of the sidewalk.

**Counterflow Bicycle Travel** – Bicyclist traveling in a direction opposite from the normal flow of motorized traffic.

**Clear Space** – (1) A space free of sight distance obstructions to allow motorists and bicyclists in motion to see each other and yield (or stop) accordingly as they approach intersections or driveways. (2) A space free of obstruction for pedestrian maneuverability complying with PROWAG Section R404.

**Collector (Highway or Street)** – a highway that in rural areas connects small towns and local highways to arterial highways, and in urban areas provides land access and traffic circulation within residential, commercial, industrial, and business areas and connects local highways to the arterial highways.

**Cross Slope** – The grade that is perpendicular to the direction of pedestrian travel.

**Crosswalk** – The pedestrian accessible route within a street used to cross a street or portion of a street. Further defined in the Colorado Revised Statutes, Section 42-1-102, as that portion of a roadway ordinarily included within the prolongation or connection of the lateral lines of sidewalks at intersections or any portion of a roadway distinctly indicated for pedestrian crossing by lines or other marking on the surface.

**Curb Extension** – A section of sidewalk extending into the roadway at an intersection or midblock crossing that narrows the roadway width and reduces the crossing distance for pedestrians, reduces pedestrian exposure, and may help reduce traffic speeds by functioning as a traffic calming device.

**Curb Line** – A line at the face of the curb that marks the transition between the curb and the gutter, street, or highway.

**Curb Ramp** – A ramp that cuts through or is built up to the curb. Curb ramp types can be perpendicular or parallel, or a combination of parallel, perpendicular, and diagonal ramps.

**Design Speed** – A selected speed used to determine the various geometric design features of the roadway or bikeway.

**Design User** – The transportation system user (pedestrian, bicyclist, vehicle) considered while designing elements of an intersection and incorporating various accommodations.

**Design User Profile** – The selected transportation system user comfort profile used to select appropriate design solutions for an intersection.

**Detectable Warning Surface** – A standardized surface feature built in, or applied to, walking surfaces to indicate the boundary between a pedestrian route and a vehicular route where there is a curb ramp or blended transition, and at the edge of transit boarding platforms.

**Diagonal Curb Ramp** – A single curb ramp, serving two crossing directions, located at the midpoint of the curb return curve.

**Drainage Inlet** – Site where water runoff from the street, sidewalk, or site enters the storm drain system.

**Driveway Crossing** – An extension of a sidewalk across a driveway.

**Engineering Judgment** – The evaluation of available pertinent information, and the application of appropriate principles, provisions, and practices as contained in design guides, for the purpose of deciding upon the applicability, design, operation, or installation of design elements and traffic control devices. Engineering judgment shall be exercised by the designer through the application of procedures and criteria established by the engineer. Documentation of engineering judgment is recommended but not required.

**Flare** – Sloped surface that flanks a curb ramp and provides a graded transition between the ramp and the sidewalk. Flares are not considered part of the accessible route.

**Grade** – a slope that is calculated by dividing the vertical change in elevation by the horizontal distance covered, commonly expressed as a percentage.

**Grade Break** – the line where two surface planes with different grades meet.

**Grade-Separated Crossing** – a facility such as an overpass, underpass, skywalk, or tunnel that allows pedestrians and motor vehicles to cross each other at different levels.

**Grate** – a framework of latticed or parallel bars that prevents large objects from falling through a drainage inlet but permits water and some sediment.

**HAWK Signal** – A High intensity Activated crossWalk. See Pedestrian Hybrid Beacon

**Highly Confident Bicyclist** – A general term denoting bicyclists who have the most tolerance for traffic stress and are generally comfortable operating in mixed traffic. This group represents 4-7% of the general population.

**Highway** – A general term denoting a public way for purposes of vehicular travel, including the entire area within the right-of-way.

**Intersection** – The area where two or more user travel paths meet. Further defined in the Colorado Revised Statutes, Section 42-1-102 as the area embraced within the prolongation of the lateral curb lines or, if none, then the lateral boundary lines of the roadways of two highways which join one another at, or approximately at, right angles, or the area within which vehicles traveling upon different highways joining at any other angle may come in conflict. Where a highway includes two roadways thirty feet or more apart, every crossing of each roadway of such divided highway by an intersecting highway shall be regarded as a separate intersection. In the event such intersecting highway also includes two roadways thirty feet or more apart,

every crossing of two roadways of such highways shall be regarded as a separate intersection. The junction of an alley with a street or highway does not constitute an intersection.

**Island** – A defined area between traffic lanes for control of vehicular movements, for toll collection, or for pedestrian refuge when raised. It includes all end protection and approach treatments. Within an intersection area, a median or an outer raised corner separation is considered to be an island.

**Landing** – Part of a pedestrian accessible route or walkway that provides space for turning, pedestrian pushbutton accessing, or resting. Landings are typically level with a cross slope and grade of 1.56 percent maximum.

**Paved Shoulder** – Portion of shoulder with concrete or asphalt surfacing to support vehicle loading and bicycle travel.

**Major Street** – The street normally carrying a higher volume of vehicular traffic.

**Marked Crosswalk** – A crosswalk designated with pavement markings.

**Median** – The portion of a highway separating opposing directions of the traveled way.

**Median Island** – An island in the center of a road that physically separates the directional flow of traffic.

**Midblock Crossing** – A crossing point positioned within a block rather than at an intersection.

**Minor Street** – The street normally carrying a lower volume of vehicular traffic.

**Multilane Roundabout** – A roundabout with more than one lane on at least one entry and at least part of the circulatory roadway.

**Mutual Yielding** – A general term describing the responsibility among motorists, bicyclists, and pedestrians to yield the right of way depending upon the timing of their arrival at an intersection or conflict point.

**Parallel Curb Ramp** – A curb ramp design where the sidewalk slopes down on either side of a landing.

**Pedestrian** – A person on foot or in a wheelchair.

**Pedestrian Access Route (PAR)** – A continuous and unobstructed path of travel provided for pedestrians within or coinciding with sidewalks and walkways.

**Pedestrian Clearance Time** – the time provided for a pedestrian crossing in a crosswalk, after leaving the curb or shoulder, to travel to the far side of the traveled way or to a median.



**Pedestrian Curb Cut** – A break or cut in the vertical curb to eliminate curb barriers. Pedestrian curb cuts are typically provided where sidewalk does not exist or the pedestrian access route is at the same elevation as the crossing and a curb separates the PAR from the crossing.

**Pedestrian Facilities** – A general term denoting provisions to accommodate or encourage walking. Pedestrian facilities include, but are not limited to, accessible routes, sidewalks, crosswalks, crossing islands and medians, traffic control features, curb ramps, bus stops and other loading areas, shared use paths, and stairs.

**Pedestrian Hybrid Beacon** – A special type of traffic control device used to assist pedestrians in crossing a street or highway at a marked crosswalk at unsignalized locations, by warning and controlling traffic. It is placed in dark mode for roadway traffic between periods of operation, and when activated, displays both steady and flashing traffic control signal indications.

**Perpendicular Curb Ramp** – Curb ramp design where the ramp path is perpendicular to the edge of the curb.

**Physical Barrier** – A physical object that prohibits pedestrian, bicyclist, or motorist movement. This could be a curb, guardrail, fence, street amenities such as benches or planters, etc.

**Public Right-of-Way** – Public land or property, usually in interconnected corridors, that is acquired for or dedicated to transportation purposes.

**Pushbutton** – A button to activate a device or signal timing for pedestrians or bicyclists.

**Pushbutton Information Message** – A recorded message that can be actuated by pressing a pushbutton when the walk interval is not timing and that provides the name of the street that the crosswalk associated with that pushbutton crosses and can also provide other information about the intersection signalization or geometry.

**Pushbutton Locator Tone** – A repeating sound that informs approaching pedestrians that a pushbutton exists to actuate pedestrian timing or receive additional information and that enables pedestrians with vision disabilities to locate the pushbutton.

**Ramp** – A pedestrian pathway or access route with a slope greater than 5 percent. A ramp may or may not be part of a curb ramp.

**Raised Bike Lane** – A bike lane which is elevated above the adjacent motor vehicle travel lane.

**Rectangular Rapid Flashing Beacon** – A special type of traffic control device used to assist pedestrians in crossing a street or highway at a marked crosswalk at unsignalized locations, by warning vehicular traffic of crossing pedestrians. It consists of two rapidly and alternately flashed rectangular yellow indications placed under a pedestrian crossing warning sign or school crossing warning sign.

**Right-of-Way** – A general term denoting land, property, or interest therein, usually in a strip, acquired for or devoted to transportation purposes.

**Right of Way (Assignment)** – The right of one driver, bicyclist, or pedestrian to proceed in a lawful manner in preference to another driver, bicyclist, or pedestrian.

**Roadway** – The portion of a highway, including shoulders, for vehicular use. A divided highway has two or more roadways.

**Roundabout** – A circular intersection that generally provides yield control to all entering vehicles and that features channelized approaches and geometry to encourage reduced travel speeds through the circular roadway.

**Running Slope** – Also known as longitudinal slope. The slope that is parallel to the direction of travel.

**Separated Bike Lanes** – A bicycle lane that is physically separated from motor vehicle traffic by vertical elements as well as a horizontal buffer or elevation change from the street. These may also be referred to as protected bike lanes or cycle tracks. On-street parallel or angled motor vehicle parking can serve as the vertical elements.

**Shared Lane** – A lane where motor vehicles and bicycles share operating space.

**Shared Lane Marking** – A bicycle pavement marking symbol indicating a preferred bicyclist operating position in a shared travel lane.

**Shared Street** – A street that does not designate separate spaces for walking, bicycling or driving, where all users travel in the same area. Motor vehicle speeds on shared streets are intended to be very low.

**Shared Use Path** – A bikeway physically separated from motor vehicle traffic by an open space or barrier and either within the highway right-of-way or within an independent right-of-way. Shared use paths may also be used by pedestrians, skaters, wheelchair users, joggers, and other nonmotorized users. Shared use paths are also commonly referred to as trails, paths, or greenways.



**Shoulder** – The portion of the roadway contiguous with the traveled way that accommodates stopped vehicles, emergency use, conveyance of drainage, and lateral support of subbase, base, and surface courses. Shoulders, where paved, may be used by bicyclists and pedestrians.

**Side path** – A shared use path located adjacent and parallel to a roadway.

**Sidewalk** – An improved surface for pedestrian travel paralleling a highway, road, or street.

**Somewhat Confident Bicyclist** – A general term denoting bicyclists who have some tolerance for traffic stress and generally prefer physical separation from traffic but are comfortable operating in bicycle lanes. This group represents 5-9% of the general population.

**Splitter Island** – A raised median island used to separate opposing directions of traffic entering and exiting a roundabout.

**Traffic Calming** – the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior and improve conditions for non-motorized street users.

**Traveled Way** – The portion of the roadway that allows for the movement of through traffic, including vehicles, transit, and freight. It does not include such facilities as curbs, shoulders, turn lanes, bike lanes, sidewalks, or parking lanes. Divided highways are made up of two separate roadways, each with its own traveled way.

**Truncated Domes** – See Detectable Warning Surface.

**Two-Stage Turn** – The act of a bicyclist turning left in stages, by first crossing the perpendicular street, and then crossing the approach street during a gap in traffic or upon receiving a green indication at a traffic signal.

**Two-Stage Bicycle Turn Box** – A designated area at an intersection to provide bicyclists a place to wait to complete a two-stage turn outside of the path of moving traffic.

**Uncontrolled Crossing** – A crossing of a roadway which does not have yield, stop, or signal control facing approaching roadway users.

**Unmarked Crosswalk** – A crosswalk that exists legally by virtue of its position at an intersection, but which is not indicated by pavement markings.

**Vehicular Way** – A route provided for vehicular traffic, such as in a street, driveway, or parking facility.

**Vertical Curb** – Curb with a vertical or near vertical face intended to discourage vehicles from leaving the roadway.

**Walk Interval** – An interval during which the WALKING PERSON (symbolizing WALK) signal indication is displayed.

**Walkway** – A general term used to describe a paved or improved area for use by pedestrians. Walkways include sidewalks, shared use paths, curb ramps, blended transitions, etc.

**Wayfinding** – A general term for the provision of directional guidance for bicycle routes or destinations on signs.







## Chapter 2. Intersection Design Objectives

# 2. Intersection Design Objectives

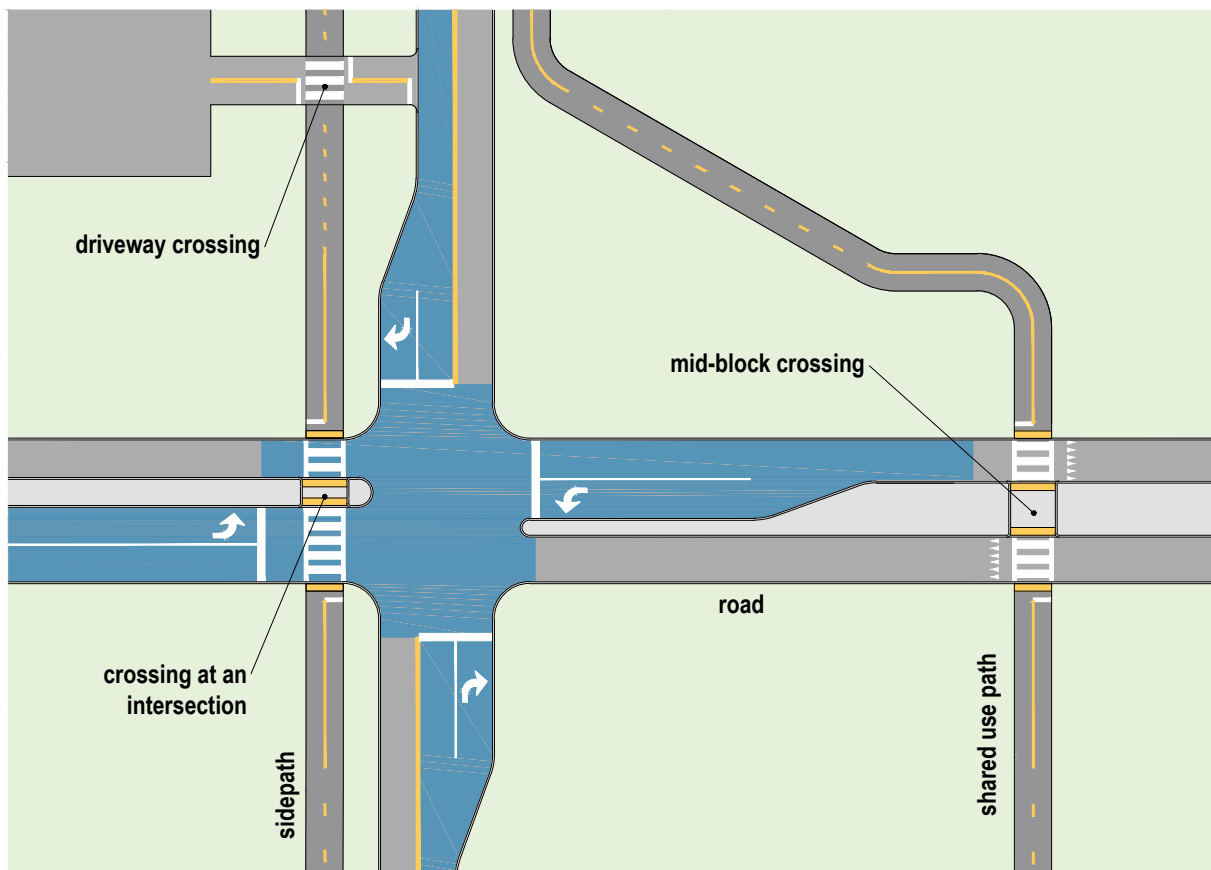
## 2.1 Characterizations of Intersections

Each intersection is unique and requires engineering judgment to determine an appropriate design to maximize safety. Intersection design is determined based on various elements of the surrounding environment. Intersection configurations can be decided based on:

- The types of intersecting facilities (shared use path, separated bike lane, bike lane, roadway, etc.)
  - The number of lanes a pedestrian or bicyclist needs to cross
  - Whether the roadway is divided or undivided
  - The number of approach legs
  - The speeds and volumes of traffic
- Existing traffic controls including uncontrolled and controlled (yield-, stop, or signal)

Due to the mixed nature of traffic at intersections (pedestrians, bicyclists, and motor vehicles), the designer should keep in mind the speed variability of each travel mode and its resulting effect on design values when considering design treatments. The fastest vehicle should be considered for approach speeds (typically the bicyclist and motor vehicle) because these modes have the greatest difficulty stopping for cross traffic at the intersection. By contrast, for departures from a stopped condition, the characteristics of slower users, including

Figure 1: Intersection Functional Area



### legend

- functional area of intersection
- road and driveway
- path
- median

pedestrians and bicyclists, should be considered due to their greater exposure to cross traffic.

Intersection crossings occur within the functional area of an intersection of two or more roadways (see Figure 1). Intersection crossings are typically parallel to at least one roadway and have unique operational challenges. Geometric design guidance for intersections should be applied to driveway crossings and alley crossings to promote safety and legibility for bicyclists and pedestrians (see Section 5.1). Grade-separated crossings pass over or under a roadway and eliminate conflicts between bicyclists and motor vehicles.

Crossings may be controlled or uncontrolled. Uncontrolled pedestrian or bicycle crossings of a roadway are locations where approaching motorists do not face yield, stop, or signal control. Section X provides guidance for evaluating uncontrolled crossings.

## 2.2 Intersection Design Objectives

The design of intersections has a significant impact on each intersection user's comfort, safety, and mobility. Bicyclists, pedestrians, and motorists inevitably cross paths at intersections unless their movements are grade-separated.

The design of intersections should consider how pedestrians, bicyclists, and other users navigate both the approach, departure, and the crossing of the intersection. Intersection design should strive to reduce conflicts and reduce the risk of injury for all users in the event of a crash. The geometric design features should complement traffic control devices to promote compliance as well as improve safety and comfort where users are expected to yield right of way.

The design principles described in this section apply to all intersections, but unique design considerations for roundabouts, interchanges, and alternative intersections can be found in Chapter 5.

### 2.2.1 Minimize Exposure to Conflicts

Intersections should be designed to minimize pedestrian and bicyclist exposure to motorized traffic and minimize bicyclist conflicts with both motorists and pedestrians. Pedestrians and bicyclists experience more exposure to motor vehicle traffic at locations with high traffic volumes and operating speeds, and the amount of exposure will vary based on the type of accommodation provided.

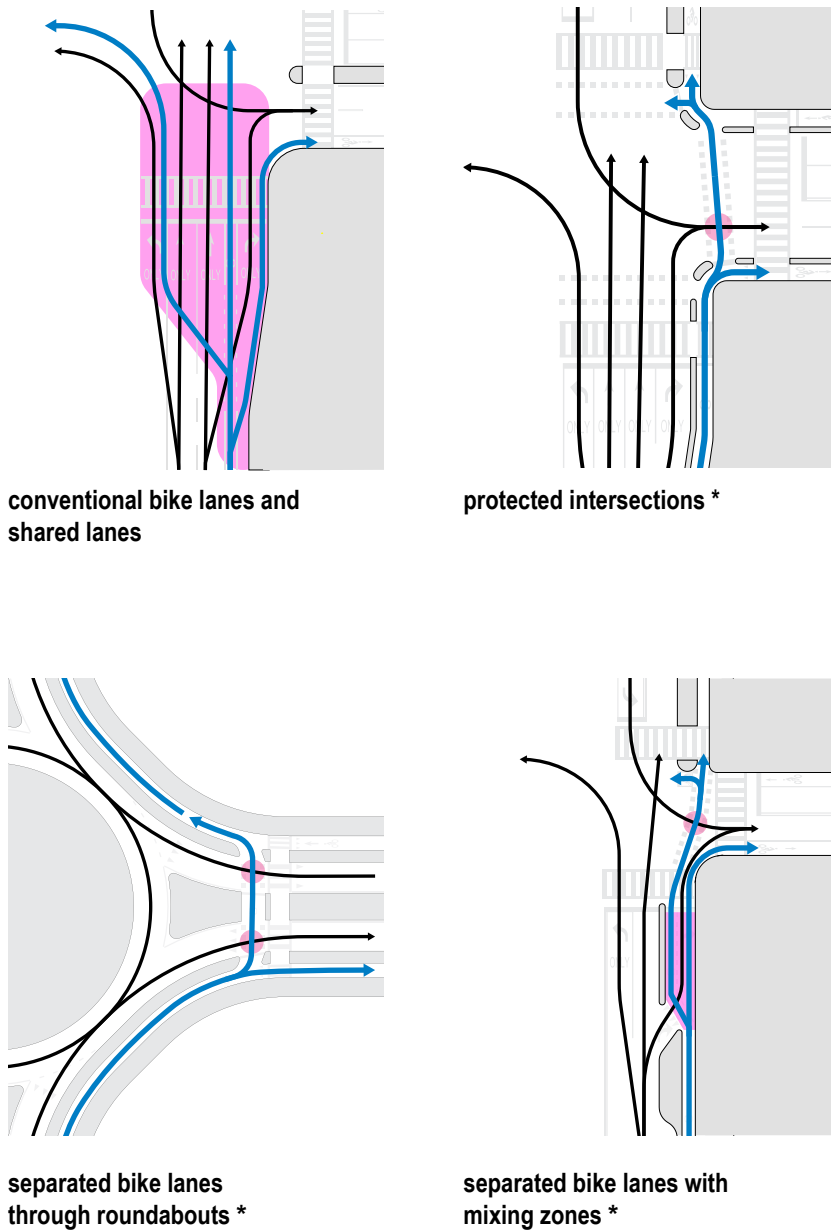
Exposure to conflicts can be eliminated using a variety of strategies; however, these strategies must be balanced against creating excessive delay or detour for each mode of travel. Where conflicts with motor vehicles involve high traffic volumes, high-speed turns across crosswalks and bikeways, or at locations with limited sight distance, steps should be taken to reduce or eliminate conflicts using strategies such as geometric design treatments (see Section 5.1), restricting turn movements, providing traffic signal phasing that manages conflicts (see Chapter 5.4), or providing grade separation where appropriate (see Chapter 5).

Where elimination of conflicts is not possible or practical, intersection designs should limit the amount of time and space that active mode users are in the following locations:

- Cross multiple vehicular travel lanes
- Operating between moving vehicular travel lanes
- Wait in areas exposed to moving motor vehicle traffic (e.g., waiting to turn left in a shared lane)
- Merging with motorists or where motorist turn across pedestrian and bicycle paths
- Cross pedestrian travel paths or other bicycle facilities

Figure 2 uses bicyclists as an example to illustrate active mode user exposure to potential motor vehicle conflicts in four common intersection designs.

Figure 2: Comparison of Bicyclist Exposure to Motor Vehicles at Intersections



\* Left turn conflicts not depicted for two-stage turns

**legend**

- bicycle travel path
- motorist travel path
- potential conflict



Design of intersections should aim to not only minimize points of conflict, but also simplify areas of conflict, limit conflict frequency, and limit conflict severity. These objectives can be achieved by applying design elements presented in **Sections 2.2.2 through 2.2.7** and **Chapter 5**. For more information on minimizing conflicts at intersections, please refer to Chapter 8, Section 8.1.1 “Intersections as Conflict Locations” in the *Larimer County Urban Area Street Standards*.

While they do occasionally occur, crashes between bicyclists and pedestrians are comparatively rarer than those between bicyclists and motorists or between pedestrians and motorists. Crash risk between bicyclists and pedestrians can be minimized by providing clear sight distance between pedestrians and approaching bicyclists at locations where bicyclists cross a pedestrian facility. Care should be taken to avoid the placement of infrastructure within the approach clear space which may block either user’s view of the other user. Due to the potential discomfort for both bicyclists and pedestrians, on facilities where bicyclists and pedestrians share the same space the width of the facility, speed differential between users, and frequency of these conflicts should be considered when designing the facility. It may be appropriate to separate bicyclists and pedestrians to reduce the frequency of conflicts between these users.

## 2.2.2 Reduce Speeds at Conflict Points

If conflict points cannot be eliminated, intersection design should minimize the speed differential between users at the points where travel movements intersect.

Reducing speeds of all users at conflict points may allow users more time to react to avoid a crash and can reduce the severity of a potential injury if a crash does occur. Intersections where bicyclists operate should be designed to ensure slow speed turning movements (10 mph or less) and weaving movements (20 mph or less) across the path of bicyclists. Additional guidance to improve safety at intersections is provided in **Chapter 5**.

## 2.2.3 Communicate Right of Way Priority

Bicyclists, pedestrians, and motorists should be provided with cues that both clearly establish which users have the right of way and consistently communicate expected yielding behavior. This may include features designed to meet accessibility guidelines.

The priority right of way should be communicated through the provision of traffic control devices, including:

- Marked crosswalks at shared use path crossings (see **Section 5.3.3**)
- Providing audible and vibrotactile devices for people with disabilities where appropriate (see **Section 5.1**)
- Regulatory or warning signs for crossing or turning traffic where appropriate (see **Section 5.5.6**)
- Signalization where appropriate (see **Section 5.4.2**)

## 2.2.4 Providing Adequate Sight Distance

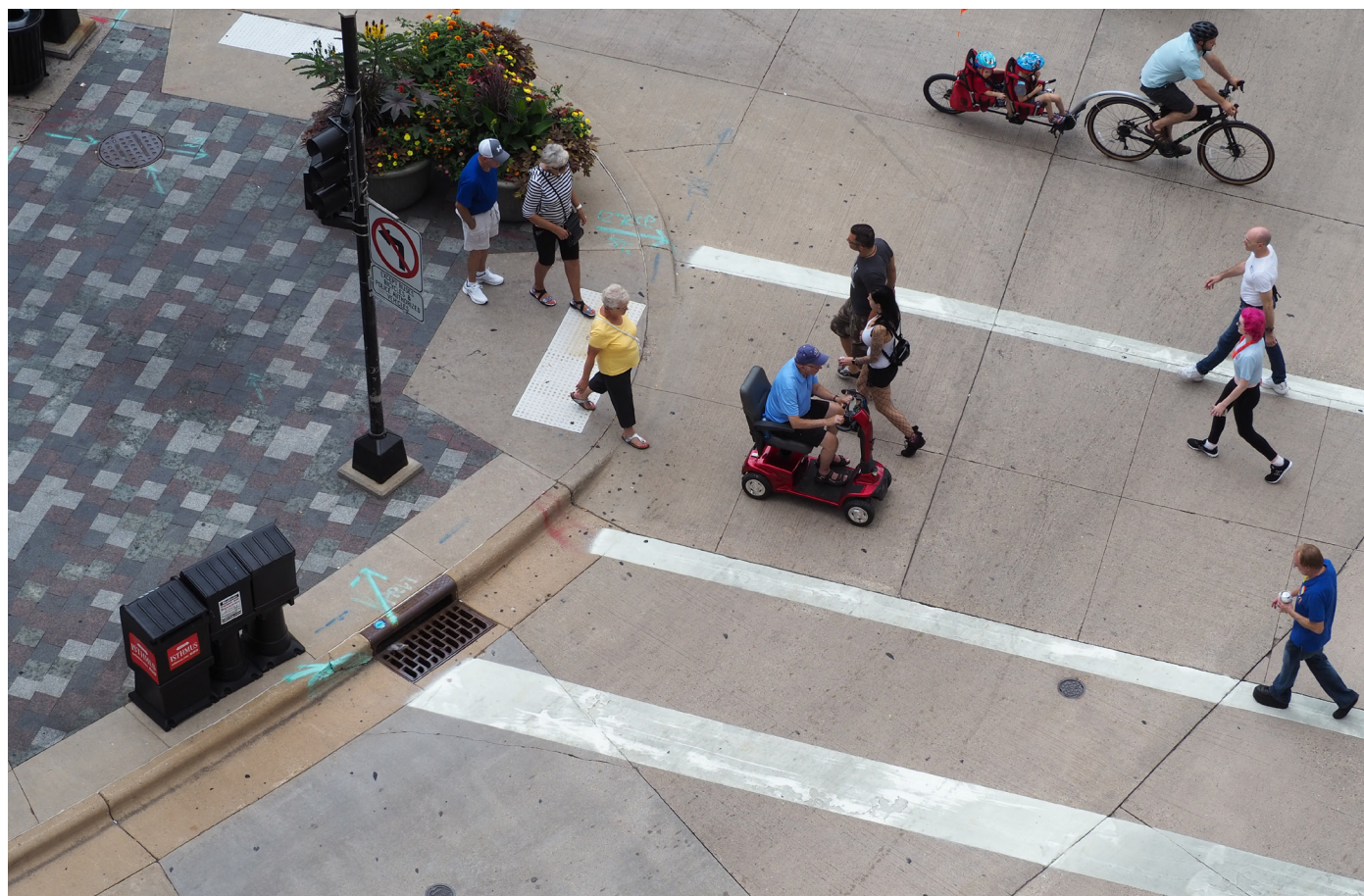
It is necessary to provide adequate sight distances and visibility between bicyclists, motorists, and pedestrians as they approach intersections. Adequate sight distance is needed to perceive and avoid potential conflicts. See **Section 4.6** for a detailed discussion of sight distance considerations for various situations and types of intersection control.

## 2.2.5 Transitions to Other Facilities

Intersections are likely to be locations where active mode users transition into and out of different types of facilities. These transitions should be intuitive to all users of the intersection. It is also important to provide clear and direct paths for pedestrians across bicycle facilities and to provide intuitive separated bike lane intersection designs to reduce the likelihood that pedestrians will use a bike lane as a walkway or crossing. Specific solutions to blended transition designs can be found in **Section 5**.

## 2.2.6 Accommodating Persons with Disabilities

Intersections should be designed in accordance with accessibility guidelines. Attention should be given to ensuring that people with limited or no vision are given sufficient cues at intersections to prevent them from unintentionally moving into the street or a bike-only facility. Additional guidance relating to persons with disabilities is provided in the specific facility design chapters of this guide.



Intersection Design Accommodating All Users

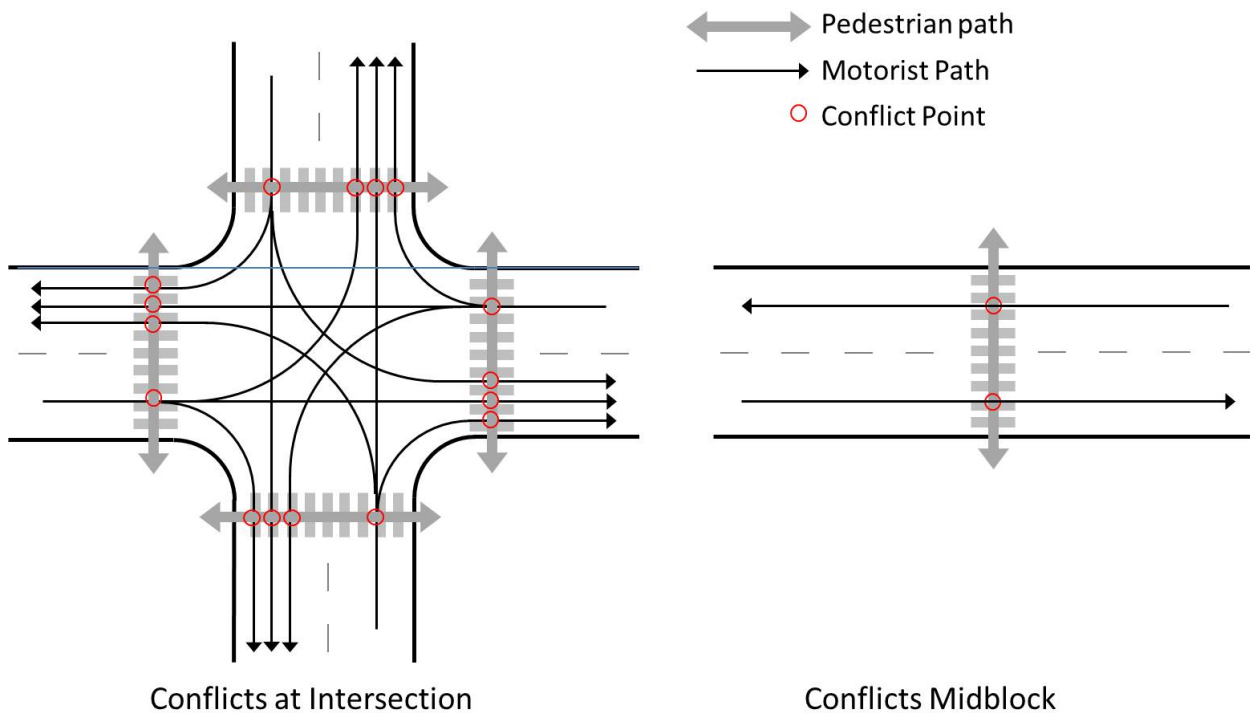
## 2.2.7 Midblock crossings

Drivers have a greater expectation of encountering pedestrians at intersections than at midblock crossings. Additionally, vehicles are typically travelling faster at midblock locations than at intersections. Consequently, where practical, pedestrians should be encouraged to cross roadways at intersections. However, there are situations for which midblock crossings are appropriate.

More than 70 percent of pedestrian fatalities occur away from intersections. Thus, it is critical to design midblock crossings that both increase drivers' awareness of the crossing and expectation of encountering pedestrians and encourage pedestrians to cross in the designated location. Midblock crossings are often more desirable for pedestrians because they provide a direct route to their destinations, and design features can be applied that promote safety when a midblock crossing is applied. In addition, crossings should be designed to clarify the legal and expected responsibilities of both drivers and pedestrians to make complying with those responsibilities intuitive.

Midblock crossings have fewer conflict points between vehicles and pedestrians, which is a safety advantage over crossings at intersections. When crossing at intersections, pedestrians should be aware of both right- and left-turning vehicles, in addition to through traffic. Drivers making left turns during a permissive signal phase and those making right turns during a red indication are often focused on identifying acceptable gaps in traffic to make their turns and may be less likely to notice pedestrians. At midblock crossings, pedestrians typically only have cross traffic to consider, and where islands or medians are provided, only one direction of traffic must be considered at a time. Figure 3 illustrates the number and location of potential vehicle-pedestrian conflict points at crosswalks at an intersection and a midblock crossing for comparison.

Figure 3: Potential Conflict Points at Intersection and Midblock Crossings





## Midblock Crossing Design Principles

Principles for designing midblock crossings need to be different than those for intersections because of three main operational differences between the two: 1) there are many more potential crossing locations midblock than at intersections, 2) motorists are less likely to expect pedestrians crossing at midblock, and 3) pedestrians with vision disabilities have fewer audible clues for determining when to cross midblock.

These differences lead to design considerations for midblock crossings, which include the following:

- **The crossing location should be convenient for pedestrians.** Midblock crossings should be provided at locations where intersection crossings are not available or are inconvenient for pedestrians to use. Midblock crossings should be placed in convenient locations to encourage pedestrians to use them rather than other, more convenient, unmarked midblock locations.
  - **The crossing location should alert drivers of the crossing as they approach it.** Drivers should be warned of the pedestrian crossing in advance of the crossing location, and the midblock crossing should be highly visible to approaching drivers. Lighting should be used to improve driver awareness of the crossing and the visibility of the pedestrians at night. The approach to the crossing should encourage drivers to reduce their speed
- prior to the crossing. Drivers should be given plenty of time to recognize the presence of a pedestrian and stop in advance of the crossing.
- **The crossing location should alert pedestrians of the opportunity to cross.** Signs and pavement markings should be used to clearly communicate where pedestrians should cross. In addition, aids should be provided for pedestrians with vision disabilities to recognize the presence of a midblock crossing and the opportunities for crossing. Auditory and tactile information should be provided for pedestrians with vision disabilities since cues present at an intersection crossing (such as the sound of traffic stopping and starting) are not always available at a midblock crossing.
  - **The crossing location should alert drivers and pedestrians of their responsibilities and obligations at the crossing and provide opportunities to meet these responsibilities/obligations.** Vehicle approach, pedestrian approach, and traffic control design should provide pedestrians with clear messages about when to cross and drivers about where to yield. Where necessary, a raised refuge area should be provided for pedestrians to complete the crossing in stages. Traffic control devices can be used to create gaps in traffic for pedestrians to cross. In addition, MUTCD guidance should be used to establish a legal crossing.



Midblock Crossing Infrastructure

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# Chapter 3. Design Controls



## 3. Design Controls

### 3.1 Design and Control Vehicle

Streets and intersections should enable safe and efficient movement by a variety of different vehicle sizes and types. It is important to consider the size of vehicles that will reasonably be expected to move through the intersection, the frequency of these movements, and the City's policy for lane encroachment when designing an intersection.

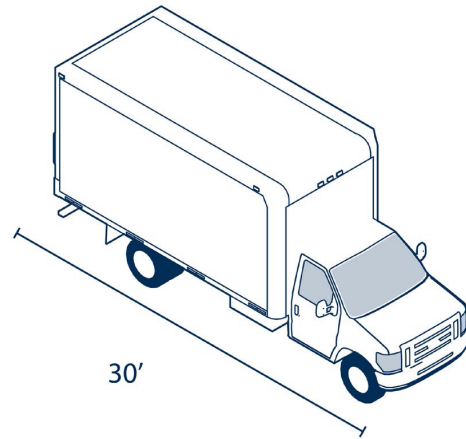
#### 3.1.1 Design Vehicle

The design vehicle is the **least maneuverable** vehicle that routinely uses the street. Designers use a design vehicle to determine corner radii at intersections and should use this vehicle when conducting intersection analysis with software such as AutoTurn. The design vehicle for Fort Collins is a 30-foot single unit truck (SU-30) with a 42-foot turning radius (Figure 4).

Designers should analyze impacts and select the smallest appropriate design vehicle to support safer pedestrian crossings, while still accommodating motor vehicle turns. If an intersection includes a bus route where buses are frequently required to make turns, an appropriately sized bus may be used as the design vehicle. The designer should be cognizant of the bus route and accommodate necessary turning movements through the intersection. If the bus route goes straight through the intersection, it is not necessary to make the bus the design vehicle.

Designers have the discretion to use a larger design vehicle than the default for Industrial Arterials, Downtown Arterials, Mixed-Use Arterials, Commercial Arterials and other streets where larger vehicles are anticipated to comprise more than 8 percent of the turning movements at the intersection, and no alternate route exists that

Figure 4: The design vehicle is a 30-foot single unit truck (SU-30) with a 42-foot turning radius.



would accommodate larger vehicle turns without compromising pedestrian safety. Examples of typical turning templates for these unique conditions include a WB-40, WB-50, WB-62, or in rare instances on Industrial Streets, a WB-67. Designers should be prepared to submit supporting documentation, including detailed AutoTurn or equivalent turning analyses, in support of their evaluation of specific corner designs. More information on street types can be found in the City's [Master Street Plan](#).

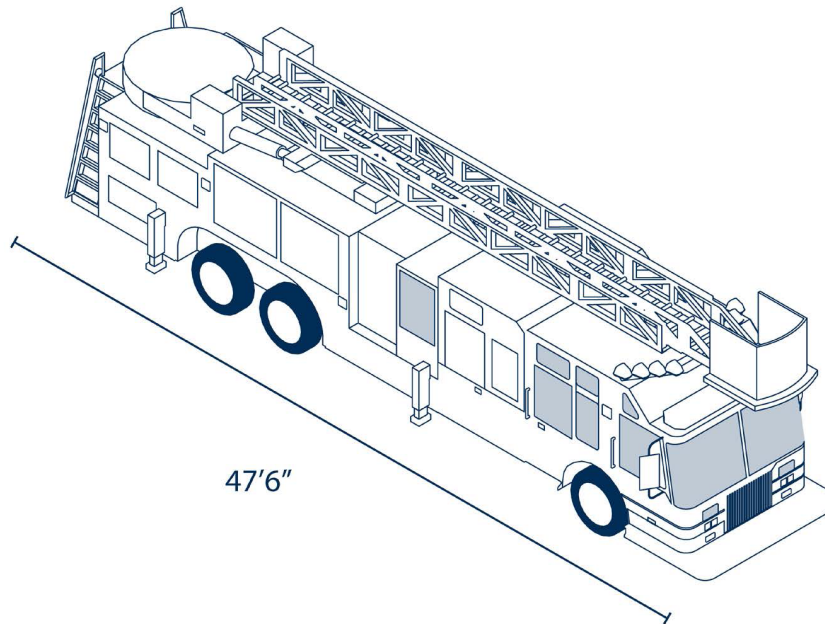
Conversely, in locations where vulnerable roadway users are frequent users of the street, smaller design vehicles should be considered. Smaller design vehicles should be used on Local and Shared Streets as well as near land uses such as schools, parks, and older adult housing.

### 3.1.2 Control Vehicle

The control vehicle is an **infrequent but necessary** user of the street. The control vehicle (Figure 5) for intersection design in many cities and in Fort Collins is a fire truck. The control vehicle can be assumed to use full encroachment at all intersections and may use all traversable parts of an intersection, including across centerlines. Encroachment is the ability for a vehicle to use space outside of its designated travel lane, but within the roadway, to navigate a turning movement.

Encroachment does not include tracking over curbs, bike facilities or onto the sidewalk area. Encroachment can occur on single lane and multilane roadways. Allowing large vehicles to encroach on adjacent travel lanes is an important consideration when designing intersections with shorter crossing distances for pedestrians and lowering turning speeds. Consultation should occur as needed with Fort Collins' Fire Code and Fire Official.

Figure 5: The Control Vehicle is a 47'6" Fire Truck with a 50-foot turning radius.



## 3.2 Layered Network

Overlay networks are zoning tools that require specific design standards for development in a designated area and must be considered when designing a street. An overlay can protect the existing character of the area or create a character above and beyond that in the base zoning.

Overlays do not affect the uses allowed or prohibited on a property. The information in this section can be combined with any street type and should be used alongside street type guidance to help set priorities, identify street design features, and create intuitive multimodal networks.

### 3.2.1 Pedestrian Priority Overlay

Pedestrian Priority overlays aim to create designs that serve high levels of walking. This overlay should indicate places where a vibrant, green, and shaded streetscape is desired to support economic vitality and sense of place.

At a minimum within Pedestrian Priority overlays, more width should be allocated to the amenity zone, sidewalk zone, and frontage zone and streets should be operated so that pedestrian convenience is paramount (e.g., shorter cycle lengths at traffic signals). Other streetscape design features—such as pedestrian-scale street lighting, sidewalk café design, and wayfinding—should

#### Pedestrian Priority Overlay Design User Profile

Areas with Pedestrian Priority should meet the needs of limited-mobility users, including children, older people, parents with strollers, pedestrians who have vision impairments, and people using wheelchairs and other assistive devices, which will also create a more comfortable experience for all users. The pedestrian zone should never be less than 1.2 m (4 ft), which is the minimum width required for people using a guide dog, crutches, and walkers. Wheelchair users need about 1.5 m (5 ft) to turn around and 1.8 m (6 ft) to pass other wheelchairs.

be prioritized in Pedestrian Priority overlay areas. Where design and operations tradeoffs are needed, elements that promote pedestrian comfort should be given priority. These trade-offs may include removal of a general-purpose travel lanes or on-street parking, or siting new buildings with more generous setbacks.

The Pedestrian Priority Overlay is worth noting not only in how it effects the street design leading up to the intersection, but also how the intersection is designed. Intersections should consider increased pedestrians enhancements (e.g., curb extensions, marked crossings, etc.) in Pedestrian Priority Overlay areas.

### 3.2.2 Bicycle Priority Overlay

Bicycle Priority streets, and those with designated bikeways, should be designed and operated to prioritize people riding bicycles over other modes. Bicycle Priority streets are typically selected based on a street's motor vehicle volumes, motor vehicle speeds, width, and number of travel lanes. Sometimes, building appropriate Bicycle Priority streets requires trade-offs to prioritize safety for people using all modes of transportation. In these instances, it is appropriate to remove travel lanes and or on-street parking in order to build comfortable and convenient bikeways.

On Bicycle Priority streets and intersections, the following design criteria and street elements should be prioritized:

#### Protected Intersections

People biking are most vulnerable at intersections. Where space allows, protected intersections and adequate street buffers should be prioritized (Figure 7). Refer to **Section 4.7. Protected Intersections** and the *2014 Fort Collins Bicycle Master Plan* for details on designing protected intersections.

#### Bicycle Signals

When space is limited and high turning volumes are anticipated, separate bicycle signal phasing should be considered.

#### Bicycle Parking

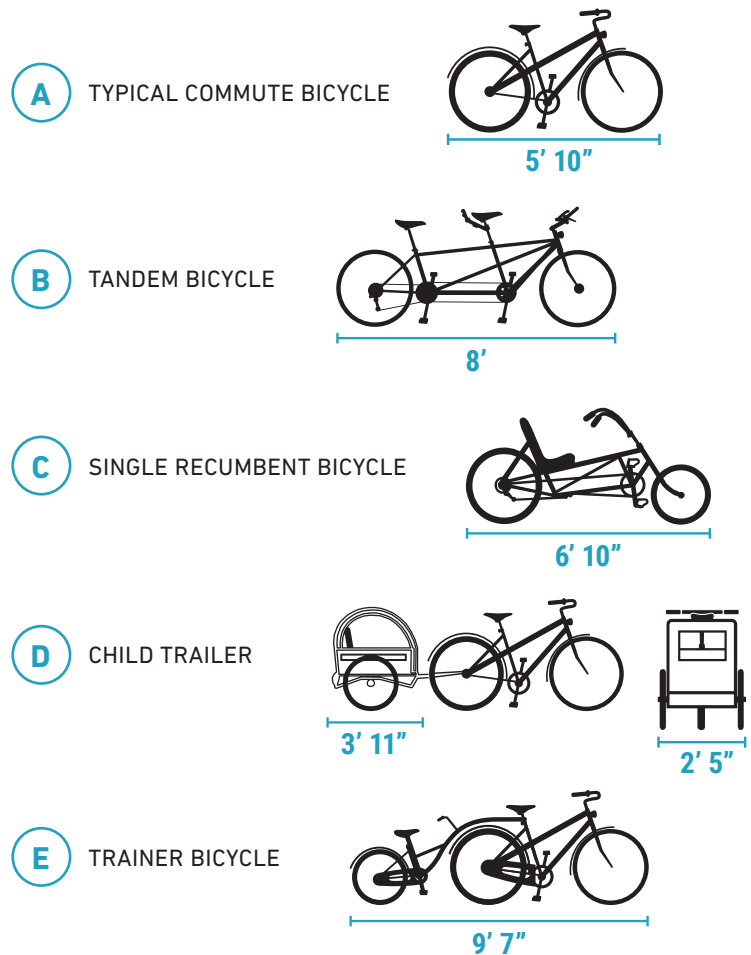
End-of-trip facilities are particularly important to encourage bicycling. Bicycle parking in the amenity zone or curbside zone should be prioritized on most blocks.



## Bicycle Priority Overlay Design User Profile

The minimum design vehicle for this overlay is the adult typical bicycle (85th percentile: 70" length, 27" width) whereas the preferred design vehicle is the adult typical bicycle with a trailer. See **Figure X** additional types of adult bicycles, including a typical upright bicycle, recumbent bicycle, etc., and their key dimensions that can be expected on most bikeways.

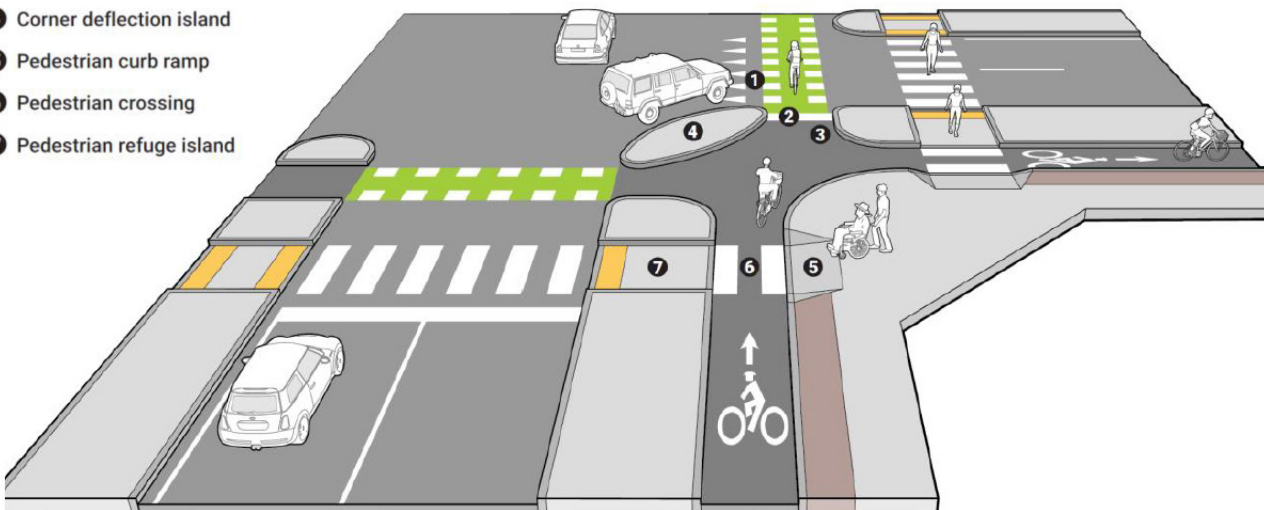
Figure 6: Dimensions of Typical Adult Bicycles



Source: AASHTO Guide for the Development of Bicycle Facilities, 4th Edition \*AASHTO does not provide typical dimensions for tricycles.

Figure 7: Elements of a Protected Bike Lane in an intersection

- 1 Bicycle crossing
- 2 Bicycle stop line
- 3 Bicycle queuing area
- 4 Corner deflection island
- 5 Pedestrian curb ramp
- 6 Pedestrian crossing
- 7 Pedestrian refuge island



Elements of a Protected Bike Lane Intersection, Source: Toole Design Group

### 3.2.3 Transit Priority Overlay

There are three tiers of Transit Priority overlay areas – (1) High-Capacity Transit Corridors can be rail or full bus rapid transit (BRT) corridors, (2) Medium-Capacity Transit Corridors are those with either a rapid bus or full BRT, and (3) Speed and Reliability Corridors. Each corridor type benefits from investments like transit-priority signals and transit lanes at key locations.

Where design and operations trade-offs are needed, transit reliability and access will be given priority in Transit Priority overlay areas. These trade-offs may include removal of a general-purpose travel lane or on-street parking.

The following factors play a role in deciding when and where to make these types of trade-offs and will impact the intersection design, including the allocation of roadway right of way.

**Person Throughput.** Transit-only lanes are justified if the shift from general-purpose travel lanes to transit lanes increases the total number of people that can be carried through a corridor.

- **Bus Volume.** Transit-only or BRT lanes are typically more useful when there are higher volumes of buses using the dedicated lanes. Refer to City policy to determine if bus volumes warrant use of dedicated transit lanes.
- **Speed.** The transit-only or BRT lane provides an increase in transit operating speed (for the distance of the lane or in the corridor), improves the overall person speed through the corridor, or improves service reliability.
- **Increased Reliability.** The transit-only or BRT lane dramatically improves reliability and reduces travel time on consistently delayed bus routes and formalizes existing bus operational patterns.

In Transit Priority overlay areas, the following design criteria and street elements should be prioritized, while balancing vegetation priorities.

#### Wider Outside Lanes

Outside travel lanes used by buses should be between 11' and 12' wide to accommodate transit vehicles.

#### Wider Sidewalk Corridors

Sidewalk corridors on frequent transit routes should be sufficiently wide to accommodate higher volumes of people walking and rolling to and from transit, as well as space for transit stop amenities.

#### Floating Bus Stops

Floating bus stops “float” between a protected bike lane and travel lane. They should be prioritized on streets with both transit and bicycle priority.

#### Transit Signal Priority

At key intersections, transit signal priority should be considered to increase speed and reliability of transit vehicles.



Transpo Max Bus Operating on the Mason Corridor Transitway  
(Source: Jeffrey Beall)



# Transit Priority Overlay

## Design User Profile

Transit design vehicles for neighborhood corridors with low to moderate speeds most typically are the standard 40' non-articulated bus. The design vehicle should be based upon the typical fleet of the city's public transportation system with additional considerations for widely used private transit vehicles (serving universities or other institutions).

The Larimer County Urban Area Street Standards (LUCASS) identifies the All CITY-BUS (formerly B-40) as the transit design vehicles to be accommodated at intersections. These vehicles may use more than one traffic lane to complete the turn when turning from the correct lane without crossing into opposing traffic lanes and without tracking onto the curb at corners. This shall apply to all streets with Transit Priority. Additional information on transit deign vehicles can be found in the NACTO Transit Street Design Guide.

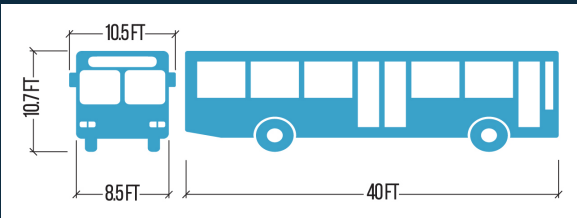


Table 1: Transit Priority Elements by Corridor

Element	Corridor Type		
	High Capacity Transit	Medium Capacity Transit	Speed & Reliability Corridor
Transit Priority	<ul style="list-style-type: none"><li>Dedicated transit lanes, either center- of side-running</li><li>Running way treatments</li><li>Signal Priority</li></ul>	<ul style="list-style-type: none"><li>Transit lanes (including bus-and-turn lanes) in strategic locations, at specific times, and/or in the peak travel direction</li><li>Running way spot improvements</li><li>Queue jumps/bypass lanes</li><li>Signal priority</li></ul>	<ul style="list-style-type: none"><li>Queue jumps/bypass lanes in select locations</li><li>Signal priority in conjunction with queue jumps</li></ul>
Stop and Station Spacing	1/3 to 1/2-mile	1/4 to 1/2-mile	1,000 feet to 1/4 mile

### 3.2.3 School Zone Overlay

Elementary, middle, and high schools exist on all types of streets and, as such, these streets should be designed with slower speeds to prioritize students and allow them to safely walk, roll, bike, or scoot to and around the school grounds.

#### School Zone Required Elements:

- In order to ensure that people driving, biking, and walking in school zones know how to behave safely, it is important that all school zones include some of the same elements, such as signage, pedestrian crossings, and standard speed limits. School zone speed limits are set according to City policy; please refer to this policy for more direction.
- Signs let people know that they are entering a school zone and that they should drive with extra caution when children are present. On all streets that surround a school property, school zone and speed limit signs should be placed within one to two blocks of the school to alert drivers.
- All marked crosswalks in a school zone should be high-visibility (continental) to promote motorist yielding.

#### Other School Zone Considerations:

There are many engineering tools and designs that support safer streets, particularly around schools. Application of these elements vary depending on the problem being addressed, adjacent roadway context, speeds, and traffic volumes. Streets in school zones should be designed with a high degree of safety features for vulnerable users; **Table 2** shows the engineering treatments that are most appropriate for school zones.

Designers should also consider the operational characteristics of school zone overlay areas. For instance, streets bordering school facilities have special peaks during arrival and dismissal periods; curb ramps, transit stop platforms, and bicycle crossings may be sized with additional capacity to accommodate increased active user numbers, especially children and care-givers. Alternatively, time-of-day closures may be appropriate to accommodate school activities (i.e., “School Streets”).

### School Zone Overlay Design User Profile

Within school zones, the design user should be the least agile member of the student population. For pedestrians, this is a young, slow walker with limited vertical visibility. For bikes, this is the adult typical bicycle with a trailer. Motorized vehicle design vehicles would likely be the typical buses that service the school.

In addition to coordinating education, enforcement, and encouragement activities in schools, Fort Collins’ Safe Routes to School program works with the community to identify engineering solutions that promote safety around Fort Collins schools. If the practitioner is designing a intersection within a school zone, they should coordinate with Safe Routes to School staff to ensure that any known issues are being addressed.



Table 2: School Zone Overlay Table (source: FHWA PEDSAFE)

Typical Engineering Treatments for School Zones		Performance Objective		
Treatment	Application	Reduce Vehicle Speeds	Increase Visibility	Reduce Pedestrian Exposure
<b>Along the Roadway</b>				
Roadway/Lane Narrowing (add bike or bus only lanes, sidewalks, medians, parking)	Arterial, Collector	✓		✓
Speed Cushions/Humps/Tables	Local	✓		
Chicanes	Local	✓		
Midblock Crossings	Arterial, Collector, Local		✓	✓
Raised Pedestrian Crossing (Midblock)	Collector, Local	✓	✓	✓
Median Refuge Island	Arterial, Collector	✓	✓	✓
Pedestrian Hybrid Beacon/ Rectangular Rapid Flashing Beacon	Arterial, Collector		✓	✓
Shared Street (Woonerf)	Collector, Local	✓	✓	
Play Street/Temporary Street Closure	Local		✓	✓
<b>At Intersections</b>				
Parking Setbacks (daylighting)	Arterial, Collector, Local		✓	
Curb Extensions	Arterial, Collector, Local	✓	✓	✓
High-Visibility Crosswalks (Continental)	Arterial, Collector, Local		✓	
Advance Yield/Stop Lines	Collector, Local		✓	
In-Street Pedestrian Crossing Sign	Collector, Local	✓	✓	
Raised Intersection	Collector, Local	✓	✓	✓
Smaller Curb Radii	Arterial, Collector, Local	✓		
Hardened Centerlines	Arterial, Collector	✓		
Mini Traffic Circles	Local	✓		
Leading Pedestrian Intervals	Arterial, Collector		✓	✓
Right Turn on Red Restrictions	Arterial, Collector			✓
Pedestrian Scale Lighting	Arterial, Collector, Local		✓	
Asphalt Art	Collector, Local	✓	✓	







# Chapter 4. Intersection Evaluation & Treatment Selection



Source: Alta Planning + Design

## 4. Intersection Evaluation & Treatment Selection

### 4.1 Evaluation of Right of Way Assignment

There are three key factors that should be considered when designing interactions between bicyclists, motorists, and pedestrians in Fort Collins:

1. Motorists and bicyclists have a legal responsibility to yield to (or stop for) pedestrians in crosswalks.
2. Most state codes stipulate that a pedestrian may not suddenly leave any curb (or refuge median) and walk or run into the path of a vehicle that is so close that it is impossible for the motorist to yield.
3. Motorists have the legal responsibility to exercise due care to avoid colliding with any pedestrian or bicyclist.

The result is a mutual yielding or stopping responsibility among motorists, bicyclists, and pedestrians, depending upon the timing of their arrival at an intersection. Some states extend the rights and responsibilities of pedestrians at crosswalks to bicyclists, while others do not. Regardless, the mutual yielding or stopping responsibility is relevant in many locations where bicyclists cross paths with motorists or pedestrians. When designing intersections between bikeways and roadways, or between bikeways and pedestrian facilities, designers should understand the application of traffic control devices to communicate right of way, and the laws within their state regarding assignment of right of way for pedestrians and bicyclists (and other bicycle facility users).

The effectiveness of mutual yielding or stopping is dependent on clear sight lines between users (see **Section 4.6**), appropriate traffic control to communicate right of way, and sufficient lighting (see **Section 5**). The type of bicycle facility provided, and its configuration in relation to the motorist and pedestrian areas, has an impact on potential conflicts between bicyclists and other users.

### 4.2 Evaluations of Uncontrolled Roadway Approaches to Bicycle Crossings

Where it is determined that bicycle approaches to intersections must be yield- or stop-controlled, the designer should evaluate traffic characteristics and quantify crossing opportunities where motor vehicles have an uncontrolled approach to the bicycle crossing. At these locations, crossing opportunities are created when motorists stop or yield to crossing pedestrians or bicyclists, or when there are sufficient crossing opportunities (e.g., gaps) in traffic for pedestrians and bicyclists to cross.

Crossing opportunities are created when motorists yield to crossing bicyclists or when there are sufficient gaps in traffic. At crossings where the average delay experienced by a person exceeds 30 seconds due to insufficient or inconvenient crossing opportunities, pedestrians and bicyclists may begin to exhibit higher risk behaviors in order to cross the street. These behaviors include accepting shorter gaps between motor vehicles to cross or beginning to cross when gaps are only present on the near side of the roadway. These behaviors put the pedestrian or bicyclist at increased risk of a crash where:

- Motorists fail to yield or sufficiently reduce speed.
- Motorists are not provided sufficient time to yield due to their approach speeds or a late entry into the roadway by the pedestrian or bicyclists.
- An approaching motorist cannot see the person crossing due to a stopped vehicle blocking the motorist's view of the person crossing as in the case of a multiple threat crossing.

To reduce the likelihood of higher-risk crossing behavior, crossing opportunities during the motorist peak hours should be provided. Designers should evaluate the crossing opportunities provided during the peak hour, as well as the peak 15-minute period, similar to the evaluation of level of service for motorized traffic.



Where sufficient crossing opportunities are not provided, countermeasures should be provided to increase the frequency of opportunities (see **Section 4.4**).

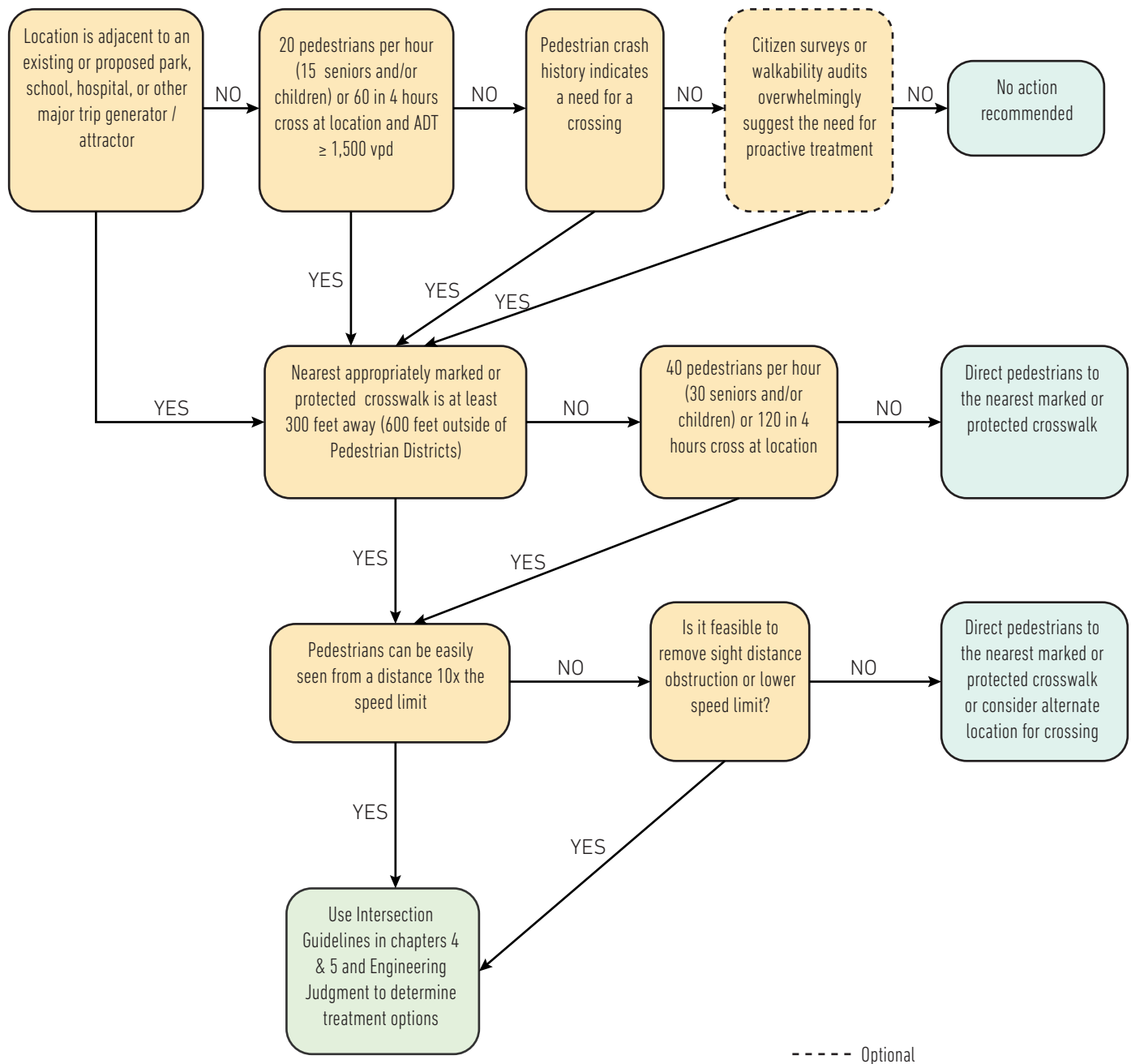


Figure 8: Fort Collins Crossing Policy, Pedestrian Plan, 2011

## 4.3 Volume Assessment

Average Daily Traffic (ADT) directly impacts the safety, comfort, and yielding likelihood (**Table 3**) on a street. Generally, a low-speed differential between motorists and bicyclists enhances the comfort and safety of bicyclists and reduces crash severity should a collision occur.

## 4.4 Considerations for Crossings with No Control

At locations where gaps and motorists yielding do not provide the recommended minimum crossing opportunities engineering countermeasures to increase motorists yielding should be considered. The FHWA *Safety Effects of Marked Versus Unmarked Crosswalks at Uncontrolled Locations*, FHWA *Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations*, and NCHRP - Report 562 *Improving Pedestrian Safety at Unsignalized Crossings* research has determined there are two distinct tiers of countermeasures that can increase motorist yielding (Tier 1 and 2 in Table 3-same as above) for motorist approaches to midblock and intersection crossings. For most roadways operating over 30 mph, it

Table 3: Uncontrolled Crossing Evaluation Table

Uncontrolled Crossing Countermeasure Evaluation Table												
Roadway Type	Vehicle ADT < 9,000			Vehicle ADT 9,000 - 12,000			Vehicle ADT 12,000 - 15,000			Vehicle ADT > 15,000		
(Number of Travel Lanes and Median Type)	Speed Limit (mph)											
	≤30	35	40≥*	≤30	35	40≥*	≤30	35	40≥	≤30	35	40≥
2 Lanes	1	1	2	1	1	2	1	1	3	1	2	3
3 Lanes	1	1	2	1	2	2	2	3	3	2	3	3
4 Lanes with raised median**	1	1	2	1	2	2	2	3	3	3	3	3
4+ Lanes without raised median	1	2	3	2	2	2	3	3	3	3	3	3

\* Where the speed limit exceeds 40 mph, Tier 3 should be considered

\*\* Raised medians must be at least 6 feet wide to serve pedestrians. See Figure 2-2 for different bicycle lengths to serve bicyclists. Where median width is less than these values, review category of 4+ lanes without raised median.

legend

Tier 1: 1

Tier 2: 2

Tier 3: 3

will be necessary for a traffic control device to display a red signal to require motorists to stop for bicyclists and pedestrians crossing roadways at locations where gaps in traffic are not sufficient (Tier 3 in Table 3).

The following guidance describes countermeasures which may be effective within each Tier based upon the FHWA *Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations*. In many contexts, the installation of multiple countermeasures may improve yielding and safety outcomes. Tier 1 should be considered as the base countermeasures that support Tier 2 and 3 countermeasures. Tier 1 and 2 countermeasures should support Tier 3 countermeasures.

### 4.4.1 Tier 1 Countermeasures

The goal of Tier 1 countermeasures is to clearly communicate the presence of a crossing to all users as the traffic volumes and speeds are conducive to motorists yielding. These roadways typically have only one through lane per direction of travel thus eliminating the risk of multiple threat crashes. These countermeasures include:

- Provide Crossing Markings and Signs
- Improve Sight Distance
- Reduce Approach Speeds

### 4.4.2 Tier 2 Countermeasures

The goal of Tier 2 countermeasures is to not only clearly communicate that pedestrians will be crossing, but create roadway design components that encourage motorists to naturally slow down. These countermeasures include:

- Optimize Geometric Design
- Reduce Approach Speeds
- Provide Active Beacon or Rectangular Rapid Flashing Beacon

### 4.4.3 Tier 3 Countermeasures

The goal of Tier 3 countermeasures is to require motorists to stop for crossing pedestrians or bicyclists at a pedestrian hybrid beacon or traffic signal or to eliminate the conflict using grade separation. These roadways have higher volumes of traffic with two or more through lanes per direction of travel where motorists generally do not yield. Tier 3 recommendations require an evaluation of MUTCD warrants for signalized treatments.

## 4.5 Considerations for Yield or Stop Control

In the case of permissive vehicular right and left turns across a bikeway, a turning motorist should yield to a through bicyclist unless the motorist is at a safe distance from the bicyclist to complete the turn at a reasonable speed prior to the bicyclist arriving at the conflict point. Bicyclists should yield to motor vehicles already within the intersection or so close that it is impossible to stop. Bicyclists and motorists must yield to (or stop for) pedestrians within a crosswalk. To facilitate these responsibilities, adequate sight distances and sight lines are needed between bicyclists, motorists, and pedestrians as they approach intersections.

At intersections with permissive turning movements where bicyclists and motorists are traveling in the same direction, there are two scenarios that occur depending upon who arrives first at the crossing. The two yielding scenarios are:

- **Turning motorist yields to (or for) through bicyclist.**  
This scenario occurs when a through moving bicyclist arrives or will arrive at the crossing prior to a turning motorist, who must stop or yield to the through bicyclist. For locations where bicyclists are operating on separated bike lanes, sidewalks, and side paths, vertical elements near the intersection, including on-street parking, should be set back sufficiently for the motorist to see the approaching bicyclist and provide sufficient time to slow or stop before the conflict point.
- **Through bicyclist yields to (or for) turning motorist.**  
This scenario occurs when a turning motorist arrives or will arrive at the crossing prior to a through moving bicyclist. This scenario can occur when a bicyclist approaches after a motorist has yielded to other people crossing in the intersection and the crossing is clear for the motorist to proceed. The motorist may begin turning as the bicyclist approaches, requiring the bicyclist to slow and potentially stop while the motorist completes the turning movement.

## 4.6 Sight Distance

The basic ability to see what lies ahead and to see intersecting users is fundamental to bicyclist safety, regardless of the facility type. Adequate sight lines and sight distances are needed to enable bicyclists and motorists to slow, stop, or maneuver to avoid a conflict at all locations where motorists and bicyclists intersect (e.g., street and roadway intersections, driveways, and alleys). Adequate sight lines should also be provided between bicyclists and pedestrians where they interact at crosswalks, intersections, bus stops, and other conflict areas.

AASHTO's *A Policy on Geometric Design of Highways and Streets* establishes a range of recommended sight triangles that correspond to requirements for motorists to have sufficient space to identify, react, and potentially yield to other traffic at an intersection based on the traffic control applied at the intersection. Applying the sight triangle requirements provided in the AASHTO guidance

will result in sufficient sight distance for some bicycle facilities, such as shared lanes and conventional bike lanes.

Designers should consider the placement of bicyclists (often closer to the edge of the road in a shared lane environment, on the shoulder, or in a conventional bike lane) and their design speed when determining the sight triangles for these bicycle facilities. However, these sight triangles were developed primarily to allow motorists to judge gaps in approaching motorized traffic. They do not account for the fact that bicyclists may be operating on sidewalks, separated bike lanes, or shared use paths. This requires an understanding of mutual yielding or stopping responsibilities (see **Section 4.5**), which are not covered in AASHTO guidance. Additionally, street furniture, landscaping, and obstructions should be kept clear from sightlines. **Table 4** presents calculated stopping sight distances for vehicles by travel speed and roadway grade, demonstrating a more realistic assumption for reaction distances.

Table 4: Minimum Stopping Sight Distance vs. Grades for Various Design Speeds—1.5 Second Reaction Time

Stopping Sight Distance (ft) Based on Speed and Grade for a 1.5 Second Perception-Reaction Time											
Speed (mph)	Grade (Positive indicates ascending)										
	-10%	-8%	-6%	-4%	-2%	0	2%	4%	6%	8%	10%
10				32	31	31	30	30	30	29	29
11				36	35	35	34	34	34	33	33
12				40	40	39	38	38	37	37	37
15			56	54	53	52	51	51	50	49	49
18	76	74	72	70	69	67	66	65	64	63	62
20	89	86	84	82	80	78	76	75	74	72	
25	125	121	117	113	110	108	105	103	101		
30	167	160	155	150	146	142	138	135			
35	214	205	198	191	185	180	185	170			
40	266	255	246	237	229	222	216	210			
45	325	311	298	287	277	268	260	253			
50	389	371	356	342	330	319	309	300			

\*Motor Vehicle calculated stopping distance, assuming wet conditions.

## 4.7 Protected Intersections Considerations for Bicyclists

Research has identified motor vehicle approach speed, roadway configuration, pedestrian assertiveness, vehicle class, and race of the pedestrian as having a major influence on motorist yielding rates. From the standpoint of pedestrian and bicyclist safety, as traffic volumes approach 9,000 vehicles/day, vehicle speeds exceed 30 mph, or the number of travel lanes to be crossed exceed two lanes, the rate of motorist yielding on the uncontrolled approach drops significantly which can create crossing challenges for people walking or bicycling.<sup>1,2,3</sup> Additionally, the injury risk for bicyclists and pedestrians increases substantially when they are struck by vehicles operating at speeds over 30 mph. Research has also identified that drivers are less likely to yield to Black pedestrians than white pedestrians, increasing the injury risk for street users who are black.<sup>4</sup>

Intersection design for separated bike lanes should strive to reduce conflicts and reduce the risk of injury for all users in the event of a crash. Intersections include not only bicycle crossings of streets, but also crossings with driveways, alleys, sidewalks, and other separated bike lanes or side paths. Intersections are likely to be locations where bicyclists transition into and out of separated bike lanes or side paths to other types of bikeway accommodations. These transitions should be intuitive to all users of the intersection, including pedestrians with disabilities. This section only covers issues that are unique to separated bike lane and side path intersection design. Specific design guidance for protected intersections can be found in Section 4.7 and Chapter 5.

### 4.7.1 Minimizing Exposure to Conflicts

A major goal in providing separated bike lanes is to minimize conflicts between bicyclists, pedestrians, and motorists at intersections. For this reason, it is preferable to maintain separation between the separated bike lane and the adjacent motor vehicle travel lanes at intersections. While one strategy in constrained locations has been to reintroduce the bicyclist into travel lanes at intersections (termed “mixing zones”), this is a strategy that is only appropriate in low-speed environments with infrequent turns across the bikeway, and is not a preferred design due to conflicts that are inherent in mixing zones.<sup>5,6</sup> At locations where there are more than 100-150 vehicle turns across the bikeway per hour, signal separation of turns across the bikeway may be preferred. Side paths should also remain separated up to intersections.

At intersection approaches, the designer should consider the many different directions in which a bicyclist may need to travel. In some contexts it may be beneficial to provide an opportunity for a bicyclist to exit the separated bike lane in advance of the intersection, or provide a two-stage bicycle turn box, to allow a bicyclist to proceed in the desired direction.

### 4.7.2 Reducing Speeds at Conflict Points

Intersections with separated bike lanes and side paths should be designed to ensure slow-speed turning movements for motor vehicles (10 mph or less) to improve yielding, reduce stopping distance requirements, and reduce crashes. Where they are used, mixing zones should be designed to encourage the weaving movement to occur at slow speeds (20 mph or less) near the corner, at a location where motorists have slowed their speed in anticipation of the turn so they are more likely to yield to bicyclists. Mixing zones are not appropriate for side paths.

- 1 Bertullis, T. and D. Dulaski. Driver Approach Speed and its Impact on Driver Yielding to Pedestrian Behavior at Unsignalized Crosswalks. In *Transportation Research Record 2464*. TRB, National Research Council, Washington, DC, 2014.
- 2 Fitzpatrick, K., S. Turner, M. Brewer, P. Carlson, B. Ullman, N. Trout, E. S. Park, J. Whitacre, N. Lalani, and D. Lord.
- 3 *National Cooperative Highway Research Program Report 562: Improving Pedestrian Safety at Unsignalized Crossings*. NCHRP, Transportation Research Board, Washington, DC, 2006.
- 4 Goddard, T., K. B. Kahn, and A. Adkins. Racial Bias in Driver Yielding Behavior at Crosswalks. *Transportation Research Part F: Traffic Psychology and Behavior*. Vol 33, 2015, pp.1-6.
- 5 Schepers, J.P., P. A. Kroeze, W. Sweers, and J.C. Wust. Road Factors and Bicycle-Motor Vehicle Crashes at Unsignalized Priority Intersections. *Accident Analysis and Prevention*, Vol. 43, 2011, pp. 853-861.
- 6 Madsen, T., and H. Lahrman. Comparison of Five Bicycle Facility Designs in Signalized Intersections Using Traffic Conflict Studies. *Transport Research Part F*, Vol. 46, 2017, pp. 438-450.

Strategies for reducing speeds at conflict points should address motor vehicle traffic turning left, turning right, and weaving across the separated bike lane or side path at intersections and driveways. Strategies for reducing turning speeds include the following:

- Employ traffic calming measures on the road prior to the crossing, thereby reducing speeds on the approach
- Minimize the curb radius at the corner
- Provide a raised crossing
- Install a median or hardened center line
- Provide a mountable truck apron at the corner to reduce speeds but accommodate a large vehicle; where mountable aprons are installed, the pedestrian curb ramp and detectable warning strip should be set back along the curb line, clear of the large vehicle turn path.

Where conflicts are severe due to the volume of conflicting traffic, it may be necessary to consider traffic signal phasing to mitigate the conflicts.

### 4.7.3 Transitions Between Elevations

Raised crossings are an effective strategy to reduce motor vehicle turning speeds and conflicts with bicyclists at intersections and driveways.

At intersections and transit stops, or any location where the bikeway transitions from one elevation to another, it is necessary to provide transition ramps for bicyclists. The ramp for the bicyclist should provide a smooth vertical transition with a maximum slope of 8 percent (15 percent at driveways); however, a 5 percent slope is generally preferred. For side paths, any transitions must be consistent with pedestrian accessibility guidelines. The transition ramp should generally not be located within a lateral shift or curve in the bike lane alignment near an intersection.

Speed hump markings may be desirable at locations where the ramp is located in a constrained location or may otherwise be hard to detect for approaching bicyclists. Designers should consider raising the entire separated bike lane to intermediate or sidewalk level where the density of transit stops, driveways, alleys or minor street crossings would otherwise result in a relatively quick succession of transition ramps. Too many transition ramps in close proximity can result in an uncomfortable bicycling environment.

### 4.7.4 Right of Way Priority

In general, the separated bike lane and side path should be provided the same right of way priority as through traffic on the parallel street. Exceptions to this practice may be considered at:

- Locations with high volumes of conflicting turning traffic
- Locations where bicyclists must cross high-speed (greater than 30 mph) traffic

### 4.7.5 Sight Distance

Adequate sight distance is needed between bicyclists, motorists, and pedestrians as they approach the junction between separated bike lanes and side paths with streets, alleys, and driveways. When a separated bike lane or side path is located behind a parking lane, it may be necessary to restrict parking and other vertical obstructions near a crossing to ensure adequate sight distances are provided. This is primarily an issue at intersection and driveway locations with permissive right and left turns across the bicyclist path of travel.

At intersections and driveways with stop signs, where motorists must stop before turning across the separated bike lane or side path, the standard local parking restrictions adjacent to the intersection (recommended 20 ft minimum) may be adequate. At intersections with permissive turning movements where bicyclists and motorists are traveling in the same direction, parking restrictions (and the resulting sight distances) are a key consideration. To determine parking restrictions near the crossing, it is necessary to know the approach speed of the bicyclist and the turning speed of the motorist.

### 4.7.6 Restricting Motor Vehicles

Separated bike lanes and side paths are intended for use by bicyclists (and pedestrians) only. However, because of the close proximity of separated bike lanes and side paths to motor vehicle travel lanes, careful design consideration is necessary to communicate the intended user and restrict motor vehicle access.

Geometrically, the alignment of travel lanes across an intersection or in front of a driveway should be reviewed to ensure that the bikeway does not visually appear to be the receiving lane crossing an intersection or driveway. Locations with an offset intersection, along horizontal curves, or where turning movements occur should be carefully reviewed to address this issue, with edge lines



and lane extension lines used where appropriate to identify the intended vehicle path.

Separated bike lanes and side paths should be marked with bicycle crossings and crosswalks, respectively, at intersections and driveways. These marked crossing treatments are often sufficient to communicate that motor vehicles are not the intended user of the bikeway. Bike lane symbol markings located close to an intersection or driveway can further reinforce the intended user. Green-colored pavement or markings in the bicycle crossing and/or close to an intersection or driveway can further enhance the conspicuity and reinforce that vehicles are not authorized.

KEEP RIGHT or KEEP LEFT signs (R4-7, R4-8), supplemented with an optional EXCEPT BIKES plaque, can be installed in the street buffer to reinforce that motorists should not enter the bikeway.

If the above-mentioned treatments have been implemented and found to be ineffective, changes to the width of the separated bike lane or side path may be considered. Visually narrowing the width of the bikeway using white edge lines should first be considered. For one-way separated bike lane, the use of flexible delineators or other vertical elements may be used to narrow the physical width of a one-way separated bike lane to no more than 6 feet at intersections and driveways, but these treatments should not be placed in the middle of a one-way separated bike lane. For two-way separated bike lanes or side paths, if the above treatments are found to be ineffective, some two-way separated bike lanes have included flexible delineator posts on the center line as a temporary measure to acclimate drivers to the lane configuration and then the flexible delineator is removed once driver education has occurred.



Restricting Motor Vehicle Access Signage







# Chapter 5. Treatment Design



Source: Alta Planning + Design

# 5. Treatment Design

## 5.1 Geometrics

The following sections describe design measures that may be used to address specific design objectives for people walking and biking at intersections. Some of the measures improve conditions regardless of the pedestrian or bicycle facility type incorporated. For example, facilities that intersect at 90 degrees optimize sight lines and minimize crossing distances and, therefore, exposure. The principles that apply to design for pedestrians at crossings (controlled and uncontrolled) are usually applicable to bicycle crossings as both pedestrians and bicyclists are disproportionately vulnerable to injury or death in the event of a crash with a motor vehicle.

Several countermeasures have been shown to reduce pedestrian and bicyclist crashes at such intersections. This Guide provides a general overview of crossing measures; other sources, such as the *AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities*, should be consulted for more detail. Intersection geometry can also be used to create space for bicyclists and pedestrians to queue while waiting to cross the road. These queuing areas, such as the refuge medians and curb extensions described in the following sections, are separated from other moving traffic.

### 5.1.1 Raised Refuge Median, Median Islands, and Hardened Centerlines

At signalized intersections, single stage crossings are preferred. Where a wide intersection cannot be designed or timed to accommodate a pedestrian crossing of the intersection at one time, a crossing island or median must be provided with a pedestrian refuge. A crossing island should be considered where crossing distances are greater than 50 feet to better accommodate slower-moving pedestrians. When a crossing island is placed at a signalized crossing, use pedestrian recall to prevent “trapping” a pedestrian in the median. In any case, pedestrian crossing phases must be timed to accommodate pedestrians crossing the entire roadway.

#### Raised Refuge Median

Raised medians are curbed medians located between travel lanes that serve as a pedestrian refuge space. Triangular channelization islands adjacent to right-turning lanes can also act as crossing islands. Crossing islands can be coupled with other traffic calming features, such as partial diverters and curb extensions at mid-block and intersection locations.

#### Median Islands

The minimum width for a crossing island to provide an accessible refuge is 6 feet, measured from outside edge of the detectable warning surfaces, and the minimum width between detectable warning surfaces is 24 inches. Where medians are constructed using curbing and the detectable warnings are placed at the back of curb, the minimum width of the island is 7 feet, measured from curb face to curb face (each curb is 6 inches, so the accessible refuge, essentially, is still 6 feet). When pedestrians must cross more than three travel lanes before a refuge, crossing equipment (e.g., APS buttons) should be provided in the median. **Figure 8** illustrates a median crossing island with curbing where the detectable warning surface is placed at the back of the flush curb in the pedestrian refuge area. **Figure 9** illustrates crossing islands with a 6 feet width where detectable warnings are placed in line with the median island face of curb to meet accessibility requirements.



Figure 8: Median Crossing Island – Detectable Warning Surface Placed at Back of Curb

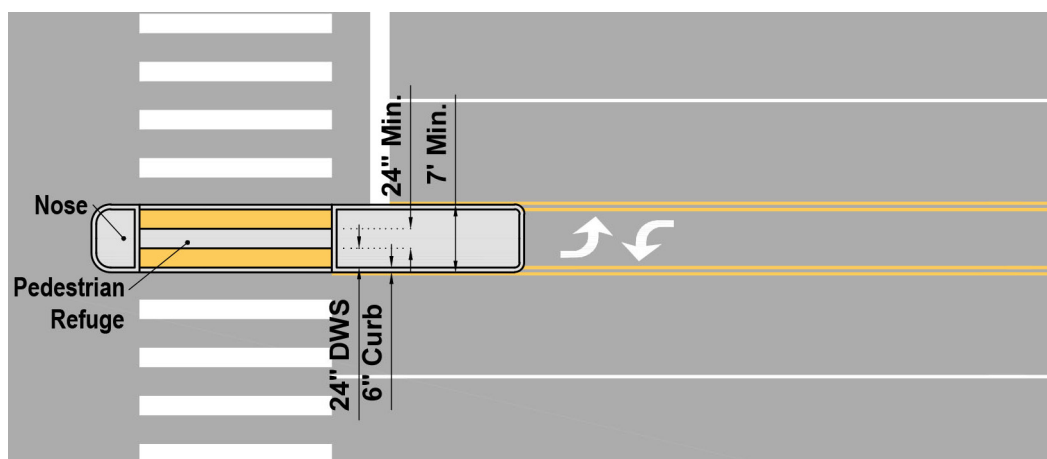
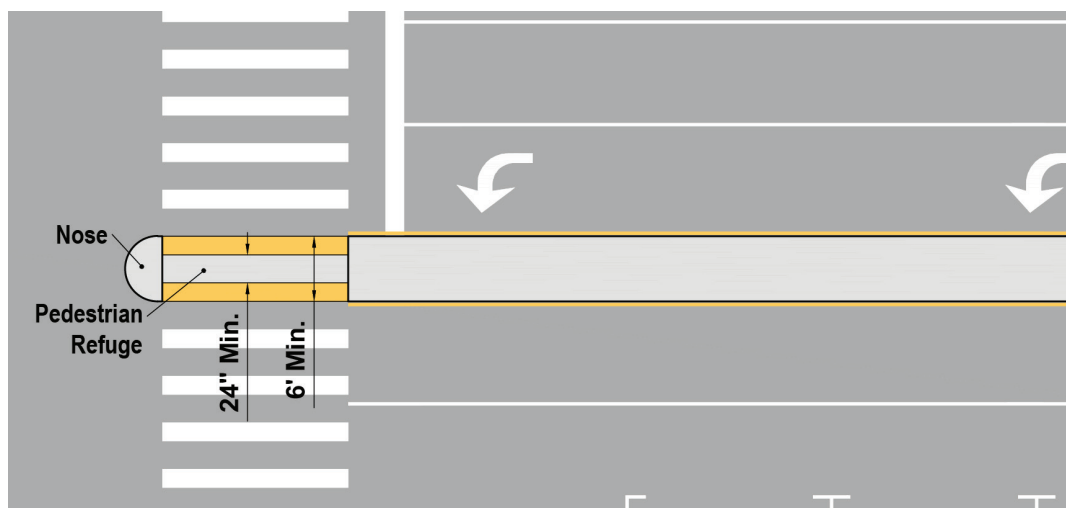


Figure 9: Median Crossing Island – Detectable Warning Surface Placed in Line with Island Face of Curb



For roadways with speeds of 50mph or greater, the preferred minimum width for crossing islands is 10 feet, which accommodates bicyclists with trailers and wheelchair users more comfortably. A width of 8 feet can be constructed if there are constraints, but it is not preferred. Cut-through openings should match the width of the corresponding crosswalk. A “nose” that extends past the crosswalk toward the intersection is recommended to separate people waiting on the crossing island from motorists, and to slow turning motorists. Traffic control equipment, vegetation, and other aesthetic treatments

may be incorporated, but must not obscure pedestrian visibility. When less than 6 feet in width is available, designers can still provide a center median, also known as a hardened centerline, to channelize and slow the speeds of left- turning motorists as they prepare to cross the path of pedestrians and bicyclists. This treatment is especially important to provide where permissive left turns are permitted across the crosswalk to calm turn speeds. However, this treatment does not meet the definition of an accessible median refuge.



## Hardened Centerline

A hardened centerline comprises a painted centerline supplemented by flexible delineators, mountable curb, rubber curb, concrete curb, “In-street Pedestrian Crossing” signs (R1-6), or a combination of these treatments. The dimensions of a hardened centerline will depend on the intersection geometry and vehicle turning radius. Hardened centerlines should be considered where higher-speed left turns occur concurrent with pedestrian and/or bicyclist movements, as they have been found to reduce the speed of left turning motorists by reducing the effective turning radius. Hardened centerlines can be appropriate on both the departure roadway and the receiving roadway to control the left turning motorist path of travel (See **Figure 10**).

Figure 10: Flexible Delineators and Hardened Centerline to Control Turning Speed



### 5.1.2 Curb Extensions

On streets with on-street parking, curb extensions can be used at intersections and mid-block crossings to extend the sidewalk or curb line into the parking lane. Curb extensions reduce crossing distance for pedestrians and bicyclists, improve sight distance for all road users, and prevent parked cars from encroaching into the crosswalk area. At intersections, curb extensions can better control the effective turning radius and can be used in conjunction with truck aprons (See **Section X**).

#### Design Considerations

Designers should consider the following for intersection and mid-block locations:

- Curb extensions are typically used where there is an on-street parking lane and its width is typically the width of,

or 1 foot less than, the width of the parking lane. Curb extensions may be considered for use where shoulders exist if bicyclists are not expected to operate on the shoulder.

- Mid-block curb extensions can be co-located with fire hydrants to maintain access to hydrants and to reduce impacts to on-street parking.
- Curb extensions can create additional space for curb ramps, low-height landscaping, and street furniture where sidewalks are otherwise too narrow. Care should be taken to ensure that street furniture and landscaping do not block motorists' views of pedestrians.
- Curb extension designs should facilitate adequate drainage, either by providing inlets upstream of the curb extension, or by providing grading that maintains drainage flows along the curb line (in which situation the inset area should be constructed using concrete to improve durability, and drainage maintained along the bump-out). The designer should consider factors such as maintenance in the selection of drainage facilities, as some options may be more prone to clogging and require more routine maintenance to function properly, and the ability of bicyclists or pedestrians to safely traverse the structures or grating.
- Designers should consider providing reflective vertical elements to alert drivers and snowplow operators to the presence of curb extensions.
- The length of a curb extension should extend at least 20 feet on both sides of the crosswalk but can be longer depending on the use desired within the extension (e.g., stormwater management, bus loading, restricting parking) or where additional parking restrictions are desired (e.g., where “Advance Yield Here To Pedestrians” sign and yield lines are provided more than 20 feet from the crosswalk).
- Painted curb extensions may be used as an interim measure and should be paired with edge objects such as flexible delineators to create a sense of enclosure and buffer from motor vehicle traffic.
- Approaches to curb extensions can be created as a straight taper or using reverse curves, though reverse curves are easier for snowplow operators to guide along without catching the plow edge.



## 5.1.3 Corner Islands

A corner island allows the bike lane and side path to be physically separated up to the intersection crossing point where potential conflicts with turning motorists can be controlled more easily. It serves an important purpose in protecting the bicyclist from right-turning motor vehicle traffic. The corner island also provides the following benefits:

- Creates space for a forward bicycle queuing area.
- Creates additional space for vehicles to wait while yielding to bicyclists and pedestrians who are crossing the road.
- Reduces crossing distances where raised refuge medians are provided.
- Reduces motorist turning speeds.
- Can reduce through bicyclist speeds by adding deflection to the bike lane or side path.

### Design Considerations

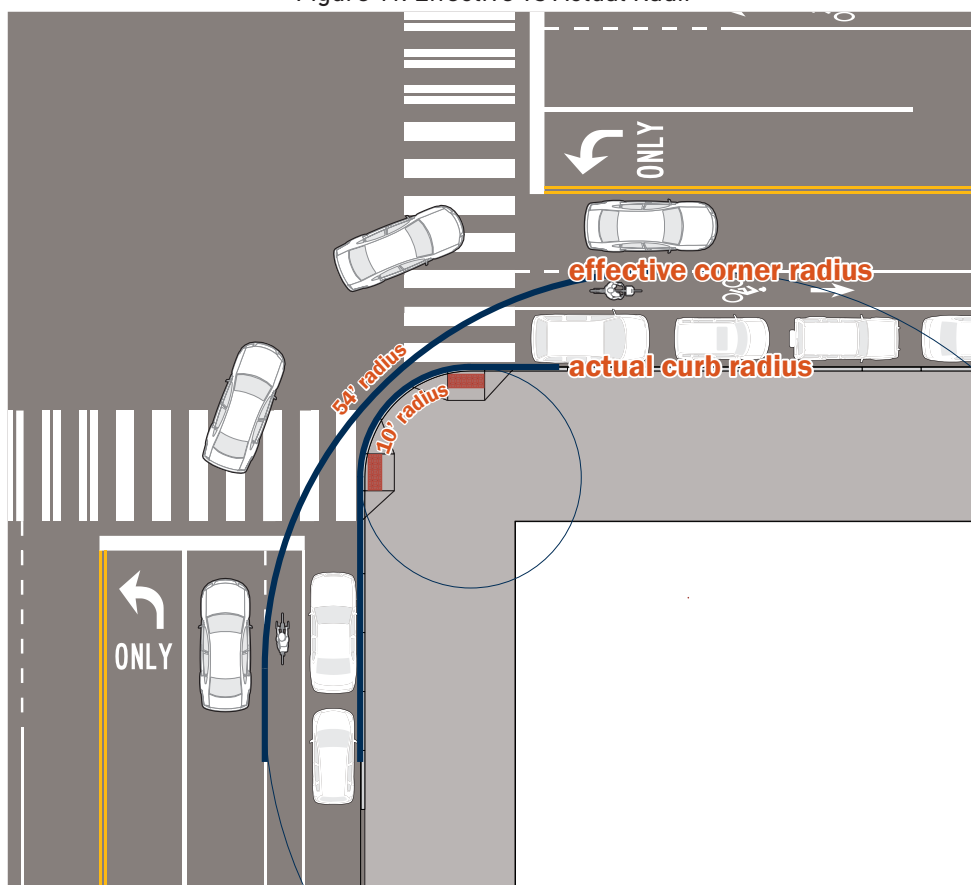
The corner island geometry will vary greatly depending upon available space, the location and width of buffers, and the corner radius. The corner island should be constructed with a standard vertical curb to discourage motor vehicle encroachment. In retrofit projects, corner islands may

be constructed with flexible delineators posts. Where the design vehicle exceeds an SU-30, a mountable truck apron can be considered to supplement the corner island; however, the corner island should not be eliminated, as it serves an important function to protect crossing bicyclists and pedestrians and control motorist speeds, as described above.

## 5.1.4 Curb Radius

Corner design has a significant impact on how well an intersection serves the diversity of roadway users. Two of the most important corner design elements are the effective corner radius and the actual curb radius. Actual curb radius refers to the curve that the face of curb line makes at the corner, while effective corner radius refers to the curve which motor vehicles follow when turning, which may be affected by on-street parking, bicycle lanes, medians, and other roadway features. Curb radii should be 10 feet for local roads and 25 feet for arterials and above. Sharper curb radii may be needed at intersections where further speed reductions are needed or larger vehicles are prevalent.

Figure 11: Effective vs Actual Radii



## Design Considerations

- The smallest feasible curb radii should be selected for corner designs. Small curb radii benefit pedestrians by creating sharper turns that require motorists to slow down, increasing the size of waiting areas, allowing for greater flexibility in the placement of curb ramps, and reducing pedestrian crossing distances.
- A smaller curb radius should be used wherever possible including where:
  - There are higher pedestrian volumes
  - There are low volumes of large motor vehicles
  - Bicycle and parking lanes create a larger effective radius
- The maximum desired effective corner radius is 35' to accommodate large motor vehicles; however, all factors that may affect the curb radii must be taken into consideration. These include:
  - The street type
  - The angle of the intersection
  - Presence of curb extensions
  - The number and width of receiving lanes
- On streets where fire trucks and buses need to make tight turns and on frequent freight routes, larger turning radii may be necessary to accommodate turning movements.
- Small curb radii may be more difficult for large motor vehicles to negotiate. However, on-street parking or bicycle lanes may provide the larger effective radii to accommodate the appropriate design vehicle.
- The corner design must accommodate the design vehicle's turning path around the effective corner radius, which is based on street configuration (e.g., the presence of on-street bikeways, on-street parking, etc.).
- Where there are high volumes of large motor vehicles making turns, inadequate curb radii could cause large motor vehicles to regularly travel across the curb causing damage to the curb and compromising the pedestrian waiting area

At protected intersections with bike facilities, at least a 10 feet corner radius (15 feet preferable) should be provided where bicyclists make turning movements between bikeways. The radius may be reduced to a minimum of 5 feet in constrained conditions; however, the designer should recognize that this may require bicyclists with longer bicycle types (e.g., bicycle with trailer, adult box bicycle) to slow significantly to facilitate the turn.

## 5.1.5 Curb Ramps and Detectable Warning Surfaces

Pedestrian curb ramps are required to transition pedestrians from the sidewalk (and bicyclists and pedestrians from side paths) to the street where there is a change in elevation between the two. It is preferable to use the curb ramp style that will shorten crossing distances and provide directional cues to pedestrians. Parallel curb ramps may be necessary at locations where the sidewalk is constrained and the provision of a level landing requires an alternative approach. The curb ramp must meet pedestrian accessibility guidelines.

### Curb Ramp Types

There are five types of curb ramps used in street corner designs:

- Perpendicular
- Parallel
- Blended Transition
- Combination
- Diagonal

Curb ramps should be located entirely within the marked crosswalks (where they exist). Drainage grates or inlets should not be located within the crosswalk area, as wheelchair casters or cane tips could get caught.

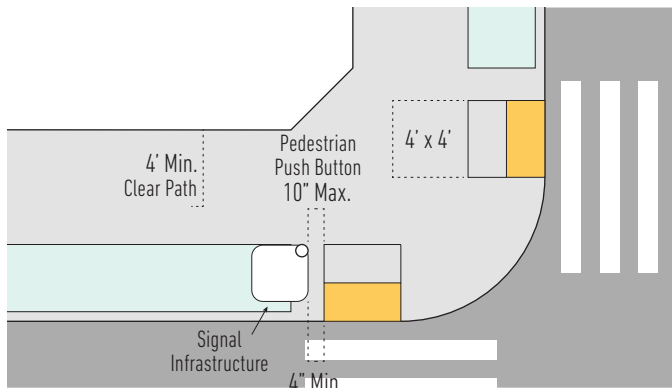
### Design Considerations

There are a variety of curb ramp designs. The appropriate type of curb ramp to be used is a function of sidewalk and border width, curb height, curb radius, and topography of the street corner. Three types of curb ramps are commonly used in street corner designs: perpendicular, parallel, and blended transitions. These types of curb ramps can also be used in various combinations. These general curb ramp types are illustrated in **Figure 12** through **15**. Table 5 summarizes the advantages and disadvantages of the respective curb ramp types.

### Perpendicular Curb Ramps

These curb ramps are perpendicular or nearly perpendicular to the curb face. They are generally the preferred design for pedestrians, provided that a 4 feet (1.2 m) landing is available for each approach, although a 5-foot landing is preferred if space is available. Landings allow pedestrians to move completely from the curb ramp before turning to proceed along the sidewalk. If landings

are not provided, perpendicular curb ramps may not be accessible and should not be used because they create severe cross slopes and rapid changes in cross slopes over short distances.



From perpendicular curb ramps, users will generally be traveling perpendicular to vehicular traffic when they enter the street at the bottom of the curb ramp. Where practical, the curb ramp path should be aligned with the crosswalk. At large curb return radii, it may not be possible to provide a curb ramp that is both aligned with the crosswalk and exactly perpendicular to the curb

face. Generally, alignment of the curb ramp with the crosswalk is preferable to providing a ramp that is exactly perpendicular to the curb face.

Single perpendicular ramps serving two crosswalks (sometimes referred to as diagonal ramps) are not recommended. Such ramps are typically not aligned with either of the crosswalks that extend across the intersecting streets. As a result, the single perpendicular curb ramp may direct pedestrians with vision disabilities or wheelchair users toward the center of the intersection, rather than toward either crosswalk. Where physical constraints prevent provision of separate perpendicular curb ramps for each crosswalk in alteration projects, a single perpendicular ramp (or diagonal ramp) may be used; the single perpendicular curb ramp needs a 4 feet by 4 feet (1.2 m by 1.2 m) clear space in the roadway to accommodate a turning maneuver (a 5 feet by 5 feet space should be used if space allows). A curb return radius of at least 20 feet (6.1 m) is generally needed so that the clear space does not encroach on a travel lane.

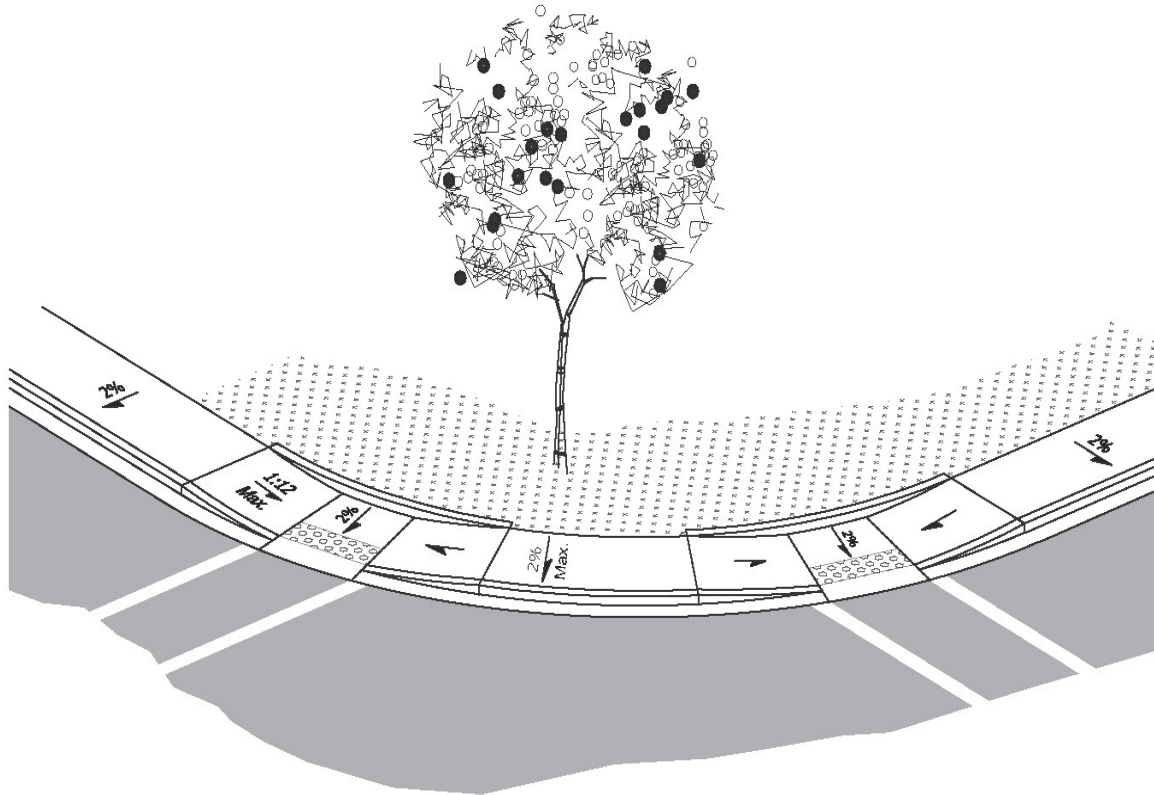


### Parallel Curb Ramp

Parallel curb ramps are used where the available space between the curb and the property line is too constrained to permit the installation of both a perpendicular curb ramp and a landing. In some cases, merely reducing the curb radius can permit the construction of perpendicular curb ramps. Where this is not practical, the full width of the sidewalk is brought down to the street grade beyond the intersection crosswalk area with only a 2 percent drainage slope to the gutter. Thus, a parallel curb ramp has two curb ramps leading down towards a centered landing at the bottom of both curb ramps.

A 4 feet by 4 feet (1.2 m by 1.2 m) landing is needed between the two curb ramps, although a 5 feet by 5ft landing is preferred. The two curb ramps leading to the centered landing are oriented so the path of travel on the curb ramps is parallel to vehicular traffic on the adjacent street and the pedestrian's path of travel on the sidewalk. Detectable warning surfaces are needed on the landing at the curb line between the two curb ramps (See **Figure 12**). A landing at the top of a parallel curb ramp is required only if turning is needed. Parallel curb ramps result in pedestrians continuing along the sidewalk traveling down one curb ramp and up the other. For this reason, where practical, it is preferred that two perpendicular curb ramps be installed rather than parallel curb ramps.

Figure 12: Parallel Curb Ramps





## Blended Transitions

With a blended transition, the sidewalk elevation is lowered to the street level with a gradual change in slope. The maximum grade in the direction of pedestrian travel is 5 percent, and the maximum cross slope is 2 percent (except at pedestrian street crossings without yield or stop control where the cross slope is permitted to equal the street or highway grade). The maximum cross slope of the pedestrian access route around the blended transition is 2 percent. Blended transitions without accessible pedestrian signals (APSs) should be used sparingly since they provide limited directionality for pedestrians with vision disabilities.

## Combinations

Curb ramps can also be designed using a combination of curb ramp types to take advantage of the characteristics of the different types of curb ramps. For example, a combined parallel and perpendicular curb ramp (See **Figure 13**) can use the concept of a parallel curb ramp to lower the elevation level of the landing and then use a perpendicular curb ramp to complete the remaining elevation gap between the landing and the street. This type of combined parallel and perpendicular curb ramp may be helpful where the sidewalk is narrow, has a steep grade, or has a high curb. Where sedimentation is a problem for parallel ramps, combination ramps should be considered as an alternative.

Figure 13: Combined Parallel and Perpendicular Curb Ramp

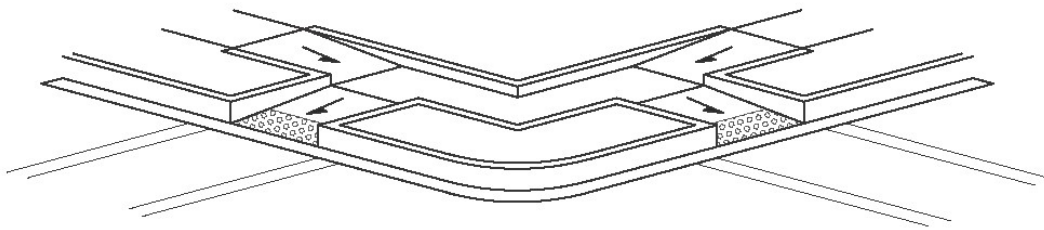
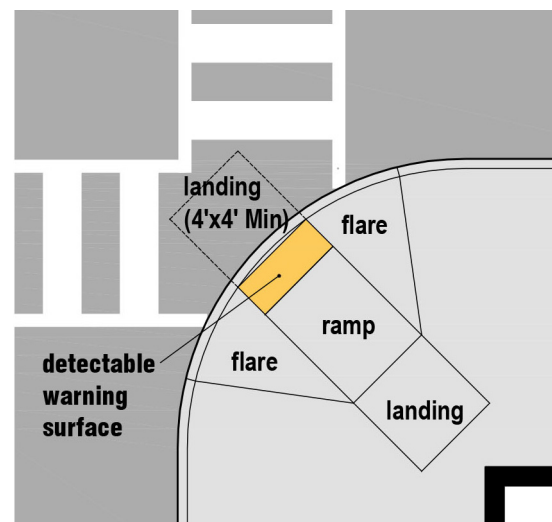


Figure 14: Diagonal Curb Ramp Example



## Diagonal

Diagonal curb ramps are a single curb ramp that is located at the apex of the corner (See **Figure 14**). Diagonal curb ramps are not acceptable designs for access to new sidewalks but may be applied in retrofit locations where a pair of perpendicular ramps is not feasible due to existing site constraints. This design directs a visually impaired person away from the crosswalk and into traffic. Therefore, the entire lower landing area must fall within the crosswalk that the ramp serves and cannot be located in the traveled lane of traffic.



## Considerations

**Table 5** summarizes the considerations for curb ramp design.

Table 5: Considerations for Curb Ramp Design [adapted from (21)]

Best Design Practices and/or Design Requirements	Rationale
PROWAG requires turning space at the top of perpendicular curb ramps. Provision of level turning spaces at the top of other curb ramps represents a best practice.	Landings are critical to allow wheelchair users space to maneuver on or off of the curb ramp. Furthermore, they allow pedestrians continuing along the sidewalk to avoid negotiating a surface with a changing grade or cross slope.
Clearly identify the boundary between the bottom of the curb ramp and the street with a detectable warning.	Without a detectable warning, pedestrians with vision disabilities may not be able to identify the boundary between the sidewalk and the street.
Design curb ramp grades perpendicular to the curb.	Assistive devices for mobility are unstable if one side of the device is lower than the other or if the full base of support (e.g., all four wheels on a wheelchair) is not in contact with the surface. This commonly occurs when the bottom of a curb ramp is not perpendicular to the curb.
Place the curb ramp within the marked crosswalk area.	Pedestrians outside of marked crosswalks are less likely to be seen by drivers because they are not in an expected location.
The difference in grade between a gutter and adjacent curb ramp should not exceed 11 percent without providing a level strip of at least 24 in. (0.6 m).	Severe or sudden grade changes may not provide sufficient clearance for the frame of a wheelchair causing the user to tip forward or backward.
Curb ramps should be designed so that pedestrians do not need to turn or maneuver on the curb ramp surface.	Maneuvering on a steep grade can be very difficult for people with mobility disabilities.
Curb ramps should have a grade between 5 percent and 8.3 percent; and lengths not exceeding a length of 15 feet (4.6 m), exclusive of the landing.	Shallow grades are difficult for people with vision disabilities to detect, but steep grades are difficult for those using assistive devices for mobility.
A curb ramp and gutter should have across slope equal or less than 2.0 percent.	Curb ramps should have minimal cross slope so users do not have to negotiate a steep grade and cross slope simultaneously.
Adequate drainage should be provided to prevent accumulation of water or debris on or at the bottom of the curb ramp.	Water, ice, or debris accumulation will decrease the slip resistance of the curb ramp surface.
Transitions from curb ramps to gutters and streets should be flush and free of elevation changes.	Maneuvering over any more-than-minimal vertical rise, such as a lip or defect, can cause wheelchair users to propel forward when wheels hit them.
Align the curb ramp with the crosswalk, so there is a straight path of travel from the top of the curb ramp to the center of the roadway to the curb ramp on the other side.	People using wheelchairs often build up momentum in the crosswalk to get up the curb ramp grade leading to the sidewalk on the opposing side of the roadway (i.e., they "take a run at it"). This alignment may also be useful for people with vision disabilities.

## Curb Ramp Locations

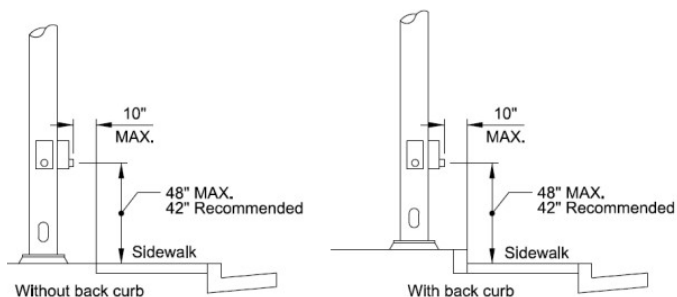
It is desirable to provide an accessible route for persons with disabilities. When a curb ramp is built on one side of a street, a companion curb ramp is required on the opposite side of the street. Therefore, when normal project or work limits end within an intersection, the work limits must extend to allow construction of companion ramps.

In accordance with the *Larimer County Urban Area Street Standards (LCUASS)* "Chapter 16: Pedestrian Facilities Design and Technical Criteria," curb ramps shall be

installed at all intersections for all new construction or reconstruction of curb and sidewalk, as follows:

- 4-Way Intersections: Access ramps shall be included at all intersection corners. Access ramps shall be constructed in accordance with the Construction Drawings from the *LCUASS*.
- T-Intersections: All "T" intersections shall have a minimum of three access ramps as detailed in the *LCUASS*.

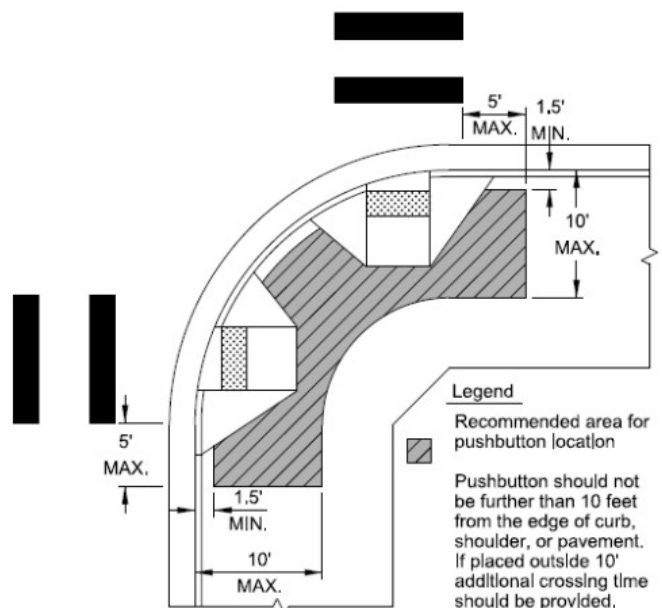
- Intersections may have unique characteristics that can make the proper placement of curb ramps difficult, particularly in retrofit situations. However, there are some fundamental guidelines that may be followed:
- Perpendicular curb ramps should be built at an angle perpendicular to the curb face; where the curb ramp meets the roadway, the full width of the curb ramp (exclusive of flares) must be within the crosswalk. Aligning the curb ramp with the crosswalk provides an additional cue for in-line travel across a street by pedestrians with vision disabilities.
- At large curb return radii, if may not be possible to provide a curb ramp that is both aligned with the crosswalk and exactly perpendicular to the curb face. Generally, alignment of the curb ramp with the crosswalk is preferable to providing a ramp that is exactly perpendicular to the curb face.
- One curb ramp should be placed for each direction of pedestrian travel. Where space is limited, a blended transition may be used to serve both directions of pedestrian travel.
- Curb ramps should not be located coincident with storm drain inlets, which can catch wheelchair casters or cane tips.
- Curb ramps should be designed for adequate drainage. The presence of a puddle of water at the base of a curb ramp can hide pavement discontinuities and can lead to icy conditions during cold weather.
- Curb ramps should be situated so they are adequately separated from parking lanes. Regulatory signs and parking enforcement can discourage vehicles from blocking or backing across a crosswalk or curb ramp.
- Use of curb extensions physically separates parked vehicles from the curb ramp.



Where the sidewalk is too narrow to accommodate the length of a curb ramp without exceeding the maximum grade or too narrow to accommodate a landing, alternatives include: (1) providing a gradual lowering of the sidewalk and curb height on the approaches to the corner; (2) purchasing or obtaining an easement from the adjacent property to provide additional right of way adjacent to the sidewalk; (3) installing a raised crossing; or (4) adding a curb extension.

Where a large turning radius cannot be made smaller, it may not be practical to align the curb ramp run entirely parallel to the crosswalk and still be perpendicular to the curb face. In these cases, an alternative is to install two perpendicular curb ramps aligned parallel to the crosswalk by introducing a short landing at the bottom of the curb ramp. This will improve wayfinding into the intersection for pedestrians with visual disabilities. Another alternative for large turning radii, where sufficient right-of-way is available, is to construct two perpendicular curb ramps leading to a single 5-ft (1.5 m) landing area just behind the curb line.

If a perpendicular approach is not provided, pedestrians who use wheelchairs would face a change in cross slope with only one front or rear wheel in contact with the ground. Thus, where a perpendicular approach is not provided, a grade break perpendicular to the direction of travel must be installed at the bottom of the ramp.

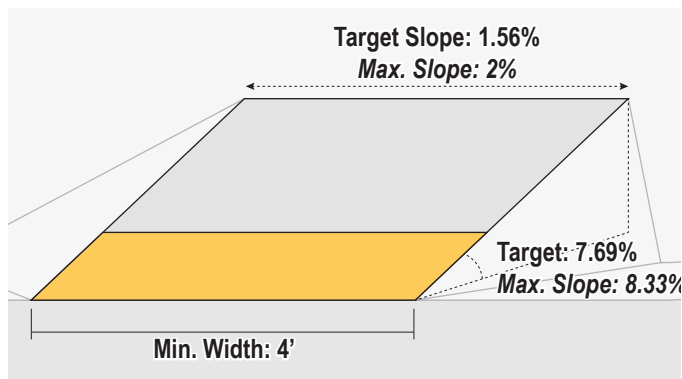


## Curb Ramp Components

The basic components to the standard curb ramp design are explained in the following subsections and depicted on **Figure 15**.

### Ramps

Ramps serve as the primary travel path for wheelchair users and other pedestrians traversing the curb between the sidewalk and the roadway. The grade of a ramp shall not exceed 8.33 percent. The cross slope shall not be greater than 2 percent. The minimum width of a curb ramp is 4 feet. To ensure ramp slopes do not exceed the maximum, ramps should be designed for 7.69 percent and 1.56 percent for running and cross slopes, respectively, to account for construction tolerances.

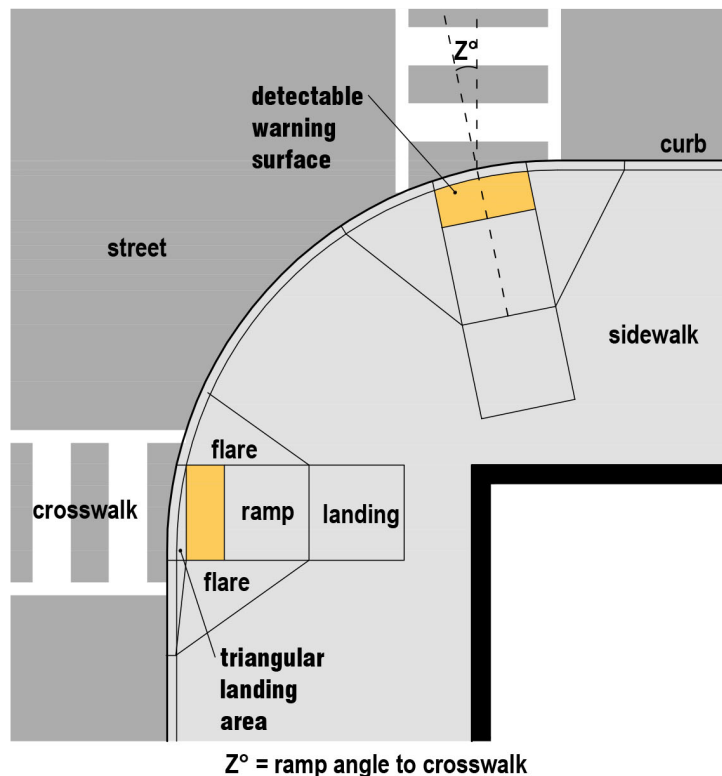


### Gutters

Gutters facilitate the movement of water from the roadway into the local drainage system. Gutters require a counter slope (i.e., roadway cross slope) at the point at which the ramp meets the street for proper drainage. This counter slope should be 2 percent or less where possible, but shall not exceed 5 percent, and the change in angle must be flush, without a lip, raised joint, or gap. Lips or gaps between the curb ramp slope and counter slope can arrest forward motion by catching caster wheels or crutch tips. The algebraic difference between the ramp slope and the gutter counter slope cannot exceed 11 percent, or a 24-inch level strip must be provided between the two slopes.

In Fort Collins, barrier curbs should be used in accordance with Construction Drawings from the LCUASS. Otherwise, inflow curb and storm drainage inlets and systems shall be provided to carry storm water.

Figure 15: Perpendicular Curb Ramp Types: Non-Directional (top) and Directional (lower)



## Landings

Landings provide a level area for wheelchair users to maneuver into or out of the curb ramp and can serve as turning areas. A level, 5 feet square landing is preferred; a 4 feet square landing is the minimum. Level landings are required at the top of ramps with slopes designed for 1.56 percent slope (2 percent maximum) in any direction.

## Flares

Curb ramp flares are graded transitions from a curb ramp to the surrounding sidewalk. Flares are not intended to be wheelchair routes, are considered a non-walkable surface, and often serve as one of the cues used to identify the presence of a curb ramp. In most instances, flares are not required for curb ramps. When provided, flare slopes shall not exceed a 10 percent slope.

Side flares are essential in alterations when space for a top landing (36 inches deep minimum) is not available; in this instance, side flares with a max slope of 8.33 percent are necessary to accommodate wheelchair maneuvering that will partially occur at flares in the absence of full landing space at the top of the ramp unless a parallel-type curb ramp is provided. Parallel curb ramps provide an alternative in such conditions.

## Detectable Warnings

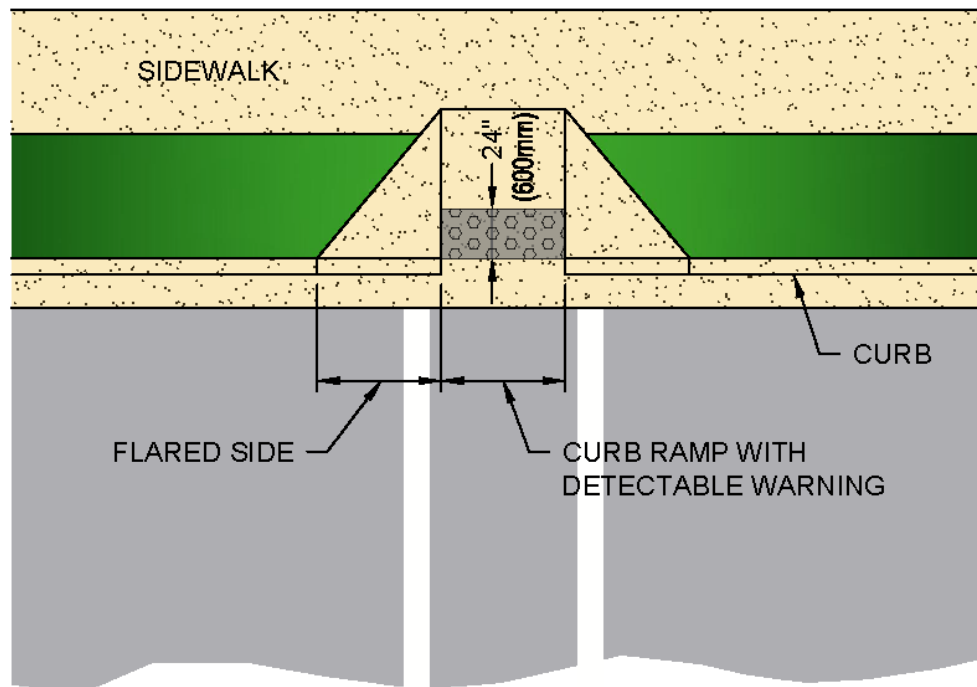
Detectable warnings are a distinctive surface pattern of truncated domes, detectable by cane or underfoot, used to alert people with vision disabilities of their approach to streets and raised crossings. Detectable warnings are also used at drop-offs on transit boarding platforms. The detectable warning surface indicates the boundary between pedestrian and vehicle routes where there is a flush rather than curbed connection. In fact, detectable warnings are a replacement cue for the curb to indicate the location of the street.

Detectable warnings are required on curb ramps at pedestrian street crossings on pedestrian access routes and must contrast visually with the adjacent surfaces. Detectable warning surfaces must extend a minimum of 2 feet (0.6 m) in the direction of pedestrian travel and must extend the full width of the curb ramp or blended transition (See **Figure 16**).

## Truncated Domes

Truncated domes are specified as the detectable warnings to be used at the interface between the sidewalk and the roadway. They are to be included in all connections to all street crossings to mark the street edge where a Pedestrian Through Zone crosses a vehicular way.

Figure 16: Detectable Warning Treatment



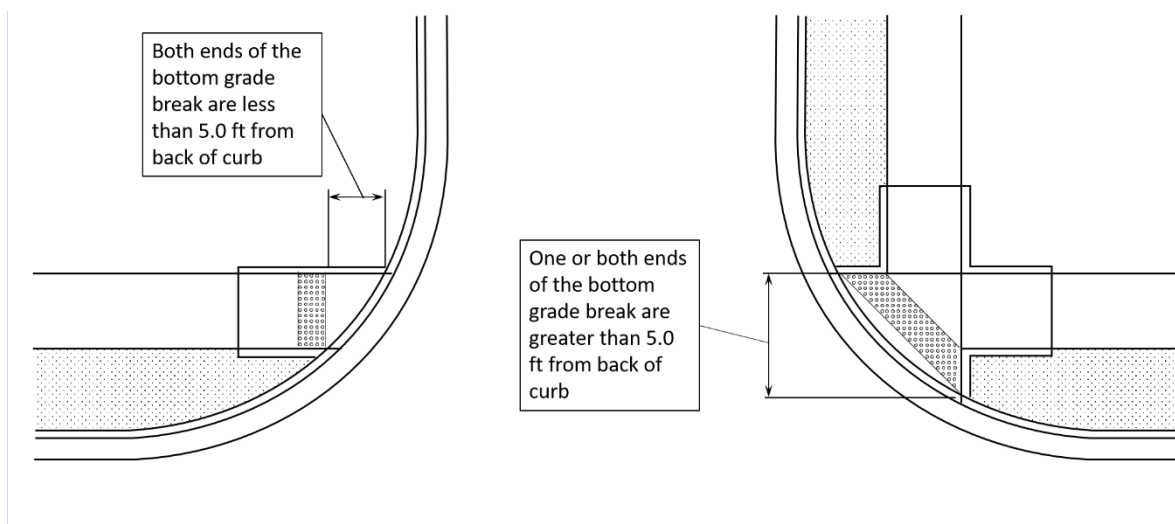
## Placement and Orientation

Detectable warnings should generally be placed at back of curb, which is often where the bottom grade break of a curb ramp is found (See **Figure 17**). When perpendicular curb ramps meet curb radii, however, irregularly shaped areas often result between the bottom grade break and back of curb. The proposed Public Rights-of-Way Accessibility Guidelines (PROWAG)<sup>1</sup> indicates that detectable warnings should be placed at such locations, namely:

- Where the ends of the bottom grade break are in front of the back of curb, the detectable warnings should be placed at the back of curb.
- Where the ends of the bottom grade break are behind the back of curb, and both ends of the grade break are 5.0 feet (1.5m) or less from the back of curb, the detectable warnings shall be placed on the ramp run within one dome spacing of the grade break.
- Where the ends of the bottom grade break are behind the back of curb and the distance from one or both ends of the grade break are more than 5.0 feet (1.5 m) from the back of curb, the detectable warnings should be placed on the lower landing at the back of curb.

Detectable warning surfaces should be oriented such that the rows of domes are perpendicular to the grade break at the bottom of the ramp, so pedestrians in wheelchairs can more easily “track” between the domes, especially on surfaces with grades greater than 5 percent. The orientation of domes within the detectable warning strip is not intended to orient pedestrians with vision disabilities to the direction of the crossing. The domes are to be spaced not less than 1.6 in on center and not more than 2.4 in on center. Some textured surfaces intended to provide information about the location of a street or other feature are not, in fact, detectable. Grooves, crosshatching, exposed aggregate, and similar surfaces may be useful to prevent slippage, but are not detectable underfoot and not approved for this purpose, and may cause discomfort for some individuals using wheeled assistive devices.

Figure 17: Location of Detectable Warning Surfaces on Curb Ramps



<sup>1</sup> PROWAG is currently being updated by the Access Board under the Americans with Disabilities Act (ADA) and the Architectural Barriers Act (ABA) and will address access to sidewalks and streets, crosswalks, and curb ramps. The Board is in the process of finalizing these guidelines. More can be found at [access-board.gov/prowag/](https://access-board.gov/prowag/).



## Blended Transitions

A blended transition is a raised pedestrian street crossing, depressed corner, or similar connection between the pedestrian access route made at the level of the sidewalk and crossing a street where the grade is 5 percent or less, such as on an uncurbed roadway.

Blended transitions can occur at intersection corners as well as at other street crossings. Blended transitions can be advantageous for pedestrians for several reasons. With the flat grade, no landing or turning space is needed at the top or bottom of the transition area. Maintaining the same sidewalk and ramp running slopes also simplifies the overall facility design and increases ease of use. The flatter design also eliminates sharp grade breaks between the walk and the traditional curb ramp area.

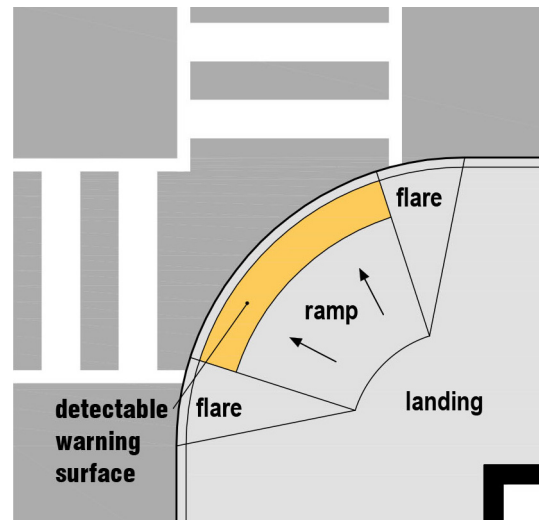
Blended transitions may also be used at raised pedestrian street crossings or raised crosswalks. To provide a clear delineation between the pedestrian walkway and the crossing or crosswalk, the detectable warning mat shall extend across the entire width of the interface between the sidewalk and the raised crossing or crosswalk.

Blended transitions may also be found at street crossings near major pedestrian generators such as sports arenas, transit hubs, convention centers, college or university campuses, or pedestrian-centric commercial areas. Blended transitions in these areas permit large volumes of pedestrians to cross roadways at a time. Similar to the raised crosswalk and intersection applications, truncated dome mats shall be placed along the full length of the transition area to delineate the boundary between pedestrian and vehicular facilities.

## Design Considerations

ADA requirements for cross slopes and detectable warnings for blended transition are similar to those of a curb ramp. A landing is not required for a blended transition. Blended transitions must be wholly contained within the pedestrian street crossing served. At

Figure 18: Blended Transition Example



intersection corners, attempts to install actual curb ramps should be made before blended transition options are examined.

To delineate the boundary between the pedestrian area and the vehicular area, detectable warning mats shall be placed along the entire extent of the depressed area, as shown in **Figure 18**. It is critical to ensure the detectable warning mats encompass the entire length of the area flush with the adjacent roadway so the boundary between the pedestrian area and vehicular area is clear to pedestrians with vision disabilities.

It is important to note that blended transitions between pedestrian travel ways and vehicular travel ways can create difficulties for pedestrians by providing a large area where the corner and street are at the same elevation. This can make it much more difficult to detect the boundary between the sidewalk and the street for persons with vision disabilities. Like diagonal curb ramps, depressed corners can make it more difficult for motorists to determine in which direction a pedestrian intends to cross the street.

## Curb Cuts

Pedestrian curb cuts, or dropped curbs, eliminate the vertical curb face and may facilitate a pedestrian walking within the roadway to exit the roadway.

Pedestrian curb cuts should be placed where the pedestrian route is intended to continue across a roadway, but where a receiving curb ramp and sidewalk do not currently exist. This can be at the roadway edge, at a median or roundabout splitter island, or anywhere a curb presents a vertical face that is not traversable by a mobility device. **Figure 19** describes the required widths and slopes for a pedestrian curb cut.

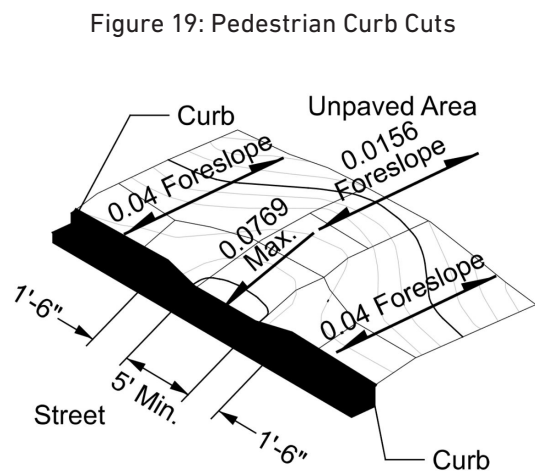


Figure 19: Pedestrian Curb Cuts

## Ramps and Landings

At times, sidewalks that are not adjacent to roadways may exceed a 5 percent longitudinal slope. Where this occurs, the pedestrian access route is treated like a ramp.

Per PROWAG R407, the maximum running slope, horizontal run, and vertical rise are summarized in **Table 6**. It is advised to provide a ramp with the least possible running slope in order to accommodate the widest possible range of users.

Landings should be clear of any obstructions, such as manholes, utility boxes, or valves, and ramps and landings should meet the surface requirements for pedestrian access routes as defined in LCUASS Standard Drawings.<sup>2</sup>

If the pedestrian access route does not have sloped grading adjacent to the ramp and has a vertical drop of more than 6 inches, a railing is required to protect pedestrians from stepping off the edge of the ramp. Dimensions for the railing can be found in PROWAG Section R-409.

Table 6: Impacts of Sidewalk Cross Slope On Pedestrian Stability

Walkway Location	Maximum Cross Slope
Within Street Crossing Without Yield or Stop Control at Intersection	5 percent
Mid-block Street Crossing	Match grade of street
All Other Pedestrian Walkways	1.56 percent

<sup>2</sup> [https://www.larimer.org/sites/default/files/uploads/2021/701-901\\_0.pdf](https://www.larimer.org/sites/default/files/uploads/2021/701-901_0.pdf)

## 5.1.6 Bicycle Ramps

Bike ramps are used to improve bicyclist safety or comfort, to shift the elevation of a bikeway to a different elevation (e.g., from street-level to sidewalk-level), or to change the bicycle facility type (e.g., from a conventional bike lane to side path).

It is common to use bike ramps when approaching roundabouts, at interchange ramp crossings, or at high-conflict zones (such as heavy weaving areas or high turning volume intersections). In these situations, the bike ramp serves the purpose of allowing bicyclists to avoid sharing travel lanes with motorists. In some instances, it may be appropriate to provide a bike ramp that would be used by most bicyclists, but also provide an on-street option for Highly Confident and Somewhat Confident Bicyclists to allow them to ride in the shared lane environment.

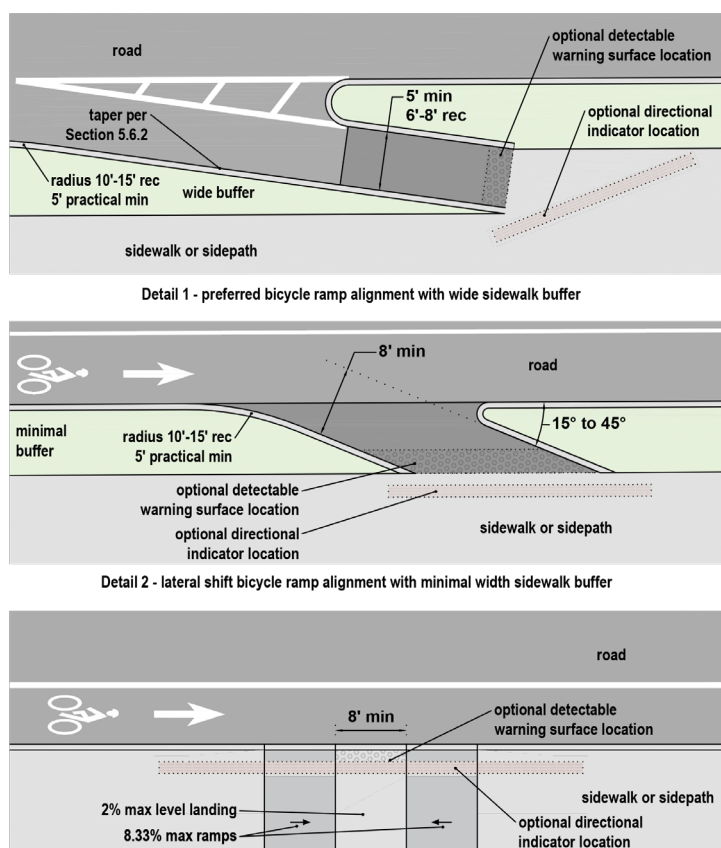
The other situation to use a bike ramp is approaching pedestrian conflict areas or raised crossings across a separated bike lane, where a change in elevation is desired to meet pedestrian accessibility guidelines, to slow bicyclists at conflicts, or to transition the bikeway elevation.

In either situation, the overall facility geometry, the extent of construction or type of project, or the types of bikeways being connected can affect the alignment of the bike ramp. **Figure 20** identifies two options for bike ramps that transition to a shared use path. Detail 1 is preferable to provide a bicyclist with a comfortable change in alignment and ensure grade breaks are parallel to the path of travel. Detail 2 should be used where there is insufficient space to provide the straight taper shown in Detail 1. Designers may encounter the following challenges with the design shown in Detail 2:

- Narrow bike ramp widths can force bicyclists to encroach on adjacent motorist travel lanes, pedestrian zones, or on-coming bicycle traffic on two-way facilities in order to access the ramp.
- If grade breaks at the top and bottom of the bike ramp are not perpendicular to the bicyclist path of travel, bicyclists with more than two wheels (e.g., adult tricycles or bikes with trailers) can experience instability or overturning.

In both situations, increasing the width of the bike ramp can help to address these issues.

Figure 20: Bicycle Ramp to Shared Use Path or Sidewalk

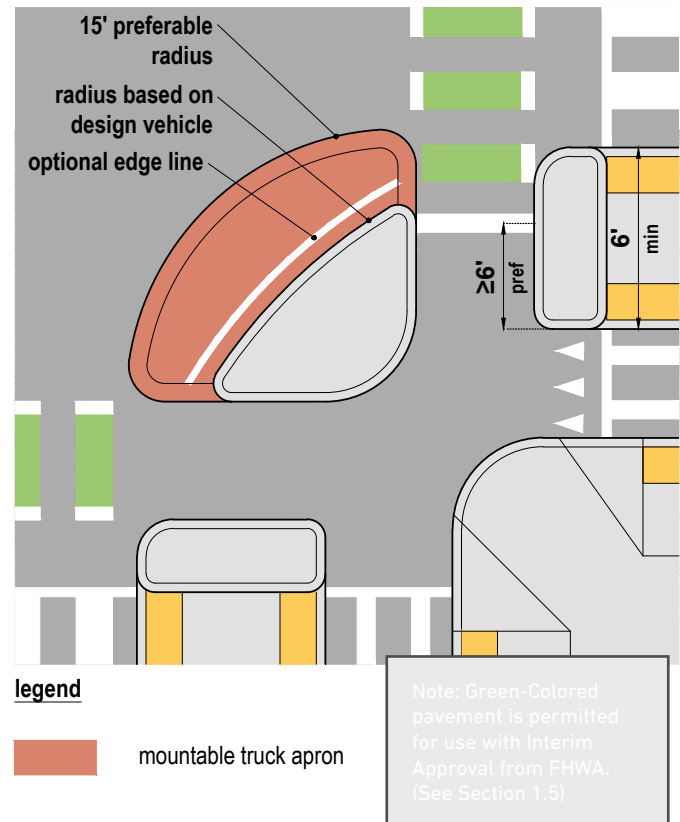


## 5.1.7 Mountable Truck Aprons

While bicyclist and pedestrian safety is negatively impacted by wide crossings at roadway intersections, bicyclists and pedestrians are also at risk if the curb radius is too small. This can result in the rear wheels of a large vehicle tracking over queuing areas at the corner. Maintenance problems are also caused when large vehicles regularly drive over street corners to make turns. Mountable truck aprons are a solution that can reduce turning speeds for passenger vehicles while accommodating the off-tracking of larger vehicles where a larger corner radius is necessary (See **Figure 21**).

Mountable truck aprons are part of the traveled way and as such should be designed to discourage pedestrians or bicyclists from using them as a safe queuing area. Bicycle stop bars, detectable warning surfaces, traffic signal equipment, and other intersection features must be located behind the mountable surface area. The mountable surface should be visually distinct from the adjacent travel lane, sidewalk, and bike facility. The heights of mountable aprons and curbs should generally be no more than 3 in. above the travel lane to accommodate.

Figure 21: Mountable Truck Apron



## 5.1.8 Raised Crossings (Multiple Threat Crossing Solutions)

Raised crossings are an effective strategy for reducing crashes between motorists and bicyclists because they slow the turning speed of motor vehicles, increase visibility of vulnerable street users, and increase yielding behavior of motorists. Raised crossings should be considered for crossings where motorists are required to yield the right of way to bicyclists when approaching the crossing or at a turn. However, raised crossings may not be appropriate across streets where posted speeds are over 30 mph. Designers should also consider the effects of raised crossings on drainage and pedestrian accessibility.

Examples where this treatment may be particularly beneficial include the following types of crossings:

- Unsignalized collector and local street crossings with side paths or separated bike lanes along arterials
- Crossings of driveways and alleys



- Crossings of channelized right turn lanes and roundabouts
- Intersections where a large corner radius is required to accommodate large vehicles

## Design Considerations

Raised crossings are similar to speed tables and should have the following design characteristics (see **Figure 22**):

- They should be elevated 3 to 6 in. above the normal street elevation.
- Motor vehicle approach ramps should have a 5 to 8 percent slope (relative to the street).

Yield lines or speed hump markings should be used on uncontrolled motor vehicle approaches to indicate where motorists should yield to bicyclists and pedestrians.

The surface materials, color, and texture of the shared use path, separated bike lane, and adjacent sidewalk, if applicable, should extend through the crossing, maintaining visual continuity to encourage motorists to yield at the crossing.

Figure 22: Raised Side Street Crossing

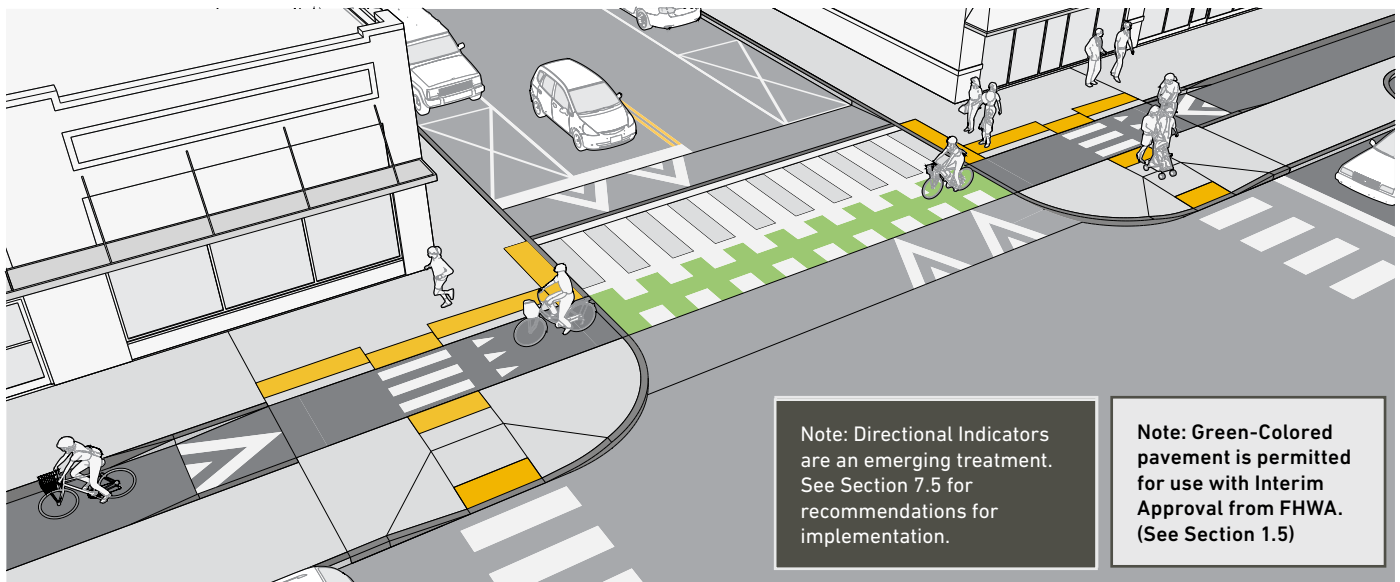
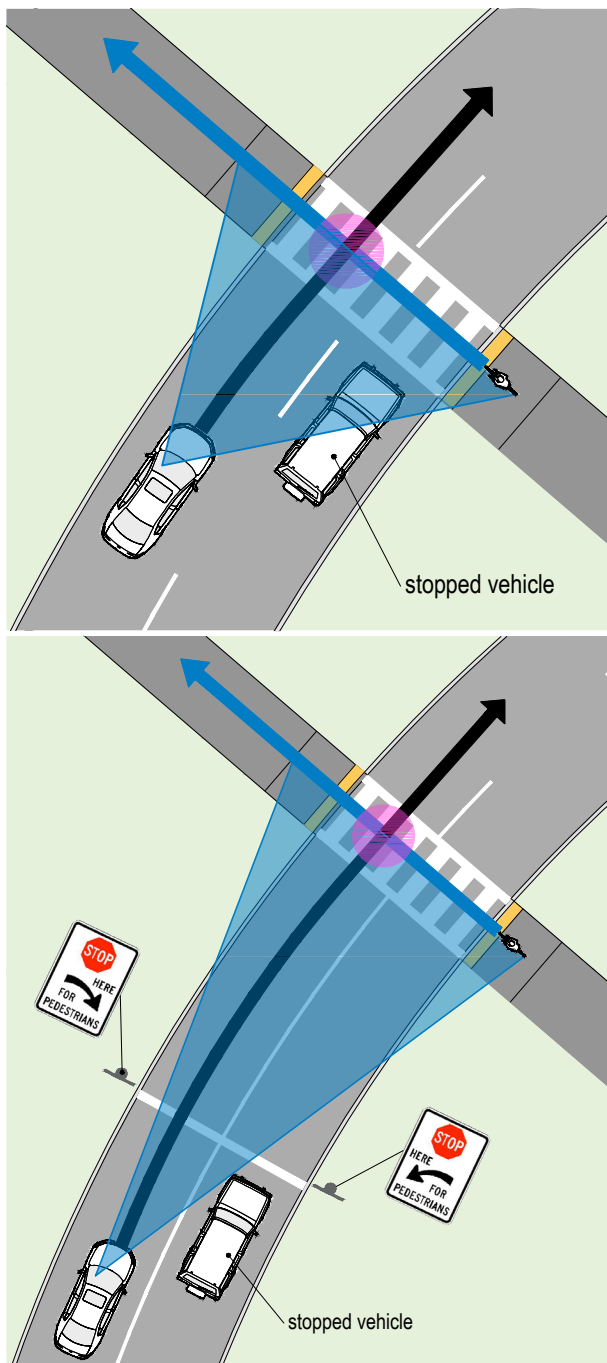




Figure 23: Multiple Threat Crash and Treatment to Address







At bicycle crossings where two or more travel lanes approach from one direction, there is increased potential for a multiple-threat crash. A multiple threat can occur when motorists yield or stop too close to crossings of uncontrolled multilane approaches, placing pedestrians and bicyclists at risk by blocking other approaching motorists' views of the crossing pedestrians or bicyclists. The stopped vehicle also blocks pedestrians' and bicyclists' views of vehicles approaching in the other lanes. Multiple threat crashes often result in severe injuries or fatalities for pedestrians and bicyclists (See **Figure 23**).

The provision of an advance stop line (or yield line) with "Stop Here For (or "Yield Here To") Bicyclists" (and Pedestrians if needed) signs can reduce the crash risk by encouraging the first stopped vehicle to yield farther from the crossing which improves the sight line between the crossing person and approaching motorists in the adjacent lanes. Solid lane line markings should be used to discourage motorists from changing lanes approaching the stop or yield line equivalent to the stopping sight distance for motorists.

The stop or yield lines should be placed 20 feet (minimum) to 50 feet (maximum) in advance of the crossing. The minimum distance should only be used where vehicle approach speeds are 30 mph or less. As speeds increase, the distance the stop or yield lines are placed from the crossing should be increased to account for the higher motorist approach speed. The roadway geometry may also justify increasing the distance between the stop or yield line and the crossing to account for motorist sight lines. This treatment should be considered at all uncontrolled, or pedestrian hybrid beacon-controlled, mid-block, or intersection crossings where a multiple threat crash could occur.

**legend**

-  bicycle and pedestrian travel path
-  motorist travel path
-  potential conflict
-  sight triangle

## 5.1.9 Neighborhood Traffic Circles

Neighborhood traffic circles are primarily used at four-leg, two-lane local streets and are installed to reduce crash severity and slow traffic speeds. Splitter islands are not required on approaches (unlike a modern roundabout), and the central island is typically raised with a mountable apron to prevent a straight-through movement of the typical design vehicle. The occasional control design vehicle should not be precluded from operating within the intersection with encroachment, if necessary, which may include going the “wrong way” to the left of the traffic circle to make a left turn. Landscaping may be planted with the center median if it does not need to be traversable. The local streets typically do not have marked centerlines.

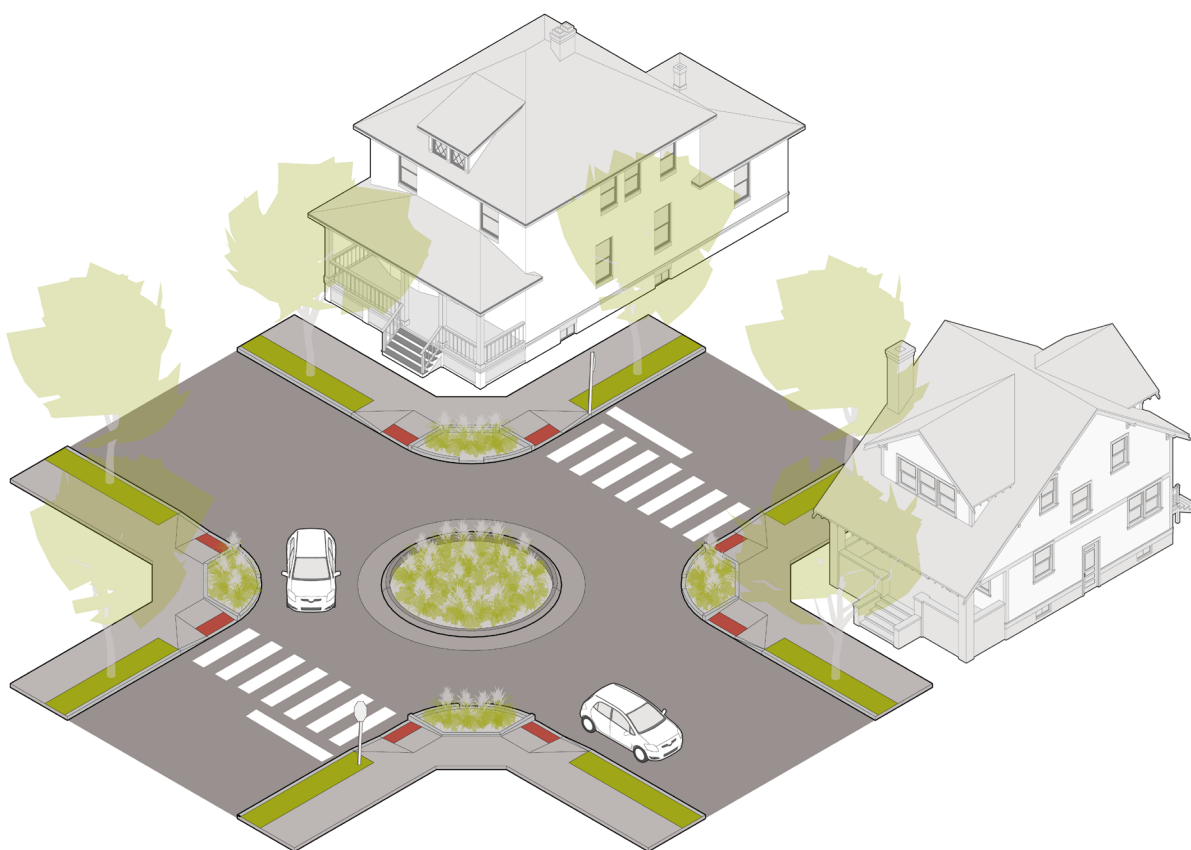
Neighborhood traffic circles typically serve as intersections in primarily residential areas where daily motor vehicle volumes for all approaching legs of the intersection is less than 15,000 ADT, or as intersections along traffic-calmed neighborhood bikeways.

### Design Considerations

The following design standards should be followed for neighborhood traffic circle intersections:

- 15' of clearance should be provided from intersection corners to edge of traffic circle. This may include a mountable truck apron.
- Use the largest traffic circle radius possible to encourage slow speeds.
- Mark crosswalks ahead of each approach/entrance to the traffic circle.

Figure 24: Planted Neighborhood Traffic Circle

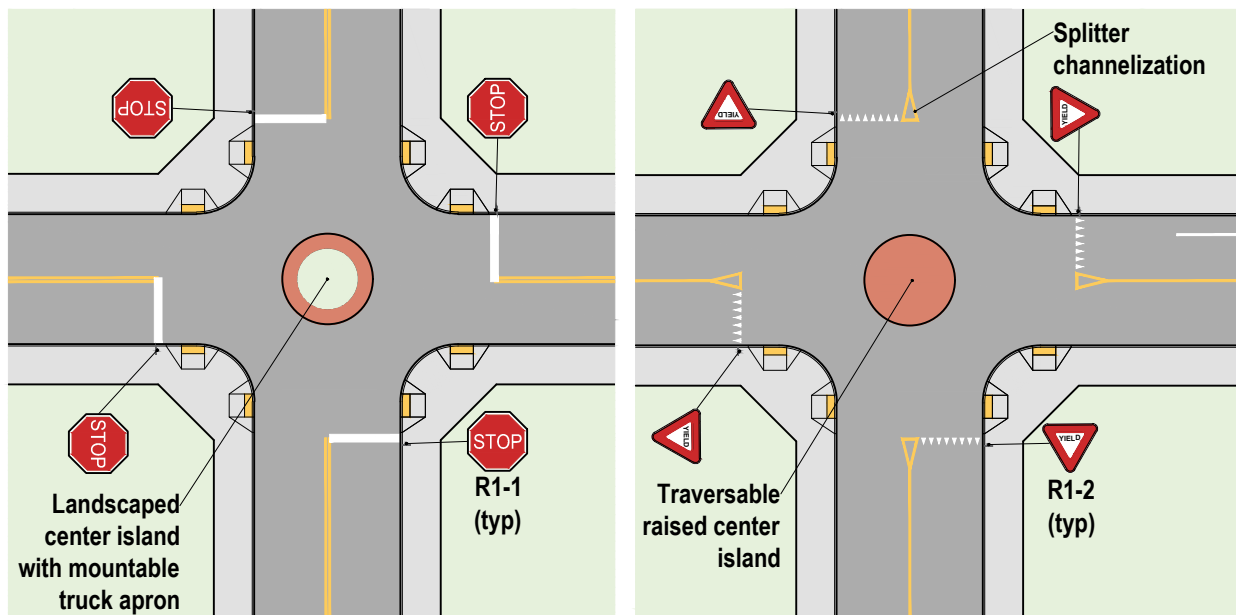


- Traffic controls may be used in addition to the traffic circle. If used, mount “Yield” (R1-2) or “Stop” (R1-1) control signs at motor vehicle approaches to the circle.
- Mount a R6-4 directional sign in the circle when possible. Mount the R6-5P on the “Stop” or “Yield” sign post if a sign can’t be mounted within the circle. Use corner curb extensions or splitter islands to channelize motor vehicles and further reduce speeds.
- The aesthetic value of a traffic circle is an important part of its design. Well-designed traffic circles fit naturally into the neighborhood and can include landscaping, green street elements, or decorative

pavement such as stamped concrete, pavers, etc.

- Traffic circles should be visible to street users with pavement marking, signing and reflectors used where appropriate. Regulatory and/or warning signage should be provided to advise traffic to proceed counterclockwise around the circle.
- Careful attention should be paid to the available lane widths and turning radius used with traffic circles to accommodate the design vehicles.
- Maintaining access to underground utilities must be considered

Figure 25: Schematic Examples of Mini-Roundabouts and Neighborhood Traffic Circle



**Typical Neighborhood Traffic Circle with Stop Control (If Warranted)**

**Typical Mini-Roundabout**

## 5.1.11 Roundabouts

Roundabouts are a popular design solution for intersections because they reduce delay for motorists and increase capacity through an intersection compared with a stop-controlled intersection, while also reducing travel speeds and the number of conflict points. While a confident bicyclist may be comfortable traversing a roundabout in a shared lane environment, many bicyclists will not feel comfortable navigating roundabouts with vehicular traffic, especially multilane roundabouts. Bike lanes are not to be located within the circulatory roadway of a roundabout per the MUTCD. For comfort and safety reasons, roundabouts may be designed to facilitate bicycle travel outside of the circular roadway on a separated bike lane or shared use path.

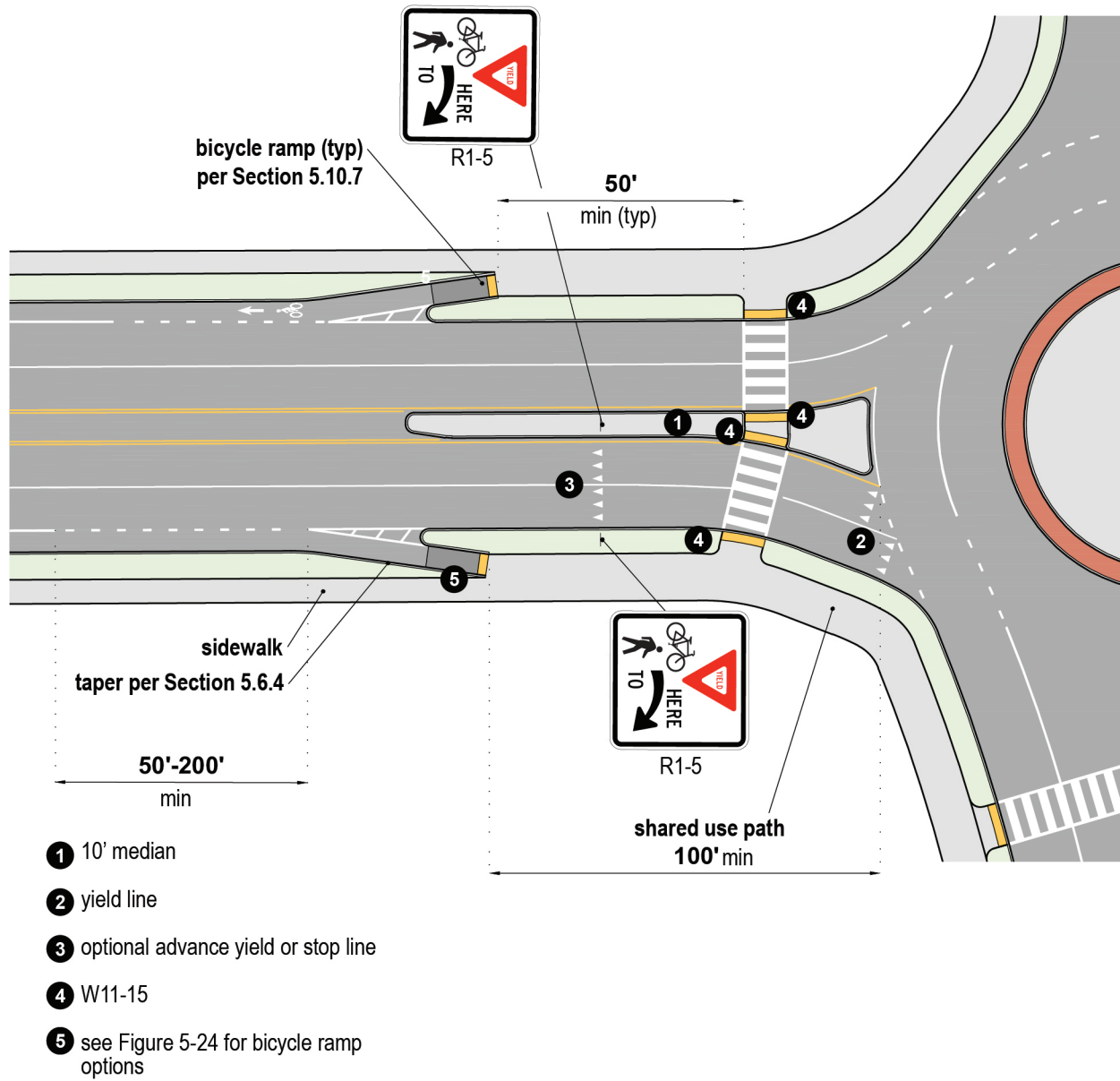
Although on-street bike lanes are to be terminated in advance of roundabouts, some bicyclists may choose to ride through the circulatory roadway as a vehicle rather than using a separated bikeway. Shared lane markings may be used within the circulatory roadway of the roundabout to indicate the preferred bicyclist position in the center of the lane.

### Transitions to Separated Bikeways at Roundabouts

Accommodations should be provided to allow on-street bicyclists to move from the roadway to an adjacent separated bikeway before reaching a roundabout. The type of separated bikeway (i.e. separated bike lane or shared use path) is determined primarily by the anticipated volume of bicyclists and pedestrians. This transition from on-road to separated bikeway should be located a minimum of 100 feet from the edge of the roundabout circulatory roadway (See **Figure 26** and **Figure 27**). If on-street bike lanes are present, they should be terminated in advance of the roundabout at the transition to the separated bikeway.

As shown on **Figure 26**, if the elevation of the separated bikeway differs from the on-road facility, a bicycle ramp must be provided to transition between these facility types. An appropriate taper of the bike lane should be provided to narrow the entry width for the roundabout. The taper should end prior to the crosswalk at the roundabout, to achieve the shortest practical pedestrian crossing distance. The bike lane line should be dotted for 50 to 200 feet in advance of the taper to provide guidance to bicyclists who wish to travel the roundabout in the shared lane.

Figure 26: Typical Layout of Bike Lane Transitions to Shared Use Path at Multilane Roundabout with Bike Ramps





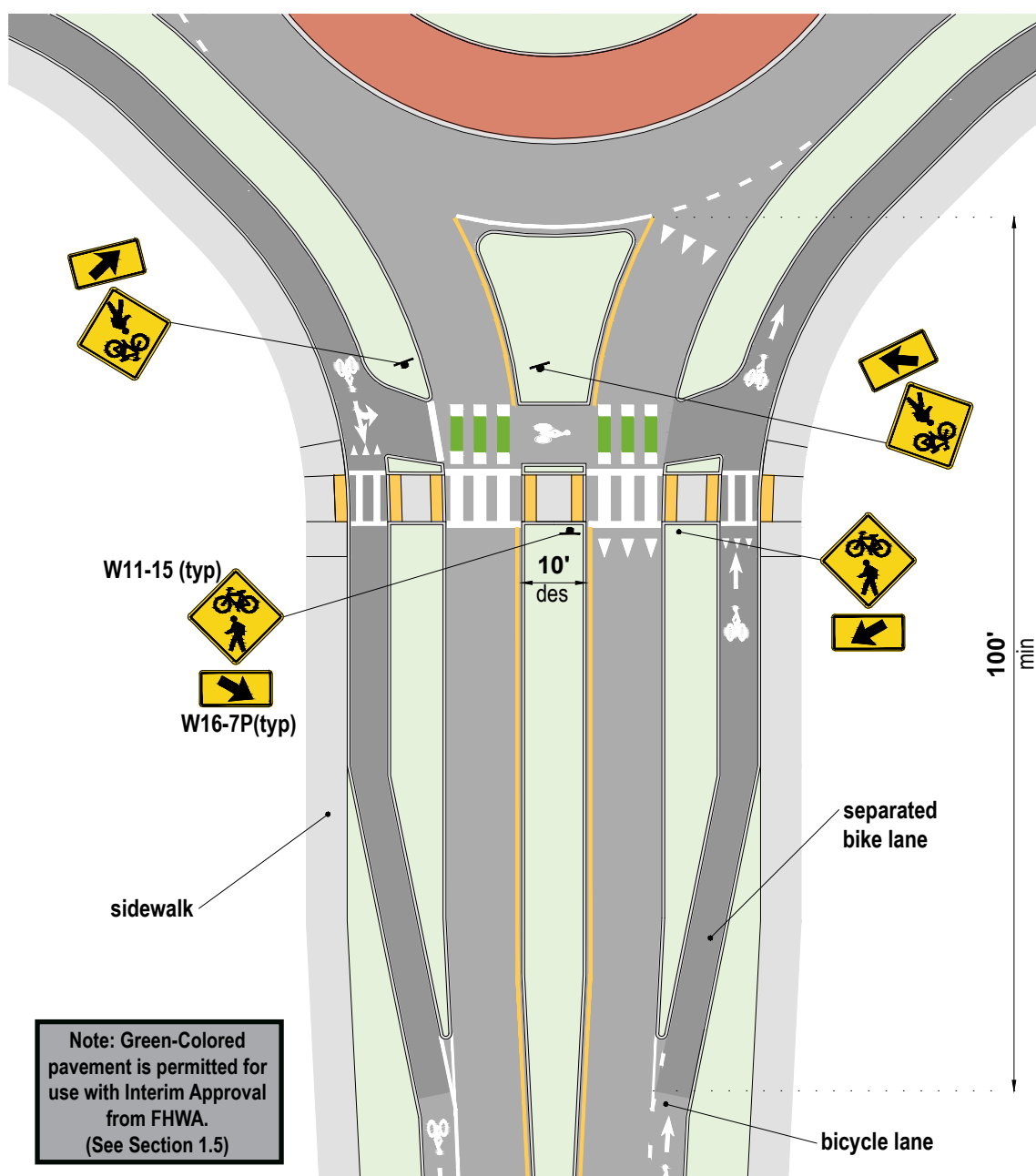
## Separated Bike Lanes at Roundabouts

When separated bike lanes are provided on approaches to roundabouts, they may be continued around the intersection to maintain the continuity of the bikeway. When bike lanes are provided on approaches to roundabouts, and if it is desirable to maintain separation between bicyclists and pedestrians, the bike lanes may transition to separated bike lanes around the roundabout.

Separated bike lanes at roundabout crossings should provide the following features:

- Yield control for motorists at the bicycle crossing
- Channelizing islands or detectable surface materials to maintain separation between bicyclists and pedestrians throughout the crossings
- “Bicycle/Pedestrian Warning” signs (W11-15) at the bicycle and pedestrian crossings
- Roundabouts shall also be the preferred form of traffic control at any intersection that meets MUTCD warrants for the installation of all-way stop control

Figure 27: Typical Layout of Separated Bike Lanes at Roundabout



## Shared Use Paths at Roundabouts

When shared use paths are provided approaching a roundabout, they should be continuous around the circulating roadway. Shared use path design at roundabouts is similar to separated bike lane design, and should include the following features:

- Minimum shared use path width of 10 feet
- Widened curb ramps that match the shared use path width at crosswalks to facilitate pedestrians and bicyclists at the crossings
- Supplemental yield lines for crossings at roundabout exits to reinforce motorist yielding
- “Bicycle/Pedestrian Warning” signs (W11-15) at the shared use path crossings



Shared Use Path at Roundabout

## On-Street Bicycle Travel through Roundabouts

The geometric features of a roundabout (e.g., entry and exit radii, entry and exit widths, splitter islands, circulatory roadway width, and inscribed circle diameter) can combine to maintain lower desired motor vehicle speeds around a roundabout. With typical on-street bicyclists traveling between 10 and 20 mph, roundabouts that are designed to maintain similar motor vehicle speeds can be comfortable for bicyclists.

Single-lane roundabouts are much simpler for bicyclists to navigate than multilane roundabouts because bicyclists will not need to change lanes approaching the circulatory roadway and they will experience fewer conflicts with merging motorists within the roundabout. Furthermore, limiting entry and exit legs to single-lane approaches and departures reduces bicyclist and pedestrian exposure to conflicts and eliminates multiple-threat risks. Therefore, when designing and implementing roundabouts, designers should avoid implementing multilane roundabouts if existing traffic volumes do not necessitate their higher capacity.

If traffic volumes indicate the need for a multilane roundabout, but this need is not likely for several years, the roundabout can be built as a single-lane roundabout and designed so that additional lanes may be opened in the future when and if traffic volumes increase. No leg of a roundabout should be designed with more travel lanes than is necessary to accommodate the traffic volumes. This design approach can significantly reduce complexity for all users, including bicyclists. More information can be found in Appendix I, Roundabout Design Manual, of the LCUASS standards.<sup>3</sup>

<sup>3</sup> [https://www.larimer.org/sites/default/files/uploads/2021/appendix\\_i\\_-\\_roundabout\\_design\\_manual\\_0.pdf](https://www.larimer.org/sites/default/files/uploads/2021/appendix_i_-_roundabout_design_manual_0.pdf)

## 5.2 Warning and Regulatory Traffic Control Devices

The following section provides guidance for warning and regulatory traffic control devices, which can improve pedestrian and bicyclists' safety and operation for all types of facilities. Ultimately, traffic controls are under the purview of the City Traffic Engineer.

### 5.2.1 Pedestrian Signal Phasing

Pedestrian signals are part of a system of traffic signals that control intersection operations for people walking and rolling. Pedestrian signal phasing is intended to minimize exposure of people walking and rolling to motor vehicles, minimize delay for people waiting to cross the street, reduce noncompliant and unsafe crossing behavior, and provide accessibility benefits to people with disabilities.

Pedestrian phasing falls into three categories: concurrent, exclusive, or a hybrid of the two. As much as possible, consistent approaches to pedestrian phasing should be used across the city to help make the pedestrian network predictable and consistent.

- **Concurrent phasing** refers to phasing schemes that allow people to walk across the street at the same time and in the same direction as motor vehicle traffic. Concurrent phasing minimizes delay for all users.
- **Exclusive phasing** provides a separate phase for people walking and rolling that prohibits all motor vehicle movements while people walk across the street. Exclusive phasing can provide safety benefits by eliminating conflicts with motor vehicles; however, it often creates longer delays for all modes and leads to less safe, non-compliant crossing behavior where right of way is unclear.
- **Hybrid phasing** may be beneficial at complex intersections including those with skewed intersections, multiple lanes of traffic, and leading protected left-turn phases. Hybrid pedestrian phasing uses concurrent phasing to minimize delay for people walking and rolling on those legs of the intersection where conflicts are minimal, while providing an exclusive phase for more challenging legs of the intersection.

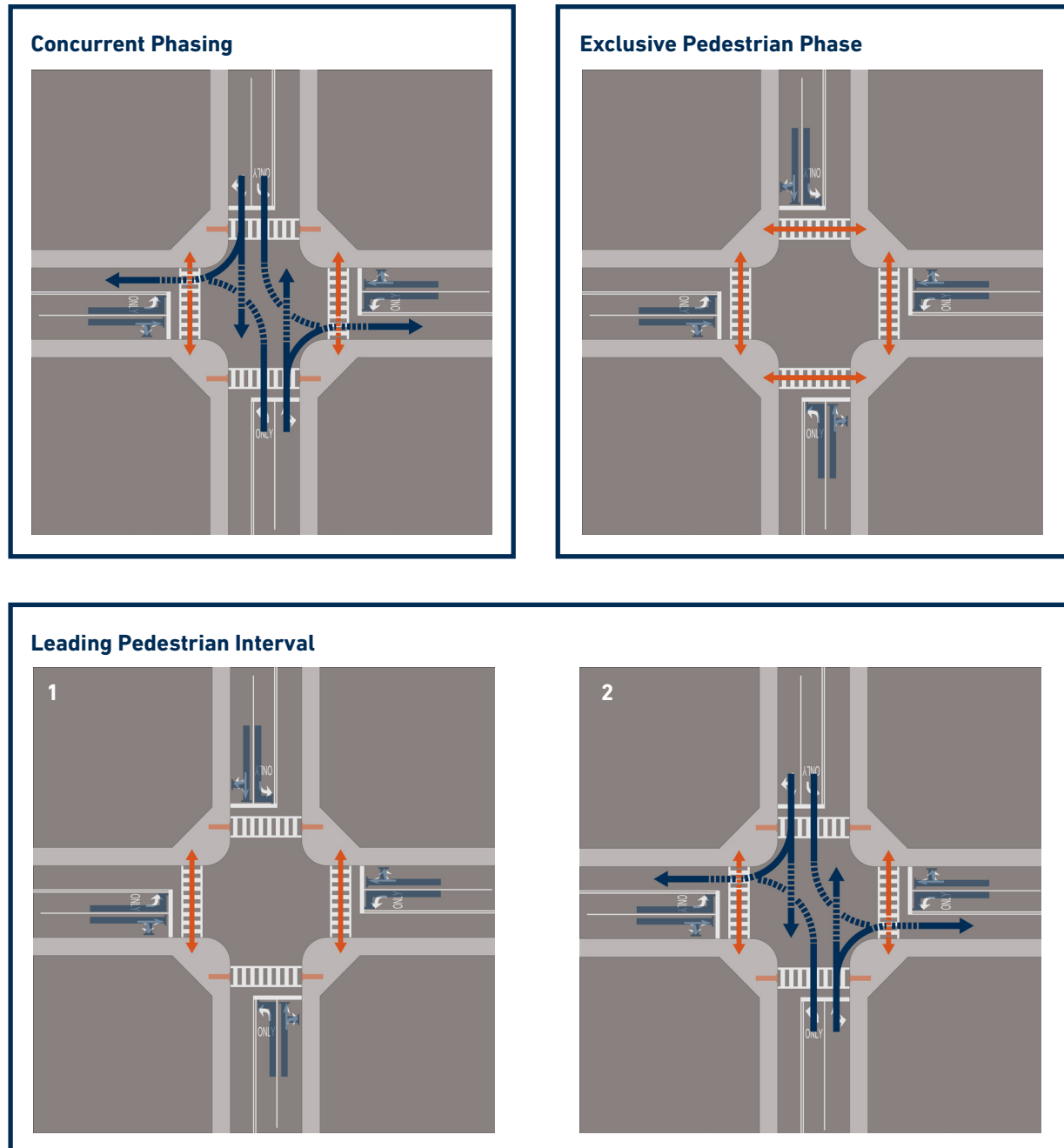
### Design Considerations

The following design considerations should be used when implementing pedestrian signal phasing at intersections:

- A walking and rolling speed of 3.5 feet per second should be used to time all pedestrian phases and provide adequate time for people to cross the street. Time signal phasing so that people walking and rolling have adequate time to cross both sides of a median-divided street during a single walk phase.
- Provide accessible pedestrian signals (APS) to assist people with disabilities.
- **Concurrent Phasing:**
  - Use concurrent phasing at all signalized intersections, except where a strong safety concern is noted due to high turning movement volumes (250 or more turning movements per hour).
  - Leading pedestrian intervals (LPIs) should be used where concurrent phasing is applied to give people walking and rolling across the street a head start before other street users are allowed to proceed. LPIs encourage people driving to yield to pedestrians while they are turning and improve visibility between all users. Consider 'No Turn on Red' restrictions at all locations where LPIs are implemented.
  - Where concurrent phasing is used, consider placing signals on automatic pedestrian recall (parallel to the coordinated direction of traffic), particularly in high pedestrian traffic areas, such as within commercial areas and within a 10-minute walk shed of bus routes or transit stations.
  - Protected left-turn phases provide an exclusive phase for people driving to turn left and may be warranted if there is a pocket lane or center turn lane and high volumes of turning or opposing traffic on the street. In these cases, lagging left turns (left turn signal at the end of the 'green' phase) should be considered instead of leading left turns (left turn signal at the beginning of the 'green' phase) to preserve the ability to use LPIs with concurrent phasing. The lagging left turn phase should be provided for both directions of traffic to avoid conflicts between through movements and permissive left turns. Geometry may limit the ability to run concurrent left turn phases.

- Exclusive Phasing:
  - Consider use of exclusive phasing where high concentrations of people walking and rolling are present or where at least 250 motor vehicles turn right (or left on one-way streets) per hour along any approach.
  - No Turn on Red restrictions should be considered at all locations where exclusive phasing is used.
- Ensure all pedestrian signal heads are correctly oriented to be visible to all users who are directed to follow the signal indications.
- Countdowns are required for all newly installed/ replaced pedestrian signals and provide a pedestrian countdown in pedestrian signal heads to assist people with street crossings.

Figure 28: Pedestrian Signal Phasing Schematics



## 5.2.2 No Turn on Red Restrictions

“No Turn on Red” signs are used to restrict motor vehicles from turning right or left at signalized intersections, during the red indication. Restricting this movement eliminates conflicts with bicycles and pedestrians crossing in front of motor vehicles making turns.

“No Turn on Red” signs should be considered at signalized intersections with one or more of the following features or characteristics:

- An exclusive pedestrian phase where motor vehicles are to remain stopped while pedestrian movements commence.
- A leading pedestrian interval.
- High volumes of pedestrian and turning motor vehicle conflicts.
- Poor sight distances and visibility.
- Geometry of the intersection may result in unexpected conflicts.
- More than three crashes reported in a 12-month period between pedestrians and motor vehicles where turn-on-red is permitted.
- Bicycle boxes.

## Design Considerations

In order to implement “No Turn on Red” signs consistently, the following design considerations should be obeyed:

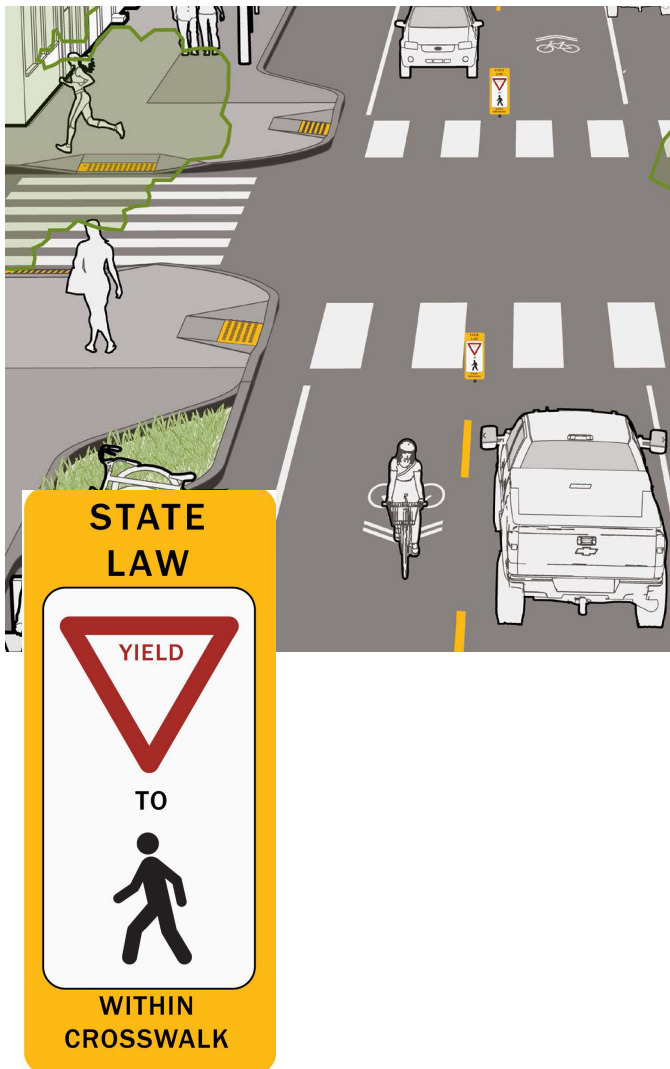
- “No Turn on Red” signs can be provided at all times or by a dynamic sign that changes when pedestrians are present, by time of day, by a call made by an emergency vehicle, and/or at rail or light transit crossings.
- “No Turn on Red” signs can also be used in conjunction with leading pedestrian intervals or bicycle signals that allow through movements when turning vehicular traffic is stopped.



## 5.2.3 In-Street Yield to Pedestrian Signs

In-street Yield to Pedestrian signs are signs placed in the roadway at crosswalk locations to remind roadway users of the laws regarding the right of way at unsignalized mid-block locations and intersections. They also increase awareness and visibility of pedestrians crossing the roadway. They are often used in busy business districts; at school crossings and other locations with vulnerable populations such as seniors and families; or where high pedestrian volumes occur in unexpected locations.

Figure 29: In-Street Yield to Pedestrian Signs



In-street signs can be used accordingly in conjunction with advanced warning signs and pedestrian crossing signs at crosswalks:

- In-street Yield to Pedestrian signs must only be used at unsignalized intersections. They are prohibited from use at signalized or all-way stop-controlled intersections.
- In-street Yield to Pedestrian signs work best on low-speed, two-lane roads. They are not recommended for roads with three or more lanes, or roads with high speeds or volumes where drivers are less likely to see them.

### Design Considerations

The following design standards should be followed for In-street Yield to Pedestrian signs:

- In-street Yield to Pedestrian signs should be placed in the roadway close to the crosswalk location on the center line or on a median island, but they should not obstruct the crosswalk. In-street signs should also be placed to avoid turning motor vehicles from knocking over the sign and should be designed to bend over and bounce back when struck.
- Use MUTCD as additional guidance for sign design.
- May be permanent or temporary. It may be preferable to remove them during winter for snow removal. If there are maintenance issues, alternative treatments should be considered.
- Require regular monitoring and should be replaced when damaged. Damaged signs send the message to pedestrians that a crossing is not safe.
- Are typically not used at yield-controlled intersections and should only be installed using engineering judgment.
- May be used in combination with pedestrian warning signs. Warning signs should be placed on the right side of the road on the sidewalk or mounted on a mast arm above the crosswalk.

## 5.2.4 Uncontrolled Pedestrian Crossings

Uncontrolled pedestrian crossings can be found in every neighborhood in Fort Collins and are an important part of the pedestrian network. The *2011 Fort Collins Pedestrian Plan* provides detailed information for planners and engineers about uncontrolled crosswalks as well as how to determine the appropriate treatment to ensure safety and efficient movement of all users of the transportation system. This section serves as a supplement to these guidelines, and is supported by the City of Fort Collins Pedestrian Crossing Policy.

Uncontrolled crossings are typically found at intersections of lower-volume roads that do not require signalization. Several factors are used to determine whether to mark a crossing:

- Crosswalks should be considered at all signalized intersections and at all-way stop controlled intersections with centerline striping on one or both approaches and should follow guidance in the City of Fort Collins Pedestrian Plan and the Pedestrian Crossing Policy.
- At uncontrolled locations, crosswalks may be installed when they meet one or more of the following criteria:
  - Where demand requirements of 20 pedestrians/hour, applying conversion factor of 1.33 for vulnerable populations, and where the location meets sight distance requirements (AASHTO's A Policy on Geometric Design for Highways and Streets) or sight distance obstructions can be removed,
  - Where a location meets MUTCD's pedestrian signal warrant or application guidance for a pedestrian hybrid beacon, a marked crosswalk and pedestrian hybrid beacon may be installed,
  - Where pedestrian delay of LOS D or worse exist, and/or
  - At locations directly serving a school, hospital, senior center, recreation center, library, commercial district, or park.

## Design Considerations

The Fort Collins Pedestrian Plan and the Pedestrian Crossing Policy should be consulted for detail on crosswalk siting, pedestrian crossing types, and treatments. In addition, uncontrolled pedestrian crossings should be designed with the following in mind:

- Crosswalks at uncontrolled intersections should have continental crosswalk markings.
- Install ADA-compliant curb ramps (or blended transitions for raised crosswalks) to connect to accessible routes when constructing new crosswalks.
- Provide yield lines and regulatory sign R1-5 in advance of uncontrolled multilane midblock crossings. Use W11-2 signs for single-lane approaches.
- Restrict on-street motor vehicle parking at least 20' in advance of the crossing to provide adequate sight distance. Depending on context, signage, paint, or curb extensions, or other strategies to daylight crosswalks may be appropriate.
- Crosswalks should be as wide or wider than the connecting sidewalk. Crosswalk markings should be a minimum of 10' in width.
- Where a protected bike lane crosses a crosswalk, yield markings on the bike lane approach can emphasize that people biking or using dockless micromobility devices must yield to pedestrians within the crosswalk. This most commonly occurs at midblock crossings, protected intersections, and transit island stops.
- Streetlights should be located to front-light crosswalks, with the light source situated in advance of the crosswalk in the direction of motor vehicle travel. For wider intersections, it may be necessary to place light poles on all four corners of each intersection to adequately light a crosswalk. See *Larimer County Urban Area Street Standards*, "Chapter 15: Street Lighting" for details.
- Use special paving or brick to match local context in historic districts. Include white striping on both sides of the special pavers or materials.

## 5.3 Pavement Markings

Pavement markings are used to convey messages to roadway users about what part of the roadway to use, where to pass, and what is ahead. The following sections detail various types of pavement markings and how they should be used for pedestrians and bicycles in intersections.

### 5.3.1 Lane Lines

Lane lines divide a roadway into sections for either the same or various modes. Solid white lane lines indicate that modes should remain in their respective areas, whereas broken lane lines can be used to show areas where modes may need to merge, either due to space or turning needs.

Broken lane lines should consist of 3-ft line segments and 9-ft gaps. They may be used to separate same direction bicyclists (or other user) travel on two-way bicycle lanes and shared use paths. Dotted lane lines should consist of 2-ft line segments and 2- to 6-ft gaps. Dotted lane lines may be used to identify where motor vehicles should merge or cross bicycle lanes on approaches to intersections, or to extend bicycle lanes through intersections. Lane line markings should not be broken for minor driveways.



Pavement Markings Delineating Where Bicyclists Should Ride

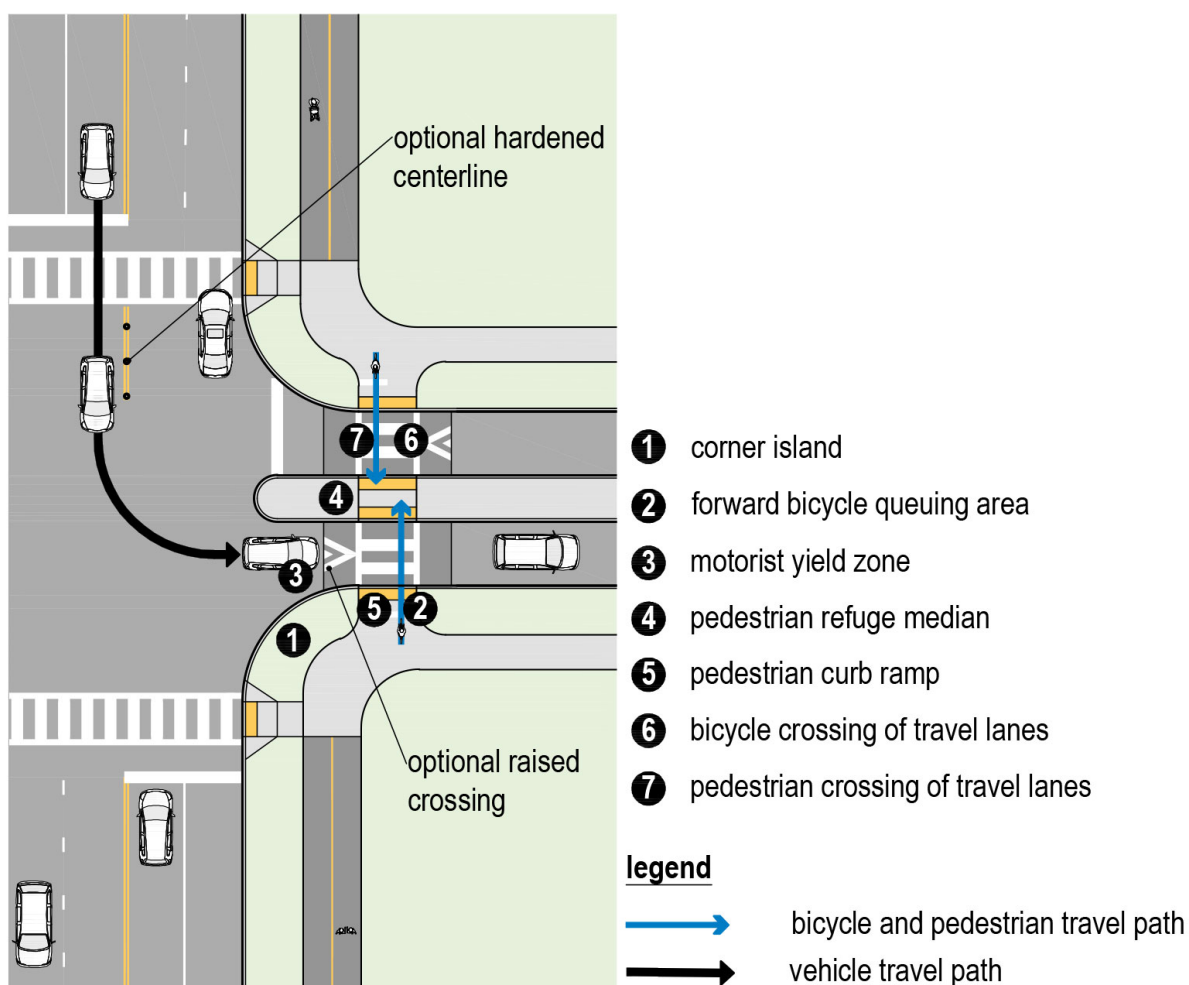


### 5.3.2 Hardened Centerlines

Hardened centerlines consists of a painted center line supplemented by flexible delineators, rubber curb, In-Street Crossing Signs (Section 5.2.3), or a combination of these treatments. These treatments have been found to reduce left turn speeds of motorists and also keeps motorists from crossing the double yellow lines when making turning movements, reducing the effective turning radius of this maneuver.

The dimensions of a hardened centerline will depend on the intersection geometry and vehicle turning radius. Hardened centerlines should be considered where higher-speed left turns occur concurrent with pedestrian and/or bicyclist movements, as they have been found to reduce the speed of left turning motorists by reducing the effective turning radius. Hardened centerlines can be appropriate on both the departure roadway and the receiving roadway to control the left turning motorist path of travel. See **Figure 30** and **Figure 31**.

Figure 30: Example of Hardened Centerline Applications with Flexible Delineators on the Departure Roadway and a Pedestrian Crossing Island on the Receiving Roadway



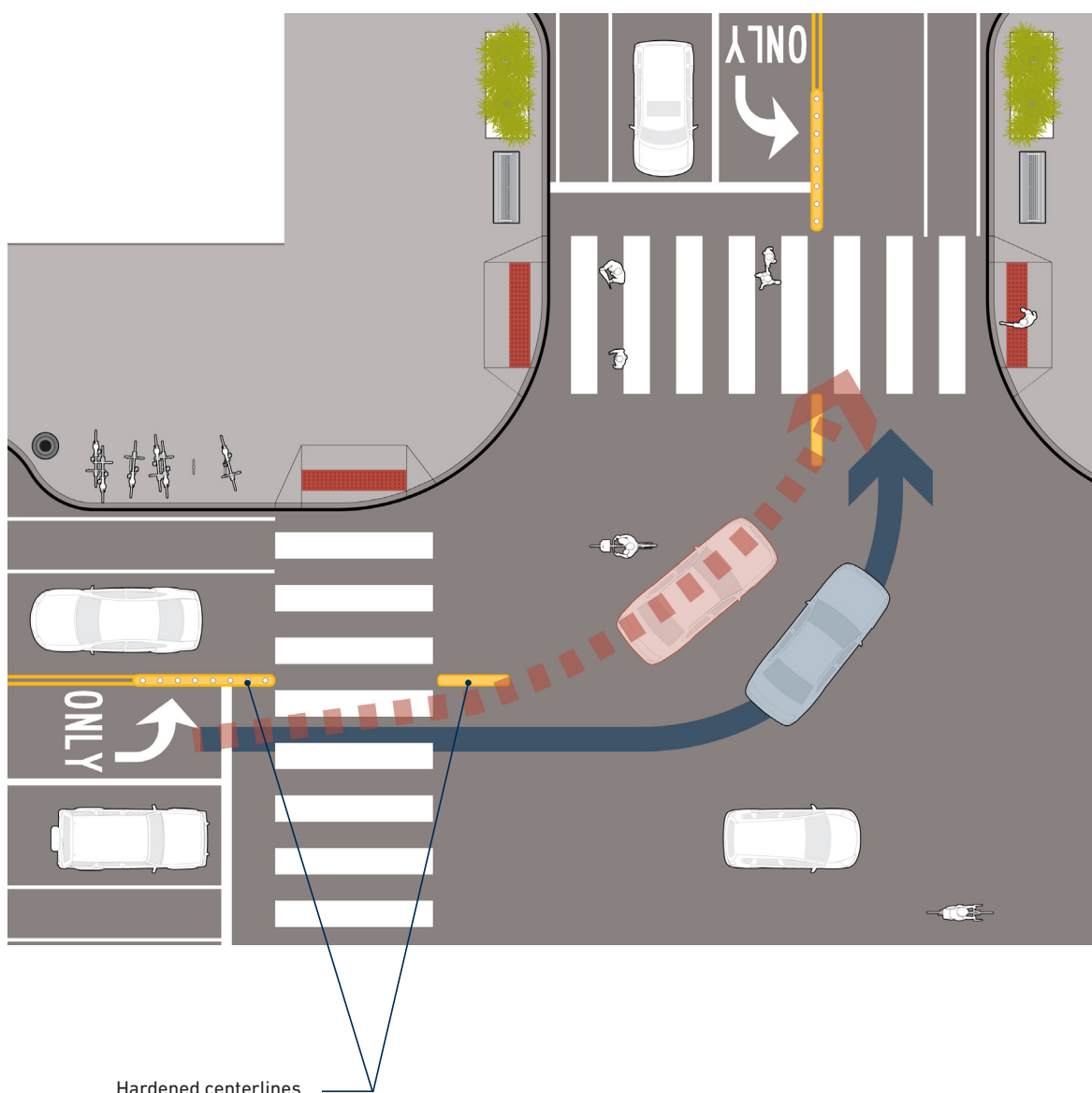
Hardened centerlines are especially useful at intersections with instances of crashes involving people walking or rolling and left-turning motor vehicles, or with high volumes of people walking, rolling, and biking crossing the street; and/or intersections where motor vehicles are frequently turning across double yellow lines at high speeds.

### Design Considerations

The following design considerations should be use of hardened centerlines:

- Designs can include any combination of plastic curbing, rubber speed bumps, and flex posts, depending on turning radii, lane width, and needs to accommodate large motor vehicle turning movements.
- Where space allows, install rubber speed bump “nose” extending into the intersection.
- On roadways where trucks and emergency vehicles frequently make turning movements, consider using mountable curbs to allow larger motor vehicles to make turns while slowing smaller motor vehicles.
- Can be used in conjunction with turn wedges and at protected intersections.

Figure 31: Example of a Hardened Centerline



### 5.3.3 Shared Use Path and Pedestrian Crosswalks

Where bicyclist crossings of an intersection occur with pedestrians on a shared use path, crossings should be delineated with crosswalk markings. High visibility (diagonal or ladder style) marked crosswalks are recommended at uncontrolled intersections between paths and roadways. They delineate the crossing location and can help alert roadway users to the potential conflict ahead.

On roadways with low traffic volumes and speeds where sight distances are adequate, the marked crosswalk should be sufficient to accommodate pedestrians effectively. Additional crossing improvements are recommended at locations where motorists are uncontrolled and where the speed limit exceeds 40 mph and either:

- The roadway has four or more lanes of travel without a raised refuge median and an ADT of 12,000 vehicles/day or greater; or
- The roadway has four or more lanes of travel with a raised refuge median (either existing or planned) and an ADT of 15,000 vehicles/day or greater.



### Design Considerations

Locations where shared use paths intersect one another should follow similar design considerations for shared use path–roadway intersections, including:

- On a roadway approach to a shared use path crossing, placement of an intersection or advance traffic control warning sign should be at (or close to) the distance recommended for the approach speed in Table 2C-4 of the *MUTCD*. The assembly consists of a W11-15 or a W11-1 accompanied by a W16-7P (downward arrow) plaque mounted below the warning sign. This sign assembly should not be installed at the crossing if the roadway traffic is yield-, stop-, or signal-controlled. The W16-8P (shared use path name) plaque may be mounted on the sign assembly (below the W11-15 or W11-1 sign) to notify approaching roadway users of the name of the shared use path being crossed.
- At shared use path crossings that experience frequent conflicts between motorists and path users, or on multilane roadways where a sign on the right-hand side of the roadway may not be visible to all travel lanes, an additional shared use path crossing warning sign assembly should be installed on the opposite side of the road, or on the refuge median, if present.
- The Combined Bicycle-Pedestrian Warning sign (W11-15) or Bicycle Warning sign (W11-1) may be placed on the roadway in advance of a shared use path crossing. Again, this warning sign should not be used in advance of locations where the roadway is stop-, yield-, or signal-controlled. Advance warning sign assemblies may be supplemented with a W16-9p (AHEAD) plaque located below the W11-15P sign.
- The use of z-gates, bollards, or other physical obstructions within the shared use path to slow bicyclists or to force bicyclists to dismount is not appropriate approaching intersections. These treatments present a crash hazard for bicyclists and can create situations where bicyclists are forced to queue into intersections increasing their exposure to collisions with motorists while other users navigate through the obstructed area.



## 5.3.4 Bicycle Crossings

A bicycle crossing is any location where the bicycle enters a roadway from a dedicated bikeway within the traveled way, or a shared use path or separated bike lane outside the travel way. Bikeway crossings of roads can be broadly categorized as mid-block, intersection, or grade-separated. Some crossings may include characteristics of both midblock and intersection crossing types.

Where a bicycle lane crosses an intersection separate from a crosswalk, bicycle lane markings may be extended through the intersection to delineate the bicycle crossing and raise awareness of the presence of bicyclists. Bike lane crossings are desirable to:

- delineate a preferred path for people bicycling through the intersection, especially a crossing of a wide or complex intersection,
- improve the legibility of the bike lane to roadway users, and
- encourage motorist yielding behavior, where motorists must merge or turn across the path of a bicyclist.

### Design Considerations

For bike lanes and separated bike lane crossings at intersections, a dotted white edge line should be used to delineate the bicycle lane extension through the intersection. The dotted lines should be 2 feet in length with 6 feet gaps located on the edge of the bike lane. The width of the edge lines may vary from a minimum of 4 inches up to 2 feet. The width of the crossing should match the width of the bike



lane. Crossing visibility can be enhanced with green-colored pavement (or markings) and a bicycle lane symbol. The green-colored pavement should generally match the pattern of the dotted edge lines but may be solid where additional emphasis of the crossing is desired (See **Figure 32**).

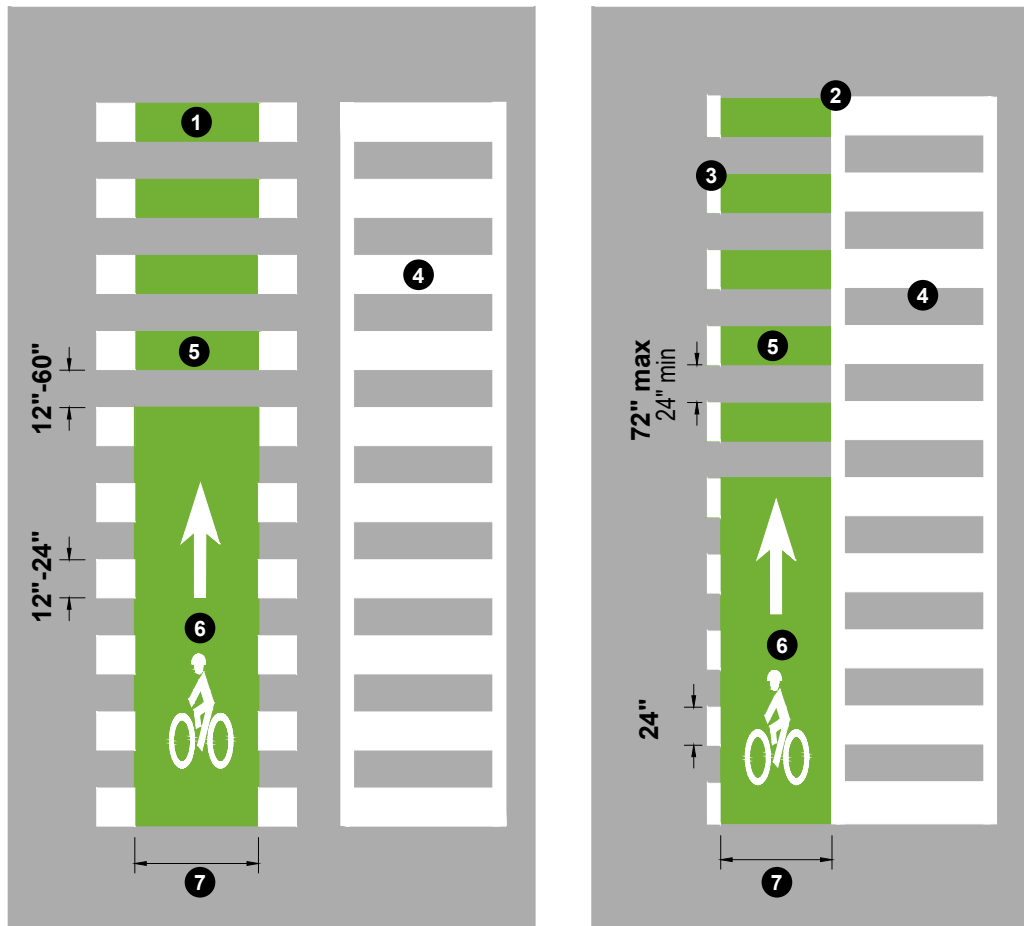
Bicycle crossings are typically parallel to pedestrian crossings. Bicycle crossings can be located directly adjacent to the pedestrian crossing (i.e., no separation between the bike crossing and pedestrian crossing). At locations where the bicycle crossing is less than 1 foot from the pedestrian crossing, the dotted edge line nearest the pedestrian crossing should not be used. Where marked bicycle crossings are parallel to and located within 4 feet of a marked pedestrian crosswalk at intersections, green-colored pavement should be used to enhance the conspicuity of the bicycle crossing and to differentiate it from the pedestrian crosswalks.

Figure 32: Bicycle Crossing Pavement Markings

Intersection Type	Condition	Separated Bicycle Lane	Conventional/ Buffered Bike Lane	Bicycle Boulevard
Signalized	Turn Conflict			No Markings
	No Turn Conflict			No Markings
	Bikeway Corridor Turns Left			
Unsignalized	High Turning Volume			No Markings*
	All other conditions			No Markings
	Bikeway Corridor Turns Left			No Markings

\*Additional treatment may be needed

Figure 33: Bicycle Crossing Pavement Markings

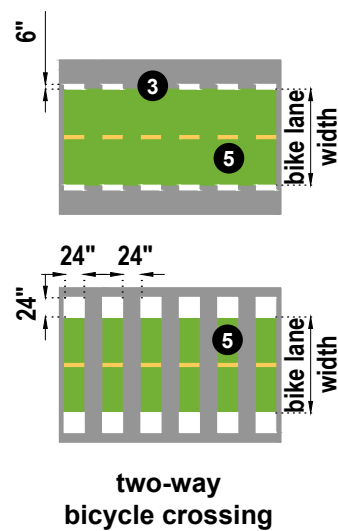


**one-way  
bicycle crossing  
with 1' min offset from  
crosswalk**

**one-way  
bicycle crossing  
with no offset from  
crosswalk**

- ❶ 1' min offset
- ❷ no offset
- ❸ 6" white dashed line
- ❹ crosswalk
- ❺ optional green dashed or solid
- ❻ optional bicycle symbol
- ❼ match width of bike lane

**Note: Green-Colored  
pavement is permitted for  
use with Interim Approval  
from FHWA.  
(See Section 1.5)**



**two-way  
bicycle crossing**

## 5.3.5 Bicycle Boxes

A bicycle box is a designated area on the approach to a signalized intersection consisting of an advanced stop line and bicycle symbols. Bike boxes should be primarily considered to mitigate conflicts between through bicyclists and right-turning motorists and to reduce conflicts between motorists and bicyclists at the beginning of the green signal phase. Bike boxes should generally not be installed across more than one through travel lane. Bike boxes are limited to signalized intersections and should not be used in other locations. Bike boxes may be used with an authorized request for interim approval per FHWA Interim Approval IA-18.<sup>4</sup>

The bike box has the following benefits:

- Improves motorist visibility of bicyclists at intersections by placing the bicycle in front of stopped motorists, reducing conflicts which may occur on at the onset of green.
- Provides an advance queuing area to store larger numbers of bicyclists, allowing bicyclists to cross in larger groups across the intersection to increase traffic capacity at signalized intersections with higher volumes of bicyclists.
- Reduces bicyclist encroachment into crosswalks during the red signal phase.

In limited situations, bike boxes may be used to facilitate left turns for bicycles when there is an unusually heavy left turn volume, such as near the entrance to a popular shared use path. Research has shown that bicyclists' use of bike boxes to make left turns is limited in practice. The preferred treatment for left-hand turns is the two-stage bicycle turn box (See **Section 5.3.6**).

## Design Considerations

At least one bicycle symbol should be placed in the box to indicate it is for bicycle use. Bike boxes should be a minimum of 10 feet in depth and may be larger depending on anticipated bicyclist volumes. The bike box should connect directly to the approaching bike lane. At least 50 feet of bike lane should be provided on the approach to a bike box so bicyclists will not need to ride between lanes to enter the box. The approaching bike lane, and the bike box, may be colored green (see **Figure 33**).

The stop bar for motorists should be moved back to coincide with the beginning of the bike box. The sign "Stop Here on Red" (R10-6 or R10-6A), aligned with the motorist stop bar, should be installed to indicate the correct stopping location for motorists, with an "Except Bicycles" (R3-7bP) word legend plaque. The sign "Stop Here on Red" (R10-6 or R10-6A) should not be used in locations with a separate turn lane where motorists are stopping in two different locations.

Where a bike box is provided across multiple lanes of an approach (e.g., a location with one through lane and a left turn only lane), countdown pedestrian signals should be provided for the crosswalk across the approach where the bike box is located to inform bicyclists whether there is adequate time remaining to cross to an adjacent lane before the onset of the green signal phase for that approach.

Turns on red should be prohibited on the approach where a bike box is placed in front of traffic that has potential to turn on red, using a "No Turn on Red" sign (R10-11 series). At intersections where a high number of collisions occur between through bicyclists and turning vehicles, alternative treatments should be considered such as a protected intersection (Section 4.7), leading or exclusive bicycle signal phases (Section 5.6), separate lanes for through and turning traffic, or a combination of these and other treatments.

<sup>4</sup> [https://mutcd.fhwa.dot.gov/resources/interim\\_approval/ia18/index.htm](https://mutcd.fhwa.dot.gov/resources/interim_approval/ia18/index.htm)

Figure 34: Bicycle Box Configuration Across One Lane of Through Traffic

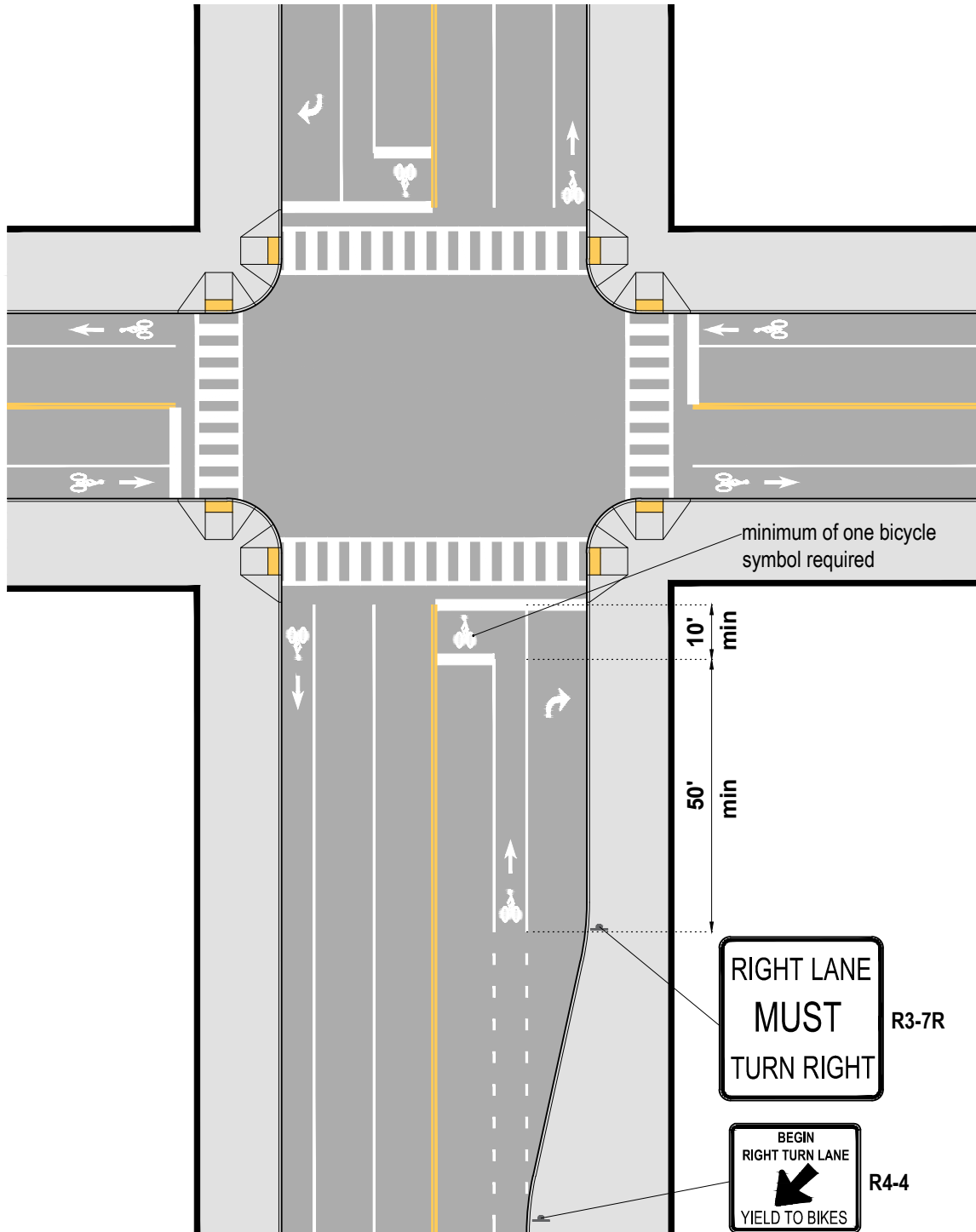
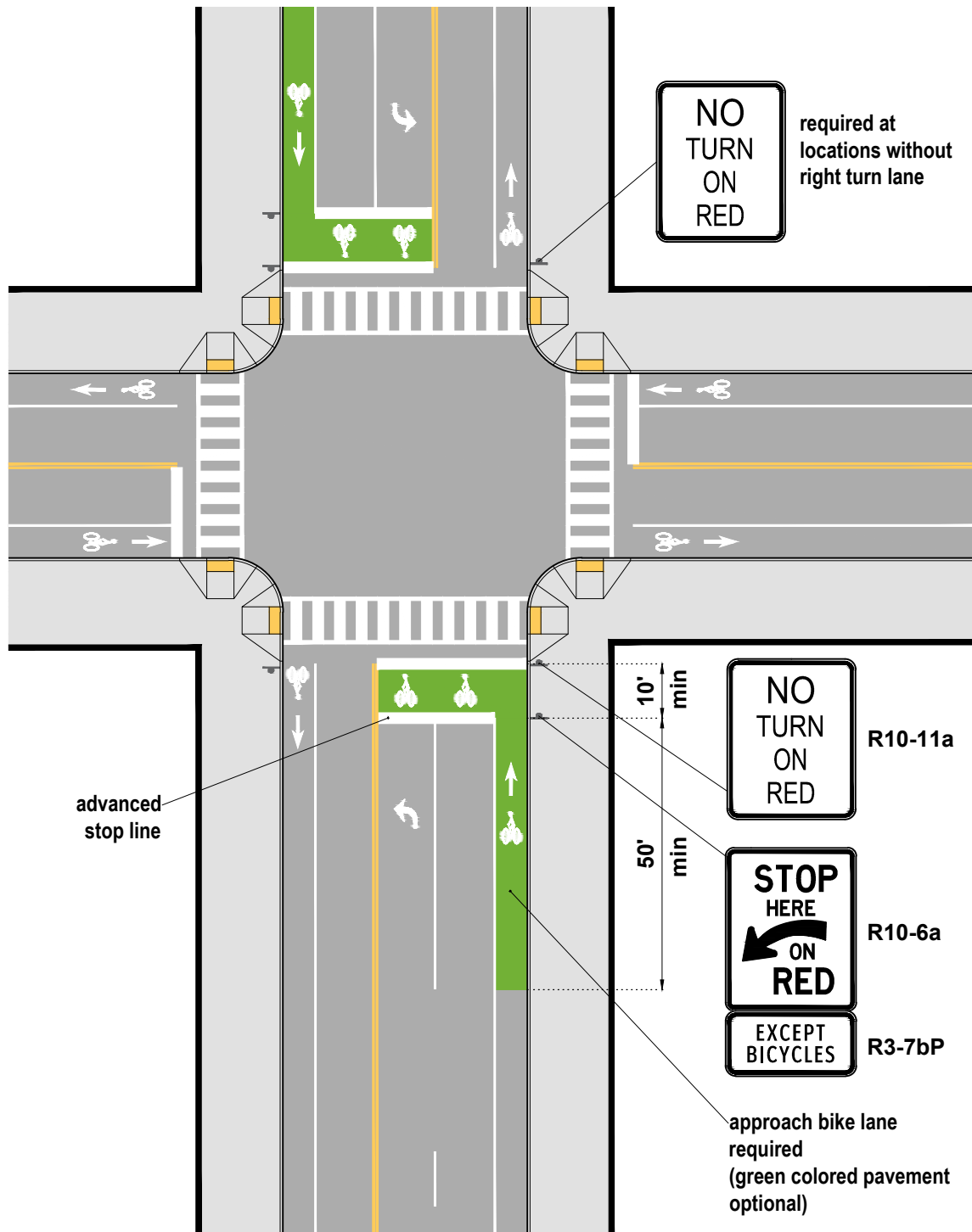


Figure 35: Bicycle Box Configuration Across Multiple Lanes of Traffic



## 5.3.6 Two-Stage Bicycle Turn Box

Two-stage bicycle turn boxes may be used for left or right turns, and its use is preferred for making turns instead of a bike box, particularly on higher-volume or multi-lane roads. A two-stage bike turn box may be used at signalized intersections per FHWA Interim Approval IA-20.12.<sup>5</sup> The use of a two-stage turn box at an unsignalized intersection is not an approved use of this treatment and would require an experimental approval from FHWA.

### Design Considerations

Two-stage turn boxes should be installed where a bikeway intersects with another designated bikeway or where it would connect to a major destination, such as a school, community center, grocery store, etc. When designing a buffered or separated bike lane, designers should plan on installing two-stage turn boxes at most intersections to discourage merging with traffic to make a left turn before reaching intersections. When designing a conventional bike lane, if the volume or speed of the adjacent roadway is more than 6,000 ADT or 30 mph, designers should consider installing two-stage turn boxes at intersections.



Two-Stage Bicycle Turn Box

A two-stage bike turn box:

- Must be located outside of the path of through and turning traffic
- Should be located adjacent to the direct path of bicyclist travel
- Should be located downstream of the crosswalk and downstream of the stop line
- Should be located in an area clearly visible to motorists and adequately illuminated
- Must include a bicycle symbol, preferably oriented in the direction in which the bicyclists enter the box, along with an arrow showing the direction of the turn
- May include green-colored pavement or pavement markings to enhance the conspicuity of the box.

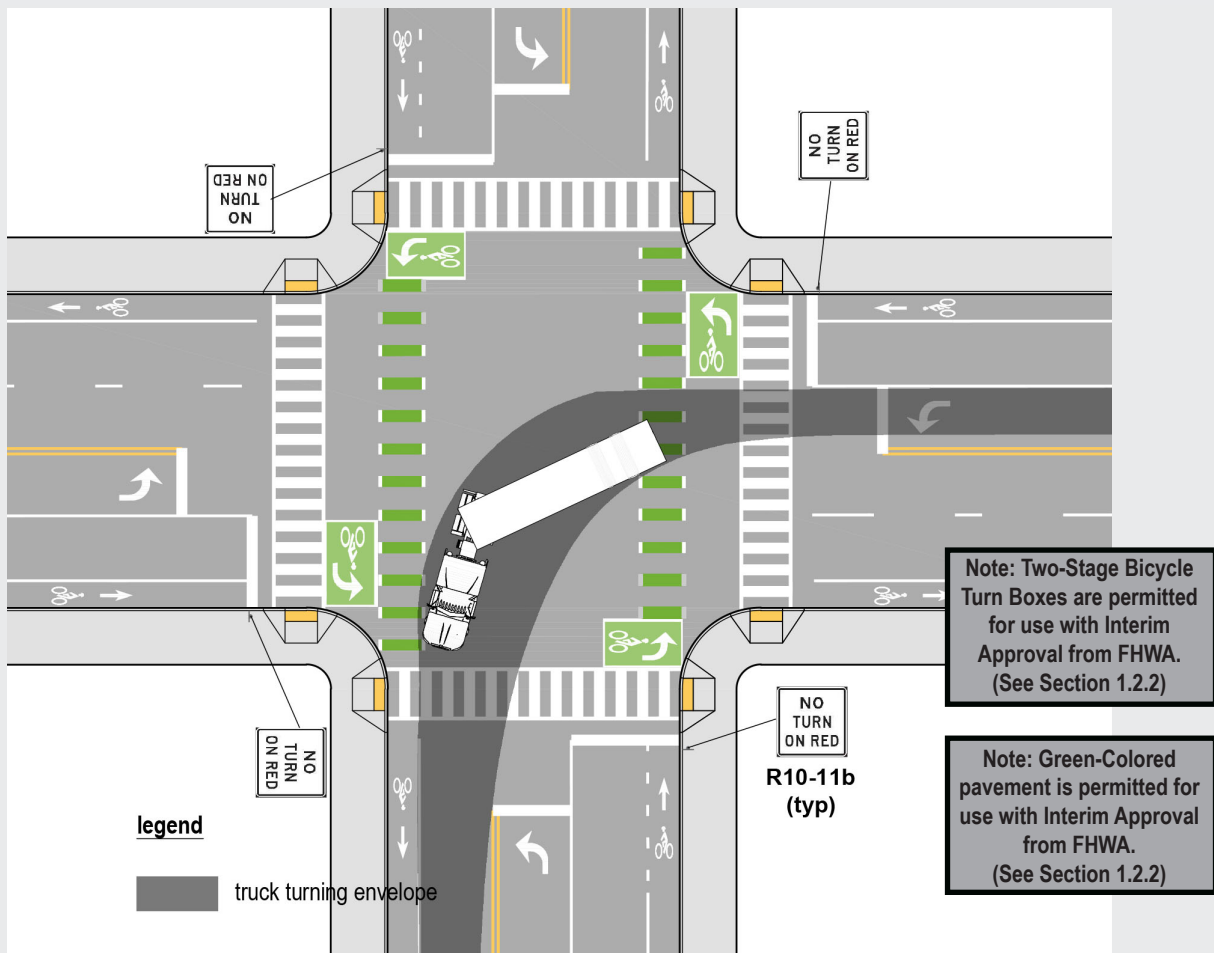
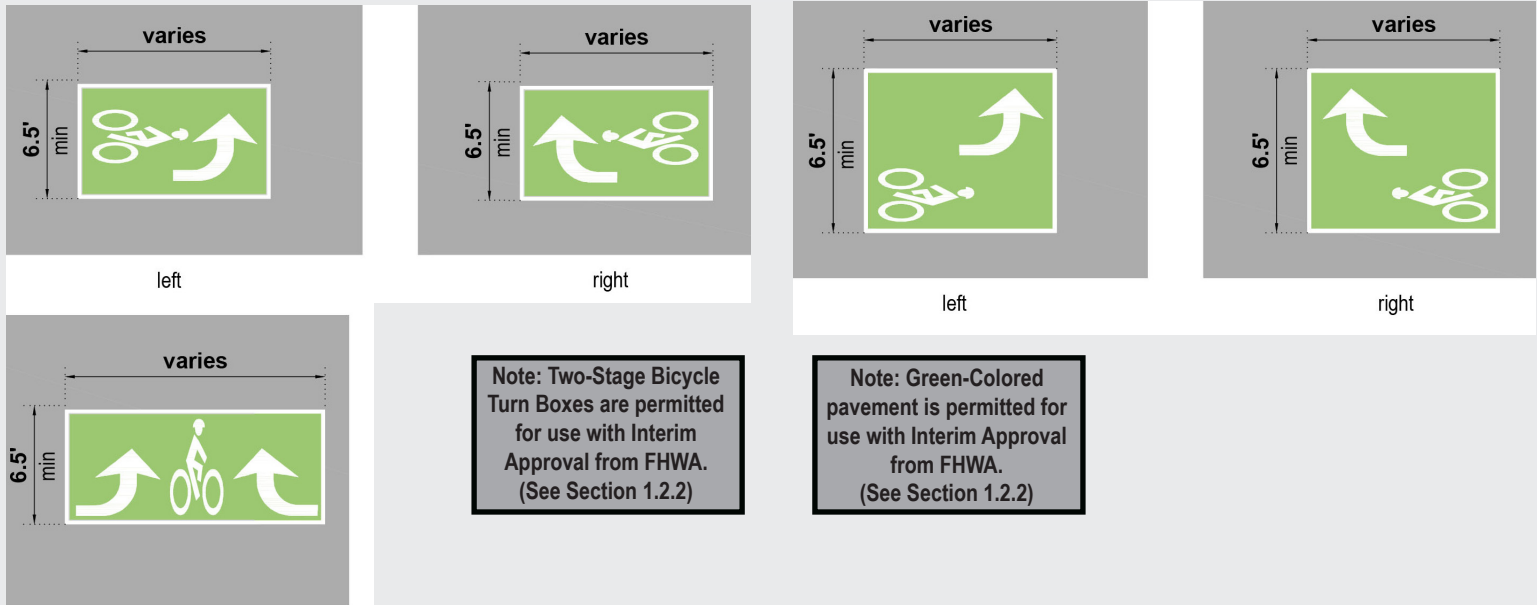
A “No Turn on Red” (R10-11) sign must be installed where a two-stage bike turn box is not located outside the path of right-turning traffic to prevent motorists from entering the bicycle queuing area. The placement must also consider left-turning traffic that may otherwise overlap with the two-stage bike turn box.

Passive detection of bicycles in the two-stage bike turn box must be provided if detection is required to actuate a traffic signal. Two-stage bicycle turn box dimensions vary based on the street operating conditions, the presence or absence of a parking lane, traffic volumes and speeds, and available street space. The queuing area should be a minimum of 6.5 feet deep measured in the longitudinal direction of bicycles sitting in the box. The box must be outlined with solid white lines.

<sup>5</sup> [https://mutcd.fhwa.dot.gov/resources/interim\\_approval/ia20/index.htm](https://mutcd.fhwa.dot.gov/resources/interim_approval/ia20/index.htm)



Figure 36: Two-Stage Bike Turn Box Pavement Markings



## 5.3.7 Green-Colored Pavement

Bicycle crossings may also be supplemented with green-colored pavement to supplement other bikeway pavement markings. Green-colored pavement communicates to road users where portions of the roadway have been designated for exclusive or preferential use by bicyclists, and enhances the conspicuity of a bicycle lane, bicycle lane extension, bicycle crossing, bicycle box, or two-stage bicycle turn box at or through an intersection.

### Design Considerations

If used, the green-colored pavement should align with the dotted extension line pattern of the dotted edge lines. If the green-colored bike crossings are proposed parallel to pedestrian crosswalks comprised of wide longitudinal lines (i.e., high visibility crosswalks) the dotted extension lines and green-colored pavement should align with the crosswalk markings. See **Figure 37**. This placement will reduce pavement marking clutter and ensure that the green-colored markings are spaced to avoid motorist wheel paths and improve the longevity of the markings.

Green-colored pavement is an optional treatment that may be used with an authorized request for interim approval per FHWA Interim Approval. The use of green-colored pavement should be applied consistently throughout a bicycle network and can be used to improve the legibility

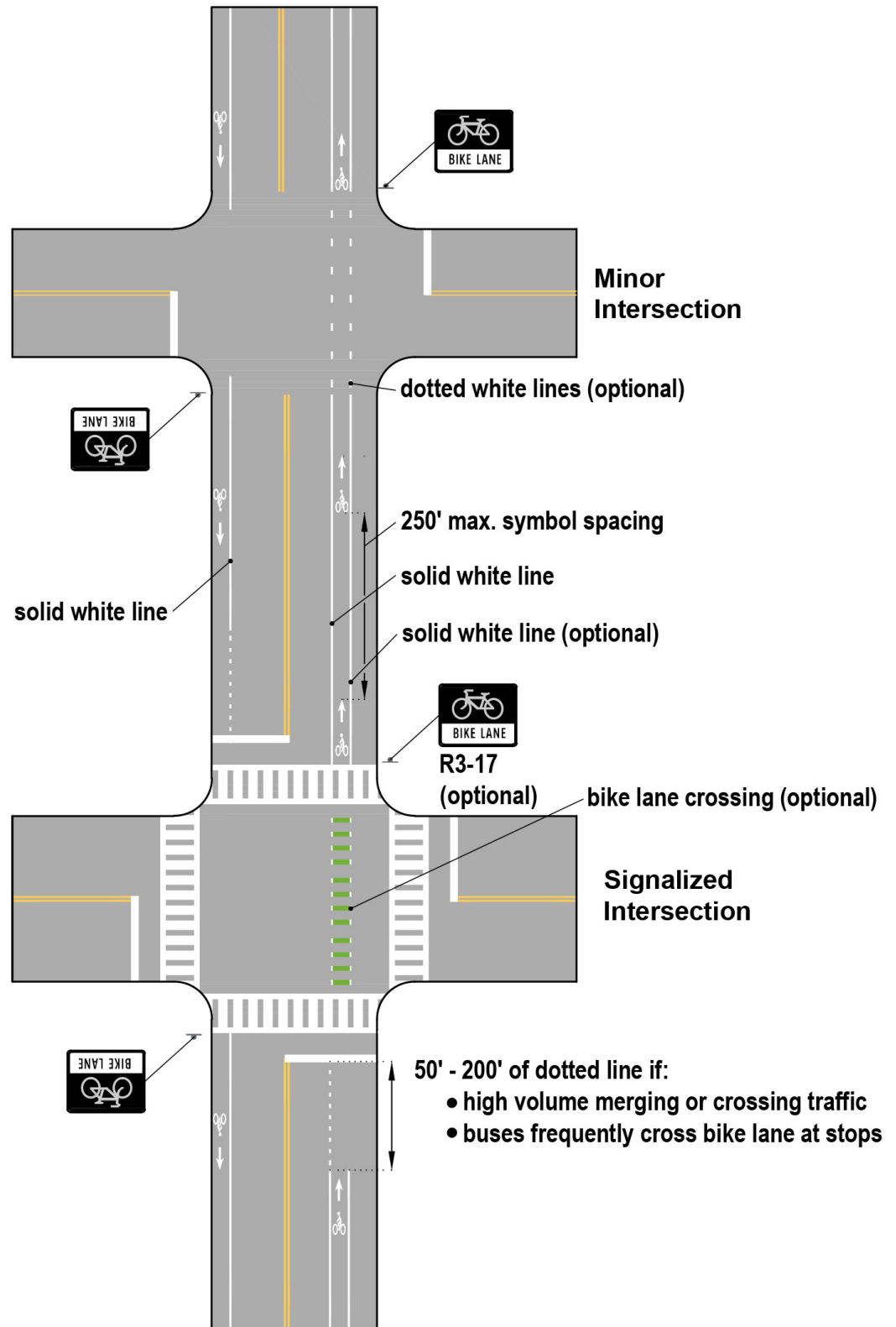


Green-Colored Pavement Used in Combination with a Crossing Diverter

of a bikeway network. The use of green-colored pavement to supplement other bicycle facility pavement markings such as a shared lane marking requires experimental approval from FHWA.

If green-colored pavement is not used throughout a bikeway network, it is recommended that it be used to guide bicyclists through transition areas between bikeway types and bikeway crossings to improve the legibility of the route.

Figure 37: Typical Bike Lane Pavement Markings with Green-Colored Markings



## 5.3.8 Crosswalks

Crosswalk markings are a basic tool for directing pedestrians across the street and alerting motorists and bicyclists to crossing pedestrians. Engineering judgement should be used to determine when to mark a crosswalk. Marked crosswalks and other safety treatments should be prioritized at locations where pedestrians are vulnerable to conflicts with vehicles due to:

- High pedestrian and vehicle volumes, typical in town centers, at major bus stops, or near universities
- Vulnerable populations such as children, senior citizens, people with disabilities, or hospital areas
- Roadway conditions that make it difficult for pedestrians to cross, such as wide crossing distances, high traffic speeds, and/or complex intersection geometry

In some instances, crosswalk markings should be used in conjunction with other markings, signs, and warning beacons or signals.

Marked crosswalks are especially recommended for all crossings of shared use paths at roadways. At congested crossings, the shared use path can be widened on the approach to provide a separate bicycle crossing and pedestrian crosswalks to reduce conflicts and allow faster moving bicyclists to bypass pedestrians, increasing the person crossing-capacity of the crossing.

There are two types of standard crosswalks markings:

- **Standard (transverse) crosswalk markings.** A standard crosswalk consists of two transverse (parallel) lines, each a minimum of 6 inches in width.
- **High-visibility (longitudinal) crosswalk markings.** A high visibility crosswalk consists of longitudinal lines striped parallel to the direction of travel. The longitudinal lines may be used alone or in addition to the transverse lines, thus creating a ladder-style crossing.

In general, longitudinal markings are more visible to drivers and can be detected 50 to 100 percent further away than crosswalks with transverse lines. However, the increased visibility may not translate into increased driver yielding rates. Longitudinal crossings are commonly used as a safety countermeasure to alert drivers to unexpected

pedestrian crossings or particularly vulnerable pedestrian users (such as school zones or transit stops). The longitudinal bar crosswalk should be used at intersections where:

1. At least one approach has a speed limit of 35 mph or higher
2. There are substantial numbers of pedestrians that cross without any other traffic control device
3. Physical conditions are such that added visibility of the crosswalk is desired
4. A pedestrian crosswalk might not be expected.

It should be noted that if crosswalks are repeatedly remarked with diagonal or longitudinal markings, they may eventually constitute surface irregularities that could inhibit those using walkers or cause vibrations for those in wheelchairs.

### Design Considerations

Marked crosswalks are used to advise pedestrians where to cross the street and to send the message to motorists that they are in, or approaching, an area where people are crossing the street. The design of the crosswalk should be easily understandable, be clearly visible, and incorporate realistic crossing opportunities for all pedestrians. The following design standards should be followed across all crosswalk marking types:

- Crosswalk widths should be determined based on pedestrian volumes, pedestrian cohort, and width of approaching sidewalks.
- Marked crosswalk minimum width is 6 feet but should desirably be at least as wide as the sidewalks they connect.
- The recommended width for marked crosswalks is 10 feet, which allows for easier, bidirectional pedestrian travel and makes the marked crosswalk more visible.
- Crosswalks need to be placed so they encompass the entire curb ramp, excluding flares. At least 4 feet of clear space should be provided within the width of the crosswalk at the base of the curb ramp for the full width of the curb ramp.
- Crosswalk lines should extend the full length of the crossing. All crosswalk markings must be white, per the MUTCD.

There are several crosswalk marking options available. Common markings include bar pairs, continental, and ladder markings, and transverse markings. Bar pairs and continental markings are longitudinal and ladder markings are a mix of longitudinal and transverse. The unique design features of each alternative are:

**Transverse Crosswalks**—Transverse crosswalk line markings consist of solid lines not less than 6 inches wide, nor greater than 2 feet wide. There must be 6 feet clear between transverse crosswalk lines.

**Longitudinal Crosswalks**—Lines for longitudinal or diagonal crosswalks should be located outside of wheel paths to delay the fading of the paint and avoid frequent maintenance. Line spacing for diagonal and longitudinal markings should not exceed 2.5 times the line width. Where diagonal or longitudinal lines are used to mark a crosswalk, the transverse crosswalk lines may be omitted. If used, like on ladder crossings, longitudinal lines should be 1 to 2 feet wide and spaced 1 to 5 feet apart.

At any marked crosswalk, curb ramps and other sloped areas should be wholly contained within the crosswalk markings. The crosswalk lines should extend the full

length of the crossing. Longitudinal markings require more pavement marking material than transverse markings, and as a result have higher installation costs. Staggered spacing on longitudinal markings to avoid vehicle wheel paths can, however, reduce maintenance costs.

**Colored and Textured Crosswalk**—Sometimes used to improve aesthetics, but do not replace the need for white markings that are easier to see at night and when the surface is wet to designate a crosswalk. Where colored and/or textured crosswalk treatments are used, they should not degrade the contrast of the white crosswalk markings, nor should they be designed such that they could be mistaken by road users as a traffic control application.

Additionally, colored and textured crosswalk treatments should be designed with material that is smooth, nonslip, and visible. Textured crosswalk design treatments should not be used if there is a possibility the treatment may shift and/or settle or induce a high degree of vibration in wheelchair caster or drive wheels. If a textured crosswalk treatment is used, a 5 feet wide untextured surface should be maintained in the center of the crosswalk that connects the curb ramps on each end of the crossing. Recessed pavement markings, which enhance marking durability, may also be used.

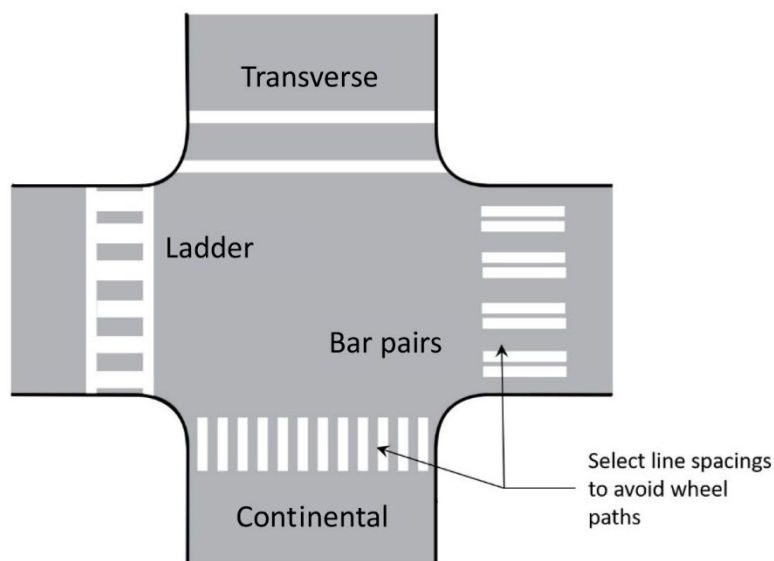
Requirements for use of colored pavements are presented in MUTCD Section 3G. Guidance on the interpretation of the MUTCD requirements has been provided by FHWA.

**Raised Crosswalks**—Where raised crosswalks are used, detectable truncated dome warnings are needed at the curb lines, and pavement markings are required on the roadway approach slopes.



Crosswalk on a Residential Street

Figure 38: Examples of Crosswalk Markings



Considerations when determining placement of crosswalk markings include the following:

- **Access**—Assume that pedestrians want and need safe access to all destinations accessible to motorists, as well as to destinations not accessible to motorists such as trails and parks.
- **Generators and Destinations**—Pedestrians will cross streets following natural “desire lines” from generators to destinations (i.e. schools, parks, shopping, residential neighborhoods) and will not typically go out of their way to cross the street at another location, unless that location provides a safer crossing opportunity and is reasonably close by. A marked street crossing should be available near most transit stops.
- **Controlled and Uncontrolled Intersections**—All intersections that have signals, stop signs, or yield signs to facilitate motor vehicle crossings should also be designed to accommodate pedestrians with marked crosswalks. Pedestrians need safe access at many uncontrolled locations as well. See section 5.2.4 *Uncontrolled Pedestrian Crossings* for more information.
- **Frequency**—Pedestrians should be able to cross streets at regular intervals and consideration should be given to facilitating crossings at key high-use locations. Unlike motor vehicles, pedestrians cannot be expected to go more than half a block out of their way to take advantage of a controlled intersection.

- **Snow Clearing**—Locations with frequent snow accumulation tend to have periods when crosswalk markings are either totally or partially obscured, making it difficult for both motorists and pedestrians to see marked crosswalks. Marked crosswalks in such locations should be supplemented with pedestrian signing for greater year-round visibility.
- **Special Paving or Brick Crosswalks**—These crosswalks often exist in historic districts, downtown areas, or Main Streets. Include white striping on both sides of the special pavers or materials.

Near schools, crosswalks aid in establishing routes and crossings to and from school for children. On established routes to a school, crosswalks should be marked and signed at all crossings where any of the following conditions are found:

- There are substantial conflicts between motorists and pedestrians (and bicyclists).
- Children are encouraged to cross between intersections.
- Children would not otherwise recognize the proper place to cross.
- Motorists (or bicyclists) may not expect children to cross.



### 5.3.9 Stop Bar and Yield Markings

Stop and yield lines may be used to indicate the point at which a bicyclist or motorist should yield in compliance with a stop bar, yield sign, a Yield Here to Pedestrian (R1-5 or R1-5a) sign or a or Bicycle Yield to Peds (R9-6) sign.

An advance stop or yield line can greatly reduce the likelihood of a multiple-threat crash, which occurs when a motorist stopped in one lane blocks the view of a second motorist. Advanced yield lines should be considered for any uncontrolled multi-lane crosswalk.

#### Design Considerations

Advance yield markings should be placed 20 to 50 feet in advance of a marked crosswalk to indicate where the vehicles are required to stop or yield and shall be paired with a Yield Here to Pedestrians (R1-5) sign. Where a protected bike lane crosses a crosswalk, yield markings on the bike lane approach can emphasize that people biking or using mobility vehicles must yield to pedestrians within the crosswalk.

At stop- or signal-controlled legs of an intersection, stop lines are solid white lines, 1-2 feet (0.3- 0.6 m) wide, extending across all approach lanes. stop lines shall be placed a minimum of 4 feet (1.2 m) in advance of, and parallel to, the nearest crosswalk line. Greater setbacks can help reduce multiple-threat crashes since the motorist's view of pedestrians within the crosswalk is less likely to be screened by vehicles in the adjacent lanes. However, stop lines should not be set too far back on the approach as to negatively affect the capacity of the intersection or the sight lines of the drivers (e.g., intersection sight distance). Stop lines set too far back will also have the potential to be ignored by drivers.

At crosswalks in uncontrolled locations on multilane roads, setbacks of 20 to 50 feet (6.1 to 15 m) are desirable for yield or stop lines to provide adequate sight distance between pedestrians and vehicles. At such locations, "Yield Here To (or Stop Here For) Pedestrians" signing must be used. Also, parking should be prohibited in the area between the yield or stop line and the crosswalk.

The MUTCD allows staggered stop lines and staggered yield markings for different lanes. For instance, setting the right-turn lane stop line forward of adjacent lanes can increase pedestrian visibility to right-turn-on-red drivers. It is desirable to set the stop line of the left-turn lane farther back than the stop line of the through lanes.



Advanced Yield Marking places in Advance of Crosswalk

When used at signalized intersections, advanced stop lines can reduce pedestrians' conflicts with motorists in the crosswalk.

Yield markings are used instead of stop lines where signs, signals, or local laws require motorists to yield instead of stop. Yield markings consist of a row of solid white isosceles triangles pointing toward approaching vehicles.

In the absence of a marked crosswalk, a stop line or yield marking should be placed at the desired stopping or yielding point not less than 4 feet (1.2 m) in advance of an unmarked crosswalk.

#### Design Considerations

The following design considerations should be followed when implementing stop bars or yield markings:

- At controlled intersections, provide a stop bar in advance of the crossing and consider signal timing guidance in the Pedestrian Signal Phasing section at signalized intersections. Consider location of vehicle stop bars based on design vehicle turning envelope.
- Use and design of stop and yield lines is described in Chapters 3B and 9C of the MUTCD. For shared use paths, stop or yield lines may be placed across the entire width of the path even though the shared use path is typically two-way.
- In some cases, drivers may be unable to see children, wheelchair users, or other pedestrians in the crosswalk. Locating the stop line in advance of the crosswalk by 10 feet (3.0 m) or more may be considered where there are large numbers of trucks or pedestrians at an intersection. These greater setbacks may benefit from a supplemental sign, such as "Yield Here To Pedestrians" or the in-street sign "Stop (or Yield) Here For Pedestrians Within Crosswalk" depending upon the selected design vehicle and traffic laws for a particular state.

## 5.4 Signals, Beacons, and Signs

### 5.4.1 Introduction

Traffic signals manage traffic flow by separating and allocating time to specific movements. They can reduce conflicts between motor vehicles, transit vehicles, bicyclists, and pedestrians. The decision to install a Pedestrian Hybrid Beacon (PHB) or a traffic signal involves a holistic evaluation of numerous factors at the study location and requires the use of engineering judgment to apply and evaluate the MUTCD and the Colorado Supplement to the Federal Manual on Uniform Traffic Control Devices warrant criteria.

The design guidance in this chapter covers how to design pedestrian hybrid beacons and traffic signals, including traffic signal heads, signal phasing, signal timing, signing, markings, and pedestrian/bicycle detection. It also includes ways to reduce delay and manage or eliminate conflicts between vulnerable users and motor vehicles. The design guidance provided in this chapter also supplements intersection design guidance provided in other chapters. This design guidance should be used in conjunction with the MUTCD.

### 5.4.2 Evaluation of a Traffic Control Signal or Pedestrian Hybrid Beacon

Traffic signals may be installed to facilitate roadway crossings by pedestrians and bicyclists. It may be necessary to consider pedestrian signal or pedestrian hybrid beacon (PHB) installation at crossing locations where one or more of the following conditions occur:

- Where one or more MUTCD traffic signal warrants or PHB guidelines are met;
- Sight distance is restricted, based on prevailing motor vehicle speeds;
- Motor vehicle approach speeds exceed 30 mph;
- There are four or more through lanes of major street traffic;
- There are insufficient crossing opportunities (including crossings of two through lanes) within about a quarter of a mile from the location in question.

Traffic control signal installation should be limited to locations where less restrictive traffic control devices do not provide adequate crossing opportunities for pedestrians and bicyclists. Even at locations where a traffic control signal is warranted, other treatments such

as traffic calming, roundabouts, active beacons, or PHBs should be considered before determining a full traffic signal is appropriate. A traffic signal can increase delays, motorized traffic volumes on minor street approaches, and some types of crashes. PHBs intended specifically for bicycle use can also introduce challenges for bicyclists' timing (see Section 5.6.2.).

### 5.4.3 MUTCD Traffic Control Signal Warrants

The MUTCD (Chapter 4C: TRAFFIC CONTROL SIGNALS NEEDS STUDIES) provides list of nine traffic control signal warrants to help determine whether a new signal should be installed. Many of the warrants are primarily focused on vehicular traffic flow. There are separate guidelines (not warrants) for PHB installation. Some flexibility is allowed in applying warrants to determine if a traffic control signal or PHB is needed at a bicycle crossing. For example, since bicyclists may operate as vehicles or pedestrians at street crossings, they may be counted as either for a traffic signal or PHB warrant analysis.

Designers have the flexibility to estimate future demand in the absence of a signal or PHB if existing conditions limit vulnerable user crossing opportunities. In some cases, people may not be crossing a street in sufficient numbers to satisfy a warrant because there are not adequate gaps in traffic or they do not feel comfortable doing so – thus they avoid the crossing altogether. For these locations, it may be more appropriate to use an estimated crossing demand for warrant analysis that assumes better crossing protection, as experience shows once a street can be crossed more safely, people will generally cross in greater numbers compared to prior conditions. Designers may consider estimating pedestrian and bicycle volumes as part of developing signal warrant methodology. In these cases, the designer shall coordinate with the appropriate CDOT representative to identify forecasting assumptions.

Projecting volumes is an important consideration where bicycle boulevards and shared use paths are installed and are consistent with the MUTCD. In these situations, there is an implied understanding that a higher level of care has been taken to ensure bicyclists and pedestrians can safely navigate these routes, as families commonly use such facilities with children. For this reason, agencies

and designers should evaluate a proposed facility using the appropriate signal warrants and, if necessary, for a reasonably anticipated volume of peak hour crossings.

The following warrants have the greatest applicability for evaluating the need to install a traffic control signal to assist pedestrians and bicyclists in crossing a street:

- **Warrant 4, Pedestrian Volume** – may be considered at locations where pedestrians experience excessive delay attempting to cross a high-volume street. Bicyclists should be considered with pedestrians in this analysis. The criterion for Warrant 4 (Pedestrian Volume) may be reduced by 50 percent if the 15th-percentile crossing speed of pedestrians is less than 3.5 ft per second.
- **Warrant 5, School Crossing** – may be considered at locations where there is a desire for school children to cross and there are not adequate gaps for them to do so.
- **Warrant 7, Crash Experience** – may be considered in locations where a threshold of crashes that a traffic control signal could correct has occurred during a 12-month or 3-year period. Thresholds vary depending upon number of approach lanes, type of crash and context (i.e., urban or rural).
- **Warrant 8, Roadway Network** – may be considered at locations to encourage concentration and organization of traffic flow on a roadway network. Thresholds are based on existing volumes (that meet one or more of Warrants 1, 2, and 3) and an engineering study that projects five-year traffic volumes. Using this warrant assumes it is part of a major route that either serves as a principal roadway, includes a rural or suburban highway outside or near a city, or appears on an official plan in an urban areas traffic and transportation study.
- **Pedestrian Hybrid Beacon Guidelines** – A PHB may be considered at locations that do not meet traffic control signal warrants or for locations where it might be undesirable to provide a traffic control signal. Guidelines for the PHB are included in the MUTCD (CHAPTER 4F: PEDESTRIAN HYBRID BEACONS) and suggest that PHB's may be appropriate at locations where at least 20 people cross in a peak hour. See the MUTCD for specific thresholds for speeds, pedestrian volumes, and vehicular volumes.

According to the MUTCD (Section 4C.01), with the exception of locations where an engineering study uses Warrant 8 to justify signal installation, a traffic signal installed under projected conditions should have an engineering study performed within one year of energization to determine if it is still justified. If not, the signal should be either taken out of stop-and-go operation or removed.

## 5.5 Signal Design Guidance for Pedestrian Facilities

Pedestrian signal heads should be provided at all signalized intersections with sidewalks and curb ramps on the approaches and at all signalized intersections where pedestrian activity may be expected or anticipated based on land uses, transit stops, or other factors likely to generate pedestrian activity, regardless of the presence of sidewalks.

### 5.5.1 Pedestrian Signals

The MUTCD (Section 4E.03 Application of Pedestrian Signal Heads) defines the conditions under which pedestrian signals shall be provided. At all locations where signals are newly installed, replaced, or significantly modified and pedestrian signals are provided for street crossings, countdown pedestrian displays are required. Pedestrian signals with countdown displays show the number of seconds remaining in the clearance interval and their use has been shown to reduce both pedestrian and vehicular crashes at signals<sup>1</sup>.

Accessible pedestrian signals (APS) are devices that communicate information about pedestrian signal timing in nonvisual formats and are integrated with pedestrian pushbuttons. All intersections where pedestrians are expected, regardless of whether the pedestrian phase is automatic or requires actuation, shall be accessible for people with disabilities. This often means that accessible pushbuttons are installed in locations with automatic pedestrian phases. APS installation is required by PROWAG (R209.1) with any new traffic signal that has pedestrian signals or where there will be significant changes to an existing signal. APS guidelines include the following:

- APS should be placed in consistent locations;
- APS should be located as close as practical to the crosswalk line farthest from the center of the intersection and as close as practical to the curb ramp;

- When installed at signals or PHBs, APS pushbuttons must have both audible and vibrotactile components. Vibrotactile indications integrated into the pushbutton provides information to persons with hearing or visual disabilities;
- APS pushbuttons shall have a locator tone that operates during the DON'T WALK and the FLASHING DON'T WALK intervals only to assist those with low or no vision to find the correct device for a particular crossing;
- APS pushbuttons shall have a tactile arrow that indicates the crossing direction activated by the pushbutton;
- One post and pushbutton assembly should be provided for each crossing. Ideally, pushbuttons on the same corner should be placed a minimum of 10 ft. from each other. This helps clarify which percussive locator tone is applicable to each button for the respective crossing. In constrained areas (e.g., limited building setbacks, unusual geometric conditions), should two APS assemblies be separated by less than 10 ft., an audible walk indication shall include speech pushbutton information and walk messages. These information messages tell pedestrians the name of the street they are crossing. Braille or raised lettering on the pushbutton housing may also provide street name information;
- If an extended pushbutton press feature provides additional crossing time, then an R10-32P plaque shall be mounted adjacent to or integral with the APS pushbutton. For these locations, APS pushbuttons shall be marked with three braille dots forming an equilateral triangle in the center of the pushbutton;
- If the pedestrian clearance time is sufficient only to cross from the curb or shoulder to a median to wait for the next cycle, then an additional APS pushbutton shall be provided in the median.

Some pushbutton housings include a map of the intersection in relief on the side of the housing that informs pedestrians about the number of lanes and islands they will have to cross. These should be provided at wide or complex intersections and when a two-stage crossing may be necessary. However, using a two-stage crossing where pedestrians are required to cross to a median and then to the other side of the street on separate signal phases should be discouraged where sufficient physical protection (e.g., concrete curbing, wide medians) is not included. When installed, two-stage pedestrian crossings should consider a “z”-median where

pedestrians are required to traverse a short distance (10 ft. min. preferred) in a center island, facing on-coming traffic, prior to activating a second pushbutton. The center median distance may require adjustments to accommodate site specific conditions.

APS audible messages and tone volumes should be adaptive to the surrounding ambient noise. APS units produce a louder signal message when motor vehicle and other noise at a given intersection is higher. Automatic volume adjustment provides flexibility and allows APS units to adjust so they are not disturbing to neighbors at night or times of low traffic volume. This is also helpful to visually impaired pedestrians, as the APS does not drown out essential traffic sounds necessary for crossing. See Section 4E.11 of the MUTCD for volume setting requirements and guidance.

When APS and countdown pedestrian display improvements are made, all crossing associated with the system must be upgraded (see Section X for ADA requirements, standards, guidelines). Among the requirements provided in MUTCD, Section 4E.04 Size, Design, and Illumination of Pedestrian Signal Head Indications, pedestrian signals should be placed in a conspicuous location, visible to pedestrians waiting to cross. See Section X for additional information on the placement of pedestrian pushbuttons for accessibility.

## 5.5.2 Pedestrian Detection

### Pushbuttons

Where pushbuttons are provided for detection, they shall be accessible. Pushbutton placement must be within easy reach of a pedestrian (and bicyclist when applicable) and obvious to which crosswalk they are associated with.

In addition to standards laid out in Chapter 4E.08 of the MUTCD, and Section 5.5.1 of this guide, accessible requirements and best practices are as follows:

- Place pushbuttons so they are adjacent to curb ramp landing or similar surfaces. A level surface with a 1.56 percent cross slope (max.) in each direction shall be provided.
- Pushbuttons may be placed between 1.5 ft. and 6 ft. behind the face of curb or edge of pavement. In some cases, placement as far as 10 ft. is permissible. A distance of 6 ft. is preferable as it allows bicyclists and pedestrians pushing strollers to stop at the button



without the front end of their wheel(s) getting closer than 2 ft. from the face of curb or edge of road and provides greater physical separation from moving traffic.

- When placing pushbuttons, consider expected users and their needs. Where bicyclists are expected, a slightly taller pole can provide a surface to hold while waiting for the right of way.

### Passive Detection

Passive detection devices are less common, but may be used to actuate or extend pedestrian signals in specific applications. Beacons can be outfitted with motion or break-beam sensors, though care is needed to ensure detection is for only those intending to cross. Infrared crosswalk sensors can detect the presence of slow-moving pedestrians in crosswalks and extend the clearance time.

Passive detection may be used in lieu of or in addition to pedestrian pushbuttons, though careful consideration will be necessary in doing so. Passive detection may be helpful in reducing intersection noise, though pedestrians with vision disabilities may not approach the crossing within the detection zone nor wait at the exact crossing area for activation to occur. They may also not know passive detection is present unless they are familiar with the intersection. In addition, passive detection systems need to be carefully calibrated and monitored to avoid or limit detecting something other than pedestrians.

Passive detection may be an option where compliant pushbutton placement is not feasible at a given intersection. Such factors may include lack of right-of-way, limited building setbacks, or pushbutton placement that would limit or block pedestrian access.

## 5.5.3 Signal Timing and Reducing Pedestrian Delay

Frequent crossings that accommodate walking speeds for people of all ages and abilities are key to creating a safe, accessible, and connected pedestrian network. Signals are typically timed to prioritize the “major” street movements which may, under certain conditions, increase delay for pedestrians and bicyclists waiting to cross the major street. In addition, when pedestrians and bicyclists are faced with long delays, they may be more likely to ignore signals entirely and cross the road when they perceive an adequate gap in traffic. When this occurs, pedestrians

will sometimes choose to cross away from intersections, potentially increasing crash risks. The following section describes best practices for reducing delay and providing accessible crossings to improve safety for all users.

While there are many factors associated with signal timing as it relates to reducing pedestrian delay, corridor consideration should be a factor. Streets in lower density, suburban settings, often do not have comparable pedestrian volumes relative to more dense, urban networks. However, these corridors may have transit operation, which may make road crossing decisions challenging without appropriate crossing opportunities.

### Signal Cycle Length

In some instances, where pedestrians routinely experience long delays at signals, they may elect to cross away from the crosswalk at locations where conflicts are not controlled by a signal. Therefore, strategies to reduce overall cycle length can be particularly important for pedestrian safety. Where pedestrians are expected regularly, cycle lengths greater than 60 to 90 seconds should often be discouraged. In addition to reducing cycle lengths, designers may also consider using half-cycle lengths, particularly during off-peak hours. Adaptive signal control, where employed, should have limited variation in cycle length. Operations for adaptive signal control should be confined to suburban settings and event venues where traffic patterns can be highly variable.

Designers should be aware that shortening signal cycle lengths can impact the amount of time that a pedestrian is provided in the pedestrian signal phase (see “Pedestrian Signal Phase Timing”, discussed later in this section). While long cycle lengths can increase pedestrian non-compliance, at wider intersections shorter cycle lengths may not be possible without implementing two-stage pedestrian crossings which could increase pedestrian delay compared to providing a longer cycle length. Single stage crossings are preferable in most instances (see Chapter 5.3.6 for complex locations where two-stage crossings may be appropriate). Designers can also shorten crossing distances using curb extensions (see Chapter 5.1.2), eliminating the need for a longer pedestrian cycle length and potentially reducing the current cycle length.

If a two-stage crossing is provided, designers shall provide a crossing island (see Section 5.1.1) and provide a pushbutton within the crossing island.

### Pedestrian Signal Phase Timing

Pedestrian signals provide a WALK phase (steady white walking man symbol) followed by a FLASHING DON'T WALK clearance phase (flashing orange upraised hand symbol with integrated countdown timer). Details for programming the walk and clearance interval is provided in the MUTCD (Section 4E.06). Pedestrian signal timing shall meet the following requirements:

- The duration of the WALK indication should allow sufficient time for a pedestrian to react to the signal and enter the crosswalk. The MUTCD recommends a minimum walk interval of seven seconds, though it allows for a walk interval as low as four seconds in certain situations;
- A clearance interval based on a maximum walking speed of 3.5 ft. per second from the face of curb or edge of shoulder to the point where they have cleared the farthest lane in the crosswalk;
  - Where a crossing has a higher proportion of slow-moving pedestrians, slower walking speeds of 3.0 ft. per second or lower may be programmed. A longer clearance interval can also be requested by pedestrians using a longer push on the pushbutton.
  - Passive detection may also be considered, provided that the system can sense slower pedestrians and extend the clearance time.
- The total WALK + FLASHING DON'T WALK phase (walk plus clearance interval) shall be long enough to allow a person with a walk speed of 3.5 ft./sec. to walk from the pushbutton to the point where they have cleared the farthest lane in the crosswalk. When a pushbutton is not present, the crossing distance should be 6 ft. wider than the width of the road;

- In addition to the recommendations and guidance in the MUTCD, designers should consider a longer walk interval (e.g., sufficient for a pedestrian to react and walk to the center of the intersection) at locations where there are more than two travel lanes to be crossed or roadway posted speeds are higher than 30 mph.

Signal timing should strive to maximize the WALK + FLASHING DON'T WALK phase such that the total pedestrian time is equal to the total concurrent vehicle green and yellow timing (see Figure 39). Providing a shorter WALK phase is sometimes proposed to split the green phase between the pedestrian crossing and turning vehicles. This application is discouraged as it is an informal treatment that does not clearly convey the phasing intention; pedestrians may elect to cross anyway after observing that the concurrent through movement is still green. To address conflicts, designers should instead use one or a combination of treatments listed in Section 5.3.4.

It is typical practice is to terminate the FLASHING DON'T WALK phase at the same time as the concurrent vehicular green indication. However, the MUTCD (Section 4E.06) allows this interval to overlap with the concurrent vehicular yellow phase. See the MUTCD (Section 4E.06) for further details.

Figure 39: Maximizing the WALK Interval





### Pedestrian Recall and Actuation

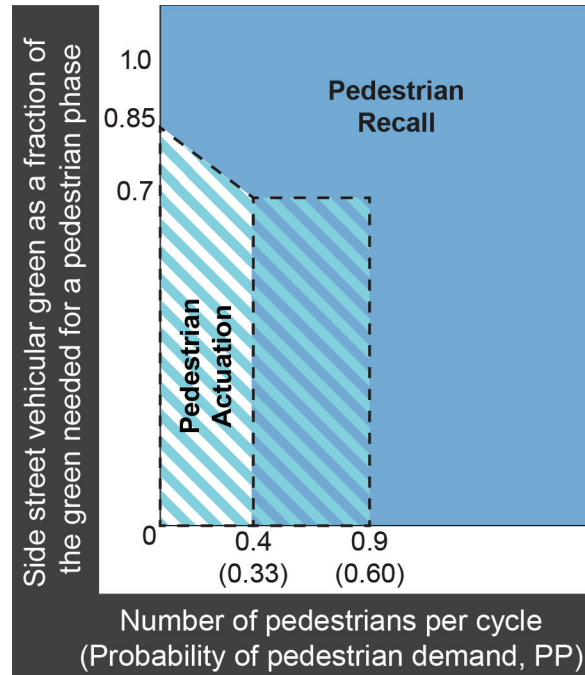
Pedestrians should not always be required to push a button to call the pedestrian phase at locations with high pedestrian volumes. This is particularly important in downtown corridors or business districts where there tends to be significant pedestrian volume and relatively short cycle lengths. In such environments, fixed time operation with time-of-day phase plans often functions more efficiently compared to actuated or semi-actuated signal timing. Fixed time operation allows for signal controllers to call pedestrian phases each cycle. In a fixed time grid, pedestrian intervals are often the maximizing factor for phase length, as the time necessary to accommodate pedestrian movements exceeds the time needed for motor vehicles. Designers should follow the guidance in Figure 40 for providing pedestrian recall or actuation. This could be accomplished based on different signal timing plans at certain times of day or day of the week.

Signal timing plans, when updated, shall provide a sufficient walk phase for all crossings. If it is determined that the pedestrian phase should switch from actuated to recall based on the time of day, designers can minimize confusion by ensuring the pushbutton includes a confirmation light. When the signal operations have switched to pedestrian recall, the detection indicator can be programmed to illuminate by default.

### 5.5.4 Signal Phasing for Managing or Reducing Conflicts

There are a variety of alternative signal phasing options for reducing or eliminating conflicts between motorist and pedestrians. Designers should consider both the operational and safety impacts of signal phasing changes at an intersection. Designers should also be aware that a phasing scenario may necessitate a separate motor vehicle turn lane and an additional signal phase, which may increase delay for some users, including pedestrians. Fully separated crossings may require longer cycle lengths, which may result in reduced user compliance with signal indications and increased potential for conflict. The following sections describe four major phasing scenarios, criteria, and considerations. Often, there may not be one solution, but a combination of treatments for specific periods or scenarios to address pedestrian safety.

Figure 40: Recall versus Actuated Pedestrian Phase for Coordinated-Actuated Arterials



### 5.5.5 Leading Pedestrian Intervals (LPIs)

Leading Pedestrian Intervals (LPIs) or Leading Through Intervals (LTIs) may be used to give pedestrians a head start (typically a minimum of three seconds) when crossing the street. LPIs are a proven safety countermeasure to reduce vehicle-pedestrian crashes at intersections. Implementation allows waiting pedestrians to enter the crosswalk where they become more visible to conflicting motorists. Both LPIs and LTIs accomplish the same goal through different strategies:

- **Leading Pedestrian Intervals** - With traditional signal phasing, parallel pedestrian WALK and motor-vehicle circular green indications start at the same time, immediately after the conclusion of the red clearance interval. With LPIs, the walk phase begins as usual and parallel motor vehicle circular green indications start after a brief period. Designers should provide APS units where LPI's are provided; without APS units, pedestrians with low or no vision may not be able to maximize the advantage of LPIs, as they otherwise use the noise of concurrent vehicles to determine when to begin walking.
- **Delayed Turn or Leading Through Intervals** -A delayed left (or right) turn or LTI provides a green signal to through movements while delaying permissive left

(or right) turns for a specific period. This delay time may vary based on site specific conditions, but (similar to an LPI) is usually between three and six seconds. This option minimizes intersection capacity impacts while providing a partially protected pedestrian phase, allowing those on foot a head start in order to establish themselves in the intersection before turning movements are allowed after the protected left (or right) turn phase.

When curb extensions or a protected intersection is provided, pedestrians can establish themselves in the crossing before vehicles due to the distance between the stop line and the edge of the curb where a pedestrian would wait.

Table 7 provides the equation for calculating the LPI interval (rounded to the nearest second) found in Ohio DOT's Signal Design Reference Packet (SDRP) (CDOT does not have an adopted formula for calculating LPIs).

An approach meeting any one of the following criteria may be a good candidate for the installation of an LPI:

- Reported crash history finds one or more crashes per year have occurred over the last three years between vehicles turning on green and pedestrians crossing the street on the associated crosswalk with the pedestrian WALK signal;
- A visibility issue exists between the driver's view of pedestrians on the crosswalk due to obstructions or poor sight distance at an intersection approach that can be improved through an LPI. LPIs by themselves don't

Table 7: Formula for Leading Pedestrian Interval (LPI)

Leading Pedestrian Interval (LPI) Formula	
$\text{LPI (sec.)} = \frac{(W_1 + W_2)}{S_w}$	
Where:	
LPI = Leading pedestrian interval (sec.)	
$W_1$ = Width of first lane of moving vehicles (ft.)	
$W_2$ = Width of shoulder, bike lane, and/or parking lane (ft.)	
$S_w$ = Walking speed (typically 3.5 ft./sec.)	

resolve sight distance limitations, as they don't protect pedestrians who arrive at the end of the WALK phase. Physical measures to remove corner sight obstructions should be given primary consideration;

- Intersection observations reveal conflicts between crossing pedestrians and turning vehicles in which there is a risk of collision should their movements and speeds remain unchanged;
- One of the two movement volumes (turning vehicle volume (A), or pedestrian volume (B), identified below) meet at least one of the thresholds identified in Table 8 for a given warrant.

When a protected left turn phase is provided, it should occur as a lag to prevent left turning vehicles from continuing to cross during the LPI. Designers must avoid the "yellow trap".

Table 8: LPI Volume Warrant Thresholds

Warrant	Turning Vehicles Volume (A)	Pedestrian Volume (B)
Vehicle Peak Hour	≥130 per hour	≥25 per hour
Pedestrian Peak Hour	≥100 per hour	≥50 per hour
4-Hour Vehicular and Ped Volume	≥105 per hour	≥30 per hour
8-Hour Vehicular and Ped Volume	≥100 per hour	≥25 per hour
School Crossing	≥50 per hour	

## 5.5.6 Protected Pedestrian Phase and Turn Restrictions

Protected pedestrian phases or protected-only signal phasing for turn movements can significantly reduce conflicts between pedestrians and motorists. This process involves eliminating specific motor vehicle phases (e.g., left turns) that cross concurrent pedestrian phases. For example, if the permissive left turns (either green ball or flashing yellow arrow) that cross pedestrian phases is eliminated, there is no longer a turning conflict for the crossing during that phase. In these cases, pedestrian phases may occur before (lead) or after (lag) conflicting vehicular movements.

Turn restrictions or protected pedestrian phases may be considered when one or more of the following criteria are met:

- There are high conflicting turning vehicles volumes. High turning volumes are defined as equal to or exceeding:
  - 200 total right and left turning vehicles per hour;
  - 50 left turning vehicles per hour when crossing one lane of through traffic; or
  - 100 right turning vehicles per hour.
- There is a high volume of total approaching traffic (greater than 2000 vehicles per hour for all approaches);
- There are high pedestrian volumes (pedestrians are 30 percent of vehicle volumes or 300 pedestrians per hour);
- Crash patterns at the study location or nearby locations with similar geometry support the use of separating motor vehicle and pedestrian phasing. Typically, this encompasses three or more left-turn or right-turn collisions where pedestrians had the right of way over a three-year period;
- The available sight distance is less than the minimum stopping sight distance
- The intersection geometry is unusual (streets intersect at acute/obtuse angles or streets have significant curvature approaching the intersection), which may result in unexpected conflicts and/or visibility issues;
- An intersection in close proximity to senior housing, elementary schools, recreational areas, playgrounds, and/or health facilities.

Protected pedestrian phases or protected-only turn phases may be implemented on a permanent basis, during specific hours, or “on-demand” when a pedestrian is present and activates the pushbutton. If only one movement or street meets the criteria above, consider a treatment to address those specific issues before

implementing an intersection-wide approach (i.e., provide protected-only turns for the major roadway and allow for permissive turns on the minor roadway, if turning volumes are low on the minor roadway).

### Turn Restrictions

Permissive left turns may be prohibited on demand through programming a signal controller to display a red left arrow when a conflicting pedestrian movement is called. Such programming may require staff time on the part of the jurisdiction where the signal is located in order to maintain signal flexibility and coordination.

A (R10-11) sign may be used to prohibit right turn movements at all times, or a dynamic sign may be installed to limit turns at specific times or conditions. Motorists turning right on red tend to focus on finding a gap in cross traffic. Driver attention in these situations tends to be on conflicting traffic approaching from their left, and not necessarily a pedestrian beginning to cross from the driver's right. Drivers may also encroach into the crosswalk while waiting for a gap in traffic, effectively blocking the crosswalk. Right turn on red restrictions may be used to reduce these conflicts, though such signs may not be effective if sight distance is not limited by geometry or other roadway features (landscaping, business signs, etc.) without significant enforcement efforts. Where left turns on red are legal on one-way streets, such restrictions may be appropriate for similar reasons.

Right turn on red restrictions increase the number of turns on green, which tend to be higher speed maneuvers, particularly at intersections with larger curb radii. Consequently, such restrictions may not always improve pedestrian safety and shouldn't be used as a default treatment without an engineering study.

## 5.5.7 Concurrent Pedestrian Phase with Permissive Vehicle Turns

At most signals, the indication for pedestrians is displayed concurrent with the green indication for parallel through vehicular movements. Concurrent timing often allows vehicles to turn left or right across the crosswalk during the phases with change interval countdown indication (pedestrian clearance interval), provided the motorists yield to pedestrians. To mitigate conflicts and improve motorist yielding, designers may consider the following treatments:

- Regulatory signs, such as the R10-15a series “TURNING VEHICLES YIELD TO [PEDESTRIANS]” (see Section X);
- Flashing Yellow Arrows (see below);
- Geometric treatments to reduce vehicle speeds and increase sight distances such as raised pedestrian crossings and curb extensions (see Chapters X).

### Flashing Yellow Arrows

Flashing yellow arrows (FYAs) may be used for left or right turning motor vehicles to emphasize that drivers may proceed after yielding to oncoming traffic and/or pedestrians in a crosswalk. FYAs allow flexibility in providing permissive turns while warning drivers of potential conflicts.

### 5.5.8 Exclusive Pedestrian Phases

An Exclusive Pedestrian Phase (EPP), sometimes referred to as a “Barnes Dance” or a “Ped Scramble”, stops vehicular traffic in all directions, allowing pedestrians to cross the intersection in all directions, including diagonally. This treatment can produce a safer operation over conventional phasing but delay for both pedestrians and motorists can be higher than conventional signal timing.<sup>2</sup> Most often, a protected pedestrian phase, specific turn restrictions, or LPIs are more appropriate solutions. An EPP may be preferred over a protected pedestrian crossing for the following scenarios:

- A combination of the criteria listed in Section 5 is met and 15 percent of pedestrians desire to cross diagonally;
- During special events that occupy a substantial portion of the public right-of-way (e.g., street fairs, parades);
- The start and end of school days for major school crossings;
- Intersections where certain motor vehicle turning movements are either not permitted or not in conflict with designated pedestrian crossings.

Signs may be attached to signal poles or pedestrian pushbuttons to inform people that the intersection has an EPP and they may cross diagonally; to inform where an EPP must be actuated by a person waiting to cross; or to deter crossing against the pedestrian signal concurrently with vehicle traffic. Signals that include EPP should time pedestrian phases to accommodate the longest possible crossing.

If a diagonal crossing is employed, designers may need to consider how a person with a visual disability would know that they could cross diagonally. Such determinations

need to be carefully considered along with pushbutton placement and pedestrian ramp design for accessibility. Pavement markings should be designed in accordance with the MUTCD (Figure 3B-20).

## 5.6 Signal Design Guidance for Bicycle Facilities

This section’s design guidance covers traffic signal head options for controlling bicycles, signal phasing, signal timing, and detection. The decision to install a traffic signal or pedestrian hybrid beacon (PHB) involves a holistic evaluation of numerous factors at the study location and requires an evaluation of MUTCD warrant criteria in addition to the use of engineering judgment. Additional details on this process can be found in Section 5.8. The design guidance provided in this chapter supplements intersection design guidance provided in other chapters.

### 5.6.1 Indication Options

A vehicular signal head controls a bicyclist traveling in a shared lane or adjacent bicycle lane. Where it is necessary or desirable to control a bicycle separately from a motor vehicle, a bicycle may be controlled by a traffic signal designated for bicycle use only, or by a pedestrian signal head. Traffic signal indications for a bicyclist along a corridor should be as uniform as possible.

### Standard Traffic Signal Face for Motor Vehicles and Bicycles

Standard signal control is appropriate to control both motor vehicles and bicyclists riding for both shared lanes and adjacent bicycle lanes. Supplemental signage may be appropriate to instruct bicyclists to follow motor vehicle signal control in cases where applicability is ambiguous.

## Pedestrian Signal Heads

Using pedestrian signals to control bicyclist movements is generally discouraged except on shared use paths, but may also be appropriate for:

- separated bikeways traveling in the same direction as the closest motor vehicle travel lane and the pedestrian signal is well oriented for bicyclists to see,
- locations where an LPI is provided and allowing bicyclists to follow the pedestrian signal means they are provided a protected time to cross without turning vehicles, and
- projects with insufficient funding to provide separate bicycle signals, such a quick-build (rapid implementation) projects or those implemented as part of a resurfacing project where signal work is not part of the project scope.

Where a bicycle is required to follow the pedestrian signal, a “[BICYCLE] USE PED SIGNAL” (R9-5) sign shall be posted and the pedestrian signal must be readily visible and discernable to bicyclists. Where a bicycle may follow the pedestrian signal but can also follow the standard traffic signal (such as locations where the LPI provides a protected phase), a “BICYCLE MAY USE PED SIGNAL” sign should be considered.

Where bicyclists are required to follow a pedestrian signal, they are only legally allowed to enter the crosswalk during the WALK phase. Research has found low bicyclist compliance rates at locations where bicyclists are directed to follow pedestrian signals.<sup>3</sup> Most bicyclists continue to enter crosswalks on the FLASHING DON’T WALK phase, as it is timed for a pedestrian who moves much more slowly than a bicyclist. Additionally, at locations where the WALK indication is only four to seven seconds, bicyclists who comply with the signal are likely to experience more delay than bicyclists who enter during the FLASHING DON’T WALK phase. Caution should be exercised when requiring bicyclist to use pedestrian signals, particularly at locations with long crossings or unique signal timing.

## Standard Traffic Signals Designated for Bicycle Use Only

A separate standard traffic signal may provide a separate signal exclusively for bicyclist use. When used, a “[BICYCLE] SIGNAL” (R10-10b) sign shall be installed immediately adjacent to the signal. A bicycle signal is typically used in the following situations:

- Where the bikeway is a one-way or two-way separated

- Where bicyclists’ position in the bikeway does not allow them to see motor vehicle or pedestrian signals that may otherwise be able to control their movement, and;
- Where intersection complexity is such that signals may be helpful, as determined by engineering judgment.

### BICYCLE SIGNAL FACES WITHOUT CONCURRENT VEHICLE TURNS (INTERIM APPROVAL)

Bicycle signals may use a [BICYCLE] symbol face when used in compliance with FHWA’s Interim Approval (IA)-16. There are many benefits to using bicycle signal faces and research indicates that bicycle signals increase compliance with the traffic control and reduce bicycle crashes.

Under IA-16, [BICYCLE] faces may only be used where “bicycles moving on a green or yellow signal indication in a bicycle [symbol] signal face are not in conflict with any simultaneous motor vehicle movement at the signalized location, including right (or left) turns on red.” The Interim Approval also prohibits the use of bicycle signal faces at pedestrian hybrid beacons. Situations where bicyclists follow pedestrian signals or where a standard traffic signal head is designated for bicycle use are not restricted by the provisions of the Interim Approval for bicycle signal faces.

## 5.6.2 Bicyclist Detection

At locations with active warning devices, pedestrian hybrid beacons, or traffic signals, there are various techniques that can be used to actively or passively detect bicyclists. Semi- or fully-actuated signals should passively detect bicycles for phases with “no recall” (i.e., to call the signal and extend the side street green) or “min recall” (i.e., to extend the green on the main street). If a signalized intersection approach cannot accommodate passive detection, a curb-side pushbutton for active detection should be provided.

### Detection Technology

Passive detection equipment does not always reliably detect bicyclists. Bicycle detector installations should be tested under a variety of lighting and weather scenarios to confirm effectiveness. Below is a list of detectors commonly used to detect bicyclists at traffic signals as well as considerations for each type:



- **Radar Detection System** – Some radar detection can distinguish between user types. Detection systems that are not able to do so should be either replaced or supplemented if signal operations require a distinction between bicyclists and motor vehicles.
- **Inductive Loop Detection** - Quadrupole inductive loops, Type Q and Type D, are two options for loop detector configurations for bicycles. Powerhead loops provide better bicycle detection at stop lines while quadrupole loops are typically used for dilemma zones to extend green phases. They can be used to detect bicycles on shared use paths and bike lanes, as well as in travel lanes on roadways.
  - Type Q loops can best detect bicyclists when they are above the loop wire.
  - Type D loops have a magnetic field everywhere within the loop and thus are better for detecting bicycles within the entire loop area. Type D is also particularly effective at rejecting vehicles in the adjacent travel lane, allowing the use of a higher sensitivity setting on the detector amplifier.
- **Video Detection System** - Video detectors may have challenges detecting vehicles, including bicycles, due to poor streetlighting. Video detection can also be problematic when the sun is low in the sky, which can cause glare and potentially skip phases. This may also be the case during inclement weather (e.g., heavy rain, fog, or snow), though it can be somewhat mitigated by ensuring detection zones are appropriately illuminated.
- **Infrared Detection** – Bicyclists can be detected through fog, snow, and other environmental constraints that impair video detection.

Bicycle pushbuttons may be used to supplement passive detection. Pushbuttons may also be used where it is desirable for a bicyclist to be detected, but not a motorist (e.g., a bicycle boulevard crossing an arterial with a pedestrian hybrid beacon or a Toucan crossing). Where used, pushbuttons should be reachable by bicyclists and be accompanied by explanatory signage.

## Location

Passive bicycle detection should:

- be located in the expected path of bicyclists;
- extend across most of the bicycle lane or shared roadway lane width;
- be adjacent to a curb or other type of footrest, when present.

Detection should also be included in bicycle boxes and two-stage turn queue boxes. In bicycle boxes, detection should

be provided both in front of general purpose lanes and bicycle lanes. In two-stage turn queue boxes, the detection zone should include the full area of the marked queue box. Both bicycle boxes and two-stage turn queue boxes have Interim Approval from FHWA (see Section ).

When used, bicycle pushbuttons should be placed within a reasonable reach from a bike lane or shared use path. They should allow bicyclists to actuate them without dismounting while satisfying lateral offset requirements from the AASHTO Roadside Design Guide. This can be accomplished by placing bicycle pushbuttons a maximum of 18" from the face of curb, which is an exception to the bikeway shy distance recommendations provided in Section 5.5.2. If there are concerns about a motor vehicle striking the pushbutton pole, bollards may be installed to protect the equipment with the understanding that this could be a hazard to turning motor vehicles. Alternatively, bike ramps should be provided so that a bicyclist can access a sidewalk or separated bike lane to actuate a pushbutton.

Pushbuttons intended both for pedestrians and bicyclists should be located and operated in accordance with accessibility guidelines. Section 5.5.2 provides guidance on the location of pushbuttons when they are on a sidewalk or shared use path. Where bicycle pushbuttons are installed, they do not have to meet accessibility guidelines or MUTCD requirements for placement. In locations where pedestrians and bicyclists have parallel crossings and pushbuttons are used to activate a warning device or other active traffic control device, pushbuttons for pedestrians and bicyclists may be placed on the same pole or separate poles. While there is a recommended minimum spacing of 10 ft. between two pedestrian pushbuttons on the same intersection corner, separate pushbuttons for bicyclists and pedestrians do not have a minimum separation recommendation. Pushbutton placement 6 ft. behind the curb is preferable to allow bicyclists and pedestrians pushing strollers to stop at the pushbutton without the front end of their wheel(s) getting closer than 2 ft. from the face of curb or edge of road.

## Signs and Markings

When installed, a bicycle detection marking should indicate to bicyclists where they should position themselves to be detected. MUTCD Section 9C.05 includes bicycle detector pavement markings that can be used. The pavement marking can also be supplemented with a BICYCLE SIGNAL actuation sign (R10-22). This marking and sign can be used with any type of bicycle detection.

## 5.6.3 Signal Design Considerations

The MUTCD establishes requirements for the size, arrangement, number, visibility, and positioning of vehicle traffic signals at an intersection. Bicycle signal locations are guided by similar principles and FHWA's Interim Approval (IA)-16. The following guidance is intended to supplement the MUTCD. In general, designers should minimize the number of mast arms and/or pedestal poles by combining equipment where possible. This minimizes the number of fixed objects that can be damaged or cause injury and reduces clutter.

### Size and Layout of Displays

All signal indications in a bicycle signal face shall be the same size, including those that display arrows and those that display bicycle symbols. The primary bicycle signal head for the bicycle movement shall use an 8 inch or 12 inch diameter lenses. When the primary bicycle signal face is located on the far-side, a 12 inch diameter bicycle signal shall be used if it is located more than 120 ft. from the stop line.

Bicycle signal faces with 4 inch diameter lenses may only be used as a supplemental, near-side signal. Near-side bicycle signal faces may alternatively be 8 inches in diameter. The smaller size allows it to be mounted at a lower height, improving visibility to approaching bicyclists.

### Number of Displays

The MUTCD and the Colorado Signs, Signals, and High-Mast Lights Inventory & Inspection Manual<sup>4</sup> prescribe the use of two signal faces for a primary motor vehicle movement. As bicycles are rarely the primary movement, the use of one bicycle signal face is generally sufficient. A supplemental near-side signal should be considered in the following situations:

- Locations with protected bicycle phases, as bicycle crash risk is increased if the bicycle signal fails;
- Per FHWA's Interim Approval (IA)-16, if the signal head is located more than 80 ft. beyond the bicycle stop line (a supplemental near-side signal head shall be provided when the signal head is more than 120 ft. from the bicycle stop line);
- Intersections that require diagonal or unusual bicycle movement through the intersection.

An additional benefit of a second bicycle signal display is that it provides an added safety feature in case one of the displays malfunctions.

### Visibility

At least one signal face should be visible a minimum of 120 ft. before the stop line based on stopping sight distance for a bicycle traveling 15 mph on a flat grade. This distance should be increased where higher bicycle speeds are expected, such as on downhill grades. Where bicyclists do not have a continuous view of the signal for the minimum sight distance, a W3-3 sign "SIGNAL AHEAD" should be installed.

Bicycle signals should be installed such that visibility is maximized for bicyclists and minimized for adjacent, conflicting motor vehicle movements. Visibility-limiting lenses may be appropriate so long as bicyclists can still see the indication, though such equipment may not effectively shield adjacent travel lanes. As such, other methods to distinguish bicycle signals may be necessary. These may include lower or pole mounted placement, use of smaller signal heads than those controlling motor vehicle traffic (e.g., 8 inch vs. 12 inch), and/or different color signal backplates and/or equipment housing. Legend use or supplemental word messages on backplates is prohibited.

Where existing vehicle traffic signal heads are anticipated to be the sole source of guidance for bicyclists, designers shall check that they are located within the cone of vision measured from the bicycle stop line, as described in the MUTCD. If bicyclists are required to follow optically programmed or shielded vehicle signals, the signals shall be visible to approaching bicyclists. If the vehicle signal faces fall outside the cone of vision, supplementary vehicular or bicycle signals should be provided.

### Placement

The primary bicycle signal head should be mounted in a lateral position that reduces the potential for pedestrians, landscaping, or other signal equipment to block the view of the signal for approaching bicyclists. The recommended distance from the edge of the bikeway is 5 ft. or less. If possible, mounting bicycle signal heads overhead is preferred. If bicycle heads are side-mounted, they should be installed on the same side (i.e., left or right) of the bikeway along an entire corridor.

The spacing between bicycle signal heads and motor vehicle signal heads should be maximized. Bicycle signal heads should not be placed between two motor vehicle signal heads with the same signal face as another motor vehicle signal head. Bicycle signal heads should have a minimum separation of 3 ft., either vertically or horizontally, from other signal heads to reduce the potential for confusion. Signals are located in close proximity, it may be desirable to consider one or more of the following strategies to reduce potential for confusion:

- Provide optical programming or shielding on both signal faces;
- Mount the bike signal face at a lower height than the vehicular traffic signal faces;
- Use 8 inch signal heads for far-side signals. 8 inch signal heads should only be considered if other signal heads are 12 inches in diameter for the same direction of travel.

A BICYCLE SIGNAL sign (R10-10b) shall be placed adjacent to all bicycle signal faces.

### Mounting height

When newly erecting a pole for adding a bicycle signal or adding a bicycle signal to an existing pole, the following applies:

- If a bicycle signal head is mounted on a mast arm, the bottom of the housing shall be between 15 and 25.6 ft. above the pavement;
- The bottom of the signal housing of an 8 inch or 12 inch bicycle signal face that is not located over a roadway shall be a minimum of 10 ft. and maximum of 19 ft. above the sidewalk or ground. Where supplemental signing is installed below the bicycle signal face, the minimum mounting height to the bottom of the supplemental sign should be 10 ft.;
- If a 4 inch bicycle signal face is used as a near-side supplemental signal, the bottom of the signal housing should be between 4 and 8 ft. above the ground.

When feasible, mounting bicycle signal heads at a different height than adjacent vehicle signal heads can reduce confusion.

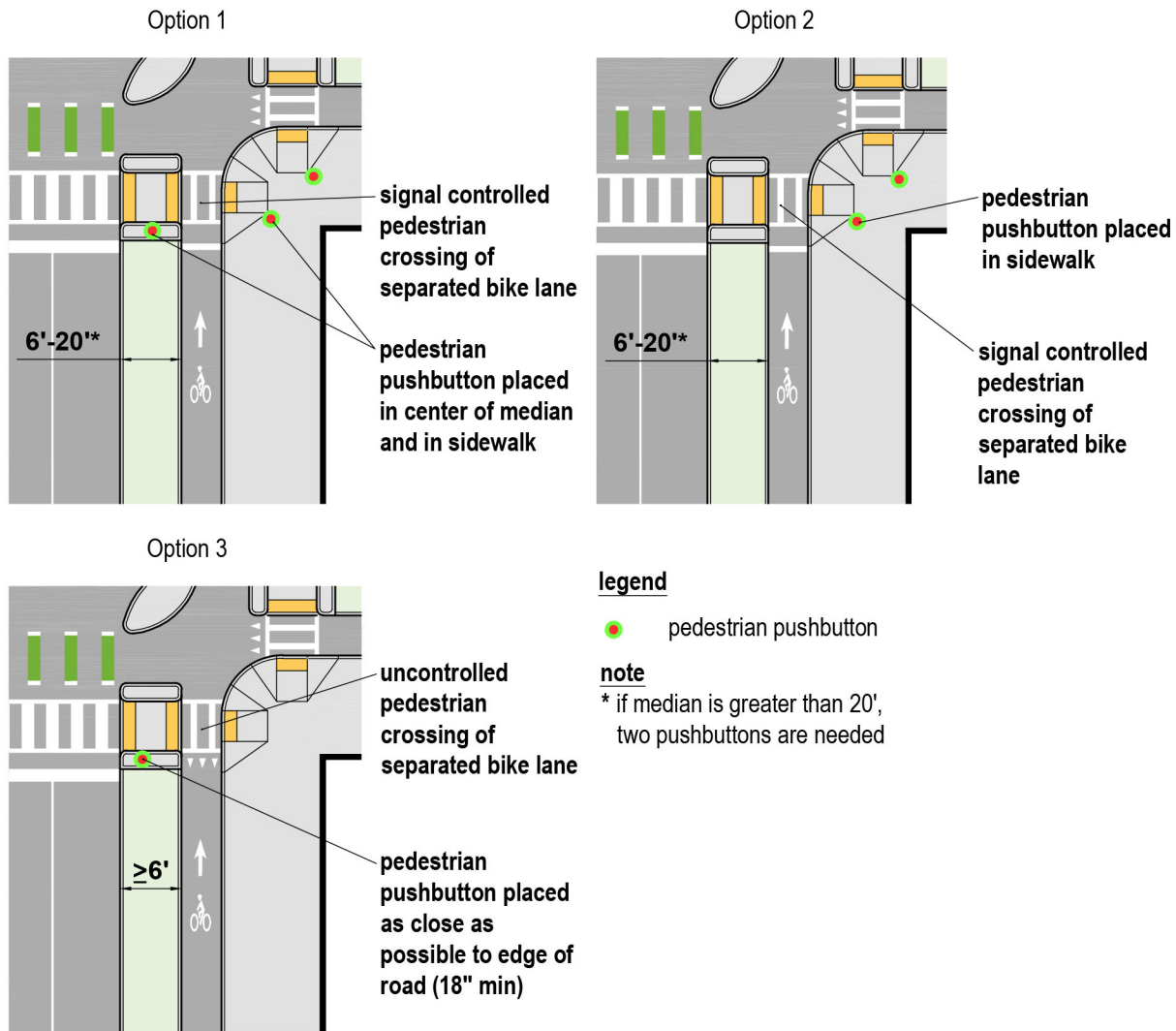
### Considerations for placement with pedestrian signal equipment

Designers must determine if a pedestrian crossing of the separated bike lane should be controlled or uncontrolled at intersections with a separated bike lane and a street buffer that is 6 ft. or wider. When floating transit stops are present along a separated bike lane at a signalized intersection, the platform will serve as a pedestrian crossing island; as such, a second pushbutton must be placed in the buffer (see Chapter X for floating bus stops). The following discusses uncontrolled and controlled crossing considerations:

- **Controlled crossings** – Can be used where it is desirable to ensure bicyclists are stopped prior to the pedestrian crossing (see Option 2 and 3 in Figure 41). In these cases, the separated bike lane movement across the pedestrian crossing is signal controlled. The pedestrian clearance interval should be based on a crossing distance beginning/ending at the sidewalk, which will increase the signal cycle length and delay for all users. Additionally, the benefits of the forward queuing area to reduce bicyclist conflicts with turning traffic are diminished. If the street buffer is greater than 6 ft., an additional pushbutton may need to be placed in the median to meet pedestrian accessibility guidelines, such as where a floating transit stop is present (see Option 2 in Figure 41).
- **Uncontrolled crossings** – Can be used where it is desirable to prioritize a shorter pedestrian crossing distance and maintain the ability to allow bicyclist to wait in the forward queueing area of a protected intersection (see Option 1 in Figure 41). In this option, the separated bike lane movement across the pedestrian crossing is uncontrolled and the pedestrian clearance interval is based on a crossing distance beginning/ending at the median (i.e., street buffer).

When the buffer is less than 6 ft. wide at an intersection with a separated bike lane, the pedestrian pushbutton should not be placed in the buffer area. In these cases, pushbutton placement should follow the layout shown for Option 3. In all scenarios, designers should ensure all proposed pedestrian ramps, pushbuttons, and signals meet current accessibility guidance, see MUTCD Section 4E of this guide for additional details.

Figure 41: Accessible Pedestrian Pushbutton Locations with Separated Bike Lane



### 5.6.4 Signal Timing and Reducing Bicycle Delay

Existing signals are usually timed for prevailing motor vehicle speeds. Designers should evaluate minimum clearance intervals based on bicyclists' operating characteristics and make adjustments that provide the safest design for all users. Signal cycle length and signal coordination can also impact bicyclist delay, which may lead to traffic control device non-compliance. Designers should balance traffic operations and consider delay and safety impacts to all users.

A bicyclist design speed of 8 mph and acceleration of 2.5 ft/s<sup>2</sup>, which is a typical speed and acceleration profile of a slow-moving adult bicyclist, is recommended for minimum green signal timing. A bicyclist design speed of

15 mph is recommended for red clearance interval signal timing. The designer should adjust the design speed and acceleration values as appropriate at locations where the typical bicyclist may be slower or faster moving, such as on downhill or uphill grades.

#### Signal Cycle Length

Signal cycle length can have a significant impact on pedestrian and bicyclist travel. Signal cycle lengths of 60 to 90 seconds are common in urban areas, as they allow frequent street crossings and can encourage more efficient street network use. In suburban areas where vehicle traffic is often consolidated on a relatively small number of arterial and collector streets, signal cycle lengths are typically longer compared to denser, urban corridors that may have a number of one-way facilities. Cycle lengths are generally between 90 and 150 seconds,

though some intersections run longer cycle lengths during peak travel periods. At intersections with a longer signal cycle length, users approaching from a minor street can experience significant delays. This can result in reduced signal compliance for bicyclists where gaps are present, when bicyclists are unaware that they have been detected, or if they have not been detected at the intersection. Consideration should be given to providing shorter signal cycle lengths when feasible, or operating in “free” or fully actuated mode during off-peak periods so that the signal switches to the side street phase more quickly to minimize delays to side street users including bicyclists. However, signal cycle length reductions must not come at the cost of adequate pedestrian crossing intervals (see Section 5.5.3 ).

In some cases, the signal cycle length at an intersection is determined based on adjacent intersections that are part of a coordinated system described later in this section.

### Bicycle Minimum Green

When an approach receives a green indication, a bicyclist waiting at the stop line needs enough time to perceive, react, accelerate, and establish themselves in the intersection before the beginning of the yellow signal indication. The recommended minimum green time for a bicyclist is long enough for a bicyclist to travel at least halfway across the intersection so that a bicyclist is visible to conflicting traffic and has established themselves in the intersection before the signal turns yellow.

Where bicyclists and motorists follow the same signal, the minimum green at an intersection should be based on the bicycle minimum green. Different minimum green time for bicyclists and motor vehicles may be established under the following scenarios:

- (A) The traffic controller has the capability to set bicycle minimum green parameter;
- (B) Separate detection or detection that can differentiate bicycles from motor vehicles is implemented.

When bicycle signals (either a standard traffic signal face designated for bicycle use or a bicycle signal face) are used for exclusive bicycle phases, the bicycle minimum green should be used.

Table 9 defines the bicycle minimum green time based on the distance from the stop line. At a minimum it is recommended “d” be defined as the distance from the stop

Table 9: Bicycle Minimum Green Time Equation

Bicycle Minimum Green Time Equation		
$G_{min} = t + \frac{1.47v}{2a} + \frac{d+L}{1.47v}$		
Where:		
$G_{min}$	=	bicycle minimum green time (s)
$v$	=	attained bicycle crossing speed (assumed 8 mph)
$t$	=	perception reaction time (generally 1.5 s)
$a$	=	bicycle acceleration (assumed 2.5 ft/s <sup>2</sup> )
$d$	=	distance from stop bar to middle of the intersection (ft)
$L$	=	typical length of a bicycle (6 ft)

Table 10: Total Phase Length, Minimum Green

Total Phase Length and Minimum Green		
$G_{min} + Y + R_{clear} \geq t + \frac{1.47v}{2a} + \frac{W+L}{1.47v}$		
Where:		
$G_{min}$	=	time required to attain crossing speed (s)
$Y$	=	yellow change interval (s)
$R_{clear}$	=	all-red (s)
$w$	=	intersection width (ft)
$L$	=	bicycle length (assumed 6 ft)
$v$	=	bicycle travel speed (assumed 8 mph)
$a$	=	bicycle acceleration (2.5 ft/s <sup>2</sup> )
$t$	=	perception reaction time (assumed 1.5 s)

line to the middle of the intersection. However, designers may choose a higher value of “d” up to the full width of the intersection. A larger “d” will enable a bicyclist to get farther through the intersection before the green indication ends, potentially improving bicyclist comfort when crossing the intersection.



A minimum green time based on a bicyclist traveling halfway across the intersection will typically result in a phase length long enough for a bicyclist to fully clear the intersection before the conflicting approach receives the green indication. However, at some wider crossings, the total phase time may not be sufficient. Designers should also verify that the total phase time is greater than the total time for a bicyclist starting from a stop to cross the intersection (see Table 10). Designers should increase the minimum green time until the total phase time is greater than or equal to the total time for a bicyclist to cross the intersection.

Note that the assumed bicycle travel speed for both minimum green time and total phase length is 8 mph. However, a higher speed may be considered for the red clearance interval, since slow moving bicyclists are not likely to enter the intersection at the end of the yellow change interval. See the discussion of “Red Clearance Interval” below.

### Yellow Change Interval

The MUTCD, Section 4D.26 states that a vehicle yellow change interval should be a minimum of three seconds, which provides sufficient reaction time for a bicyclist traveling at up to 15 mph to stop before entering the intersection. When a bicycle signal (either standard traffic signal face designated for bicycle use or a bicycle signal face) are used exclusively for bicycle phases, the minimum yellow change interval of three seconds should be used.

When bicyclists and motor vehicles follow the same signal, the yellow change interval for a motor vehicle should be used, as motor vehicles will likely be traveling at higher speeds and need additional time to react.

### Red Clearance Interval

The red clearance interval allows for a roadway user that legally entered the intersection at the end of the yellow change interval additional time to complete their movement prior to crossing movements receiving a green indication. Designers should determine where a bicyclist would be positioned if they entered the intersection at the end of the yellow interval. For shorter red clearance intervals, the bicyclist may not be visible to motorist stopped on the conflicting approach waiting for a green

indication. In these instances, designers should lengthen the red clearance interval so that a bicyclist will have established themselves in the intersection or traveled beyond the conflict point with a conflicting approach (see Figure 42).

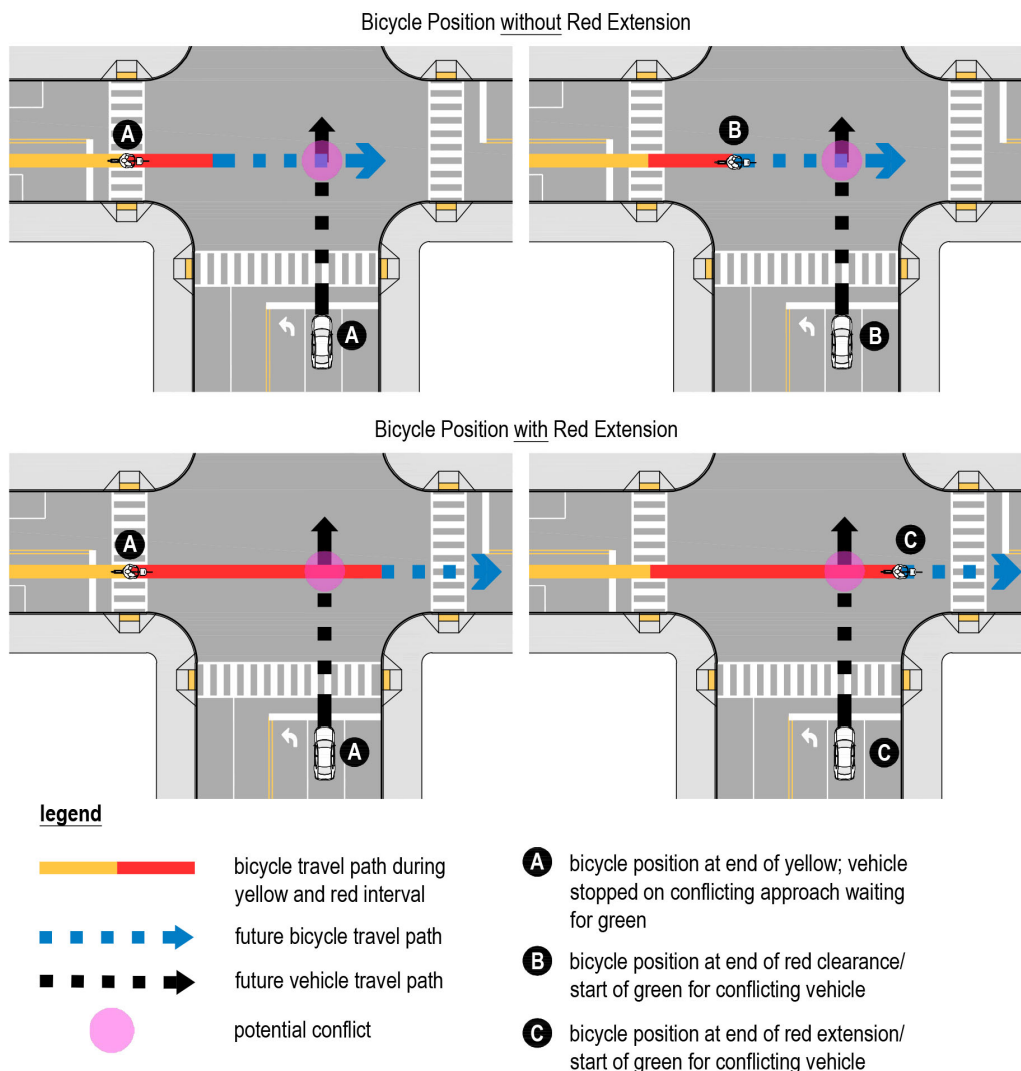
As previously mentioned in the “Bicycle Minimum Green” section, a higher design speed may be considered for the red clearance interval when taking bicycles into account. If a bicyclist determines not to stop during the yellow change interval, they are likely accelerating to clear the intersection. In this case, a higher design speed of 15 mph may be considered for the red clearance interval. Such a calculation is not likely to significantly change the overall interval if rounded to the nearest second, but it may reduce the red clearance from two seconds to one second, allowing that time to be applied elsewhere in the cycle length.

When bicyclists on the major street intend to use a two-stage bicycle turn box place in line with the lanes of the minor street approach, the designer should consider extending the red clearance interval because the bicyclist must slow to access the bicycle turn box. If the subsequent phase includes side street through traffic, a longer red clearance may be necessary to accommodate bicycle traffic entering the box. However, if the subsequent phase does not include side street through traffic (e.g., lagging left turn on the major approach), a longer red clearance would not be necessary.

### Bicycle Green Extension

In locations where bicycle volumes are heavy during a particular time of day, additional green time may be needed. In these cases, the approach may include a detector at the stop line or in advance of the stop line to extend the green interval in order to allow bicycle traffic to move through the intersection. The length of the extension should be determined by the speed of bicyclists, the detector distance from the stop line, and the amount of extension time that can be provided. Once the phase has begun, each bicyclist will extend the green time for each bicycle detected up to the maximum green.

Figure 42: Bicycle Position During Red Clearance



## Signal Coordination Considerations

Corridors with coordinated signals are often timed to progress motor vehicles at speeds which are significantly faster than typical bicycle travel. Consequently, in these cases, most bicyclists will not gain progression benefits.

Cycle length is usually selected based on the needs of the largest or most congested intersection. These signal cycle lengths are sometimes longer than optimal for smaller or less busy intersections and can result in higher delays for users on side streets. These side streets are often more comfortable for bicyclists, assuming they provide reasonable network connectivity and comfort for bicycles. Significant intersection delays degrade the value of these corridors and can result in reduced signal compliance when traffic gaps are available. This can be a significant

barrier at bicycle boulevard crossings or shared use paths where there may be an expectation of a higher level of service for bicycle travel.

To offset these challenges, on streets that are designed to accommodate bicyclists, designers should consider the following:

- **Half signal cycle lengths or a shorter corridor-wide signal cycle length during lower volume and off-peak periods.** On coordinated corridors with semi-actuated signalized intersections (i.e., detection on the side street), signals could operate in “free,” or uncoordinated mode, to reduce delays on the side streets. Designers should consider signal spacing, traffic volumes, and delay for all users when evaluating whether to run a signal in “free” or uncoordinated operation. In signal

networks with fixed time operation and lower cycle lengths (90 seconds or less), it may be preferred to maintain coordination.

- **Progression speeds closer to bicycle operating speeds to support and encourage bicycle traffic on the coordinated corridor.** These are referred to as “Green Wave” progressions for bicycles. They allow bicyclists to operate at a consistent speed, reduce stopping, and improve compliance. Common green wave progression speeds are between 12 and 15 mph. This speed can vary depending on corridor geometry and geography (e.g., grade, sight distance). A “Green Wave” encourages slower travel speeds for motor vehicles, which improves safety for all roadway users. Where a “Green Wave” is provided, SIGNALS SET FOR XX MPH (I1-1) signs may be posted to advise road users of the recommended speed.

“Green Wave” progression would be most appropriate on bikeway corridors (e.g., bicycle boulevards) with reasonable volumes of bicycle activity. Lowering progression speeds could needlessly increase delay for motor vehicles and transit passengers, so the installation of “green wave” progression should consider the effects on all travel modes.

In some instances, bicycles may be traveling in the opposite direction of signal progression. For example, there may be counterflow movement of a two-way separated bike lane or side path. There may also be a designated bike lane traveling the opposite direction of motor vehicle traffic on a one-way street. These scenarios should be designed with signal progression similar to a conventional two-way street.

### 5.6.5 Signal Phasing for Managing or Reducing Conflicts


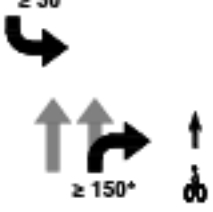

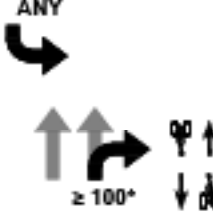
Traffic signal phasing is an essential tool for managing and reducing conflicts at intersections. Signal phasing should be considered in conjunction with intersection design treatments described.

Although eliminating conflicts between bicyclists and motorists provides the greatest safety benefit, signal phasing should balance delay to all users, signal cycle length, and the risk of conflicts. Designers should assess the number of right and left-turning motorists across bikeways during the peak hour to identify when a protected or partially protected bicycle phase may be considered. Table 11 identifies thresholds for when a protected phase or leading bicycle interval for a separated bike lane or side path may be appropriate to improve safety at an intersection. It may also be appropriate to reduce the threshold volumes on higher speed roads.

In addition, designers shall consider providing separate signal phases for the following situations:

- Locations with multiple left or right turn lanes;
- Where sight obstructions limit bicycle visibility;
- At locations where bicycle volumes and/or parallel pedestrian volumes are high and turning motorists are unable to find appropriate gaps;
- At locations where more than 5 percent of the turning traffic volume is heavy vehicles;
- Locations where motorists may turn across the bikeway at speeds over 30 mph or on roads with posted speeds of 35 mph or greater.

Table 11: Hourly Turning Traffic Thresholds for Time-Separated Bicycle Movements

Hourly Volume Thresholds for Separate Turn Phases		
	Left Turn Crossing One Oncoming Lane	Left Turn Crossing Two Oncoming Lanes
One-Way Separated Bike Lane	<p>≥ 100</p>  <p>≥ 150*</p>	<p>≥ 50</p>  <p>≥ 150*</p>
Two-Way Separated Bike Lane or Sidepath	<p>≥ 50</p>  <p>≥ 100*</p>	<p>ANY</p>  <p>≥ 100*</p>

\*Threshold also applies to left turns on one-way streets

Protected phases and turning restrictions may be implemented on a permanent basis, through actuation, or during specific hours. If only one approach meets the criteria above, consider a treatment to address that approach before considering an intersection-wide treatment (e.g., evaluate a protected only left-turn phase if only the left turning volume threshold is exceeded but not the right turning volume threshold).

Where Table 11 or the list of criteria indicates that one or more vehicular turning movements should be phase separated from bicyclists, but a separated phase is not feasible or desirable, designers should consider a leading bicycle interval and/or a flashing yellow arrow. Additional treatments are discussed in Section 5.5.

Conventional, buffered, and raised bike lanes will follow either traffic signals or pedestrian signals, as directed. Where right turn only lanes are present (see Section 5.3) a conventional or buffered bicycle lane cannot be placed to the right of the turn lane. If a bicycle lane must be placed to the right of a right turn lane for safety and to accommodate the design user (i.e., high volume of vehicles crossing the bicycle lane to turn right), designers shall convert the bicycle lane to a raised bike lane or separated bike lane and follow the principles set forward in this section. Phase separation is required for a raised bicycle lane located to the right of a right turn lane (see Section 5.3).

## Phasing Schemes

Designers may incorporate a bicycle signal phase at a signalized intersection to reduce potential conflicts between bicyclists and motor vehicles. Designers should consider both the operational and safety impacts of signal phasing changes at an intersection. Designers should be aware that a phasing scenario may necessitate a separate motor vehicle turn lane and an additional phase, which may increase delay for some users, including bicyclists. Fully separated movements may require longer signal cycle lengths, which may result in reduced user compliance with signal indications and therefore increase potential for conflict. However, the need to protect bicyclists from turning conflicts should be considered a higher priority over reducing bicyclist delay.

Many of the signal phasing options described in Section 5.5 for pedestrians can also be adapted to eliminate or manage conflicts between bicyclists and motorists. This section describes four schemes of bicycle signal phasing that employs some of the techniques discussed in Section 5.6. There are numerous phasing options available to designers, and not all options are possible depending on the type of bikeway provided at the intersection (e.g., conventional bike lane, raised bike lane, separated bike lane). These schemes are intended to provide examples of some of the options available.

### Exclusive Bicycle Phase

This phasing scheme represents a fully separated bicycle movement. All motorized vehicle movements, including conflicting vehicle turns across the bikeway, are restricted during the exclusive bicycle phase. Exclusive turn lanes for the conflicting vehicle turns are not required since all vehicle movements are stopped. Some pedestrian movements may be allowed during the exclusive bike phase.

If bicyclists move independently of pedestrians, this phasing requires the use of a standard traffic signal face designated for bicycle use or a bicycle signal face consistent with FHWA's Interim Approval (IA)-16 that is separate from the motor vehicle signal. Alternatively, bicyclists may be directed to follow pedestrian signals during a shared, protected bicycle and pedestrian phase. In this case, a [BICYCLE] USE PED SIGNAL sign (R9-5) should be installed. R9-5 sign installation should only be considered for use on shared use paths, raised bike lanes, or separated bike lanes. Right (or Left) turn on red shall be prohibited during the protected bicycle phase. Depending on the signal phasing, a blank out or static NO TURN ON RED (R10-11) sign shall be provided.

Where a pedestrian-only phase is provided, a text-based BICYCLE MAY USE PED SIGNAL sign may be used to allow bicyclists to use the pedestrian-only phase.

Depending on right and left turn volumes, the exclusive bike phasing scheme is more likely to have an impact on motor vehicle operations. To accommodate queues or an increase in signal cycle, consider extending turn lane storage lengths, if feasible.

### Concurrent Protected Bicycle Phase

This phasing scheme also represents a protected-only bicycle movement. The bicycle phase runs concurrently with parallel through motor vehicle phases, but conflicting turns across the bikeway are restricted. Right and left-turn movements across the bikeway operate under a protected-only phase. Exclusive turn lanes for conflicting vehicle turns will be necessary.

In this phasing scheme, a bicycle shall be controlled by a bicycle signal head separate from the vehicle signal. Right (or left) turns on red shall be prohibited during the protected bicycle phase. Depending on the signal phasing, a blank out or static NO TURN ON RED (R10-11) sign shall be provided.

Depending on left and right turning volumes, this phasing scheme may have an impact on motor vehicle operations, especially for the turning movements across the bikeway. Turn lane storage lengths may need to be extended to accommodate queues; reducing split times for other phases or increasing signal cycle length may also be necessary. This phasing scheme can be effective for bikeways along streets with high through movement volumes and low turning volumes.

### Leading Bicycle Interval

At locations where bicycle volumes and/or motor vehicle turning volumes are lower than the threshold shown in Table 11, or at locations where a bicycle protected phase is not feasible, there may be benefits to providing a leading bicycle interval (LBI) or leading through interval (LTI). For LTI, designers should refer to Section 5.6.5. This phasing scheme represents a partially separated bicycle movement. Leading intervals are typically between three and eight seconds long and occur in advance of the green indication for turning motor vehicles. For pedestrians, if a protected intersection is used and bicyclists are allowed to queue in front of the crosswalk, the leading interval may be reduced as bicyclists will be positioned ahead of adjacent motor vehicle lanes and, by design, will be able to establish themselves in the intersection sooner with a short leading interval. Because it only requires a few seconds, a leading bicycle interval may have only a minor impact on motor vehicle operations and, in general, does not require a longer signal cycle length. However, on higher travel corridors, the designer may wish to perform a microsimulation of the proposed phase plan prior to implementation to estimate the difference in travel time between scenarios.

An LBI allows a bicyclist to enter the conflict area prior to a turning motorist, improving their visibility as they cross the intersection. In some cases, an LBI may allow bicyclists to clear the conflict point before motor vehicles enter the intersection. A parallel LPI may also be considered where there is a parallel pedestrian crossing. When a protected left turn phase is provided, it should occur as a lagging phase to prevent left turning vehicles continuing to cross during the LBI. Designers should also avoid the “Yellow Trap” when providing a lagging turn phase.

In this phasing scheme, a bicycle must be controlled by a signal head that is separate from the motor vehicle signal. Any of the signal indication options from Section 5 may be used to control bicyclist movements for an LPI except for the bicycle signal face (per IA-16). Right (or left) turns on red shall be prohibited during the LBI under this scenario. At locations where additional motor vehicle capacity is desired or there are concerns about compliance with a static sign, the use of a blank out NO TURN ON RED (R10-11) sign may be considered.

LBIs only assist bicycles waiting at the stop line at the beginning of the green interval. They do not provide any protection to bicyclists who arrive after the LBI has ended. Because an LBI includes permissive turns while bicyclists may proceed through, designers should provide signing or signal indications to communicate that mutual yielding (see Section 5.6.5) conditions will apply. Designers can also consider regulatory signs, such as the R10-15 series TURNING VEHICLES YIELD TO BICYCLISTS (AND PEDESTRIANS), and warning signs stating WATCH FOR TURNING VEHICLES. Section 4D of the MUTCD provides additional signal information using protected and permissive signal design for right and left turns.

### Concurrent Bicycle Phase with Permissive Vehicle Turns

This phasing option represents a common scenario at most intersections where bicyclists in a shared lane or bike lane are not provided any exclusive time in the intersection. In this case, bicyclists are crossing the intersection concurrent with parallel through motor vehicles, and motorists may make permissive turns that cross their path if separate right turn lanes are not provided. This phasing scheme has the lowest impact on motor vehicle operations but may not adequately address turning motorist/through bicyclist conflicts. Any of the signal indication options from Section 5 may



be used to control bicyclist movements with concurrent bicycle phases except for the bicycle signal face (per IA-16). Designers should apply the following treatments as appropriate:

- Flashing Yellow Arrows (see Section 5.5.7);
- Regulatory signs, such as the R10-15 series TURNING VEHICLES YIELD TO BICYCLISTS (AND PEDESTRIANS);
- Warning signs for bicyclists to WATCH FOR TURNING VEHICLES;
- An offset bicycle crossing to create space for yielding;
- Geometric treatments to reduce vehicle speeds and increase sight distances (see Chapters 5.1).

## 5.7 Toucan Crossings with Traffic Signals

A Toucan crossing, originating from the phrase 'two can cross,' is a traffic signal complemented by a geometric design treatment that restricts some motor vehicle movements while providing a signalized bicycle and pedestrian crossing. The pedestrian crossings may be located in their traditional location, from corner-to-corner, or may be consolidated to one crossing of the roadway adjacent to the bicycle crossing (see Figure 45). A consolidated crossing may reduce conflicts with motorists, but it requires pedestrians to cross away from their traditional line of travel and require a larger central island size to accommodate them while maintaining separation from bicyclists.

This design stops motor vehicle traffic on the major street during the entirety of the bicyclist and pedestrian crossing. These intersections restrict through and left turn

motor vehicle movements from the side street, creating a protected crossing for bicyclists. Motorists are permitted to make a right turn movement from the side street, thus removing it from signal control.

This design may be considered for major arterial crossings where it is not desirable to provide a PHB or a full traffic signal. A typical application for a Toucan crossing is where a bicycle boulevard crosses an arterial street. Toucan crossings may also be used at T-intersections.

### 5.7.1 Geometric Design Features and Signal Equipment Placement Considerations

There are several key features of this type of crossing (See Figure 45):

- Minor street center medians for bicyclist separation from motor vehicles and space for bicycle signal placement;
- Raised median or raised bike lane to create a queueing area for bicycles;
- Pedestrian crosswalks on all legs or consolidated to one crossing of the major street;
- Channelization island to restrict motorist through and left turns from minor street;
- Pedestrian signals for pedestrians crossing motor vehicle movements;
- Pedestrian signals for pedestrians crossing signalized bike lanes (if a two-stage crossing is provided);
- Bicycle signals for bicycles crossing the major street.

Figure 44: Signal Phasing Scheme with LBI and FYA

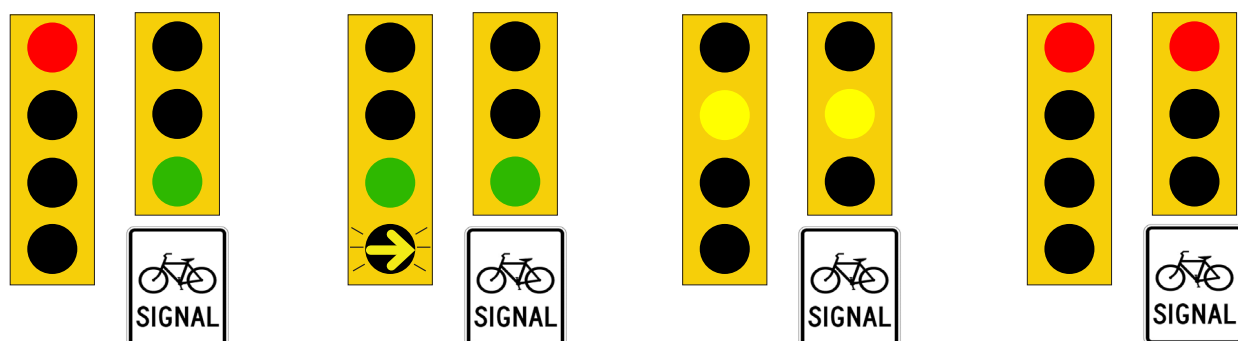
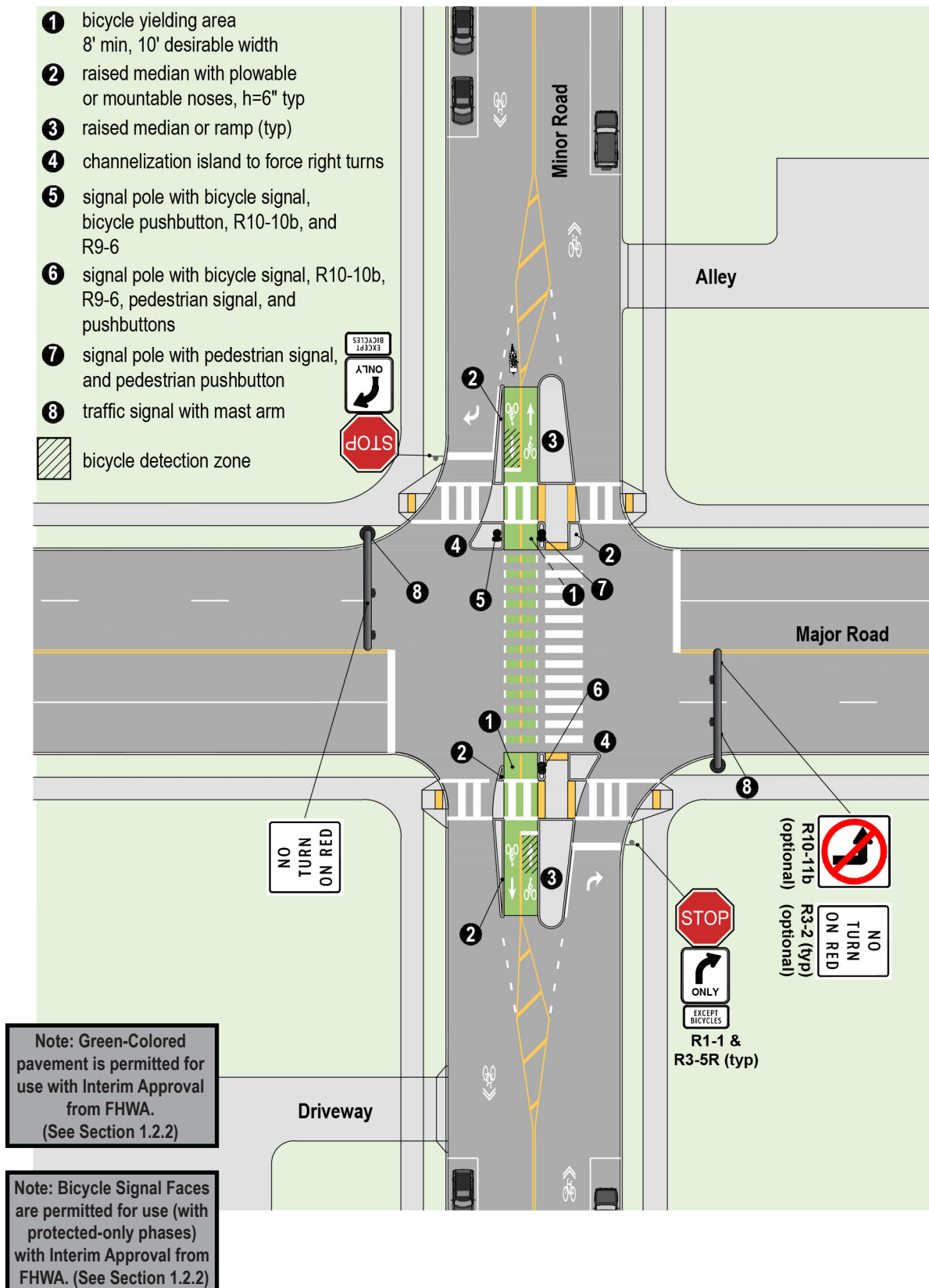


Figure 45: Toucan Crossing Example



Parking restrictions on the minor street may be necessary within 75 ft. to 100 ft. from the intersection to accommodate motorist shifting tapers and space for the bicycle queuing area and pedestrian crossing island. In addition, median noses of channelization islands should be plowable. Due to the center of the roadway alignment for the bicycle movement, green-colored pavement may be used to delineate the bicycle lane and crossings.

Where pedestrians cross from corner-to-corner, the pedestrian pushbuttons are needed for crossings from all four corners and actuation for bicyclists would be separate. Where pedestrians crossing to the center of the intersection and cross parallel to the bicycle crossing, all pedestrian and bicycle pushbutton equipment is located within the raised islands and the number of pedestrian pushbuttons is reduced.

### 5.7.2 Toucan Crossing Signal Timing Considerations

A Toucan crossing's signal timing should accommodate both pedestrian and bicycle crossings and their unique operating characteristics. Since the pedestrian crossing and bicycle crossings are separated, there is flexibility in how the signalized crossing is timed:

- When a bicyclist is detected, the bicycle signal should be activated, and the total phase length should be based on the signal timing guidance in Section 5.5.3;
- When a pedestrian is detected, the pedestrian signal should be activated and the total phase length (WALK and FLASHING DON'T WALK) should be based on pedestrian clearance times in the MUTCD. The bicycle signal should also be activated with the pedestrian phase since the bicycle signal phase length is less than the pedestrian phase length and there are no conflicts between the two phases in this timing plan;
- Designers have the option of activating the pedestrian signal when a bicyclist is detected to reduce potential pedestrian delay. This is a particularly important consideration if the pedestrian crossing is moved to the center of the intersection.

Designers should consider the impact of the signal activation in a coordinated signal system. The guidance in Section 5.8 for PHBs in coordinated signal systems will also apply to Toucan signals.

## 5.8 Pedestrian Hybrid Beacons

A Pedestrian Hybrid Beacon (PHB) is a type of traffic beacon that facilitates a roadway crossing by stopping major street traffic with a red indication. PHBs are similar to pedestrian signals and are used in variety of applications to improve crossing safety and reduce crossing delay for pedestrians and bicyclists. These devices may be used in a variety of contexts (urban, suburban, and rural).

The decision to provide a PHB at either an intersection or a mid-block crossing is discussed in the MUTCD (Section 4F.03 Operation of Pedestrian Hybrid Beacons).

### 5.8.1 General Design Considerations

In addition to the standards specified in the MUTCD (Sections 4F), the following design considerations may be applicable:

- Pedestrian signals shall be provided in accordance with Section 5 ;
- Pedestrian pushbuttons shall be provided in accordance with Section 5 ;
- When PHBs are installed for bicycle use, refer to guidance in Section 5 ;
- Parking and other sight obstructions should be prohibited for at least 100 ft. in advance of and at least 20 ft. beyond the marked crosswalk, or site accommodations should be made through curb extensions or other techniques to provide adequate sight distance;
- A W11-2 (PEDESTRIAN), S1-1 (SCHOOL), or W11-15 (TRAIL) crossing warning sign should be provided on the mast arm overhead or to the right with a diagonal downward arrow (W16-7P) plaque;
- A similar sign to those listed in the previous bullet point with an "AHEAD" plaque (W16-9P) may be installed in advance of a PHB;
- Warning beacons may be installed in advance of PHBs, though if installed, they should only activate when the PHB is not in "dark" mode;
- An R10-23 (CROSSWALK, STOP ON RED) sign, mounted overhead on the PHB mast arm, shall be included for each major street approach at a PHB.

## 5.8.2 Pedestrian Hybrid Beacon Timing & Reducing Delay

Designers should follow the pedestrian signal phase timing guidance in Section 5.3.3 for PHBs. Designers may consider inserting a steady red clearance interval before the walk interval begins. At locations where both bicyclist and pedestrians use PHBs, the crossing interval should be timed based on pedestrian crossings design parameters and speeds. Pedestrian signal timings will most likely provide sufficient time for a bicyclist to clear the entire intersection. See Section 5.4.3 for additional design guidance for signal timing for bicyclists.

To minimize delay for both pedestrians and bicyclists and increase compliance, a PHB should operate in isolation from other intersections (i.e., in “free operation”), if possible. The maximum length of the “dark until activated” period after activation of the pushbutton should be as short as feasible (i.e., less than 30 seconds).

If a PHB is installed within a coordinated system, the designer may choose to run the timing plan in coordination. While not always desirable from a non-motorist user perspective, coordination may be necessary if a PHB is installed near the intersection of two major streets (less than 750 ft.). To mitigate potential pedestrian and bicycle non-compliance, the designer may consider using a half cycle length to reduce pedestrian and bicycle delay.

## 5.8.3 Considerations for Bicycle Traffic

When installed, PHBs should be located to respond to bicyclist desire lines with respect to crossing major roadways. Bicyclists should not be expected to significantly detour from their direct travel path to reach an intersection or mid-block location with a PHB, as this can create additional delay for bicyclists and may encourage unwanted crossing behaviors.

Pedestrian hybrid beacons intended for bicyclist use should provide clear and unambiguous messages to bicyclists, and beacon actuation should be accessible to bicyclists. Where PHBs are provided, side street motor vehicle traffic is stop sign controlled, pedestrian traffic is pedestrian signal controlled, and bicycle traffic may be controlled by either of the following:

- Stop sign – bicyclists cross as motorists at intersections;
- Pedestrian signal – bicyclists are directed to cross as a pedestrian.

At such intersections, bicyclists have the choice to use the stop sign if there are adequate gaps in traffic on the major road. If there are not adequate gaps or if a bicyclist would be more comfortable using the pedestrian signal, they can activate the PHB and wait for the WALK indication. The following discussion provides contextual considerations for each crossing strategy (see Section 5.4.2 for detection guidance).

### Stop Sign Control

After stopping at the intersection and finding an adequate gap in traffic, the bicyclist may cross the street. This option minimizes bicyclist crossing delays during periods where there are sufficient gaps in major street traffic. During periods of higher traffic volume, bicyclists may exhibit unwanted crossing behavior if gaps in traffic are inadequate and it is not clear how to activate the PHB. For this reason, bicyclists should be given the option of using the pedestrian signal control. The PHB should be designed to clearly communicate how a bicyclist can activate the beacon, as described below.

### Pedestrian Signal Control

A bicyclist should be provided with one or more of the following options to activate the beacon:

- Curbside pushbutton (this pushbutton is in addition to the pedestrian pushbutton located at or near the top back of the pedestrian ramp);
- Opportunity to exit the roadway to access the pedestrian pushbutton via a curb ramp to the sidewalk;
- Passive detection in the location where bicyclists are likely to operate.

The BIKES USE PED SIGNAL sign (MUTCD R9-5) should be mounted adjacent to the pedestrian signal heads. If passive detection is used at an intersection, the detection should be designed to discern between a bicycle and motor vehicle, or a bicycle lane or separated bike lane should be provided so a motorist does not activate the PHB. See Section 5.4.2 for additional design guidance on bicycle detection.

Pedestrians and bicyclists are not legally allowed to start crossing during FLASHING DON'T WALK. If a bicyclist perceives that they can clear the intersection, they might enter crosswalks during this phase. During FLASHING DON'T WALK at a PHB, motor vehicles typically have an alternating “wig-wag” red indication and can proceed through the intersection if it is clear. Given the higher speed of a bicyclist compared to a pedestrian, it may be difficult for a motorist to see the bicyclist. At locations with higher volumes of bicyclists, it may be desirable to consider a full traffic signal.

At a PHB, designers may consider creating a separated bicycle lane approaching an intersection and cross bicyclists parallel to the crosswalk. To minimize conflicts with merging or turning motorists near the intersection, it is recommended the bicyclists be channelized into a separated bicycle lane 50 ft. to 100 ft. in advance of the intersection (see Figure 48).

## 5.9 Warning Beacons

Warning Beacons are yellow flashing lights that supplement warning signs, or in some cases regulatory signs, to provide advance notification of a confined space (such as a bridge or tunnel) or shared use path crossing where bicyclists may be present. Yellow Beacons used as warning devices shall not be installed without an appropriate warning or regulatory sign. See the MUTCD (Section 4L.03) for additional details.

### 5.9.1 Active Warning Beacons

Active Warning Beacons are actuated yellow flashing lights that supplement warning signs to provide advance notification of a specific roadway feature (tunnel entrance, pedestrian crossing, etc.). Beacons may be activated either passively (e.g., video detection, radar detection, by time of day) or actively by using a pushbutton.

One example of this application is a bridge with limited sight distance and lacking bicycle specific infrastructure. In this scenario designers may consider a custom legend warning sign “BIKES ON BRIDGE WHEN FLASHING” with a beacon timed to flash long enough for a bicyclist to traverse the facility. Similar applications may be appropriate to warn motorists of unexpected or less visible pedestrians or bicyclists on facilities such as in tunnels or on roads with significant horizontal or vertical curvature.

When used at uncontrolled crossings, active warning beacons are most effective along streets with three or fewer travel lanes and posted speed limits at or below 35 mph. Research has found yielding rates of 45% can be achieved at locations with these characteristics.<sup>5</sup>

For the design of Active Warning Beacons, designers should reference the following:

- Flashing Beacons – MUTCD (Section 4L)
- Warning Signage – MUTCD (Section 2C)
- Detection – Sections 5.3.2 and 5.4.2

Figure 47: Active Warning Beacon Example

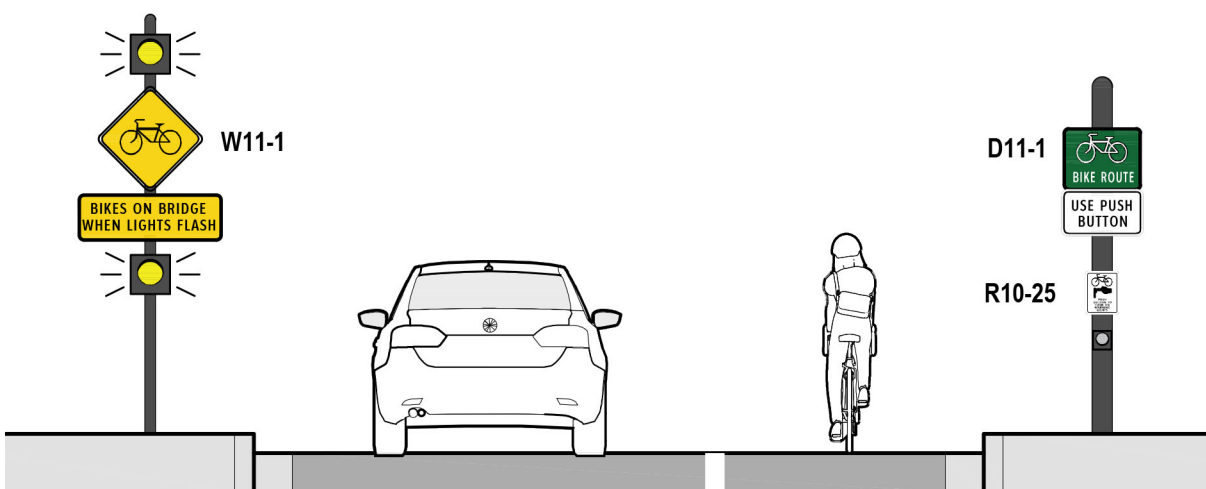
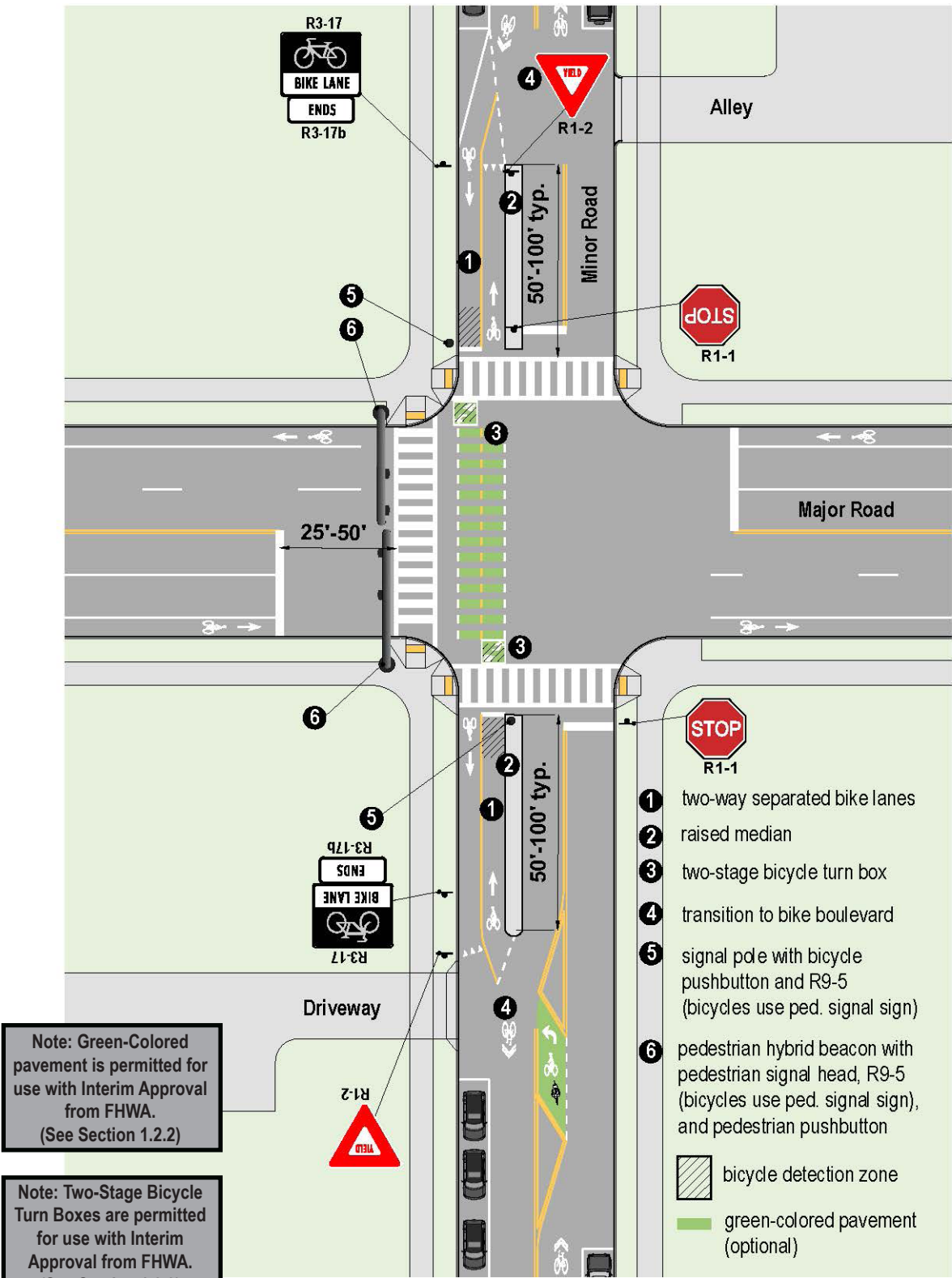




Figure 48: Pedestrian Hybrid Beacon at High Volume Major Road



Flashing beacons may be used in a number of different applications for bicycles and pedestrians. However, use of passive, continuously flashing beacons is not recommended, as indiscriminate use can degrade their effectiveness and affect the usefulness of other flasher locations.

## 5.9.2 Rectangular Rapid Flashing Beacons (Interim Approval)

Rectangular Rapid Flashing Beacons (RRFBs) are user-actuated, high-intensity yellow LEDs that flash in a rapidly repeating sequence. Like Active Warning Beacons, RRFBs may supplement crossing warning signs. However, RRFBs, installed at appropriate locations, can achieve high driver yielding rates. Research has shown that RRFBs can achieve motorist yielding rates between 80 and 100 percent both during the day and during periods of darkness when installed under appropriate conditions.<sup>6</sup>

While RRFBs have been used on roadways with posted speeds 45 mph and above and on roads with more than four travel lanes, caution should be used in these applications as driver yielding percentages may be lower compared to lower speed and volume scenarios.

RRFBs may also be beneficial at multi-lane roundabout exits where motorist yielding compliance may be poor and gaps are infrequent during peak hours. RRFBs may be used per FHWA Interim Approval 21 (IA-21).

The general crossing design and standards of an RRFB will be the same as for a crossing without an RRFB (see MUTCD Section 2C for crossing sign types, sizes, and placement). In addition, the following design considerations apply to RRFB installation:

- When used, RRFBs shall supplement post-mounted W11-2 (PEDESTRIAN), S1-1 (SCHOOL), or W11-15 (TRAIL) crossing warning signs with a downward diagonal arrow (W16-7P) plaque, or an overhead-mounted W11-2, S1-1, or W11-15 crossing warning sign, located at or immediately adjacent to an uncontrolled marked crosswalk. The RRFB shall be installed on the same support as the associated crossing warning sign and plaque.
- For any approach where RRFBs are used to supplement post-mounted signs, a minimum of two (2) W11-2, S1-1, or W11-15 crossing warning signs (each with an RRFB unit and a W16-7P plaque) shall be installed at the crosswalk, one on the right-hand side of the roadway





and one on the left-hand side of the roadway. On a divided highway, the left-hand side assembly should be installed on or within the median, if practical, rather than on the far left-hand side of the highway. Careful consideration needs to be given to RRFB installation with especially wide medians (20 ft. or greater) where prevailing speeds are 45 mph or greater.

- Except for crosswalks across the approach to, or egress from, a roundabout, an RRFB shall not be used for crosswalks across approaches controlled by YIELD signs, STOP signs, traffic control signals, or pedestrian hybrid beacons.
- RRFBs shall be pedestrian or bicycle actuated. Pushbuttons are the most common method, though passive detection methods such as motion or break-beam sensors may be appropriate in locations where they will not erroneously activate for those not wishing to cross the street. See Sections 5 and 5 for design guidance on pedestrian and bicycle detection, respectively.
- The RRFB unit associated with a post-mounted sign and plaque may be located between and immediately adjacent to the bottom of the crossing warning sign and the top of the supplemental plaque or within 12 inches above the crossing warning sign. If the RRFB unit is supplementing an overhead-mounted sign, the RRFB unit shall be mounted directly below the bottom of the sign.
- RRFB timing shall be based on the procedures provided in the MUTCD (Section 4E.06) for pedestrian clearance timing.
- When considering additional enhancements, such as crossing islands or additional signage, the following should be considered:
  - It is preferable to erect crosswalk signage on the far-side of crosswalks less than 20 ft. in width. This placement helps ensure that sightlines between pedestrians and motorists are not obstructed.
  - Where sight distance approaching the crosswalk where RRFBs are installed is less than deemed necessary by the engineer, an additional RRFB may be installed on that approach in advance of the crosswalk. This RRFB would supplement a W11-2 (Pedestrian), S1-1 (School), or W11-15 (Trail) crossing warning sign with an AHEAD (W16-9P) or distance (W16-2P or W16-2aP) plaque. If an additional RRFB is installed in advance of the crosswalk, it shall supplement, not replace, the RRFBs located at the crosswalk.

- If a speech pushbutton information message is used in conjunction with an RRFB: a locator tone shall be provided, the audible information device shall not use vibrotactile indications or percussive indications, and the message should say, "Yellow lights are flashing." The message should be spoken twice.
- On four or six lane streets, RRFBs produce higher driver yielding rates when mounted in the median (or overhead) as well as on the right edge of the roadway in combination with advanced stop or yield lines.
- RRFBs may be solar powered and communicate with other assemblies via radio. This may eliminate the need for a power supply and/or conduit between the units, though the designer needs to ensure proper overhead lighting is present at the crossing.
- Unless RRFBs are specifically designed as warning devices for bicycle use, flashing operation should be timed for pedestrians. The flashing operation following each actuation should be based on the MUTCD procedures for timing of pedestrian clearance times for pedestrian signals. When installed for both pedestrians and bicyclists, doing so will provide sufficient time for bicyclists to clear the roadway.

### 5.9.3 Signal and Beacon Summary

The prior portions of Section 5 provide specific detail and guidance for a variety of pedestrian and bicycle signals and beacons that could and should be used at intersections. The following table is a summary of some of the key guidance that can be used by practitioners to decide why and when they should use specific beacon and signal types.

	Traffic Control Signal	Warning Beacon	Pedestrian Hybrid Beacon (PHB)	Toucan Crossing
<b>Placement</b>	Roadway intersections or other cross-traffic locations	In combination with warning signs: in advance of shared-use crossings, confined spaces	Midblock locations where there is non-vehicular cross traffic	In combination with a traffic signal at the traditional crosswalk location, from corner-to-corner, or as one consolidated crossing
<b>Application</b>	Traffic control signals should be installed at locations where less restrictive traffic control devices do not provide adequate crossing opportunities for pedestrians and bicyclists.	Typical applications of Warning Beacons include providing warning or supplemental warning to regulatory signs, obstructions, or crossings	PHB installation is relevant at intersections where it is undesirable or unwarranted to install a traffic control signal, but vehicle speeds, sight distance, number of traffic lanes, or a lack of crossing opportunities dictates the need for a traffic control device to protect non-vehicular cross traffic	This design may be considered for major arterial crossings where it is not desirable to provide a PHB or a full traffic signal. Typical applications for a Toucan crossing include where a bicycle boulevard crosses an arterial street or at T-intersections.
<b>Legal</b>	See MUTCD Chapter 4C for Warrants	See MUTCD Section 4L.03 for Guidance	See MUTCD Chapter 4F for Guidelines (Figure 4F-1 and 4F-2)	The guidance for PHBs in coordinated signal systems will also apply to Toucan signals
<b>Additional Considerations</b>	A traffic signal can increase delays, motorized traffic volumes on minor street approaches, and some types of crashes.	May be activated passively (detection) or actively (pushbutton)	Semi- or fullyactuated signals should passively detect bicycles for phases with "no recall" or "min recall". If a signalized intersection approach cannot accommodate passive detection, a curb-side pushbutton for active detection should be provided.	This design stops motor vehicle traffic on the major street during the entirety of the bicyclist and pedestrian crossing.
<b>Image</b>				

## Endnotes

- 1 FHWA Tech Brief – “Safety Evaluation of Pedestrian Countdown Signals”, FHWA Publication No. FHWA-HRT-19-046.
- 2 AASHTO Pedestrian Guide 2004, p. 103.
- 3 Thompson, Samson Ray Riley, “Bicyclist Compliance at Signalized Intersections” (2015). Portland State University, Dissertations and Theses. Paper 2222
- 4 [https://www.codot.gov/library/bridge/bridge-manuals/2019-09-24\\_sshml\\_master\\_-\\_submitted.pdf](https://www.codot.gov/library/bridge/bridge-manuals/2019-09-24_sshml_master_-_submitted.pdf)
- 5 Fitzpatrick, K., S. Turner, M. Brewer, P. Carlson, B. Ullman, N. Trout, E. S. Park, J. Whitacre, N. Lalani, and D. Lord. National Cooperative Highway Research Program Report 562: Improving Pedestrian Safety at Unsignalized Crossings. NCHRP, Transportation Research Board, Washington, DC, 2006.
- 6 Shurbutt, J. and R. Van Houten. Effects of Yellow Rectangular Rapid-Flashing Beacons on Yielding at Multilane Uncontrolled Crosswalk. FHWA-HRT-10-043. Federal Highway Administration, U.S. Department of Transportation, Washington, DC, 2010.







# Chapter 6. Maintenance



## 6. Maintenance

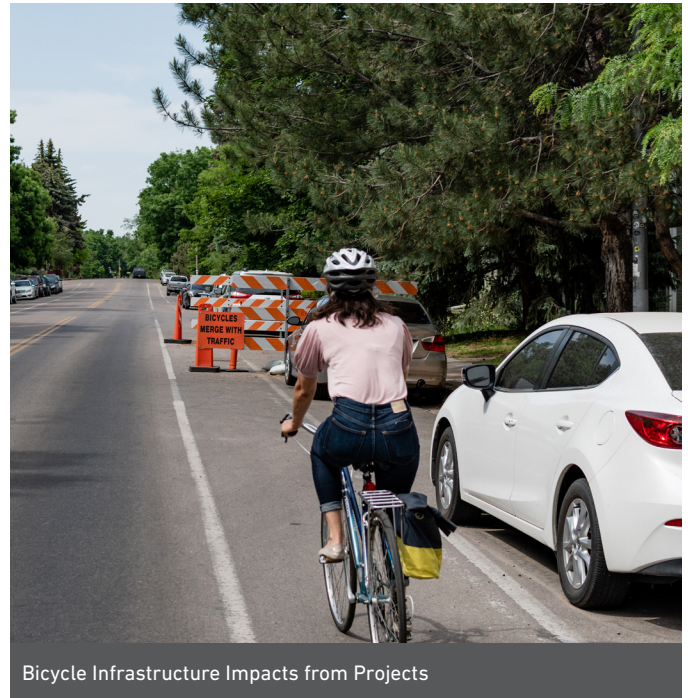
While the previous chapters of the Guidelines include elements of intersection design in Fort Collins, this chapter covers the process of getting street projects implemented. Partner agencies, private developers, and consultants are involved in the design and construction of streets (including intersections) but the City of Fort Collins has the primary responsibility for guiding and permitting design, and maintaining the streets and facilities on which intersections are located. Thus, the City of Fort Collins requires coordinated rules and regulations across multiple departments that are aligned with the strategies outlined in this and previously created standards and regulations for intersection development.

References in this document are relevant at the time of publication. The City will evaluate and consider updating associated rules and regulations over time based on the best practices guidance provided in this document. Rationale for not incorporating best practice guidance should be documented.

### 6.1 Project Types

Projects can vary in size and scope from major corridor improvements to small maintenance projects. Often, projects can be phased to deliver quick, low-cost improvements in the short term while waiting for funding and/or leveraging opportunities for major capital projects to make improvements more permanent. The following provides an overview of the types of projects that may impact intersections in Fort Collins.

- **Major intersection and corridor improvements** are the largest, most complicated, and most costly type of street project. These are often planned many years in advance and may rely on multiple funding sources such as state or federal funds.
- The **Community Capital Improvements Program (CIP)** was initiated in 2015 after voters passed a 10-year quarter-cent tax renewal dedicated to community improvements. This program funds all sorts of roadway projects, including intersection projects such as crosswalk enhancements, ADA updates, new sidewalks, new cycle tracks, medians and resting areas, or even a combination of these elements.



Bicycle Infrastructure Impacts from Projects

- **Private developments** do not always change the public right-of-way. However, projects that have an increased impact on the public right-of-way (such as when the new building would generate more trips than the previous structure) may require developers to perform a traffic study and make improvements to mitigate project impacts and bring the street, and therefore often the adjacent intersection, up to current standards.
- **Retrofit projects** are generally smaller in scale and address a specific issue at intersections. These projects must be designed around significant constraints to keep costs manageable while bringing streets up to current right-of-way standards.
- **Maintenance projects** are limited in their ability to significantly change the geometry of an intersection but can reallocate space through activities like restriping. Repaving projects also provide opportunities to stripe curb extensions that narrow turning radii, narrow travel lanes to recommended widths to control vehicle speeds, and stripe reverse angled parking to narrow a roadway. The City can also use a OneBuild approach to combine multiple projects into one bigger project to maximize economies of scale and minimize construction impacts. Striping and paving projects should involve coordination among appropriate City staff to ensure that these opportunities are not missed.



## 6.2 Organizational Responsibilities

Intersection design projects in Fort Collins are informed by the constraints and opportunities of working in a city with a mix of historic and modern construction, multiple jurisdictions and agencies, and a commitment to meaningful community and stakeholder engagement. This section outlines departmental responsibilities related to planning, design, construction, management, and maintenance of intersections.

### 6.2.1 City of Fort Collins Department Responsibilities

Many departments within the City of Fort Collins play a role related to design, function, and use of intersections. These departments are committed to the success of the Guide and will take the following implementation steps:

- Evaluate current standards, rules, and regulations to determine where conflicts and/or gaps with the Intersection Design Guide exist
- Revise and/or create new standards, rules, and regulations where necessary to align with the Guidelines
- Coordinate updates between departments to promote consistency and minimize conflicting direction
- Work together with partners such as Transfort and CDOT to encourage consistency and alignment with the Intersection Design Guide

The following sections outline internal departments within the City of Fort Collins and describe their roles in maintaining intersections in Fort Collins.

### Traffic Operations

Traffic Operations is responsible for all traffic related needs within the City. Examples of these needs include signal systems, signs and pavement markings, traffic engineering such as speed limits, other studies, work area traffic control, safety, and pedestrian and bike innovations. The department provides support to residents who want to make community streets safer by managing the Neighborhood Traffic Mitigation Program that works to lower speeds on local streets by employing education, engineering, and enforcement solutions.

#### Intersection Maintenance Responsibilities:



Signal Equipment



Pavement Markings



Signage

### Streets Department

The City of Fort Collins Streets Department maintains a street network with 557 centerline miles. Services include street maintenance and paving, street sweeping, snow removal, and mowing. In addition, this department operates a recycling/crushing facility that processes and recycles concrete and asphalt for re-use on public and private projects.

#### Intersection Maintenance Responsibilities:



Concrete Work (curb, gutter, and sidewalk)



ADA Accommodations



Snow Clearing



Lighting (pedestrian lighting)



Street Sweeping



Resurfacing

## Parks Department

The Parks Department is the City agency responsible for functions involving parks, outdoor amenities, memorials, trails, and outdoor facility rentals and reservations. They also follow an Integrated Pest Management (IPM) strategy and control pest levels in Fort Collins to prevent damage to both property and the environment. Divisions of the department include Parks, Cemeteries, Forestry and Golf.

### Intersection Maintenance Responsibilities:



Landscaping (some arterial intersections)



Lighting (in parks and on trails)

## Light and Power

Fort Collins Light & Power is a part of the City Utilities Department and provides reliable electric service to Fort Collins homes and businesses. Fort Collins Utilities receives its power supply from Platte River Power Authority, which is a wholesale electricity provider for the cities of Fort Collins, Longmont, Loveland, and Estes Park.

### Intersection Maintenance Responsibilities:



Lighting  
(primary contact for maintenance)

## Transfort

Transfort is responsible for operating and maintaining bus services, stops, and stations. Transfort is also responsible for snow clearing of bus stops.

### Intersection Maintenance Responsibilities:

Transit stops & shelters

Transit operations & performance data

## 6.2.2 City Partner Responsibilities

In addition to internal departments, the City of Fort Collins partners with the following agencies to maintain intersections throughout the city:

- **Colorado Department of Transportation (CDOT)** is responsible for operating and maintaining many state and US highway
- **Platte River Power Authority** is responsible for operating and maintaining electric services used by the Fort Collins Utilities Department

## 6.3 Maintenance Responsibilities

A strong systemic commitment to maintenance will ensure the longevity, dependability, and quality of intersections in Fort Collins. This section outlines maintenance considerations for seasonal maintenance, vegetation maintenance, maintenance of street amenities, and provision of temporary access during construction.

For new construction projects or retrofits, the following best practices should be followed to ensure City operational staff are adequately prepared to maintain new components of the public right of way.

- Begin developing maintenance plans during the planning and design stages of projects and coordinate with City departments and other stakeholders responsible for enforcing and carrying out maintenance practices
- Where necessary, prepare and execute maintenance agreements for elements of the public realm—such as parklets, planters, bus shelters, traffic signals—to ensure longevity and consistent quality
- Consider materials, maintenance vehicle availability, resources for upkeep, and equipment needs for snow removal, sweeping, vegetation care, and general clean-up as design decisions are made to ensure feasibility of proper maintenance
- Carefully plan for seasonal maintenance requirements to ensure year-round accessibility and safety within the public realm

The following sections detail considerations and best practices for specific pieces and parts of intersections.

### 6.3.1 Signal, Signing, and Pavement Markings

Signing and pavement markings along roadways approaching and crossing intersections should be maintained to be clear and legible in order for intersections to function safely and comfortably. Similarly, traffic signals, including bicyclist and pedestrian signals and beacons, shall be inspected a minimum of one time annually to ensure reliable function, and identify signals and equipment to be replaced before failure. Facilities should be inspected per this guidance and repaired or replaced when necessary.

### 6.3.2 Street Buffer Treatments and Sidewalk Buffer Amenities

Vertical objects, such as street buffer treatments and sidewalk buffer amenities, may be struck by motor vehicles when they are making turns at intersections. Maintenance and operation crews should plan on replacing vertical objects placed in the buffer zone, refreshing pavement markings, and trimming any adjacent vegetation at intersection corners on a regular basis. If vertical objects are struck with significant regularity, adjustments to the design should be considered.

Other elements along walkways and bikeways that might be situated at or near intersections, such as lighting, benches, trash receptacles, etc., should also be inspected on a regular basis to ensure they are in good working condition, and when appropriate these elements should be repaired and/or replaced.

### 6.3.3 Pavement Maintenance

As pavement section thickness decreases, the susceptibility to cracking, settlement, and root uplift increases. Eventually all streets, pedestrian facilities, and bicycle facilities must be reconstructed, but with proper maintenance techniques, reconstruction can be delayed up to 40 years. To extend the life of the pavement and maintain a smooth rideable surface in intersections, a regular maintenance schedule should be created and followed for concrete paving.

### 6.3.4 Snow and Ice Maintenance

Successful seasonal maintenance programs require knowledgeable staff and crews, proper equipment, and consistent procedures and preventative strategies. To achieve successful seasonal maintenance for bikeways, walkways, and streets that will result in benefits to Fort Collins intersections, the City should:

- Develop proactive maintenance strategies including regular facility inspection, repair, replacement, and clear record-keeping to ensure seasonal maintenance practices are manageable and efficient
- Develop strategic assessment, prioritization, and maintenance plans to care for all elements of the public realm, including sidewalks, roadways, catch basins, vegetation, signage, traffic signals, lighting, trash and recycling bins, street furniture, and pavement markings

Adequate snow and ice clearance is critical to maintaining accessible trails and roadways throughout the year. Except in snow emergencies or unusually heavy snowfall, Fort Collins should keep intersections including sidewalks, bicycle lanes, and roadways free of snow and ice. It is vital that Fort Collins develop a communication plan to regularly remind property owners that they are responsible for clearing snow and ice from adjacent sidewalks within 24 hours of snow event. Refer to the City of Fort Collins' Snow Routes Map for established prioritization strategies.

#### Prioritization

A balanced snow clearance prioritization strategy ensures that essential services—such as emergency access—are provided while also tending to the needs of the most vulnerable users of our streets. People walking and rolling through intersections—especially those with physical disabilities—require clear sidewalks, crossings, curb ramps, and transit stops in order to travel. People riding bicycles or using other mobility options are more sensitive to snowfall than people driving due to smaller, thinner wheels and the need to maintain balance on their vehicles. Fort Collins must establish a map of priority routes where emergency and multimodal access are most critical.



## Clearances and Equipment

The following criteria for clearances is necessary to consider during intersection design to ensure snow clearing equipment can reach intersections and surrounding facilities:

- Maintain a minimum clear width of 4 feet per direction on protected bike lanes and procure special snow plowing equipment for bike lanes narrower than 8 feet
- On paved trails provide a minimum clear path of 8 feet
- Maintain a minimum clear width of 3 feet per direction on sidewalks and pedestrian paths
- Procure snow throwers to push snow farther off paths than possible with snowplows, if needed
- Consider procuring specialized equipment that can be outfitted with other attachments such as brooms, plow blades, snow throwers, and loaders

The south side of east-west streets in Fort Collins (such as Mulberry St.) get minimal sun and are, therefore, difficult to keep clear of snow and ice. **Section 5.3.4 Bicycle Crossings** discusses the benefits and downsides of installing two-way protected bicycle lanes on the north side of east-west streets where facilities are easier to maintain seasonally. If the City determines that developing new two-way cycle tracks are the best option, consideration must be taken to ensure snow and ice clearing equipment can fit the width of the bicycle lane. Refer to the bulleted list above for clearance and equipment standards when designing a new two-way facility.

## Snow Storage

Buffers and landscape areas should be used for snow storage while ensuring that adjacent pedestrian paths remain clear. In addition, snow storage height and placement should not impede sight lines or block curb ramps at intersections and roadway crossings. Fort Collins should also consider the impacts of melting snow and resulting drainage at intersections as part of snow storage planning.



Mini-plow Use in Separated Bike Lane

## Ice Control Treatments

Ice control, such as salt and salt brine, can reduce slippery conditions, but can also be damaging on the environment, drainage, and pavement at intersections and the surrounding facilities. Environmentally friendly options for maintenance should be considered during design.

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# Chapter 7. Appendix



Source: Alta Planning + Design

# 7. Appendix

## 7.1 Additional Resources

The following resources and literature were reviewed during the development of this guide and can provide further information and guidance for designing safe and comfortable intersections in Fort Collins.

[2021 AASHTO Guide for the Development of Bicycle Facilities \(forthcoming\)](#)

[2021 AASHTO Guide for the Planning, Design, and Operation of Pedestrian Facilities](#)

[Fort Collins Transportation Master Plan](#)

[2019 Fort Collins Traffic Safety Summary](#)

[2019 Fort Collins Transit Master Plan](#)

[2014 Fort Collins Bicycle Master Plan](#)

[2011 Fort Collins Pedestrian Plan](#)

[Manual on Uniform Traffic Control Devices](#)

[Larimer County Urban Area Street Standards](#)



# APPENDIX B: EXISTING CONDITIONS SUMMARY



# FORT COLLINS ACTIVE MODES PLAN

## EXISTING CONDITIONS REPORT

### Introduction

To establish an understanding of existing conditions for bicycling and walking in Fort Collins, the planning process includes an analysis of the City's demographics, travel characteristics, land use, planning and policy context, existing transportation networks, and roadway safety.

### Fort Collins Today

Fort Collins prides itself in taking action to address the needs of the community and strives to ensure that everyone can thrive. The Fort Collins Active Modes Plan (AMP) seeks to center active transportation planning around community needs. Analyzing demographics, travel characteristics, and land use is critical to identifying opportunities and challenges, establishing goals, and centering recommendations for walking and bicycling in Fort Collins.

### Population and Households

Fort Collins has experienced significant population growth over the last four decades. Since 1990, Fort Collins' population has nearly doubled from 88,000 to 166,000 residents (Table 1), with another 70,000 residents expected by 2040 (City Plan Trends and Forces Report, 2018). A mix of manufacturing businesses, the presence of Colorado State University (CSU), and a burgeoning high-tech sector have contributed to this population growth.

Fort Collins' population skews young compared to Larimer County and the State of Colorado, despite having a lower concentration of families and residents under the age of 18 (Table 2). CSU's resident student population of 28,446 students account for approximately 18 percent the City's population (ACS 2019 5-Year Estimates, Table B14004) and the neighborhoods around CSU are the densest in the city. While fewer households identify as family households in Fort Collins than in 2010, the City's growing Hispanic/Latino population indicates a shift in the racial and ethnic makeup of family households. While Hispanic/Latino's account for ~12% of the City's total population (Table 3), they account for over 20% of residents under the age of 18.

The high concentration of college students in Fort Collins also skews income lower and poverty higher compared with Larimer County and State of Colorado (Table 4). However, when excluding college students living off-campus from poverty calculations, the poverty rate is estimated to be 10 percent, on par with County and State averages (*City Plan Trends and Forces Report*, 2018). Household income growth in Fort Collins has stagnated since 2000 when adjusted for inflation, and disparities exist along racial and ethnic lines. Nonwhite households, on average, earn between one-fifth to two-thirds the incomes of white households. Existing dynamics in the rental housing market further compound income stagnation and disparities. Between 2005 and 2017, Fort Collins' residential rental costs increased by 78 percent (*Fort Collins' Rental Market Study*, Corona Insights/City of Fort Collins, 2019), despite incomes remaining stagnant. Households experiencing rising housing costs are further burdened by transportation costs, especially lower-income households and families. Public investments in connected, comfortable, and safe facilities and amenities for active modes provide an affordable transportation option for residents to access schools, jobs, social activities, and recreation.

The racial disparities in income and poverty are also reflected geographically. The Health Equity Index (Image 1), a tool developed by the Larimer County Department of Health and Environment (LCDHE) to identify potentially vulnerable areas of the community, illustrates this spatial disparity. Generally, the Health Equity Index shows that more vulnerable or disadvantaged populations are clustered along the edges of the city and north of the Poudre River, while less vulnerable populations are clustered near Downtown and within priority growth areas. With vulnerable populations spatially disconnected from activity centers, the AMP should recommend building safe active mode linkages to transit, recreation, shopping, health services, schools, and jobs.

The analysis of Fort Collins' population and households reveals the following trends to be considered by the AMP:

- Building a transportation network that accommodates future growth using existing roadways
- Balancing the needs of the student population, family households, and non-family households alike
- Preserving and expanding affordable transportation options amidst income stagnation and rising cost of living
- Applying special attention to the needs of the City's growing Hispanic/Latino population

Year	Population	10-Year Growth Rate
2019	165,609	17.9%
2010	143,986	21.4%
2000	118,652	35.2%
1990	87,758	34.8%

**Table 1: Fort Collins Population Growth 1990 - 2019 (US Census; ACS, 2019 5-Year Estimates)**

Age	Fort Collins	Larimer County	Colorado
Under 18	16.3%	19.3%	21.8%
18 - 24	22.1%	13.9%	9.2%
Over 65	11.6%	16.2%	14.7%
Median Age	30.6	36.4	37.1

**Table 2: Fort Collins, CO Age Demographics Compared to Larimer County and Colorado. (ACS, 2019 5-Year Estimates)**

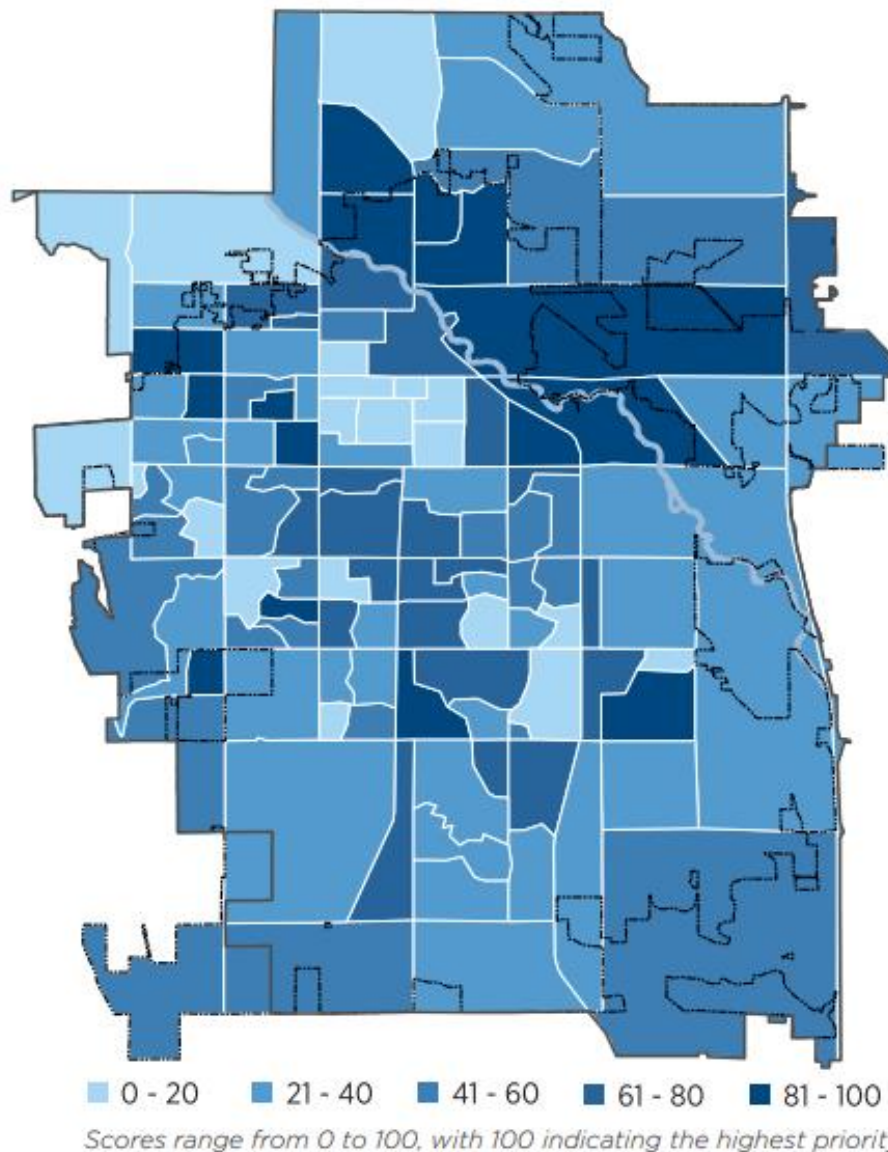
Race and Hispanic Origin	Fort Collins	Larimer County	Colorado
White alone	79.9%	82.1%	67.7%
Black or African American alone	1.6%	1.2%	4.6%
American Indian and Alaska Native alone	1.0%	1.1%	1.6%
Asian alone	3.5%	2.4%	3.5%
Native Hawaiian and Other Pacific Islander alone	0.1%	0.1%	0.2%
Two or More Races	4.0%	2.7%	3.1%
Hispanic or Latino	11.6%	11.9%	21.8%

**Table 3: Fort Collins, CO Race and Hispanic Origin Compared to Larimer County and Colorado. Source: US Census Bureau (2019 5-Year Estimates)**

Income and Poverty	Fort Collins	Larimer County	Colorado
Median Household Income	\$65,866	\$71,881	\$72,331
Per capita Income	\$34,482	\$37,363	\$38,226
Persons in Poverty	16.3%	10.3%	9.3%

**Table 4: Fort Collins, CO Income and Poverty Compared to Larimer County and Colorado. Source: US Census Bureau (2019 5-Year Estimates)**

## HEALTH EQUITY INDEX FORT COLLINS, 2016



The Health Equity Index is a composite measure of overall health equity in Fort Collins and includes the following equity and health indicators:

### Equity Indicators

- » Population under age 18
- » Population age 65 and older
- » Households at or below the Federal Poverty Level
- » Hispanic/Latinx population
- » Non-white (minority) population
- » Households without a vehicle
- » Disability status

### Health Indicators

- » Adult obesity
- » Adults with no leisure-time physical activity
- » Adults who experienced poor mental health for 14 or more days

**Image 1: Health Equity Index for Fort Collins, 2016. Source: LCDHE**



## Travel Characteristics

### Commute Modes

Fort Collins' residents are nearly five times as likely to bike to work or school ("Commute Trips") than the rest of the Colorado (Table 5). A higher bicycle commute share in Fort Collins is a testament to the City's bicycling culture. Stakeholders across Fort Collins—residents, businesses, City leaders—all recognize the economic, environmental, and social benefits of bicycling, and how building a low-stress bicycle network is critical to achieving larger citywide goals. Investments in infrastructure supporting safe and comfortable mobility for active modes contributes significantly to decisions regarding mode of travel. However, since the adoption of Fort Collins' 2014 Bicycle Plan, bicycle commuting has stagnated (ACS 5-year estimates, 2014; ACS 5-year estimates, 2019). Understanding this stagnation requires further investigation, and may be explained by changes in demographics, the housing market, and commute patterns.

Means of Transportation to Work	Fort Collins	Colorado (Statewide)
Walk	4.2%	2.8%
Bike	5.4%	1.1%
Motor Vehicle	79.1%	83.7%
Public Transit	2.3%	3.0%

**Table 5: Fort Collins, CO Means of Travel to Work Compared to Colorado. Source: US Census Bureau (2019 5-Year Estimates)**

### Non-Commute Trips

However, commute trips only tell part of the story. Across the state of Colorado, commute trips (i.e. trips between home and place of work in either direction) account for just 14% of all trips (NHTS, 2017).

Means of Transportation for Commute Trips vs All Trips, State of Colorado	% of Commuting Trips (2017)	% of All Trips (2017)
Walk	3.0%	11.7%
Bike	1.2%	2.6%
Motor Vehicle	91.1%	84.3%
Public Transit	3.5%	1.5%

**Table 6: State of Colorado Means of Travel for Commute Trips vs All Trips. Source: National Household Travel Survey (2017) and US Census Bureau (2017 5-Year Estimates, Commute Trips exclude 8.5% who work from home)**

Additionally, commute trips are generally longer distances than other types of trips that people take. To unlock walking and bicycling for more people and more trips, the City of Fort Collins may focus its efforts on shifting short trips—specifically those less than 15 minutes by any travel mode—to active transportation. For instance, errands and shopping trips, social or recreational trips, medical appointments, and other activities may be within a comfortable walking or bicycling distance if the infrastructure provides comfortable and low-stress conditions.

Due to the sample size of the National Household Travel Survey—a large diary-based study conducted every eight years—this report uses the State of Colorado to understand travel patterns for all trips. When looking statewide—which includes both urban and rural contexts—nearly 12% of all trips are pedestrian trips, and 2.6% are by bike, compared with 3% and 1% of commute trips done by walking or biking (Table 6).

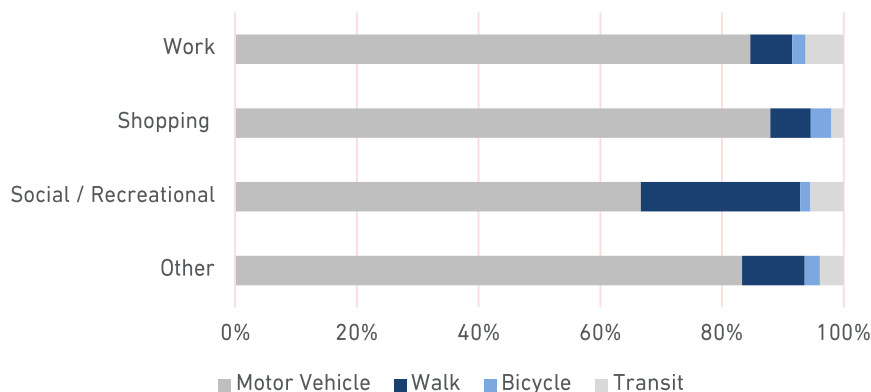
Statewide data indicates that the percentage of trips done by biking increases for shopping activities and

the percentage of trips done by walking increases for social/recreational activities (Table 7). Moreover, as the distance of trips decreases, the likelihood of walking and biking increases (Table 8).

National Household Travel Survey data at the state-level indicates that trips done by walking and biking are more likely for non-commute trips and for short-range trips. Activating greater use of active modes for those trip types and short distances can be enabled through investments in infrastructure that is safe and comfortable for people walking and biking.

Means of Transportation by Trip Purpose	Work	Shopping	Social/ Recreational	Other*
<b>% of all Person Trips</b>	<b>14%</b>	<b>19%</b>	<b>14%</b>	<b>53%</b>
% of all Walking Trips	8%	11%	33%	47%
% of all Bicycling Trips	12%	26%	10%	52%
% of all Motor Vehicle Trips	14%	21%	12%	54%
% of all Public Transit Trips	21%	9%	19%	50%

**Table 7: State of Colorado Means of Travel by Trip Type. Source: National Household Travel Survey (2017) and US Census Bureau (2019 5-Year Estimates)**



Means of Transportation by Distance	Walk	Bike	Motor Vehicle	Public Transit
<b>% of all Person Trips</b>	<b>12%</b>	<b>3%</b>	<b>84%</b>	<b>1.5%</b>
% of Trips < 0.5 miles	61%	4%	35%	0.0%
% of Trips < 2.5 miles	25%	5%	69%	0.8%
% of Trips < 3.5 miles	21%	4%	74%	1.2%
% of Trips ≥ 3.5 miles	0.3%	0.4%	97%	1.7%

**Table 8: State of Colorado Means of Travel by Distance. Source: National Household Travel Survey (2017)**

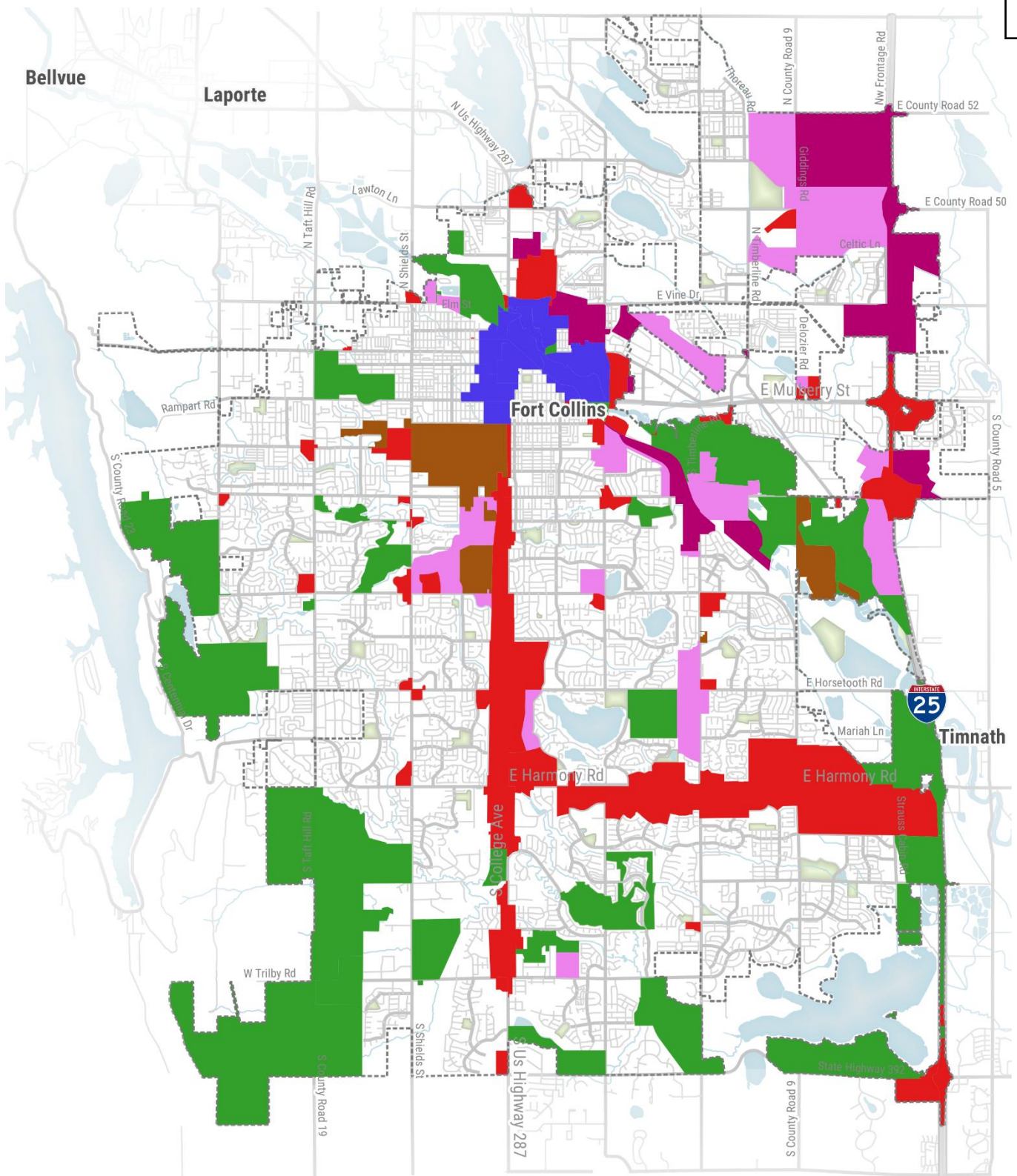
## Land Use & Urban Form

Fort Collins has a relatively dense grid of streets in Old Town and the surrounding neighborhoods. However, the street network in most of the city is curvilinear and not well connected, and the land uses have been developed at a suburban scale. Nearly sixty percent of land area within Fort Collins city limits is single-family residential (29%) and open space (30%). Non-residential land uses, such as industrial, employment, and commercial districts, are concentrated along College Avenue, E Harmony Road, the Poudre River, and Interstate 25 (Figure 1). The suburban nature of much of Fort Collins is reflected in many of the current transportation issues and policies, impacting how well the bicycle facilities function.

However, as the city's population grows and diversifies, the city's land use and urban landscape is becoming denser and more diverse. The City Plan (2019) identifies the following five priority place types for infill and redevelopment over the next 10-20 years:

- Mixed-Neighborhoods
- Neighborhood Mixed Use
- Suburban Mixed-Use
- Urban Mixed Use
- Mixed-Employment

The City Plan provides mobility considerations for each of the place types, including traffic circulation, active transportation infrastructure and amenities, and transit access. The AMP will be critical to achieving the envisioned character for each of the five place types and gracefully managing higher densities in Fort Collins by linking transportation planning with land use decisions. These place types and the accompanying considerations will inform project recommendations and priorities.



### Non-Residential Districts

- COMMERCIAL
- CSU JURISDICTION
- DOWNTOWN DISTRICT
- EMPLOYMENT DISTRICT
- INDUSTRIAL DISTRICT
- OPEN SPACE



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## Plan and Policy Review

The State, Region, and City have adopted numerous plans that have helped create and support the current bicycling environment. The section that follows discusses existing plan recommendations that will inform the 2021 AMP.

### Regional and Statewide Planning Context

The North Front Range Metropolitan Planning Organization (NFRMPO), which includes the City of Fort Collins, is currently updating their shared vision for improved bicycle and pedestrian transportation within and between communities. The adoption of this Plan will be monitored for regional projects and programs identified within Fort Collins by the Regional Active Transportation Plan. According to the Plan's webpage, the Regional ATP will include the following:

- A consolidated summary of the existing bicycle and pedestrian infrastructure, data, and design standards throughout the region
- Segment by segment analysis of each Regional Non-Motorized Corridor, including important local connections and critical gaps, and major barriers and opportunities for completion
- Best practices and policy recommendations for emerging micro-mobility solutions (electric bikes, scooters, and skateboards, etc.)
- Updated tools, analysis, and guidance supporting local and regional planning and funding efforts

The Colorado Department of Transportation's (CODOT) Statewide Bicycle and Pedestrian Plan, updated in 2015, outlines an approach to deciding which bicycle and pedestrian projects to fund based on the following goals:

- Enhance safety
- Increase bicycling and walking activity
- Expand recreational opportunities and enhance quality of life
- Improve public health Appendix B: State of Bicycling in Fort Collins Aug. 2014
- Improve the environment, air quality, and fossil fuel dependence
- Provide transportation equity
- Maximize transportation investments
- Improve statewide and regional economy

The Statewide Bicycle and Pedestrian Plan focuses on what CODOT has jurisdiction over and therefore, does not make specific recommendations for facilities or programs in Fort Collins.

### Triple Bottom Line

To promote sustainability, the City's Triple Bottom Line policy seeks to institutionalize environmental sustainability and social equity, along with economic health, in evaluating proposed policies, infrastructure investments, and development projects. This means that projects are evaluated based on their social, economic, and environmental impacts rather than profit-making alone.

The 2014 Bicycle Master Plan identified the triple bottom line for bicycling. Economically, a bicycle-friendly community attracts residents and businesses, supports tourism, and is a low-cost investment. Environmentally, bicycling can reduce single-vehicle occupancy trips and greenhouse gas emissions, along with having a relatively low construction footprint. Socially, bicycling provides an affordable transportation option, improves personal health, and increases quality of life for communities.

### Equity Indicators

In 2019, Fort Collins initiated a process to identify equity indicators that inform critical decisions about the allocation of resources and policy development. The equity indicators reveal disparities using 114 measures across 10 domains, including transportation. One of the indicators evaluating active transportation equity is *Reported Ease of Biking*. The 2021 Equity Indicators Report reveals that Fort Collins residents find it easy to travel by bicycle, giving the City a rating of 81 out of 100. However, residents of color reported that it was somewhat more difficult to travel by bicycle than their white counterparts. This disparity indicates that the



AMP should apply special attention to improving the comfort, safety, and connectivity of bicycling in Fort Collins' non-white neighborhoods and for the City's non-white population.

### **Building on Previous Efforts**

This AMP builds off the vision and recommendations from the 2014 Bicycle Master Plan, which identified a connected network of low-stress bicycle facilities. The 2011 Pedestrian Plan devises a methodology for determining Pedestrian Level of Service, Crosswalk Identification Policy, and Pedestrian Priority Areas. The infrastructure and programming recommendations from these efforts will be integrated and expanded upon as part of the AMP process.

Plan	Description	Active Transportation Related Goals	Relevant Policy/Project Recommendations
Fort Collins City Plan (2019)	City Plan is the comprehensive plan for the City of Fort Collins. It articulates the community’s vision and core values, and establishes the overall policy foundation that will be used by the City of Fort Collins organization	Outcome Area 2: Culture & Recreation Outcome Area 5: Safe Community Outcome Area 6: Transportation	Policy CR 2.2 – Interconnected System Policy SC 4.1 – Active Transportation
Fort Collins Strategic Plan (2020)	The 2020 Strategic Plan outlines key objectives and strategies that link City Plan and the City’s organizational priorities.	Goal 2: Multimodal Transportation & Public Transit Goal 4: Environmental Sustainability Goal 5: Community Vibrancy	2.2 Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system. 2.5 Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees. 6.1 Improve safety for people using all modes of travel 6.3 Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

<b>Transportation Master Plan (2019)</b>	<p>The Transportation Master Plan (TMP) articulates a vision and core values for growth and policies. The TMP focuses on Transportation Infrastructure, Mobility and Travel Choices, Health and Equity, Innovation, Safety, and Sustainability and Resiliency.</p>	<p>Goal 2: Build and maintain high-quality infrastructure that supports all modes of travel.</p> <p>Goal 6: Support Bicycling as a safe, affordable, efficient, convenient travel option for all ages and abilities by building a connected network of facilities.</p> <p>Goal 7: Support walking as a safe, easy, and convenient travel option for all ages and abilities by building a connected network of sidewalks, paths and trails.</p> <p>Goal 9: Utilize the transportation system to support a healthy and equitable community.</p> <p>Goal 10: Support and enhance safety for all modes</p>	<ul style="list-style-type: none"><li>» Developing a neighborhood greenway program in connection with the low-stress bike routes</li><li>» Continuing the protected bike lane pilot program with new project locations</li><li>» Developing best practice policies for bikeway maintenance</li><li>» Sidewalk and ramp improvements to meet ADA standards</li><li>» Proposed pedestrian priority project list consisting of items identified by citizens through a pedestrian survey, public comments and remaining Capital Improvement Program projects from 2004</li><li>» Pedestrian projects as identified in the most recent CIP.</li><li>» Expanding the bicycle wayfinding system with walking routes and distances to make the program more relevant to pedestrians as well</li><li>» Launching a pedestrian safety outreach campaign that is tailored to specific audiences and behaviors</li><li>» Identifying and improving pedestrian crossings of arterials</li><li>» Conducting targeted yielding and speed enforcement operations; use a data-driven approach and crash analyses to inform the best locations to conduct these targeted efforts, including school crossing guard placement</li><li>» Performing regular evaluations of safety improvements by performing an evaluation before and after a pedestrian project is implemented.</li></ul>
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<b>Transit Master Plan (2019)</b>	The Fort Collins Transit Master Plan provides a vision, guidance, and strategic actions to improve and expand transit-service in Fort Collins between now and 2040. This Plan serves as a resource to City staff, the public and the development community on how transit-service may expand and what transit in Fort Collins will look such as in 2040.	None.	Policy 5.8: Connect Transit to Other Modes
<b>Our Climate Future Plan (2021)</b>	The OCF comprehensive plan to simultaneously address climate, energy and waste goals while improving our community’s equity and resilience. OCF articulates an unwavering commitment to mitigating and adapting to climate change with a people-first systems-approach.	Goal 1: Reduce 2030 Greenhouse Gas Emissions by 80% below 2005 baseline levels	CTC 1: Continue to build bicycle facilities as identified in the Bicycle Master Plan CTC 2: Create mobility hubs to support convenient transportation connection options CTC 4: Provide travel trainings program
<b>Wayfinding Plan (2015)</b>	The Fort Collins Wayfinding Plan provides a summary of sign design and guidelines for sign placement.	Goal #2: Program system of routes that builds on the Low Stress Bicycle Route network identified in the 2014 Bicycle Master Plan and seamlessly connects to the multi-use trail network	None.

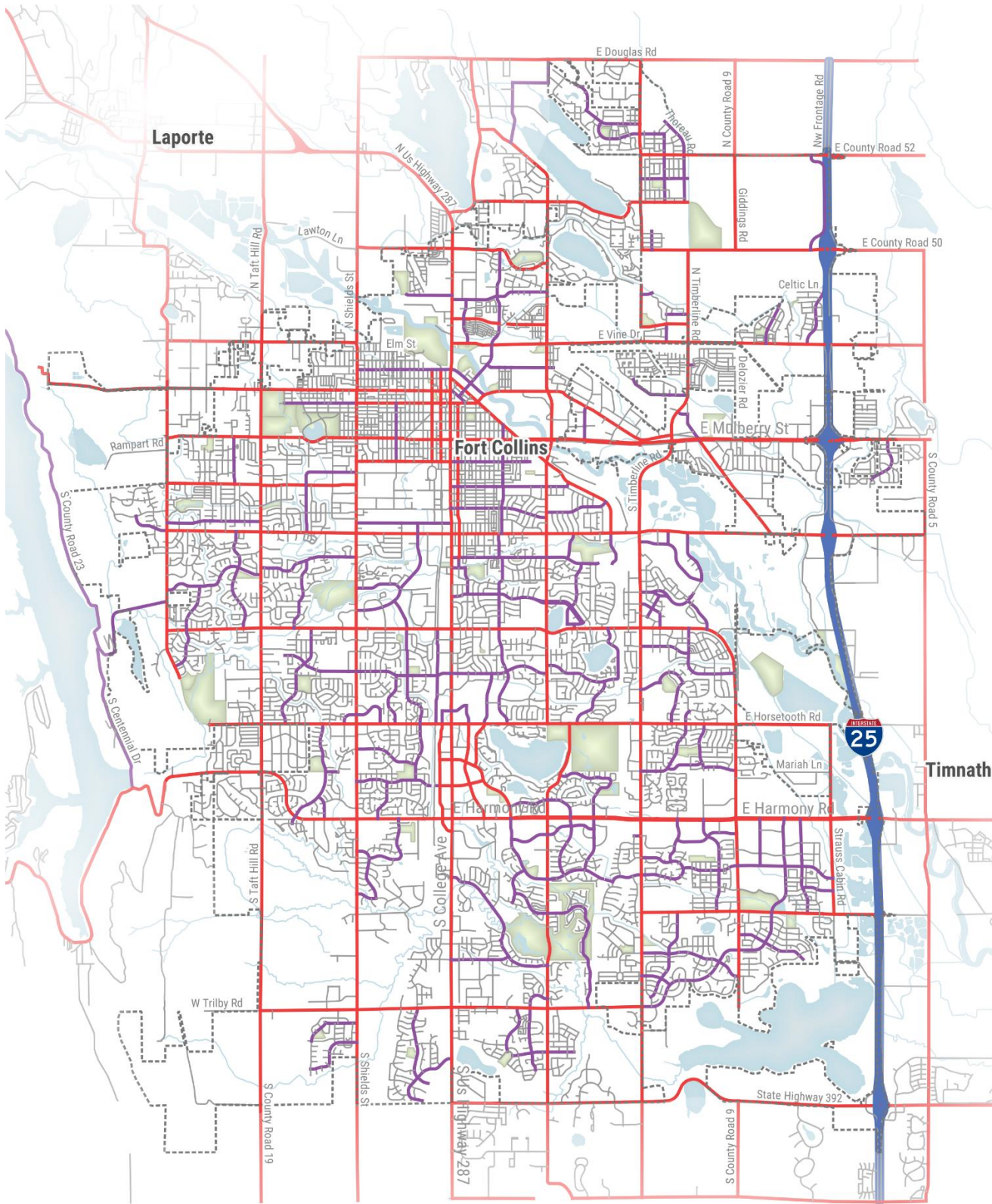
Table 9: Related Plans

## Existing Multimodal Network

### Functional Classification

Functional Roadway Classifications distinguish roads based on their level of mobility and access. Highways and Arterials function around mobility, serving a high volume of vehicles traveling at high speeds while Collectors and Local Streets provide access to destinations, carrying a lower volume of vehicles traveling at lower speeds (Figure 1). On high-volume, high-speed roadways, the AMP will consider bicycle facilities providing physical separation from vehicles to improve safety and mobility. On low-volume, low-speed roadways, the AMP will consider strategic infrastructure investments to improve comfort and ease of access for people biking and walking.





### Roadway Functional Classification

- INTERSTATE
- ARTERIAL, ARTERIAL MAJOR
- COLLECTOR
- LOCAL

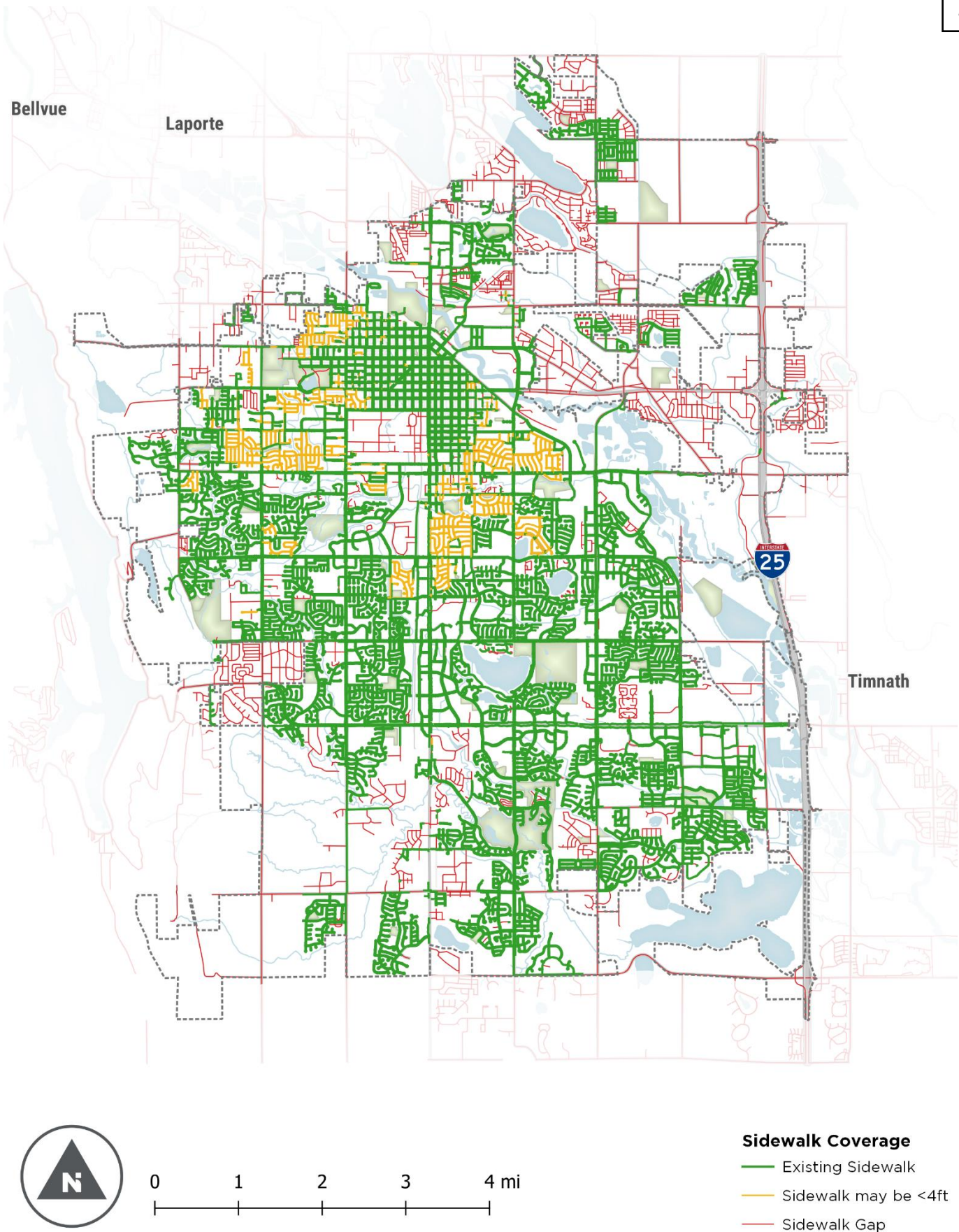


0 1 2 3 mi

## Sidewalks

While most of Fort Collins has sidewalk coverage (Figure 2), there are pockets of missing and inadequate sidewalks across the City. According to the City Plan, there are 221 miles of missing sidewalk in the City and 217 miles of sidewalks that are not ADA compliant.



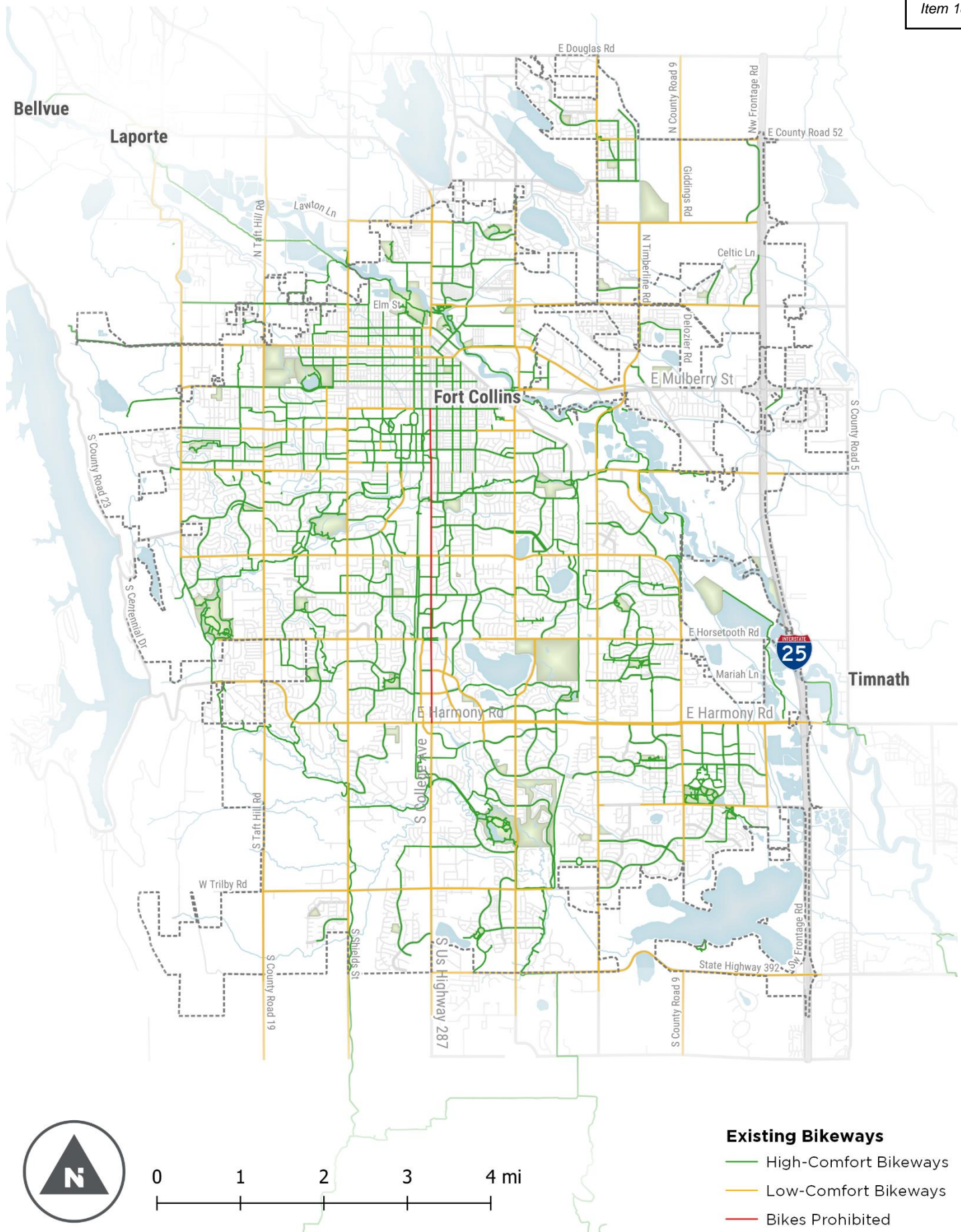


## Bikeways

The 2014 Bicycle Master Plan introduced the 2020 Low-Stress Bicycle Network. The Low-Stress Bicycle Network features “High-Comfort” bicycle facilities (figure 3)—bikeways with a dedicated path for people on bikes to travel along on a street that provides a buffer of protection between them and passing traffic. “High-Comfort” bikeways minimize conflict between bikers and vehicles, encouraging the “Interested but Concerned” bicycle commuters. “Interested but Concerned” bicyclists have a desire to bike more but are concerned about their safety on existing facilities. Fort Collins’ success designing for this population group contributes to the higher share of bicycle commuters in the City relative to other places.

Figure 4 shows Fort Collins boasts over 266 miles of on-street facilities, including 148 miles of “High Comfort” facilities and 121 miles of “Low Comfort” facilities (City Plan, 2019). In addition to on-street facilities, Fort Collins is home to 97 miles of off-street paved trails. Figures 5, 6, and 7 illustrate the progress made on constructing both the short-term and long-term visions of the 2020 Low-Stress Bicycle Network. The AMP will update the existing Low-Stress Network and consider strategies to improve project delivery ability and capacity.





**Figure 3: High and Low Comfort Bicycle Facilities.** Source: City of Fort Collins



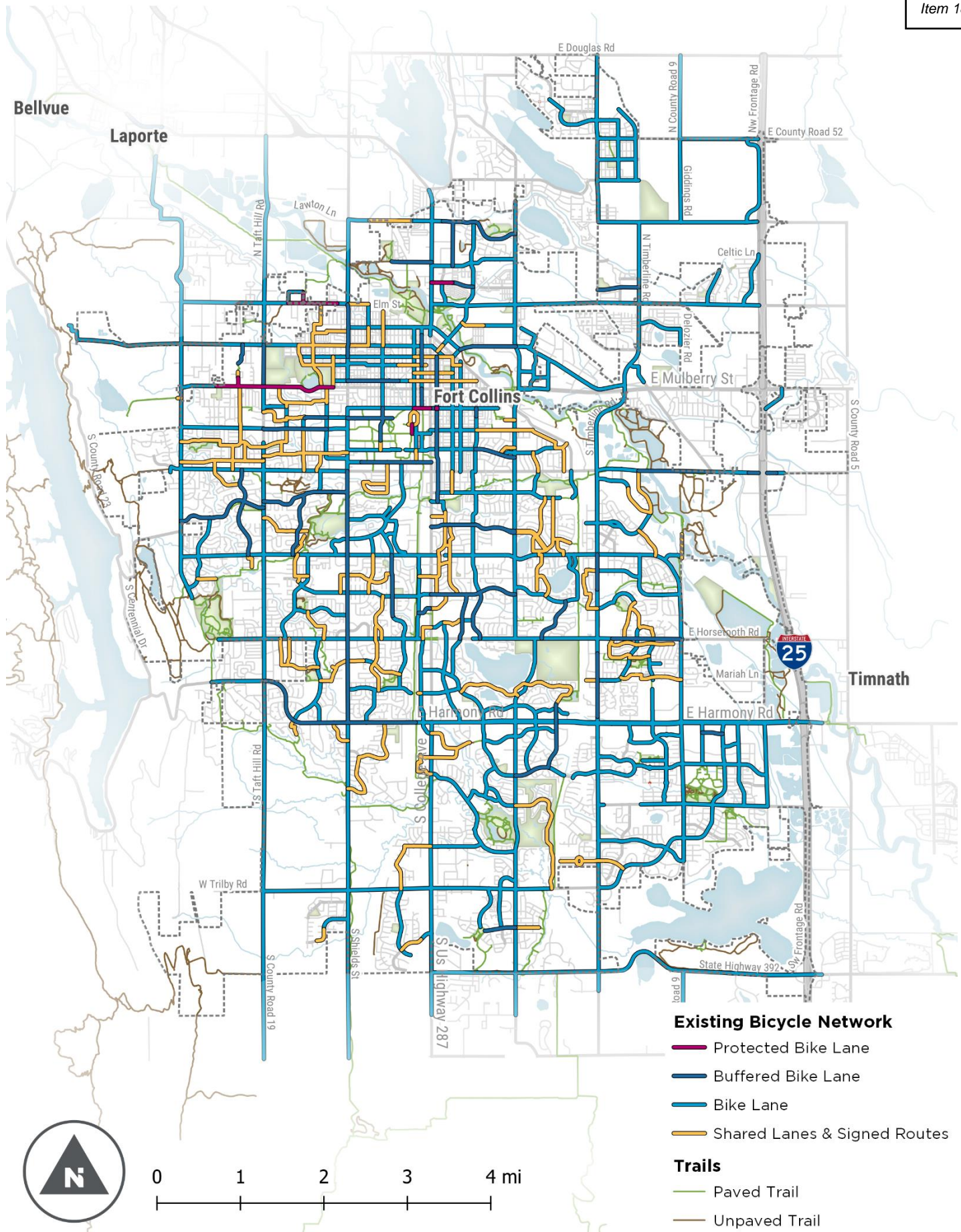


Figure 4: Existing Bicycle Network. Source: City of Fort Collins





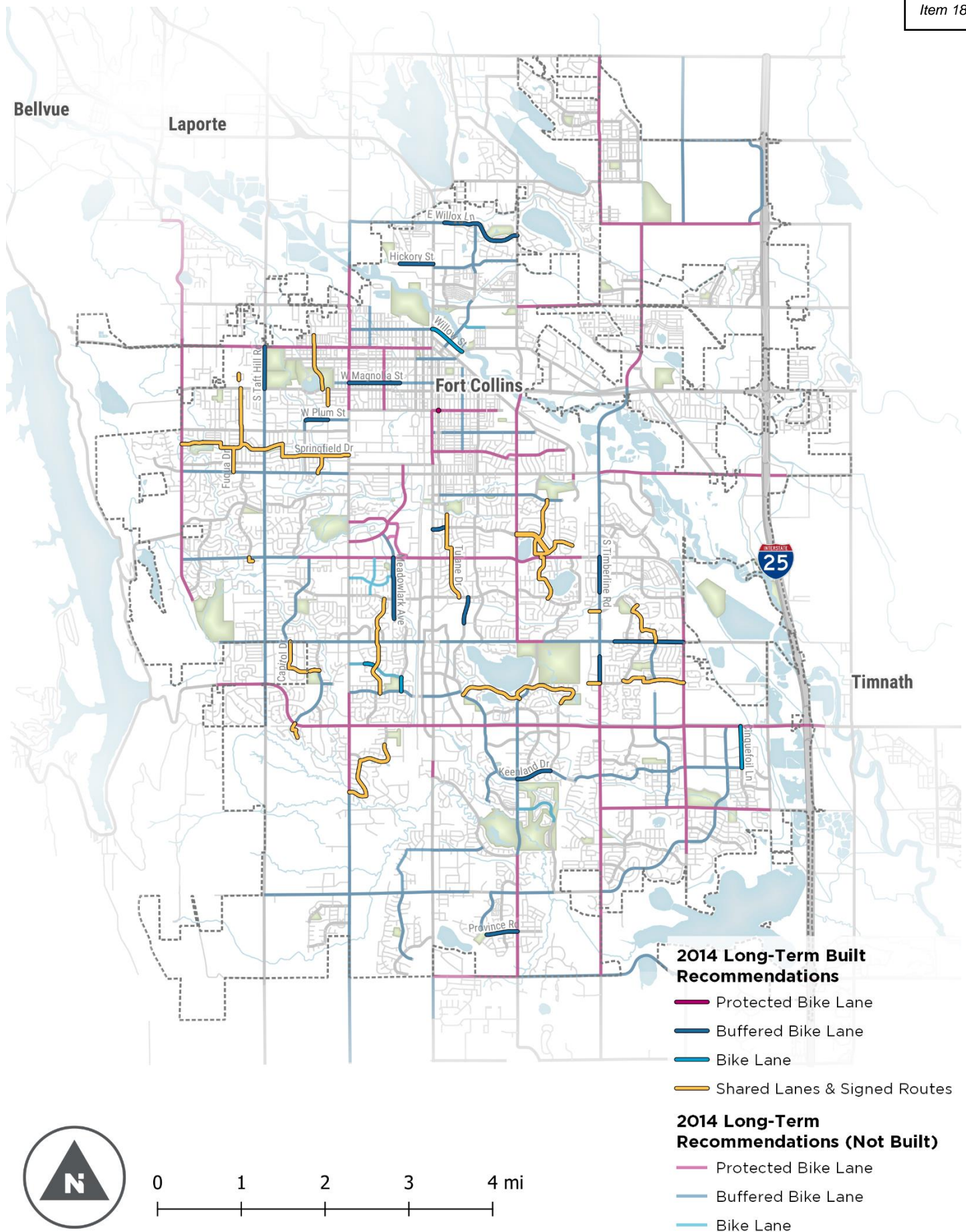


Figure 6: Implemented Long-Term Recommendations from the 2014 Bicycle Plan. Source: City of Fort Collins



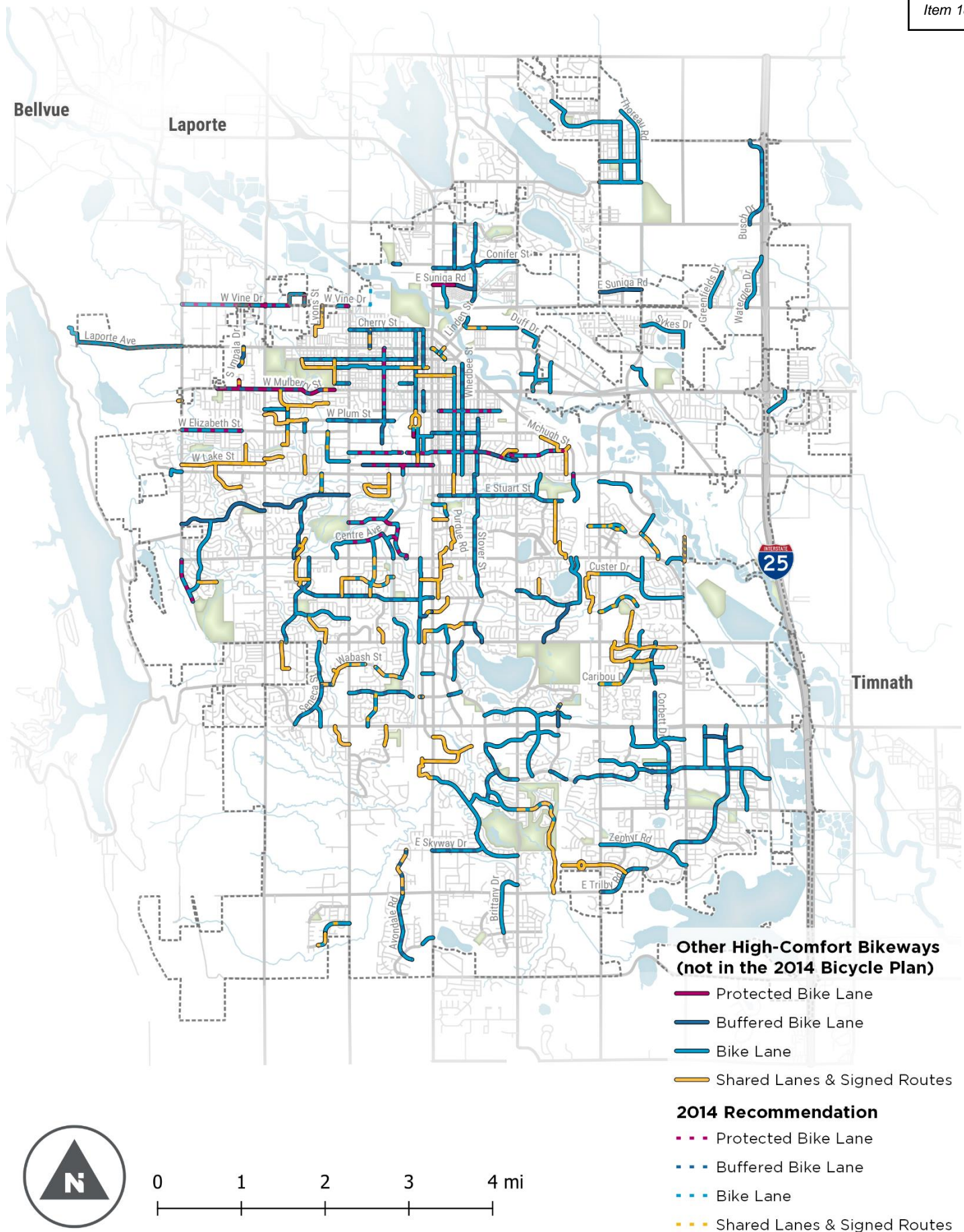
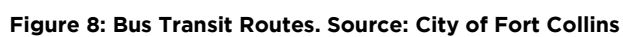


Figure 7: Existing High-Comfort Bikeways that differ from the 2014 Bicycle Plan recommendations. Source: City of Fort Collins

**Transit**

Fort Collins is served by Bus Rapid Transit, High Frequency routes, several Local Routes, and a Regional line (Figure 8). Prior to the Covid-19 pandemic, Fort Collins had seen transit ridership increase from 2.5 million annual riders in 2014 to 4.4 million riders in 2018. Recent ridership growth can be attributed in part to the implementation of the highly successful MAX Bus Rapid Transit (BRT) line along the Mason Street corridor in 2014 and strategic investments in services catered to Colorado State University students and staff (Transit Master Plan, 2019). Public comments received during the Transit Master Plan planning process indicated a desire among residents to expand the BRT to additional corridors. However, improving access and safety for active modes along arterial roadways will be critical to expanding the BRT system. Public transit and active transportation are complimentary; people who commute by biking or walking are more likely to use transit for a part of their trip.





## Safety Analysis

In 2016, Fort Collins became the first public local entity to join the Colorado Department of Transportation (CODOT) Moving Towards Zero Deaths initiative. This commitment signifies Fort Collins' vision for providing a safe and efficient transportation system for people using all modes of travel. Between 2015 and 2020, there were 18,422 total crashes in Fort Collins, including 817 (4.4%) involving people walking and biking (CODOT, 2021). Of the 18,422 crashes, 171 resulted in a fatality or serious injury collision (CODOT, 2021). Fatal and Serious Injury Collisions (KSIs) occurred at or near intersections, and along high-volume, high-speed roadways (Figure 7). Despite only accounting for 4% of total collisions, people walking and biking account for one-third of KSI collisions. Combined, this data indicates the high-risk of death or serious injury people walking and biking face when traveling along arterial roadways.

Hot spot locations for bicycle and pedestrian collisions include the northern part of the City (North of Drake Avenue) and Arterial Roadways such as College Avenue, Mulberry Avenue, and Prospect Road (Figure 8). Two-thirds of collisions involving people walking and biking occur during mid-day and evening peak commutes (12 pm – 7 pm) and between April and October. Primary collision factors include failure of vehicles to yield at crosswalks, high vehicle speeds, vehicles making right-turns on red-lights, and inconsistency between facility placement of traveler desire lines. This data indicates that the collision risk is greater for people walking and biking where and when there are more vehicles on roadways. Based on this data, the AMP will focus on opportunities to reduce conflicts between modes traveling at different rates of speed and mass through facility recommendation and traffic calming measures.

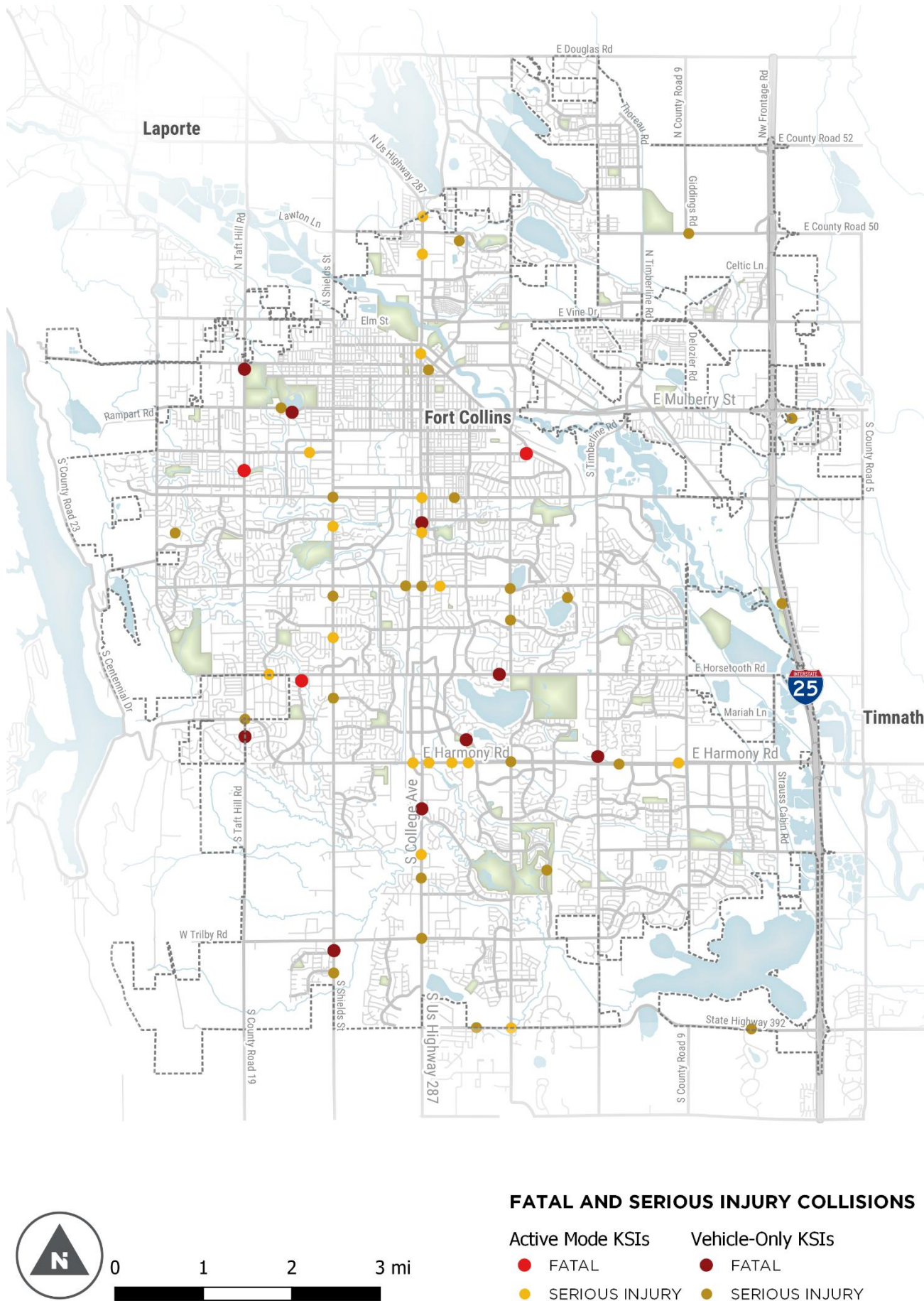
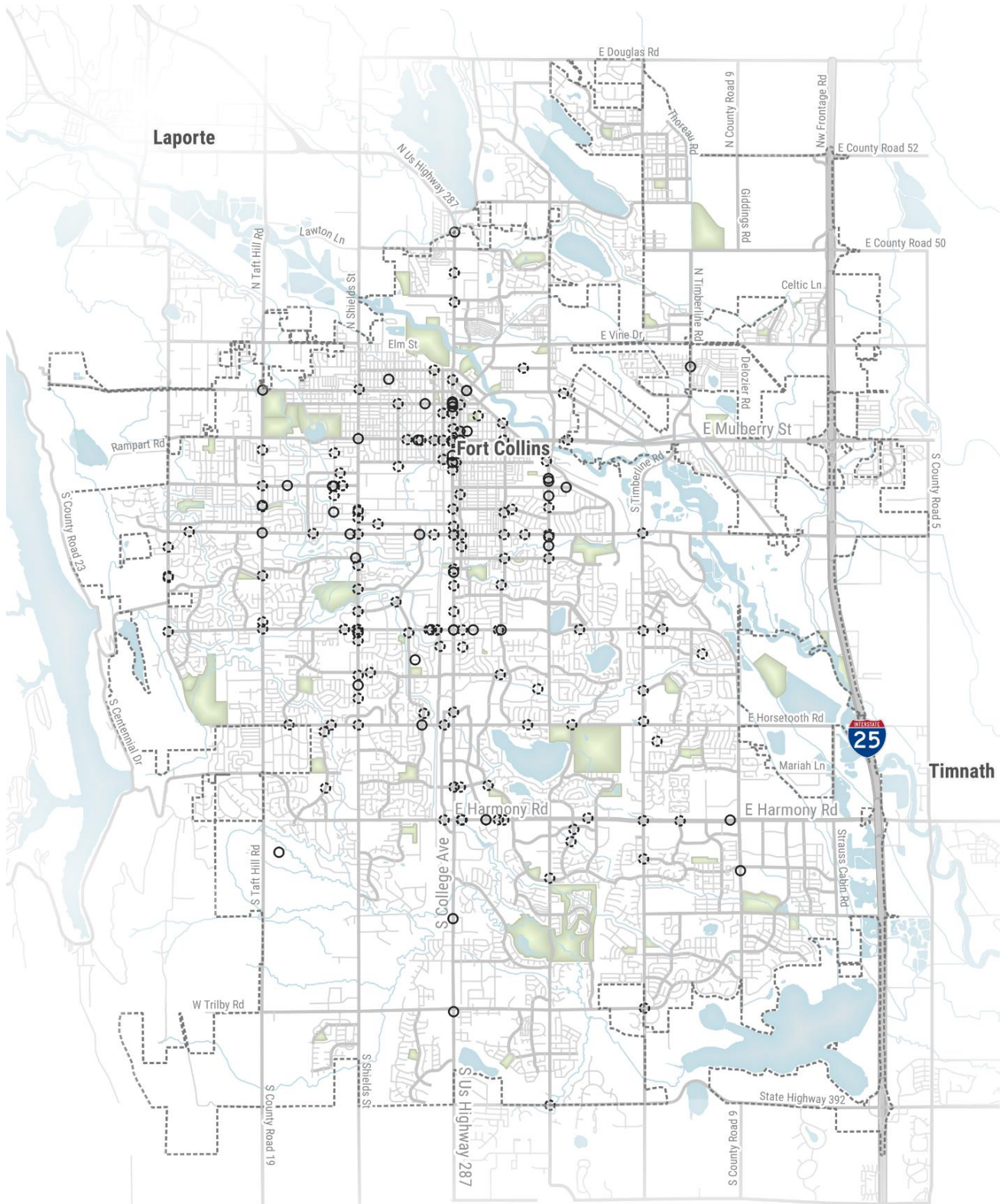


Figure 7: KSI Collisions. Source: City of Fort Collins





### BICYCLE AND PEDESTRIAN CRASHES

- ⊗ Bicycle
- Pedestrian

# APPENDIX C: COMMUNITY ENGAGEMENT SUMMARY







# walk. bike. roll.

## ACTIVE MODES PLAN

# Community Engagement Summary

2021-2022

# Engagement Overview

1

## Visioning Questionnaire

2 workshops  
3 pop-up events  
239 responses online  
Active Oct. 2021

2

## 2 Community Surveys

Online and Print  
1,680 online survey submissions  
Active Nov. 2021 and Feb. 2022

3

## 2 Mapping Exercises

16+ virtual & in person focus groups  
2,620 people engaged  
Active Nov. 2021 and Feb. 2022

# Who has provided feedback?

	STAKEHOLDER REPRESENTATIVES / ORGANIZATIONS
Technical Advisory Committee (TAC)	FC Core Staff: FC Moves, Engineering, Traffic Operations, Parks Planning & Development, CSU Other FC Staff & Agencies: Streets, City Planning, Parks, Economic Health, Community Development & Neighborhood Services, Environmental Services, Police Services, Natural Areas, Transfort, Parking Services, Utilities, DDA, CDOT, Larimer County, PSD, North Front Range MPO
Community Advisory Committee (CAC)	BIPOC Alliance, NCIPA, Fuerza Latina, person who has experienced homelessness, Overland MTB Association, Bike Fort Collins, Youth Advisory Board, CSU CBAC, Partnership for Age-Friendly Communities, NoCo Splash, NoCo Equality, DARTAC
Focus Groups	Educational Institutions, Health Organizations, Business Organizations, Bike Organizations, Pedestrian Organizations, Accessibility/Disability Community
Internal (City)	City Council, Transportation Board, Bicycle Advisory Committee, other interested Boards & Commissions

1

# Community Survey #1

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# Demographic Information

Overview of Survey Responses and Respondents

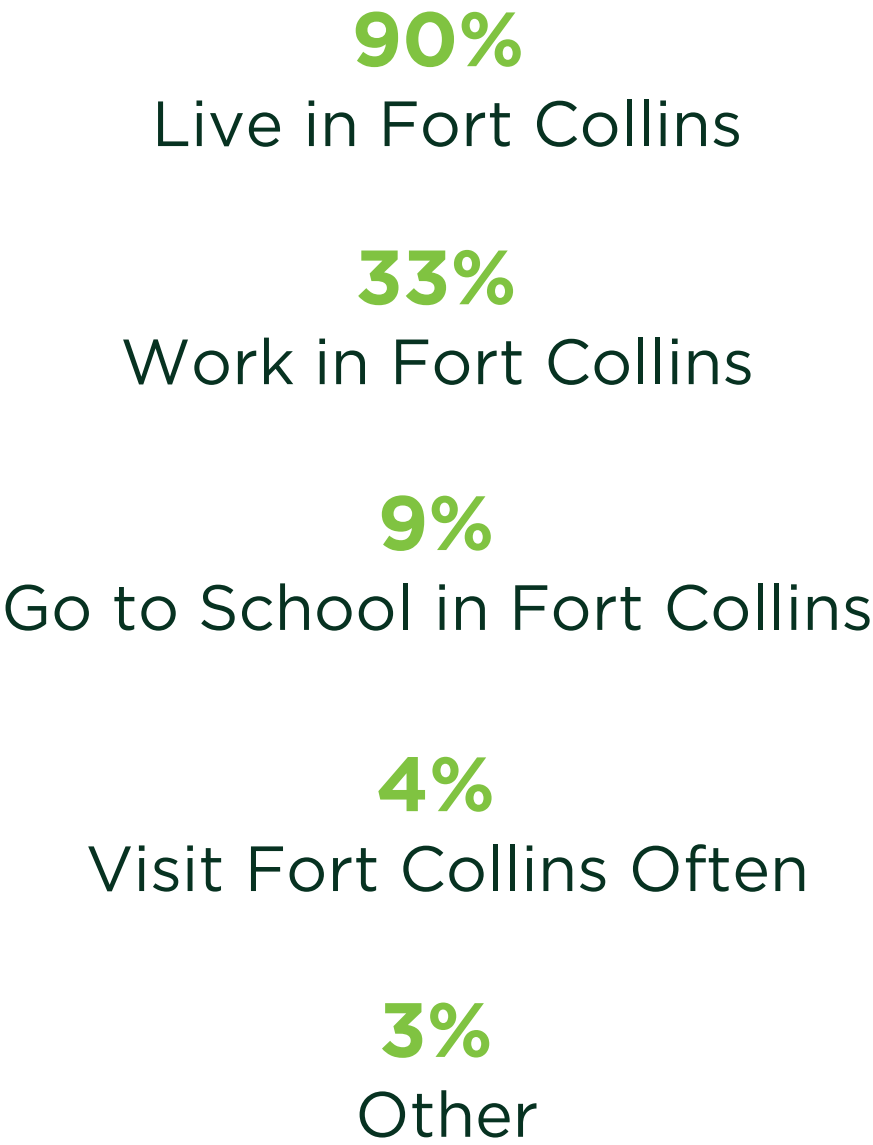
Gender, Race, and Ethnicity

Age, City Council District, and Disability Status

Income



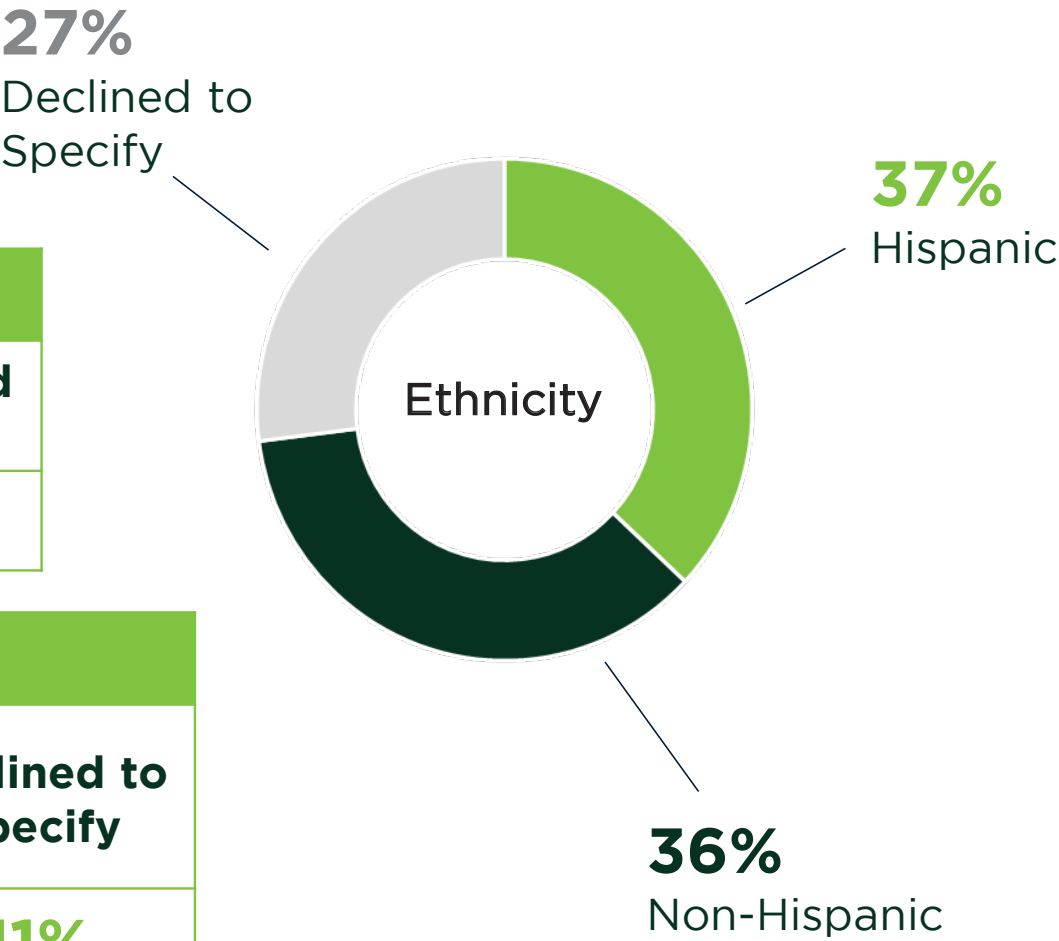
# Responses Overview



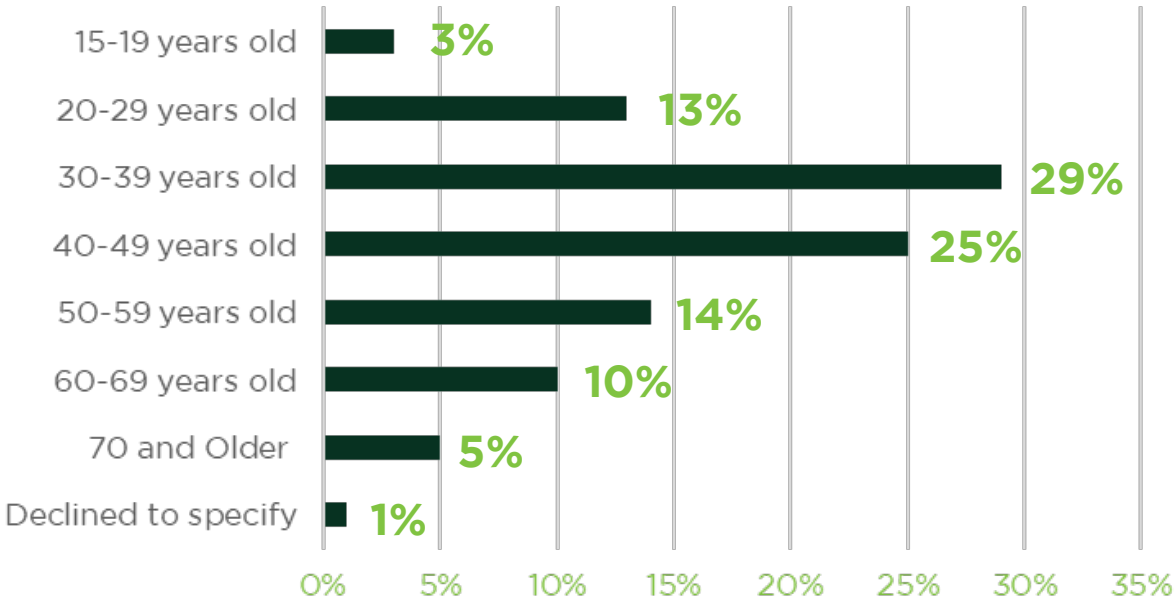
# Survey Demographics

Gender of Respondents				
Female	Male	Non-Binary	Transgender	Other/Declined to Specify
59%	36%	1%	<1%	4%

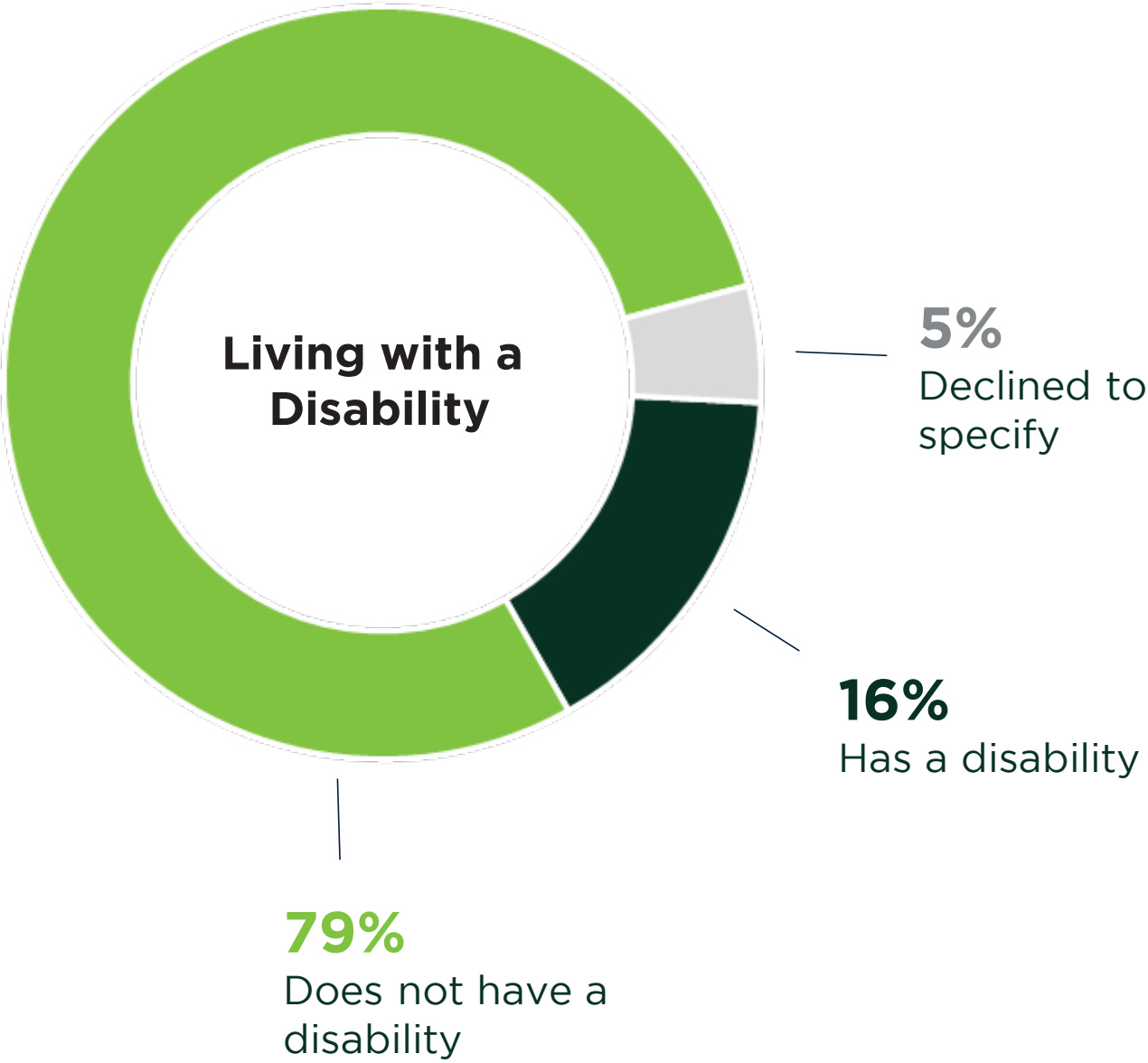
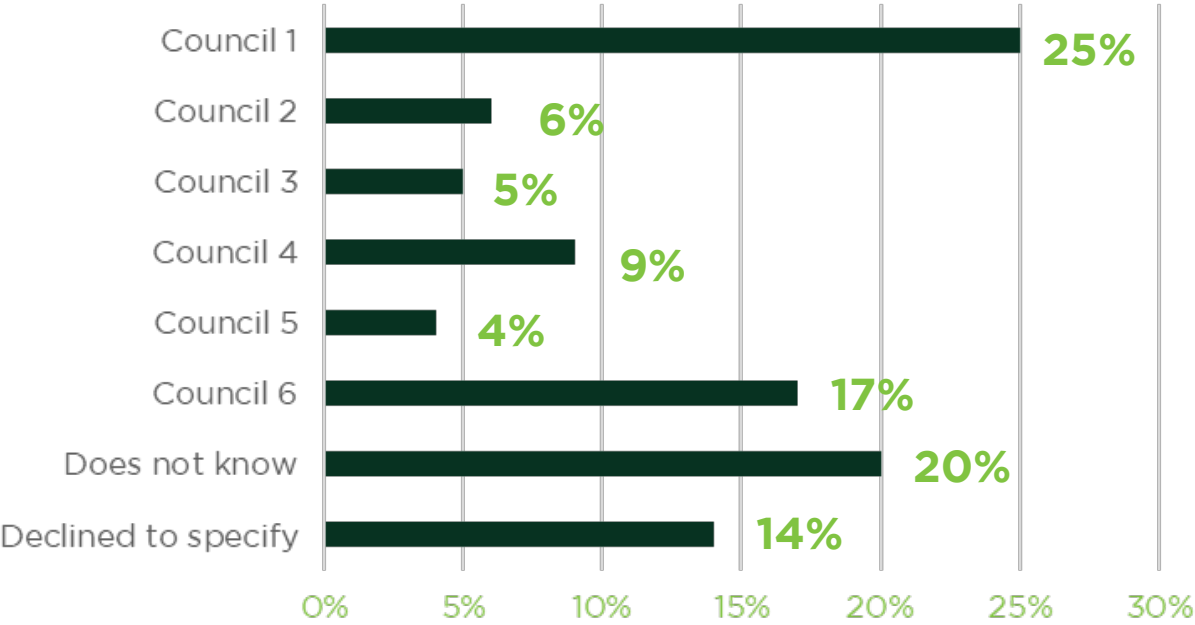
Race of Respondents					
White	American Indian/Alaska Native	Two or More Races	Asian	Black or African American	Declined to Specify
77%	5%	4%	1%	1%	11%



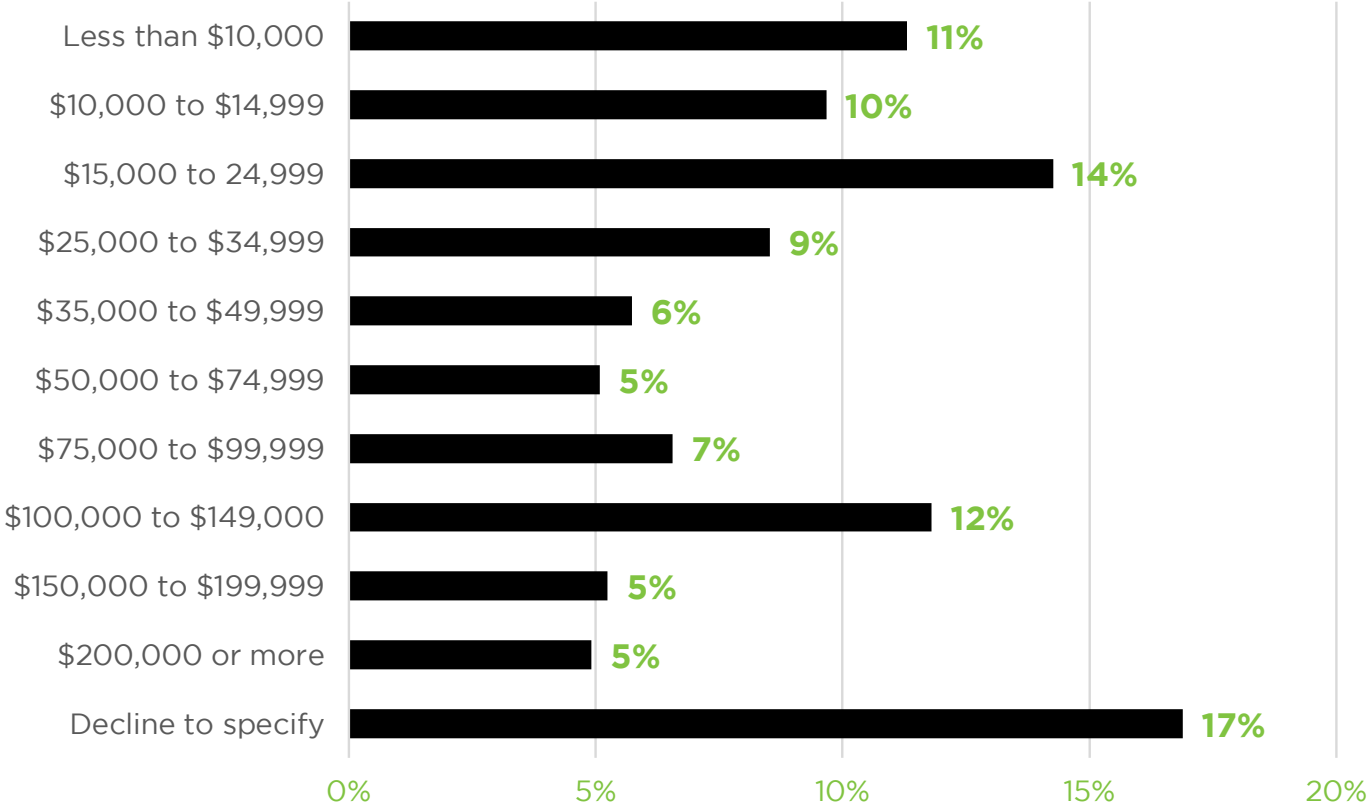
Age Range



City Council Districts Respondents Reside



Annual Income of Respondents



**14%**

Earn \$15,000-\$24,9999 annually

Majority of Respondents Declined to Specify

# Trip Frequency and Patterns

Frequency of Mode Use



COVID-19 Impacts on Transportation Patterns



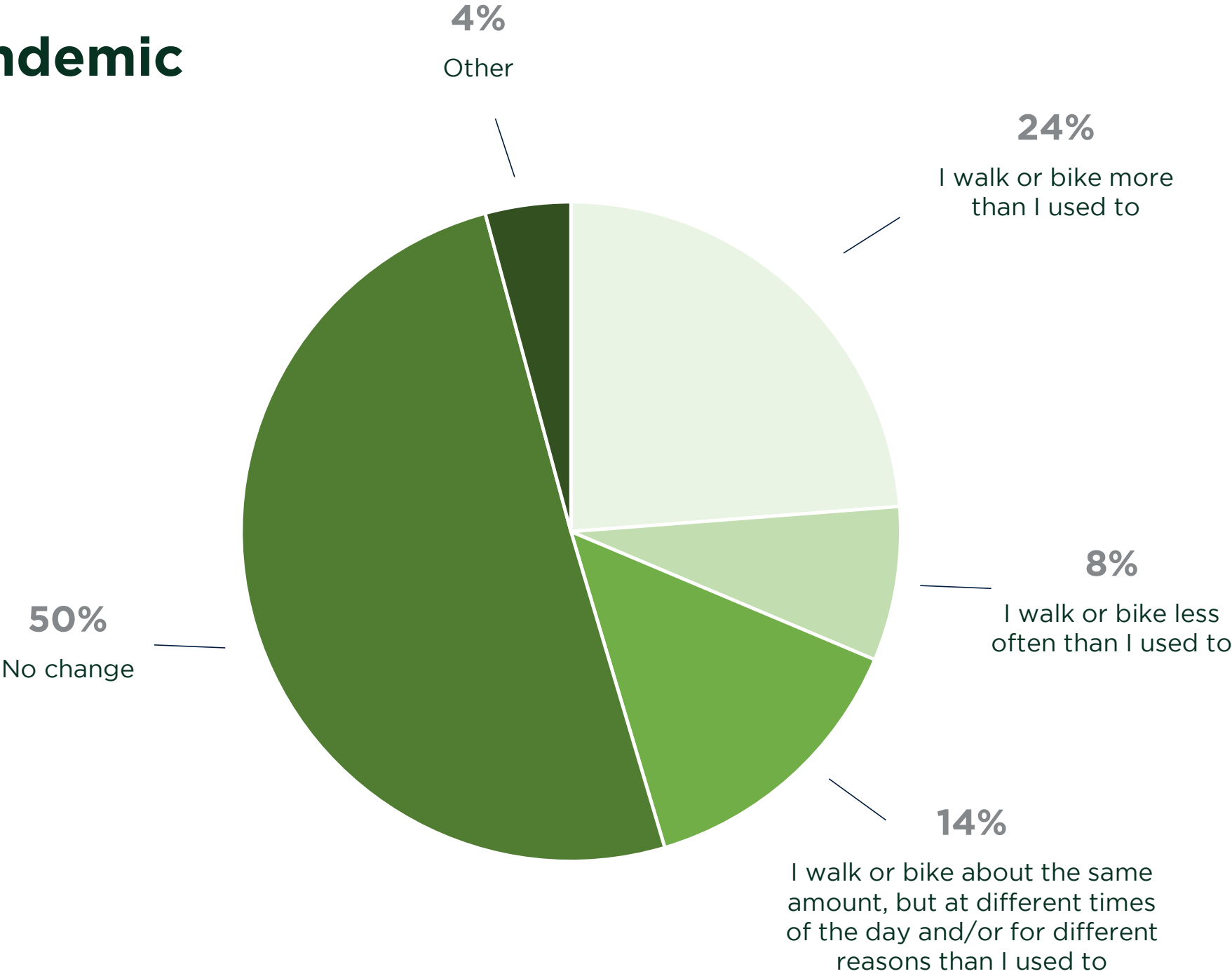
# How Often Respondents Use Various Modes of Transportation

	Daily/almost every day	Once or twice a week	At least once a month	Less than once a month	Never	Total Responses
Walk	330	158	68	61	101	728
	45%	22%	9%	8%	14%	
Bike	150	138	107	89	243	727
	21%	19%	15%	12%	33%	
Electric Bike	18	31	13	25	606	693
	3%	4%	2%	4%	87%	
Electric Scooter	7	8	19	31	625	689
	1%	1%	3%	4%	91%	
Bus / Transit	34	39	53	123	446	695
	5%	6%	8%	18%	64%	
Drive (carpool)	173	144	66	69	248	700
	25%	21%	9%	10%	35%	
Drive (alone)	417	159	38	23	90	727
	57%	22%	5%	3%	12%	
Rideshare (e.g. Uber, Lyft)	5	15	45	156	470	691
	1%	2%	7%	23%	68%	
Telecommute / Work from Home	138	69	32	35	425	699
	20%	10%	5%	5%	61%	

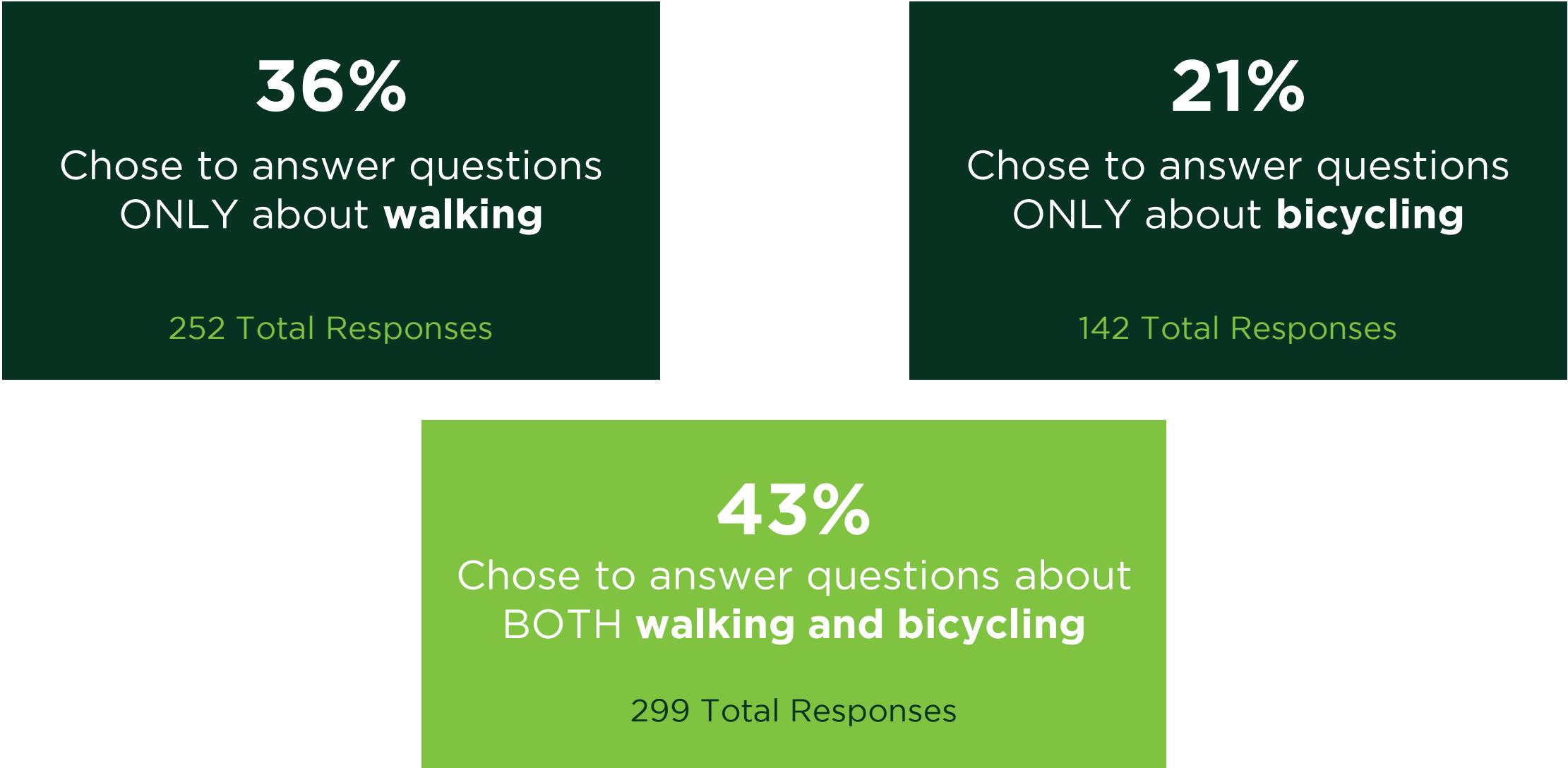


# How has the COVID-19 pandemic changed travel patterns?

**740**  
Total Responses  
740 out of 771 total survey respondents answered this question.



The next set of questions were specific to walking and bicycling:



*78 respondents skipped these questions entirely*

# Walking Responses

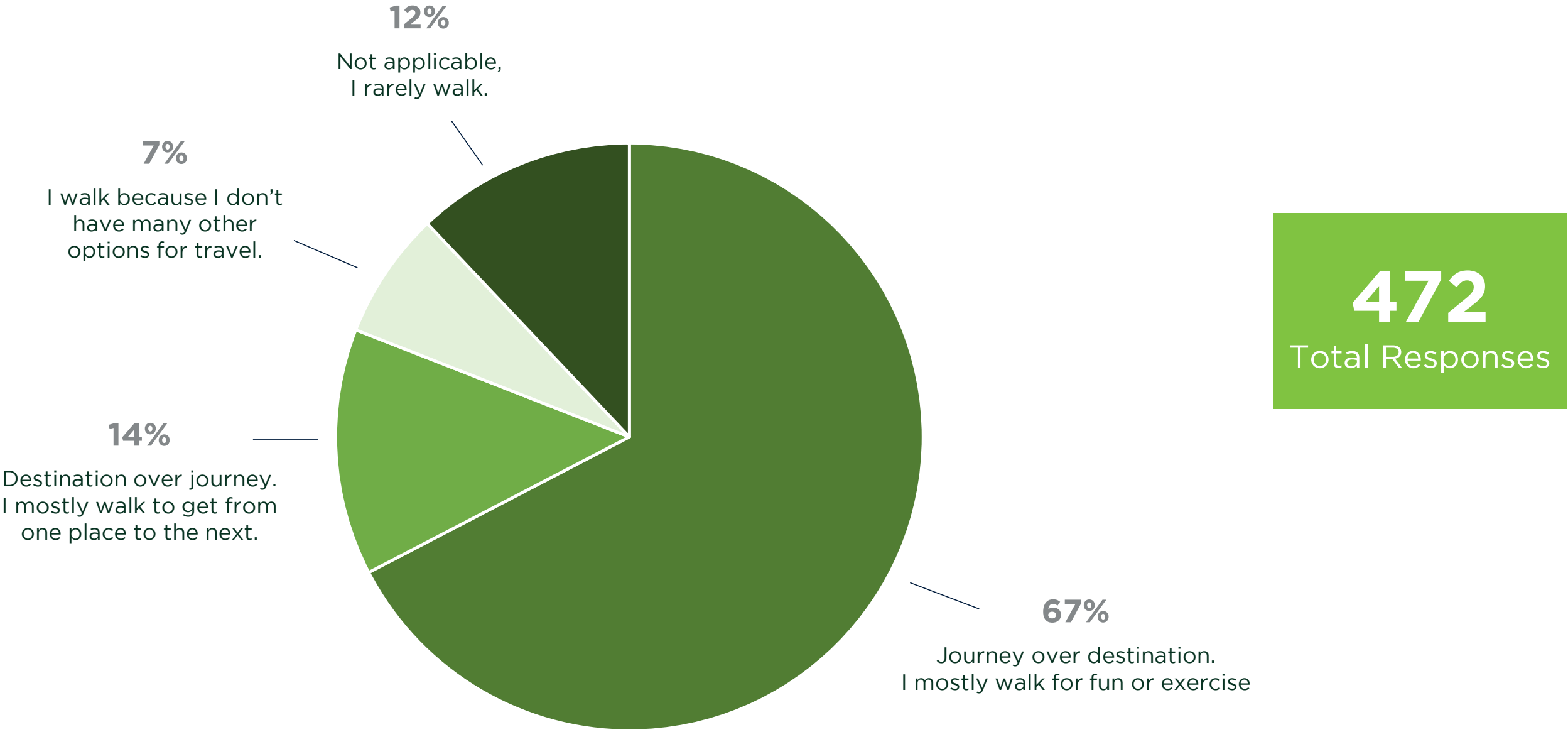
Why Respondents Walk

Frequency and Purpose of Walking

Top Challenges for Walking in Fort Collins

Top Priorities to Improve the Pedestrian Experience

# Why do survey respondents choose to walk?





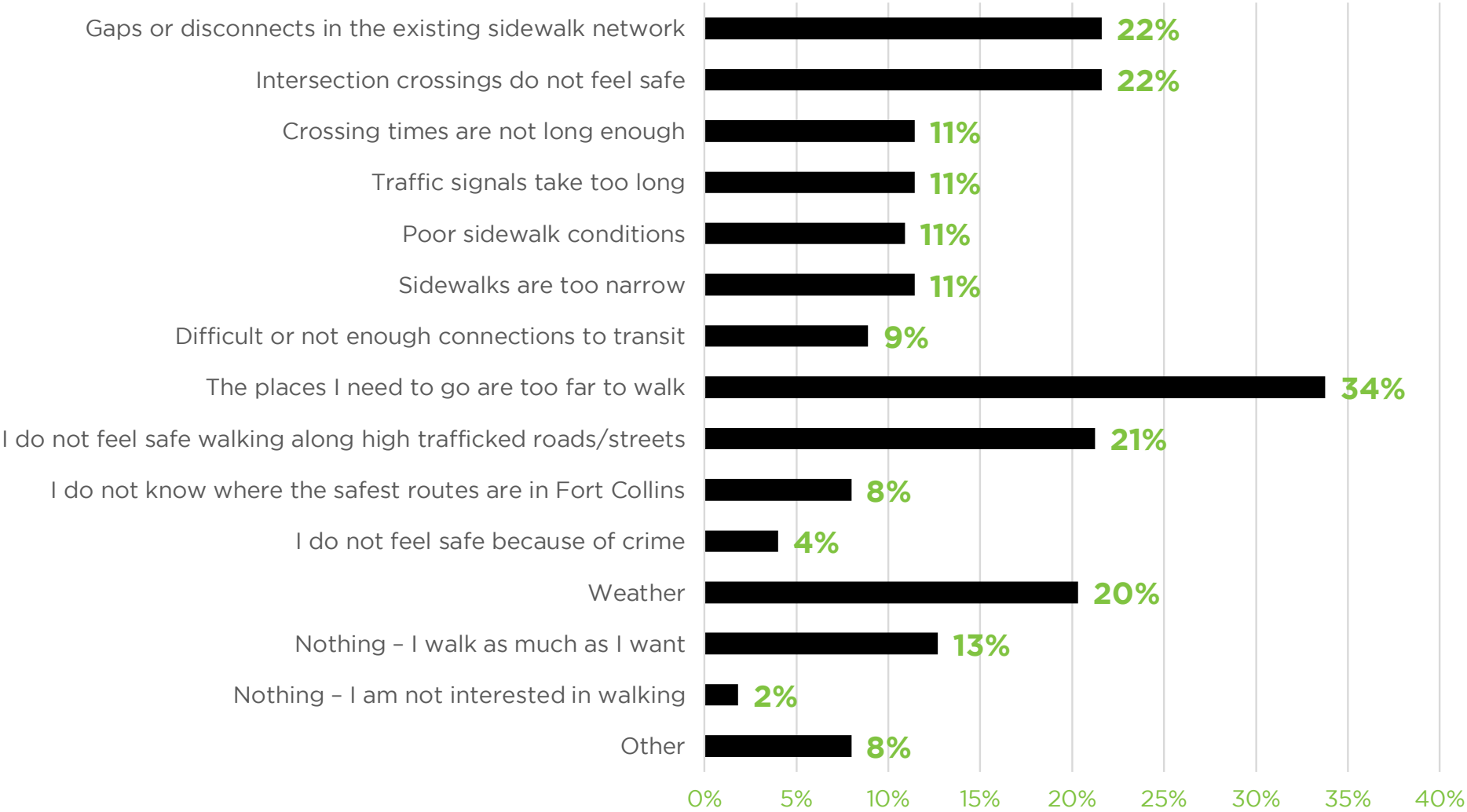
# How often do respondents walk for the following purposes?

	Daily/almost every day	Once or twice a week	At least once a month	Less than once a month	Never	Total Responses	
To get to work or school	71 15%	48 10%	20 4%	52 11%	298 61%	489	
For fun or exercise (e.g. walking my dog)	231 46%	139 28%	53 11%	47 9%	27 5%	497	% of Responses
To visit friends/social/entertainment	62 13%	110 22%	100 20%	91 19%	127 26%	490	<10%
To shop or run errands	42 8%	93 19%	79 16%	69 14%	213 43%	496	10% - 19%
To get to or from public transit	31 6%	23 5%	48 10%	67 14%	318 65%	487	20% - 29%
To get to or from personal vehicle	64 25%	37 14%	19 7%	15 6%	121 47%	256	30% - 39%
Other	23 17%	13 9%	4 3%	8 6%	91 65%	139	40% - 59%
							60% - 80%
							>80%

# Challenges that Prevent Respondents from Walking

(respondents selected top 3 answers)

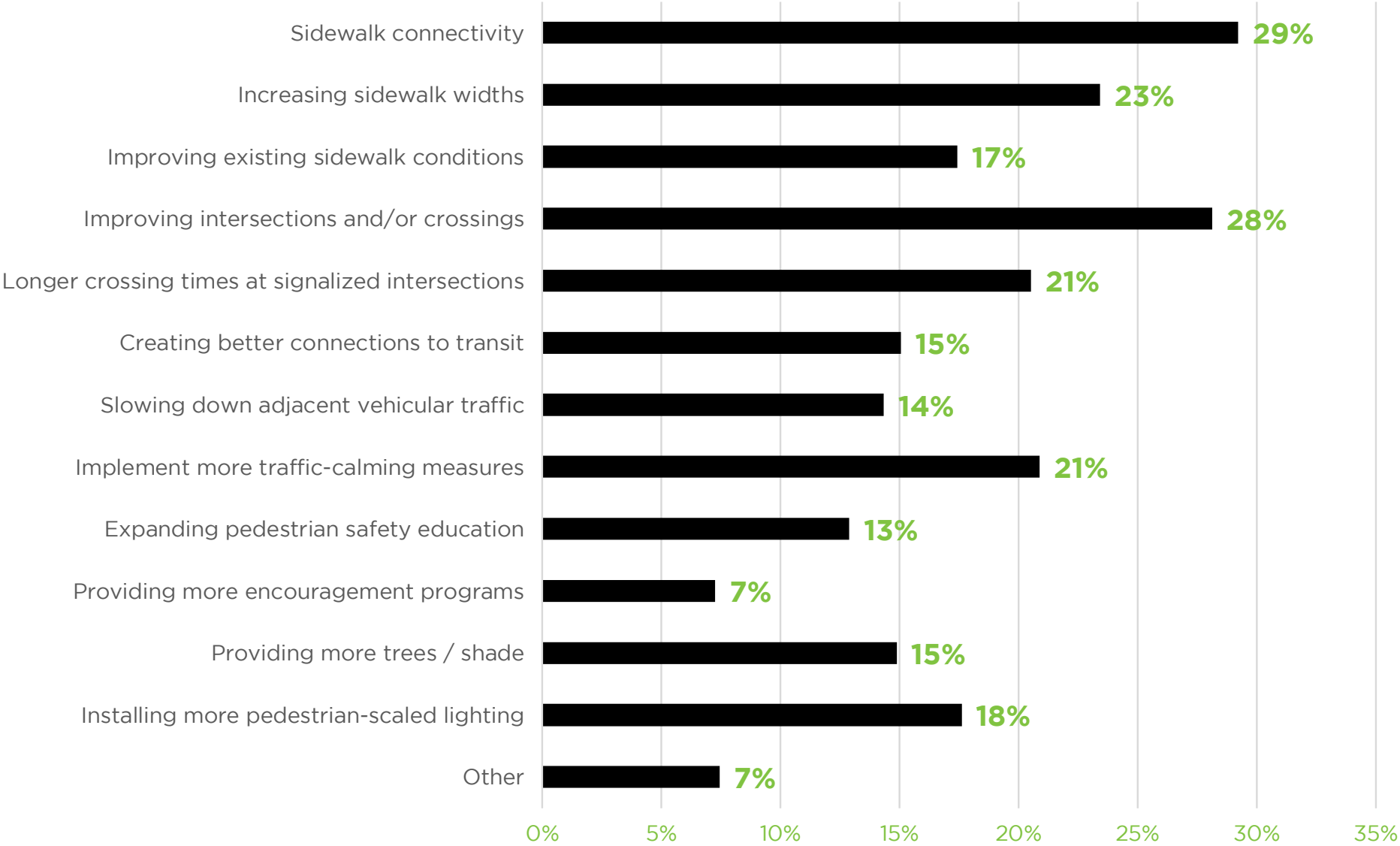
Most common response:  
**34%** said they don't walk because the places they need to go are **too far to walk**.



# Priorities Respondents Want the City to Focus on to Improve the Pedestrian Experience in Fort Collins (respondents selected top 3 answers)

**Top Priorities:**

- 1. Sidewalk Connectivity **(29%)**
- 2. Improving Intersections and/or crossings **(28%)**
- 3. Increasing sidewalk widths **(23%)**



# Walking Responses Summary

75%

Want to walk more than they currently do

67%

Mostly walk for fun or exercise

46%

Walk for fun or exercise daily or almost every day

## Top Challenges for Walking in Fort Collins

34% Places I want to go are too far away

22% Gaps or disconnects in the existing sidewalk network

22% Intersections and crossings don't feel safe

21% Weather

12% I don't know where the safest routes are

## Top Priorities for Improvement

- 1 Sidewalk Connectivity
- 2 Improving intersections and crossings
- 3 Increasing sidewalk widths

# Bicycling Responses

Bicycling Level of Comfort



Frequency and Purpose of Bicycling



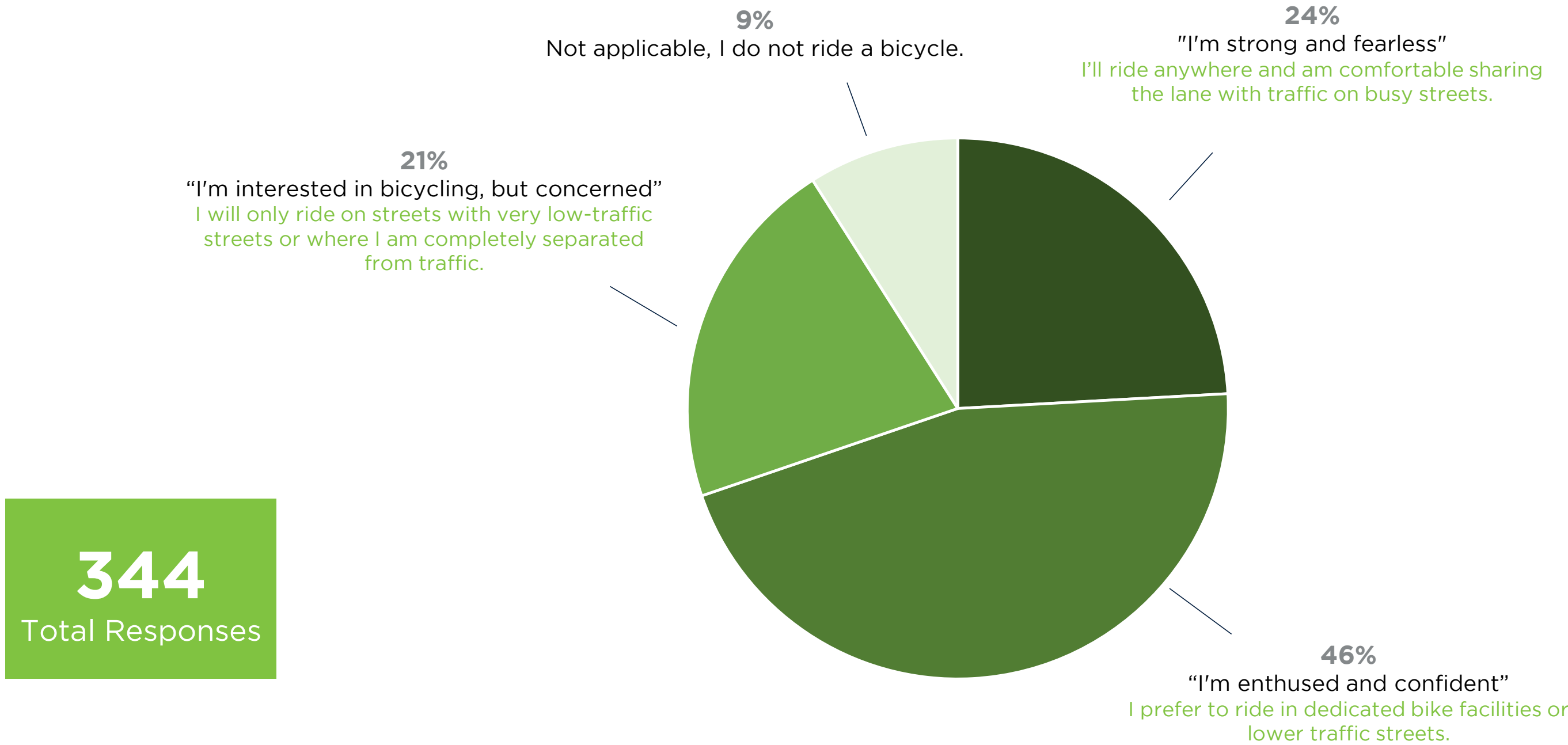
Top Challenges for Bicycling in Fort Collins



Top Priorities to Improve the Bicycling Experience



# Bicycling Habits and Comfort Level of Respondents



# How often do respondents bike for the following purposes?

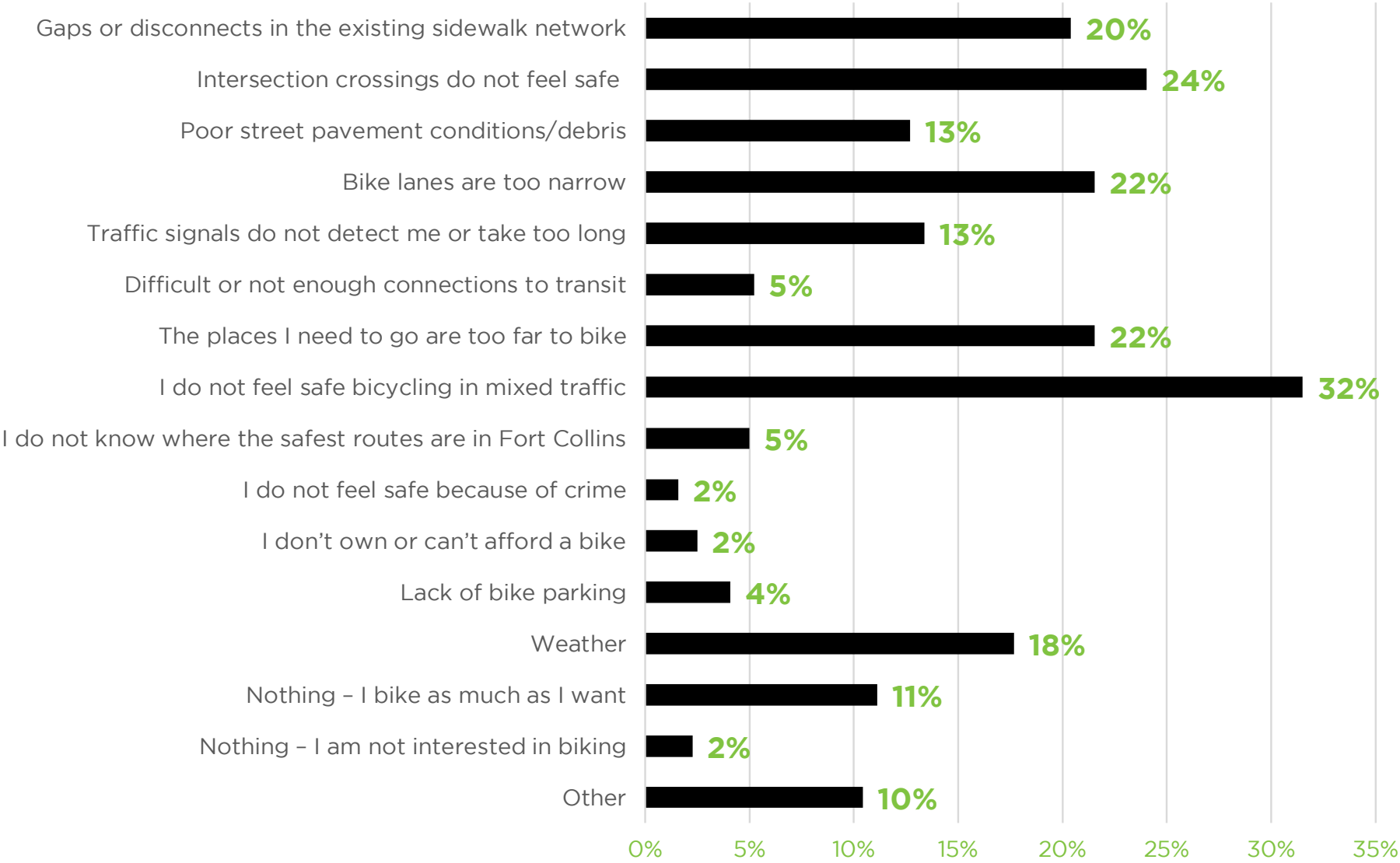
	Daily/almost every day	Once or twice a week	At least once a month	Less than once a month	Never	Total Responses
To get to work or school	68 18%	56 15%	37 10%	47 12%	170 45%	378
For fun or exercise	91 24%	139 36%	67 17%	45 12%	43 11%	385
To visit friends/social/entertainment	33 9%	101 27%	88 23%	76 20%	82 22%	380
To shop or run errands	29 8%	90 24%	65 17%	71 19%	125 33%	380
To get to or from public transit	13 4%	7 2%	18 5%	45 12%	282 77%	365



# Challenges that Prevent Respondents from Bicycling

(respondents selected top 3 answers)

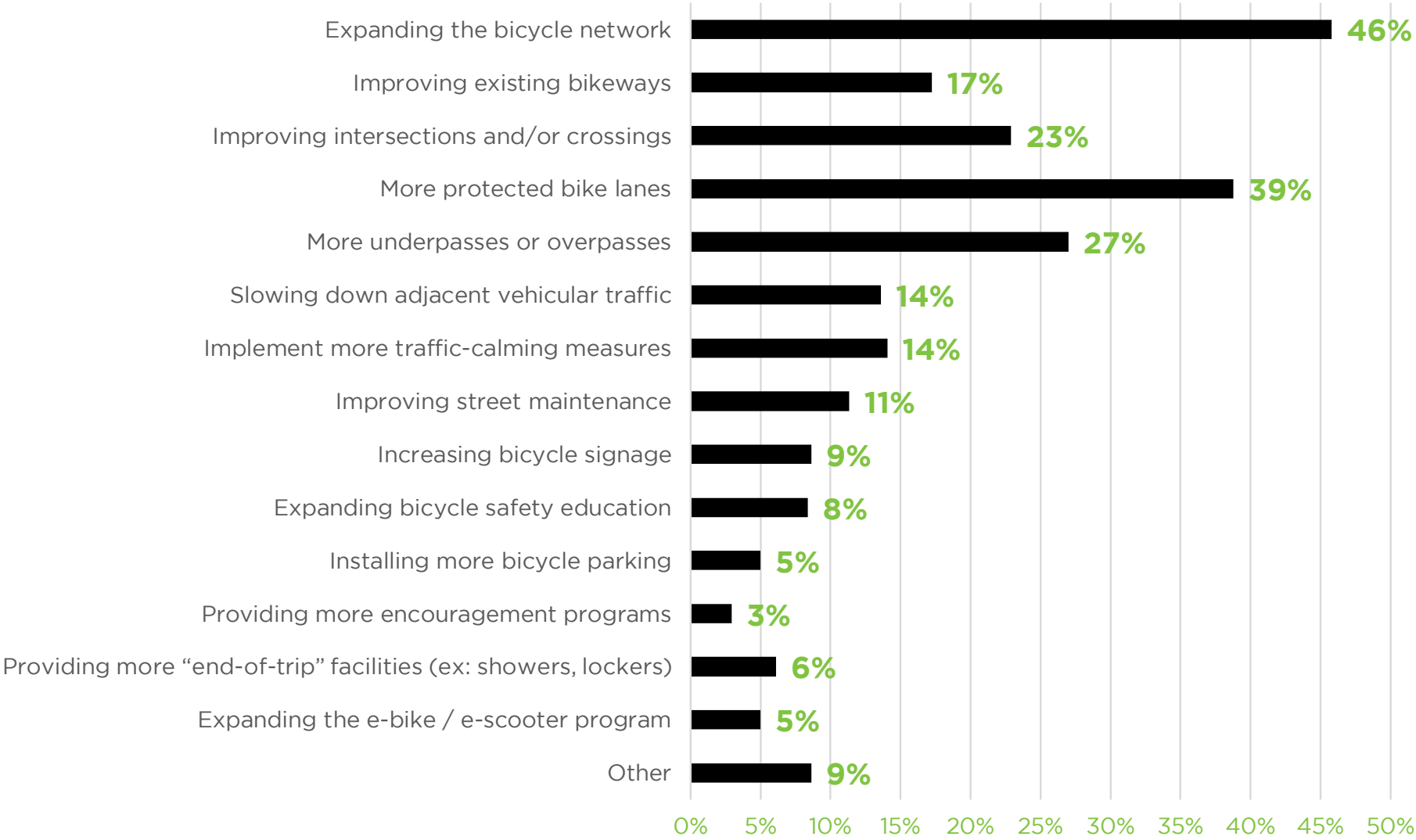
Most common response:  
**32%** said they **do not feel safe** bicycling in **mixed traffic**.



# Priorities Respondents Want the City to Focus on to Improve the Bicycling Experience in Fort Collins (respondents selected top 3 answers)

## Top Priorities:

- 1. Expanding the Bicycle Network (48%)
- 2. More protected bike lanes (39%)
- 3. More underpasses or overpasses (27%)



# Bicycling Responses Summary

**76%**

Participants want to bike more than they currently do

**46%**

Identify as “enthused and confident” bike riders

Respondent’s bike most frequently for **fun and exercise** or to **visit friends, for social purposes, and to get to entertainment**

## Top Challenges for Bicycling in Fort Collins

**32%** Don’t feel safe bicycling in mixed-traffic

**24%** Intersections and crossings don’t feel safe

**22%** Bike lanes are too narrow

**22%** Destinations are too far to bike

**20%** Gaps or disconnects in the existing bicycle network

## Top Priorities for Improvement

- 1** Expanding bicycle network
- 2** More protected bike lanes
- 3** More underpasses/overpasses



# Questions for Respondents with K-12 Students

Walking and Bicycling to School



Top Challenges for Students in Fort Collins

# Walking and Bicycling to School



**41%**  
of respondents **have**  
a K-12 Student

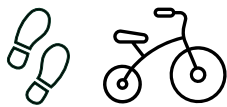
280 Total Responses




**59%**  
of respondents **do not**  
**have** a K-12 Student

408 Total Responses

**Do you have a  
K-12 Student?**

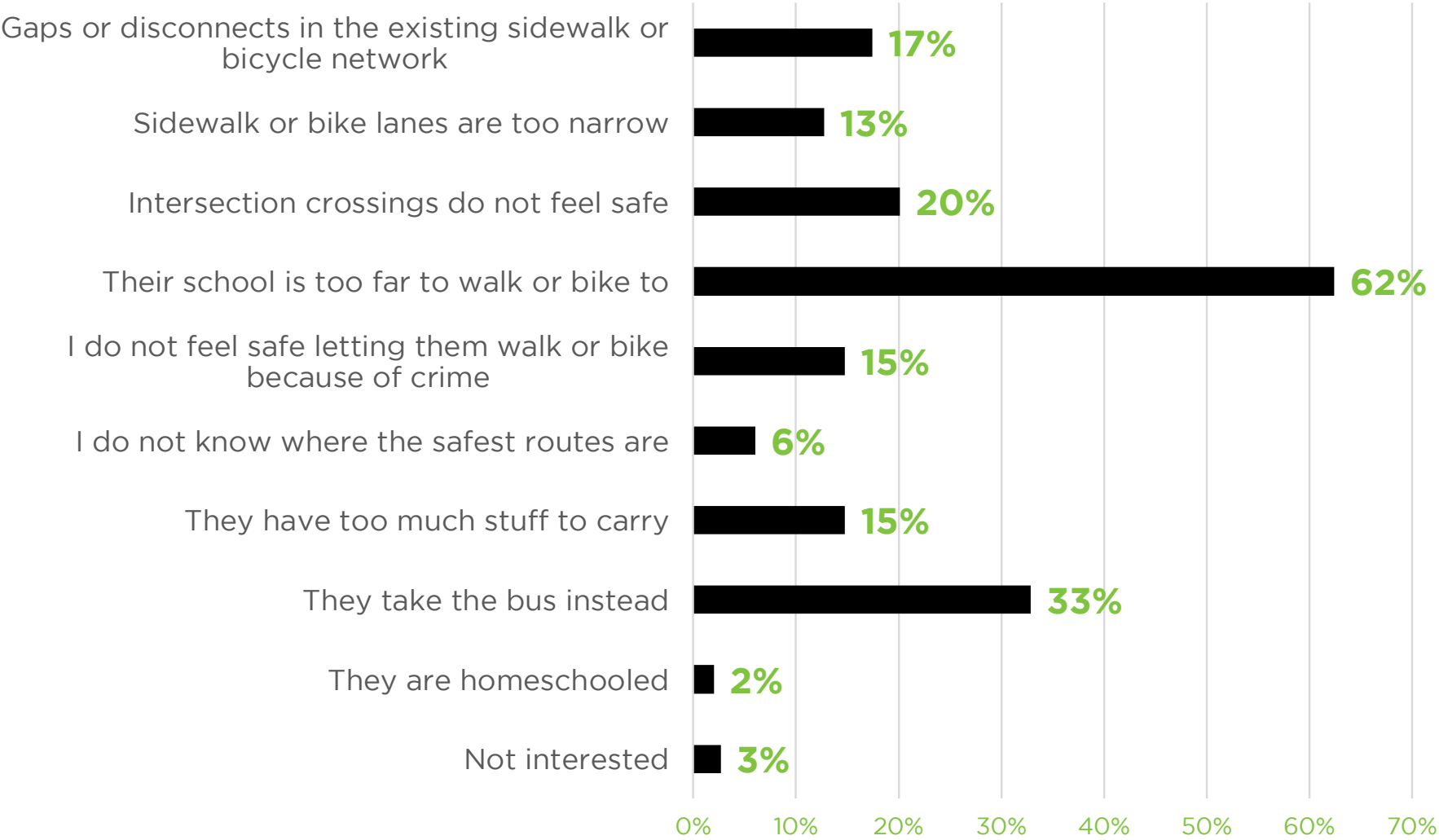
**47%**   
of students **do** walk, bike,  
or use other active  
modes of transportation  
to get to school

**53%**   
of students **do not** walk,  
bike, or use other active  
modes of transportation  
to get to school

**Respondents  
with a K-12  
Student**

# Top Challenges that Prevent Students from Walking, Bicycling, and Using Other Active Modes to Get to School (respondents selected all that apply)

Most common response:  
**62%** said their school is **too far** to walk or bike to.



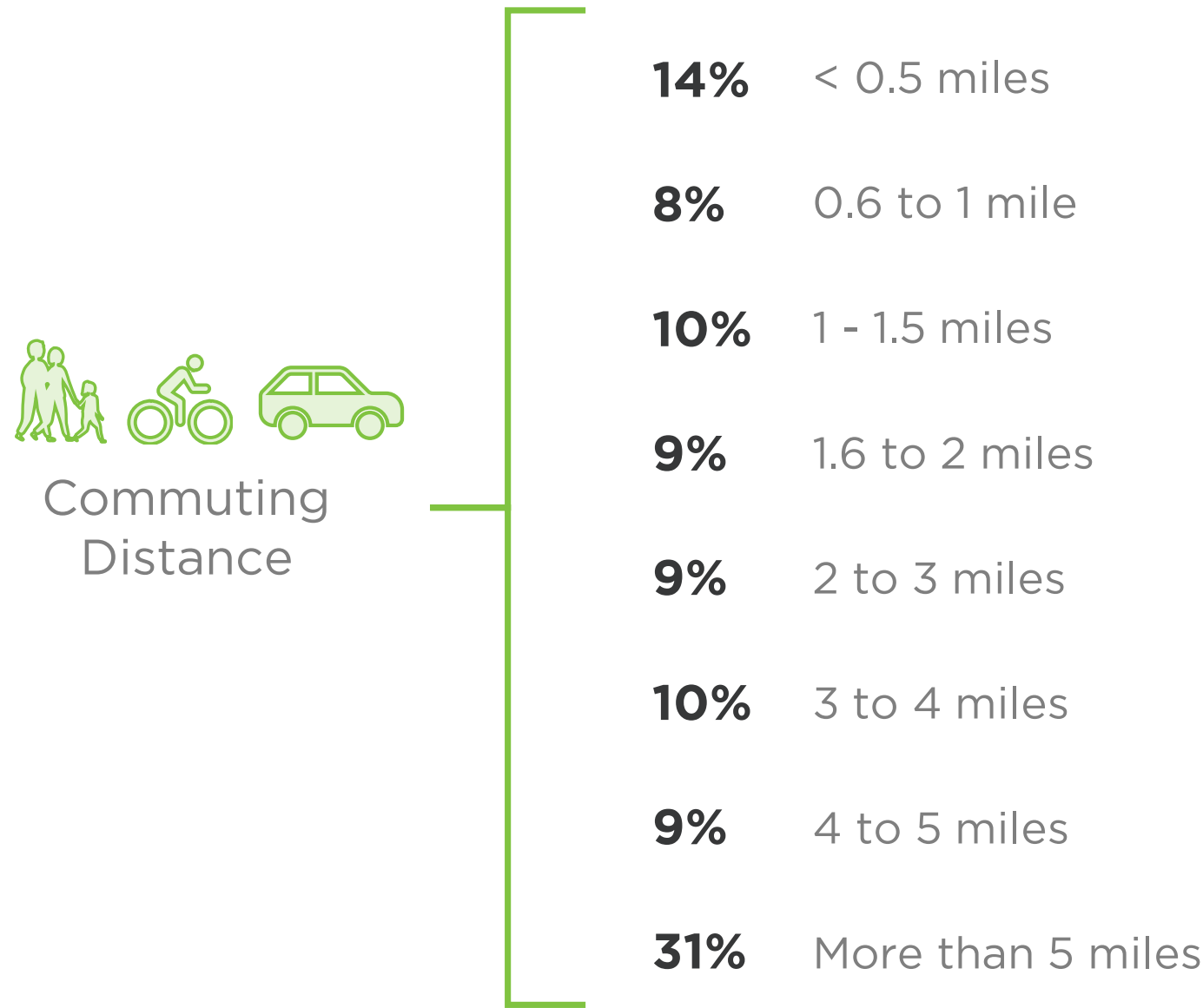
# Commuting Trends

Commuting Travel Distance



Employer and School Programs to Promote Active Modes

# Distance Respondents Travel to Get to Work or School



**Most respondents** indicated that their commutes are **more than 5 miles**.

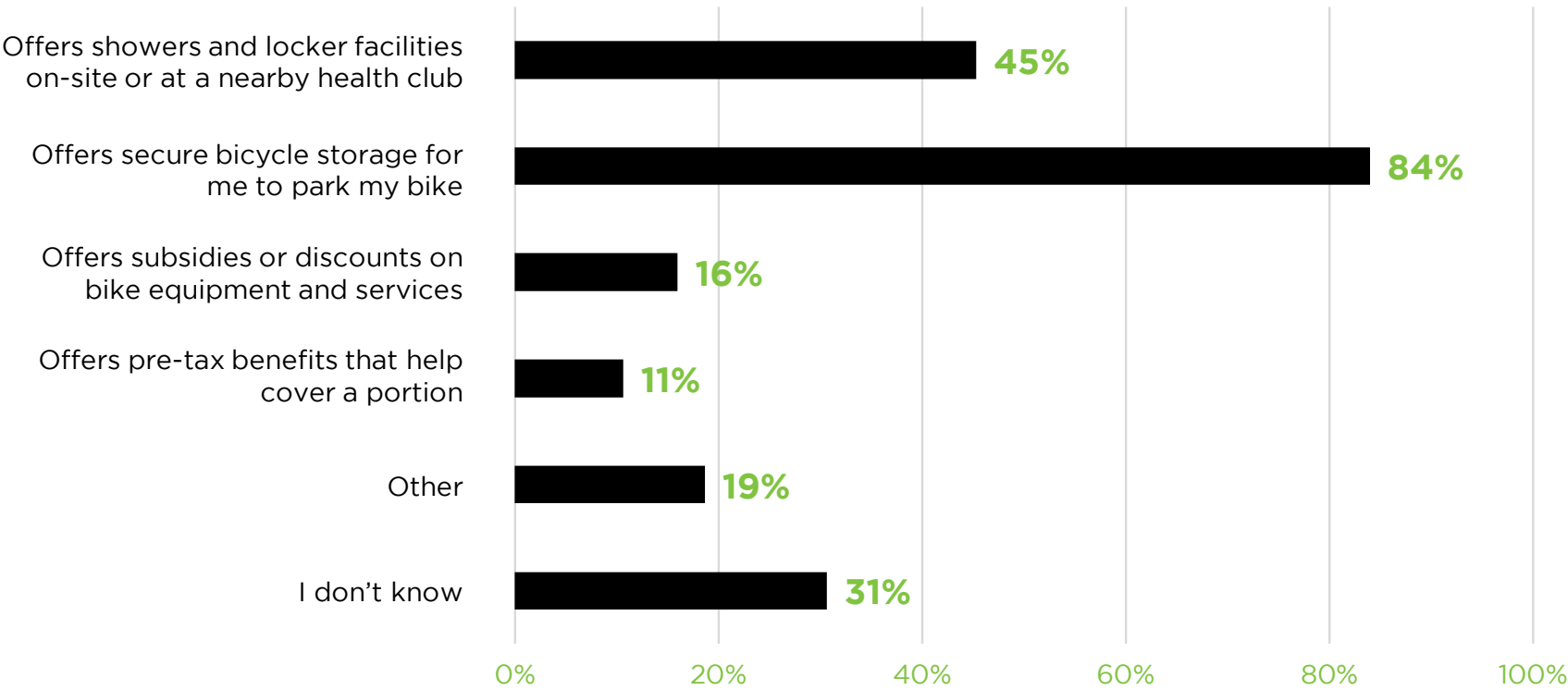
The **second most common** commute distance amongst respondents is **less than 0.5 miles**.



# Awareness of Employer and School Programs

**36%**  
of respondents are aware  
that their employers or  
schools have programs that  
support or encourage  
walking and bicycling  
commuting.  
13% do not know if programs  
are offered

The 75 respondents who are aware of these programs identified the ways in which their employers and schools support and encourage walking and bicycle commuting:



# English vs Spanish Responses

# English and Spanish Responses: Key Differences

Spanish respondents are more likely to **drive (alone) daily/almost every day** to reach their destinations.

71% ES  
49% EN

English respondents are more likely to **walk or bike daily/almost every day** to reach their destinations

walk/bike  
24% / 4% ES  
59% / 31% EN

ENGLISH		SPANISH	
Top Walking Challenges			
Gaps or disconnects in the existing sidewalk network		I do not know where the safest routes are in Fort Collins	
Top Priorities for Improvement			
Sidewalk connectivity		Longer crossing times at signalized intersections	

ENGLISH		SPANISH	
Top Bicycling Challenges			
Intersection crossings do not feel safe		The places I need to go are too far to bike	
Top Priorities for Improvement			
More underpasses or overpasses		Increasing bicycle signage and expanding bicycle education	

2

# Online Map #1

---

# Online Map #1 Recap



1

## Concerns

Where do people not feel safe  
walking/bicycling/scooting/skating?  
Where is there a disconnect in the  
sidewalk/bicycle network?

2

## Destinations

What types of destinations do  
people currently  
walk/bike/scoot/skate to or  
would want to if improved?

3

## Open response comment



# Who participated?

Active Modes Plan  
Mapping Events

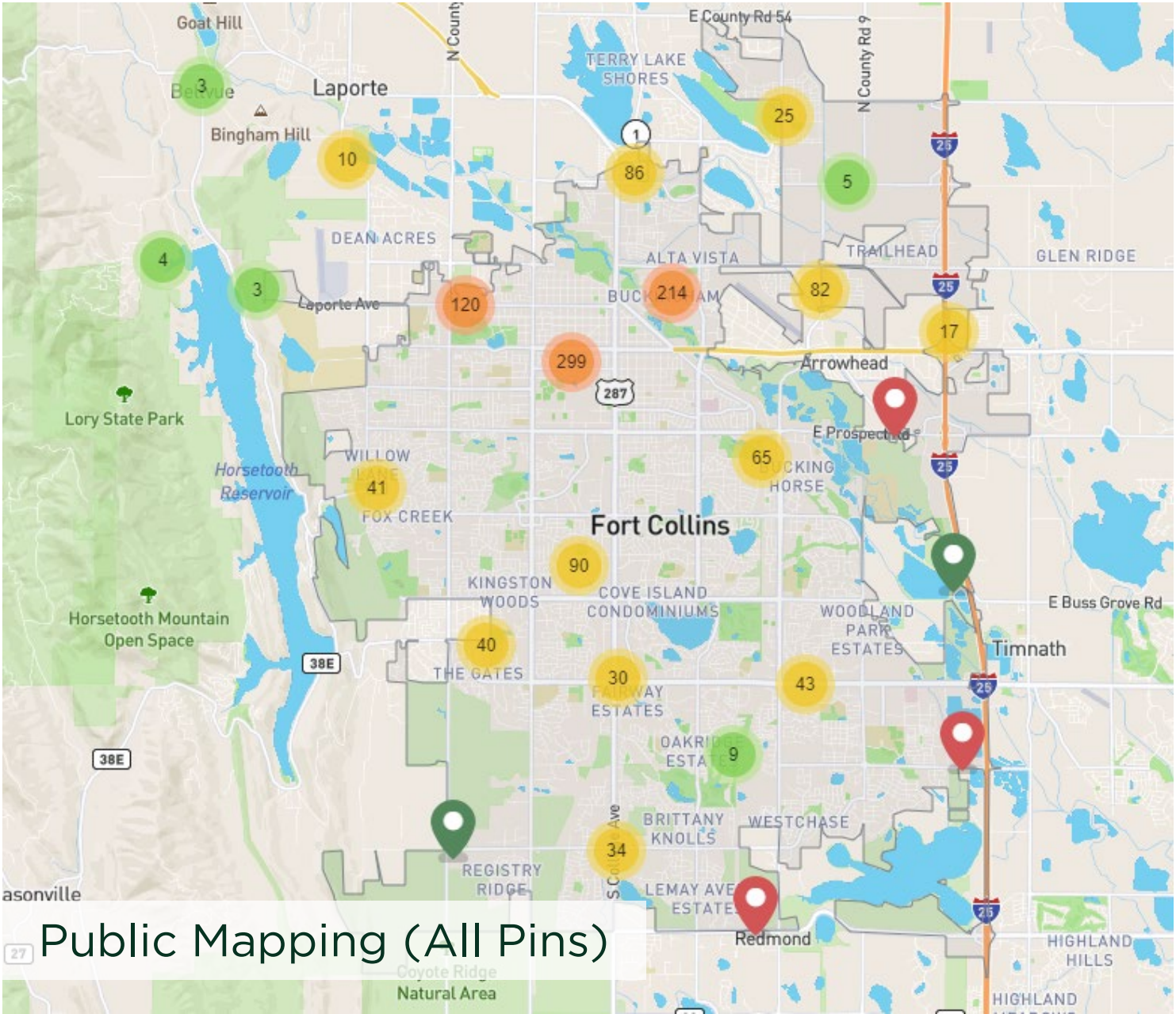
<b>Public Online Map</b> November 6 <sup>th</sup> – November 30 <sup>th</sup>	<b>846</b> Contributors	<b>1,215</b> Submissions
<b>Focus Group*</b> November 3 <sup>rd</sup>	<b>8</b> Contributors	<b>45</b> Submissions
<b>TAC Meeting</b> November 3 <sup>rd</sup>	<b>22</b> Contributors	<b>99</b> Submissions
<b>CAC Meeting</b> November 3 <sup>rd</sup>	<b>3</b> Contributors	<b>17</b> Submissions

879  
Total contributors

1,376  
Total submissions

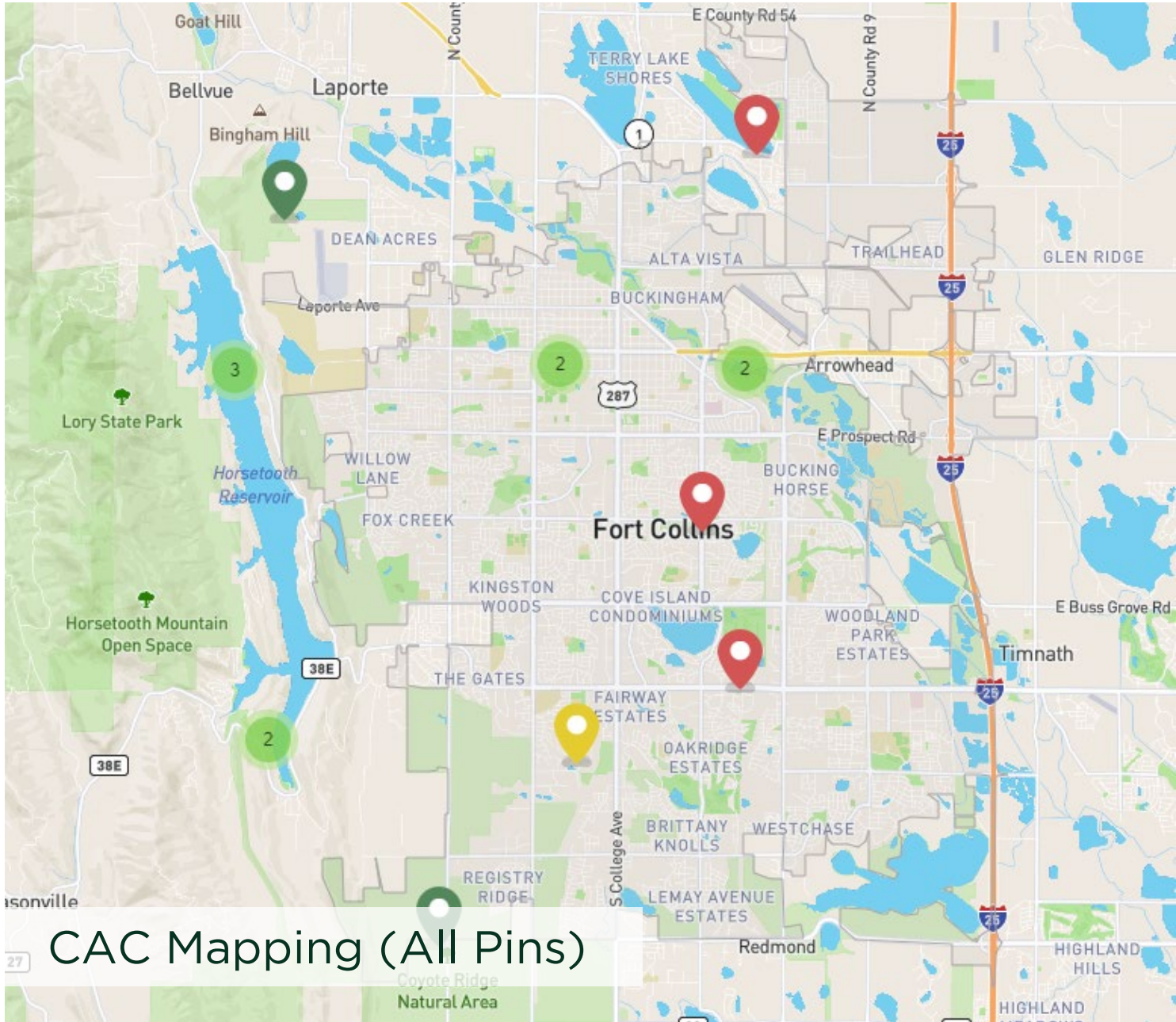
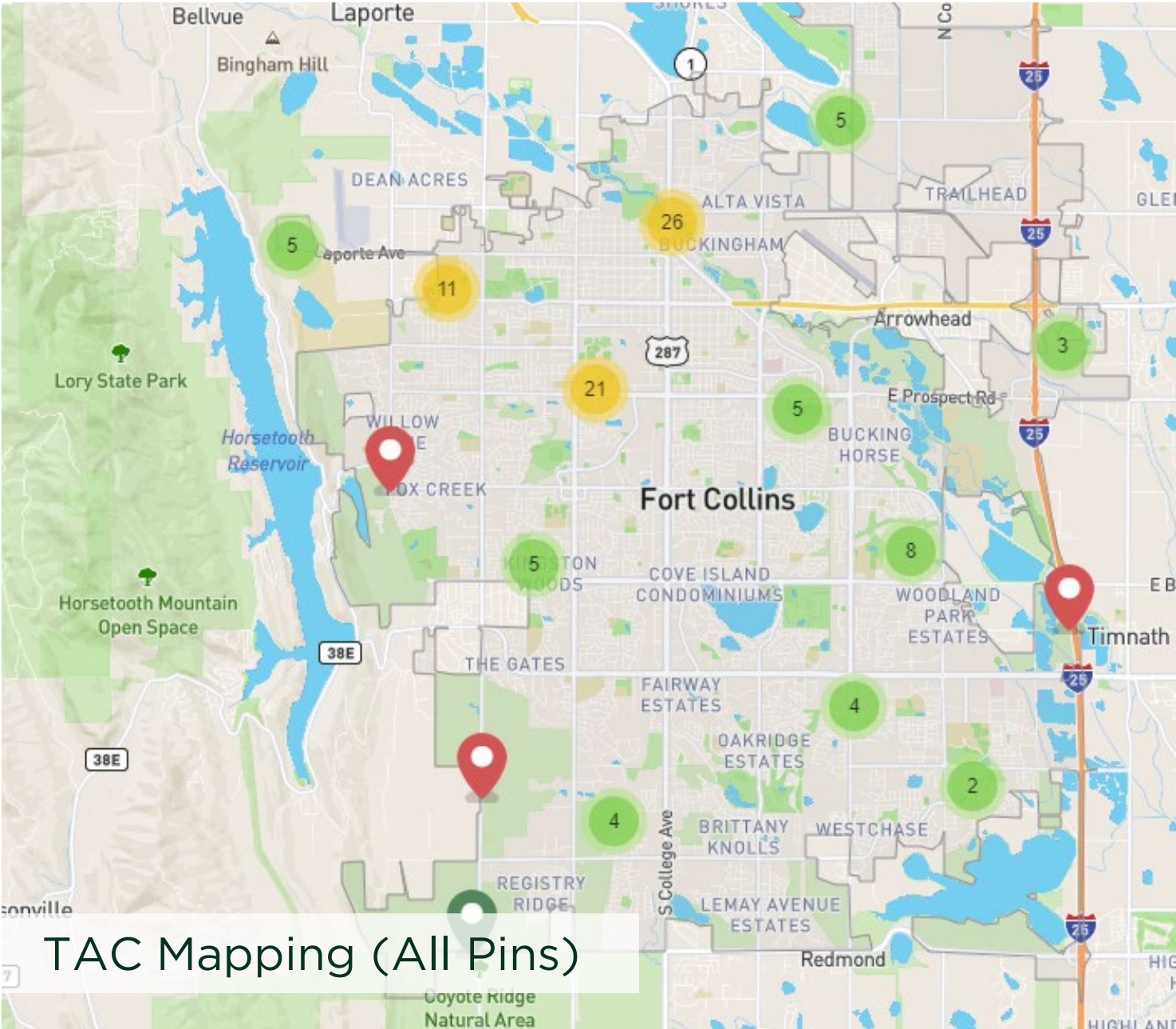
Note: Subsequent focus group feedback was incorporated directly into the public online map

# Mapping Results Overview





# Mapping Results Overview





# Top Bicycling Concerns

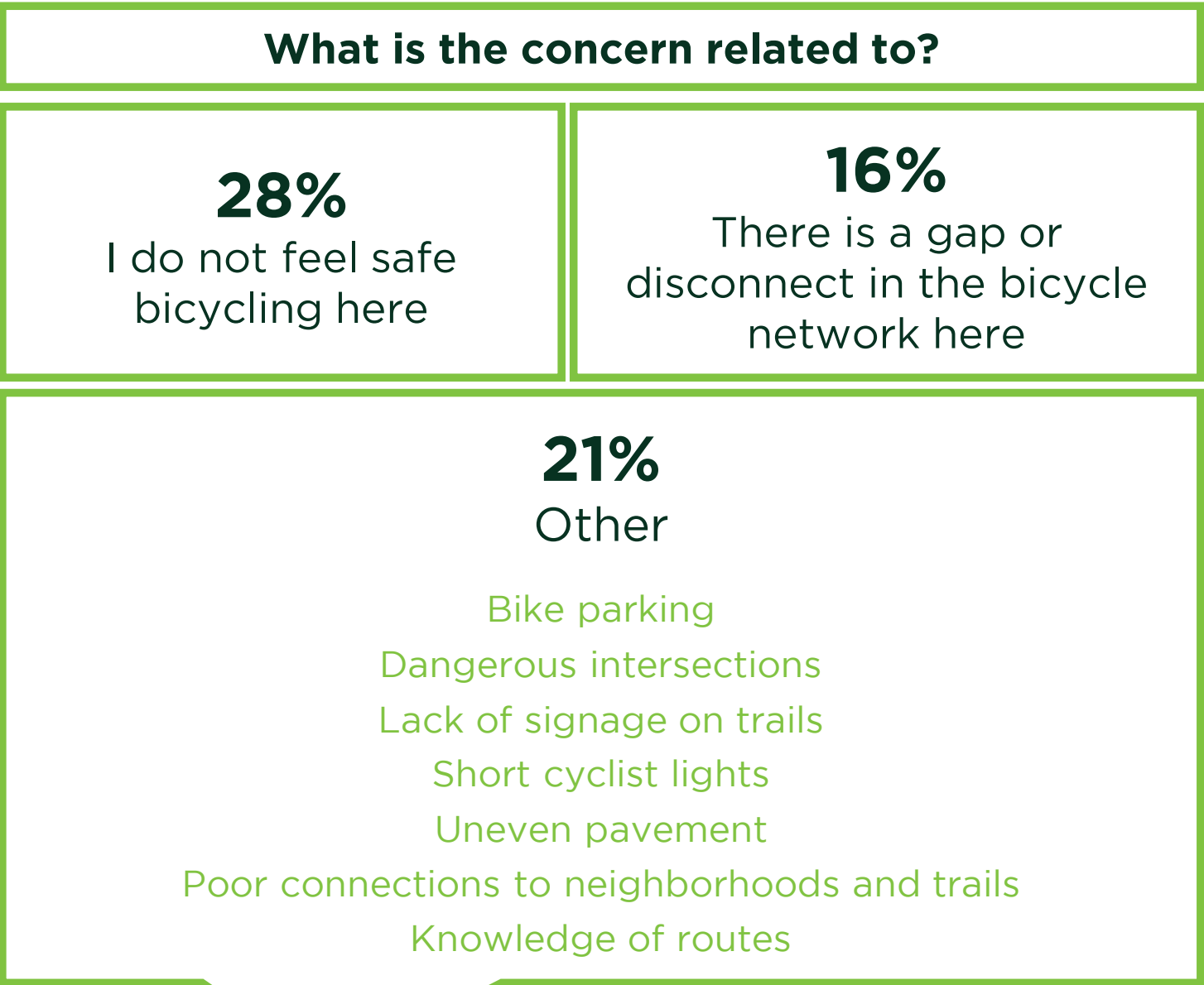
**924** Bicycling Related Pins

## Places where bicycling is most difficult:

Northwest Fort Collins

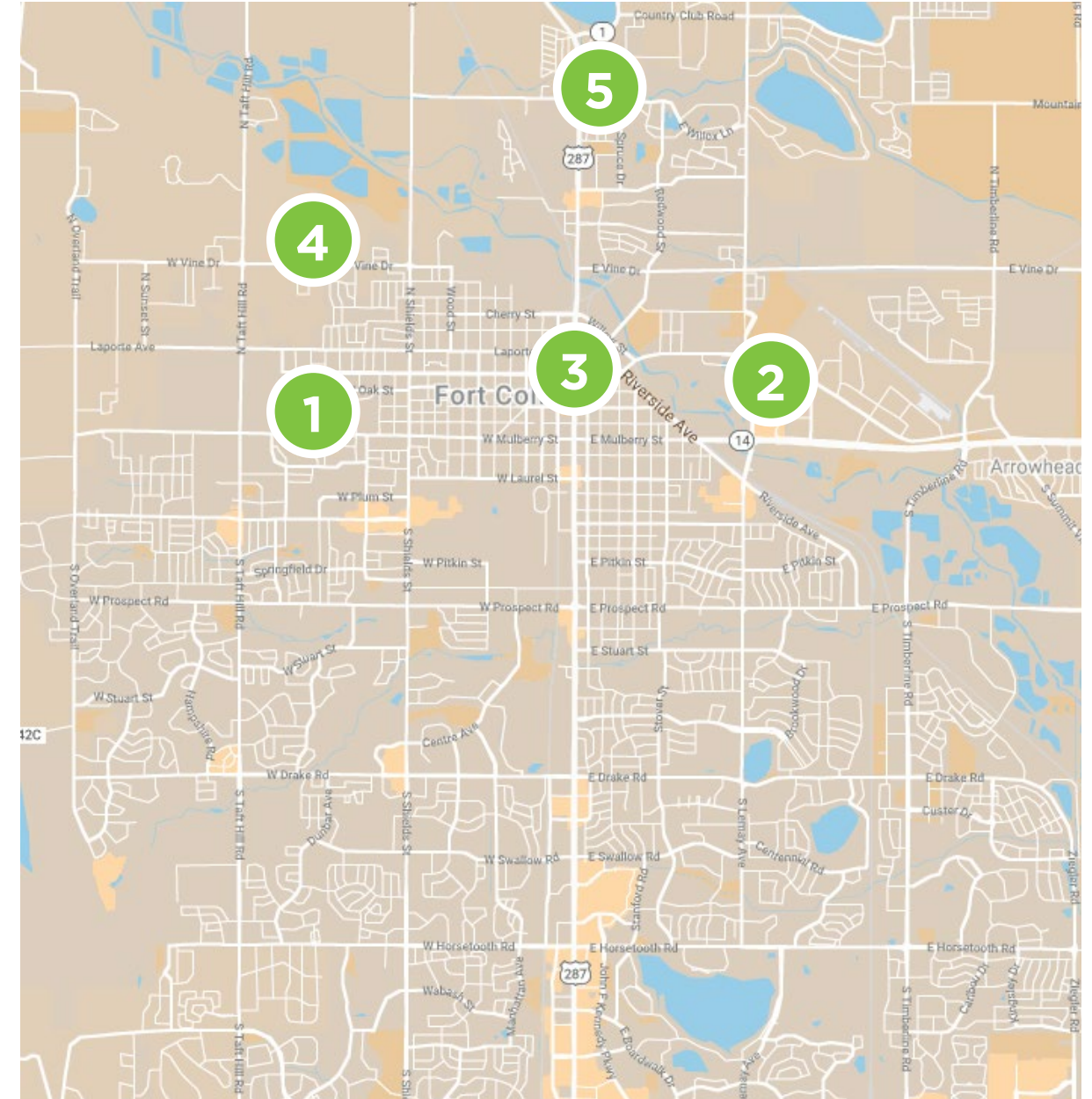
East/Northeast Fort Collins

Central Fort Collins



# Top Bicycling Destinations

- 1 Fort Collins City Park
- 2 Walmart Supercenter near South Lemay
- 3 North College Ave and E Mountain Ave
- 4 Lincoln Middle School
- 5 King Soopers near North College Ave





# Top Walking Concerns

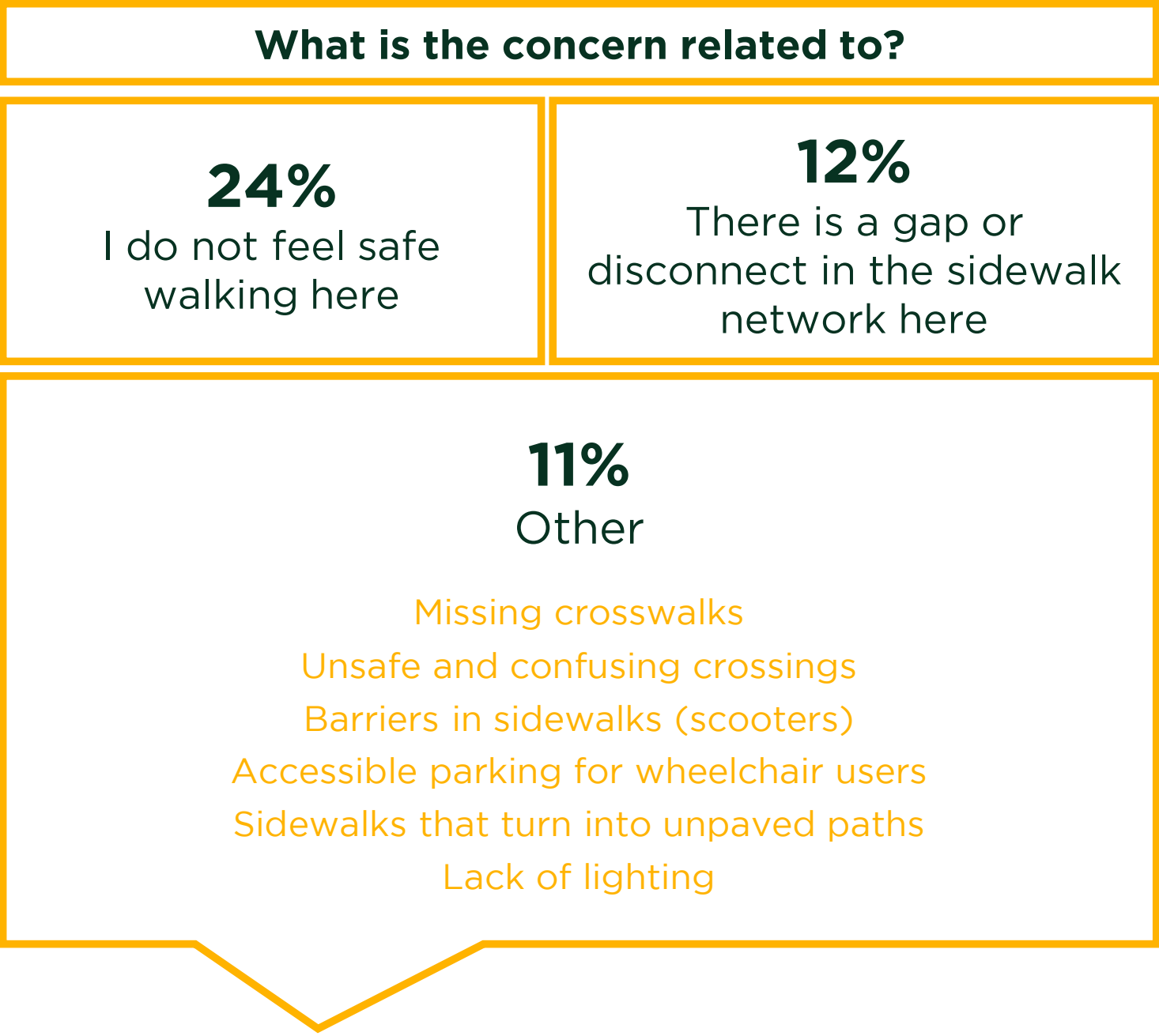
**329** Walking Related Pins

## Places where walking is most difficult:

North Fort Collins

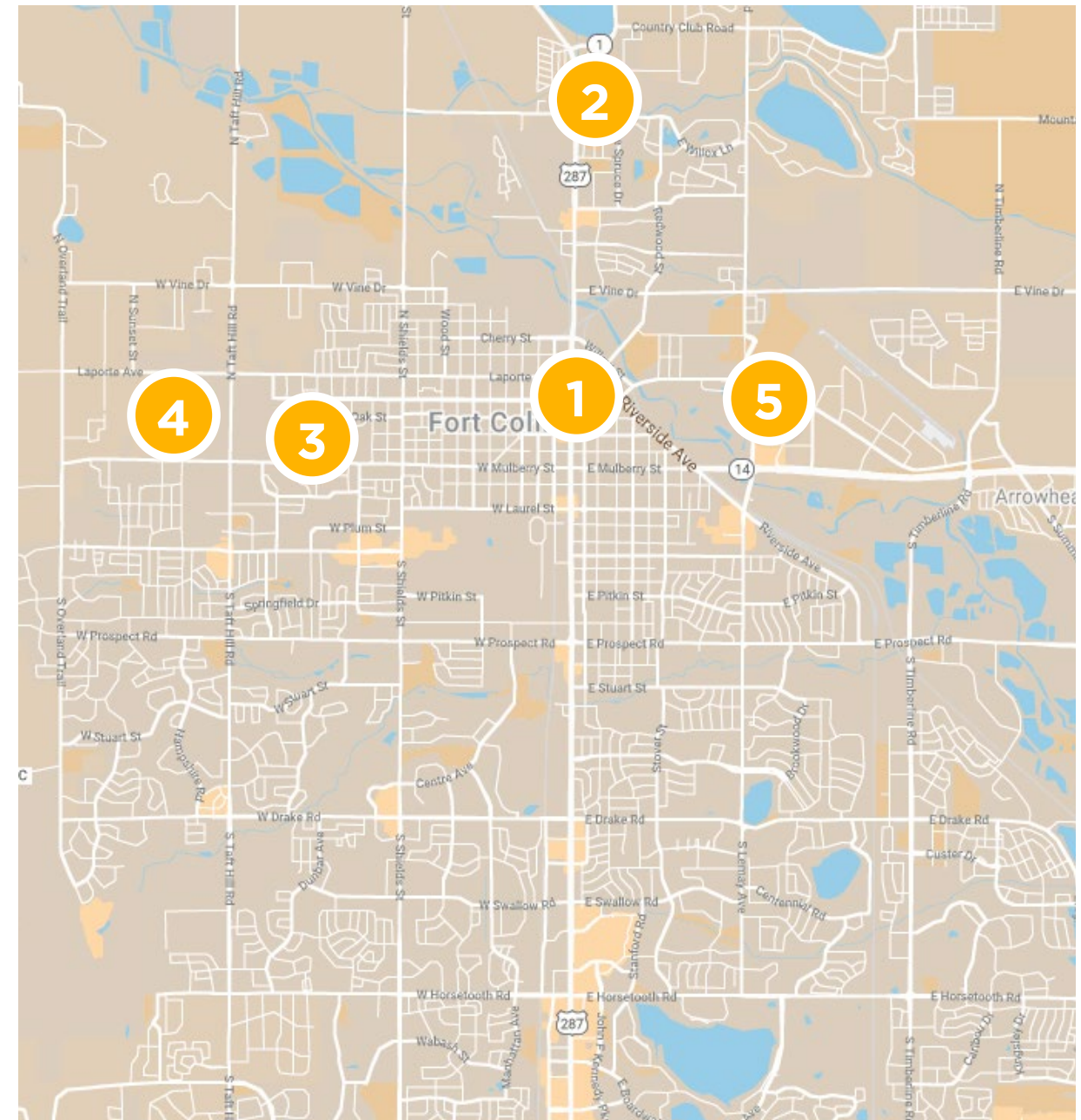
Northeast Fort Collins

Central/South Fort Collins



# Top Walking Destinations

- 1 North College Ave and E Mountain Ave
- 2 Area around King Soopers near North College Ave
- 3 Fort Collins City Park
- 4 Area around Poudre High School
- 5 Area around Walmart Supercenter near South Lemay



# Top Skating/Scooter concerns

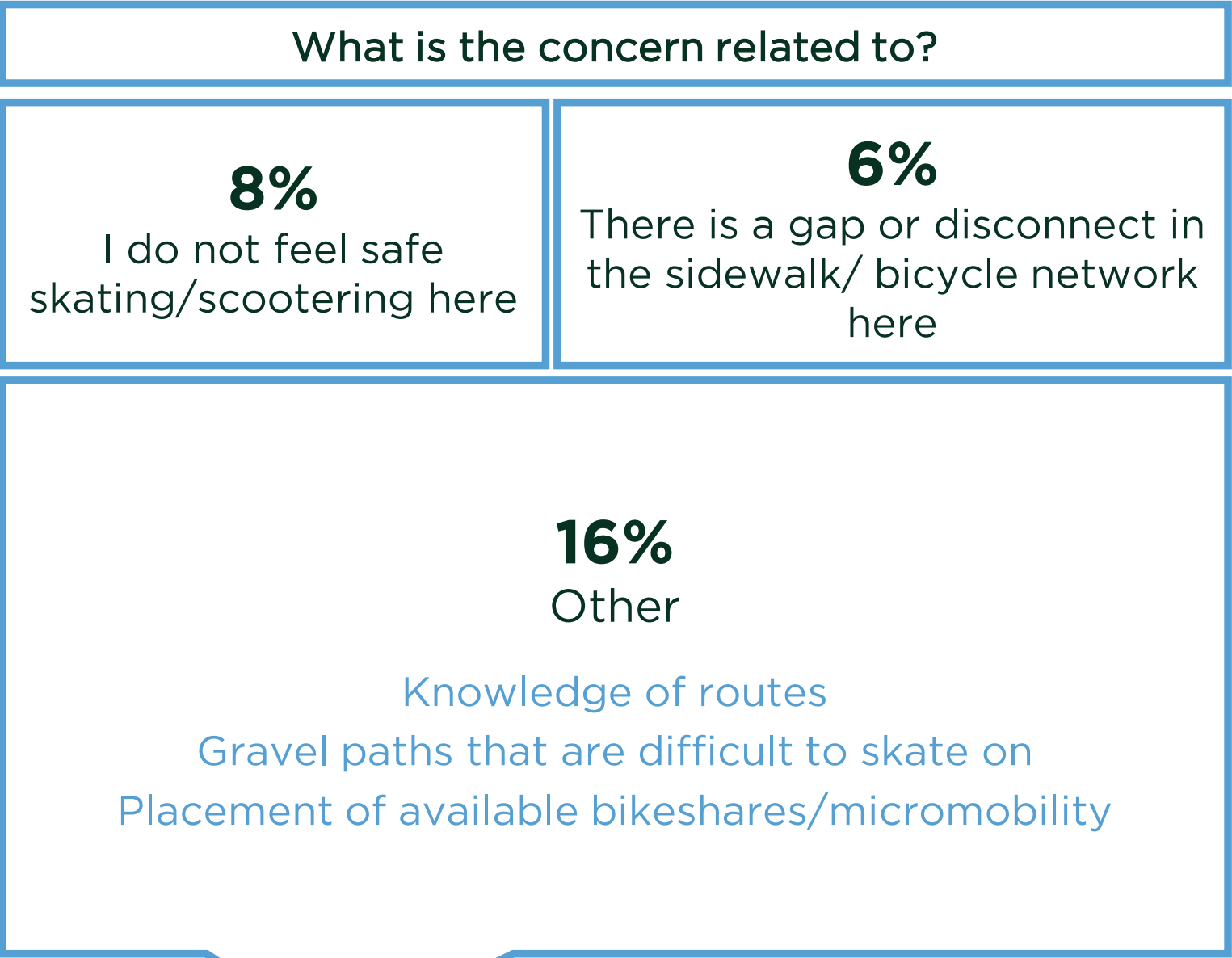
**104** Skating/Scooter Related Pins

**Places where skating/scooter is most difficult:**

Northwest Fort Collins

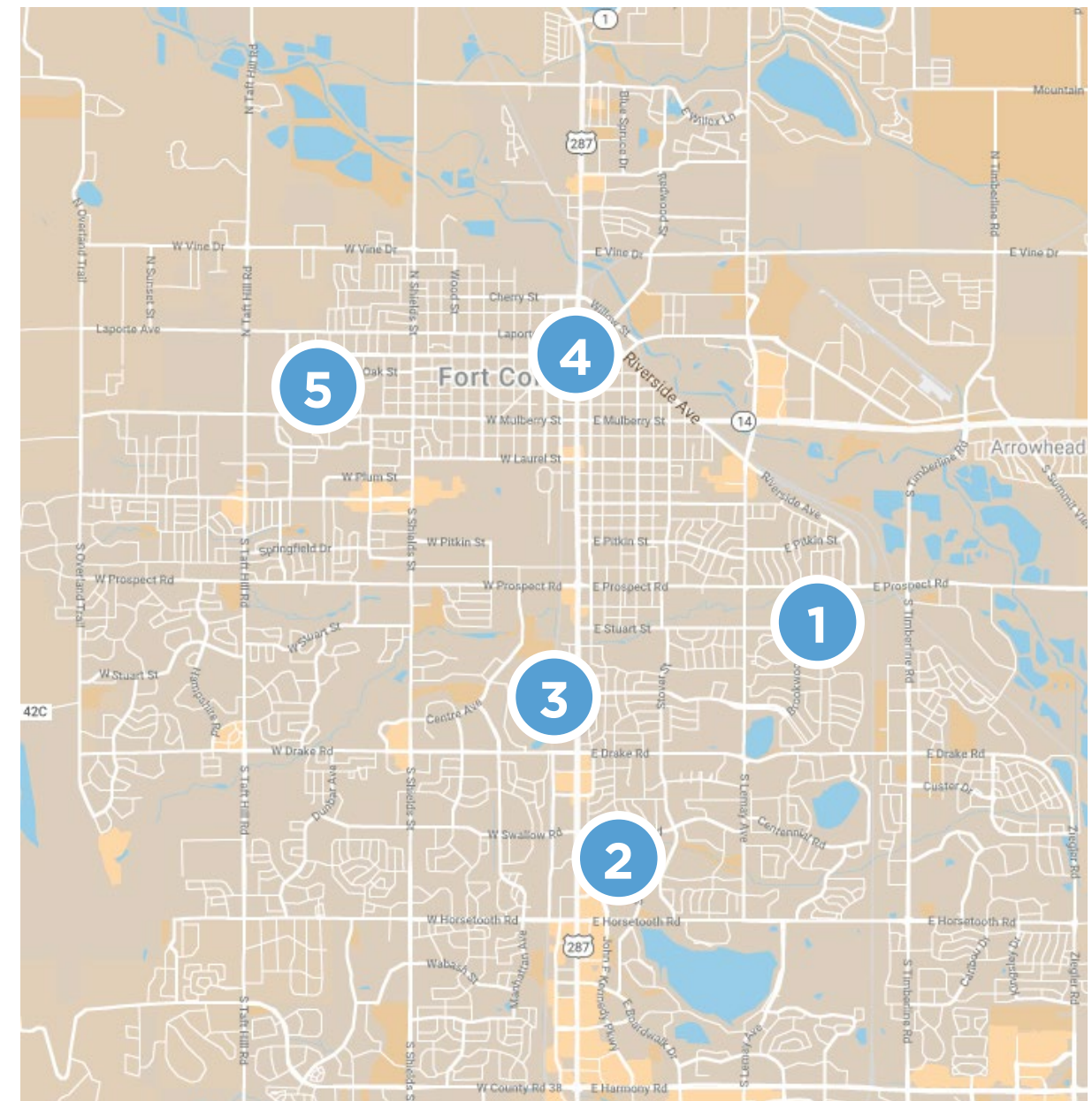
North Fort Collins

South Fort Collins



# Top Skating/Scooter Destinations

- 1 Edora Park
- 2 Foothills Shopping Mall
- 3 King Soopers near North College Ave
- 4 North College Ave and E Mountain Ave
- 5 Fort Collins City Park





3

# Survey and Online Map #2

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# Survey and Online Map #2 Recap

## Goals of Mapping Exercise and Survey

Better understand what **strategies and factors best meet the community’s priorities** for improving active modes in Fort Collins.

Explore how to better **expand the Fort Collins bicycle network**.

Determine **additional necessary improvements we have not identified** that are important to the community.

## Survey Questions We Asked

### Demographics

About the participant: What is your city council district, age, race, gender, income range, and bicycling comfort level?

### Strategies

What strategies would have the biggest impact on achieving the vision for active modes in Fort Collins?

### Prioritization

What factors are most important to consider when prioritizing new active modes projects?

# Responses Overview

Source	Number of People Engaged	Number of Relevant Submissions
Middle School Focus Groups	291	176
Community Connector Surveys	273	269
Online Survey	909	909
Pop-Up Events	80	75
Online map Entries	188	1198

1,741  
People Engaged

1,429  
Submissions

**Additional Data Included in Analysis**

- AMP Pop-Ups Survey data
- Transportation Capitol Projects
- Prioritization Study (TCPPS) data
- City of Fort Collins Service Request data
- CDOT Region 4 Bike/Ped Study

# Survey Results

Which two strategies are most important in achieving the vision for active modes in Fort Collins?				
Prioritizing active modes projects, programs, and funding	Updating land use policies to support active modes	Aligning standards with active mode goals	Expanding and creating community programs that support active modes	Engaging communities authentically around active modes
Strategy #1	Strategy #2	Strategy #3	Strategy #4	Strategy #5

When prioritizing new active modes projects, how important are the following factors? (1 = not as important to 4 = most important)			
Network Connectivity	Access	Safety and Comfort	Health and Equity
Priority #2	Priority #3	Priority #1	Priority #4

Weighted Ranking

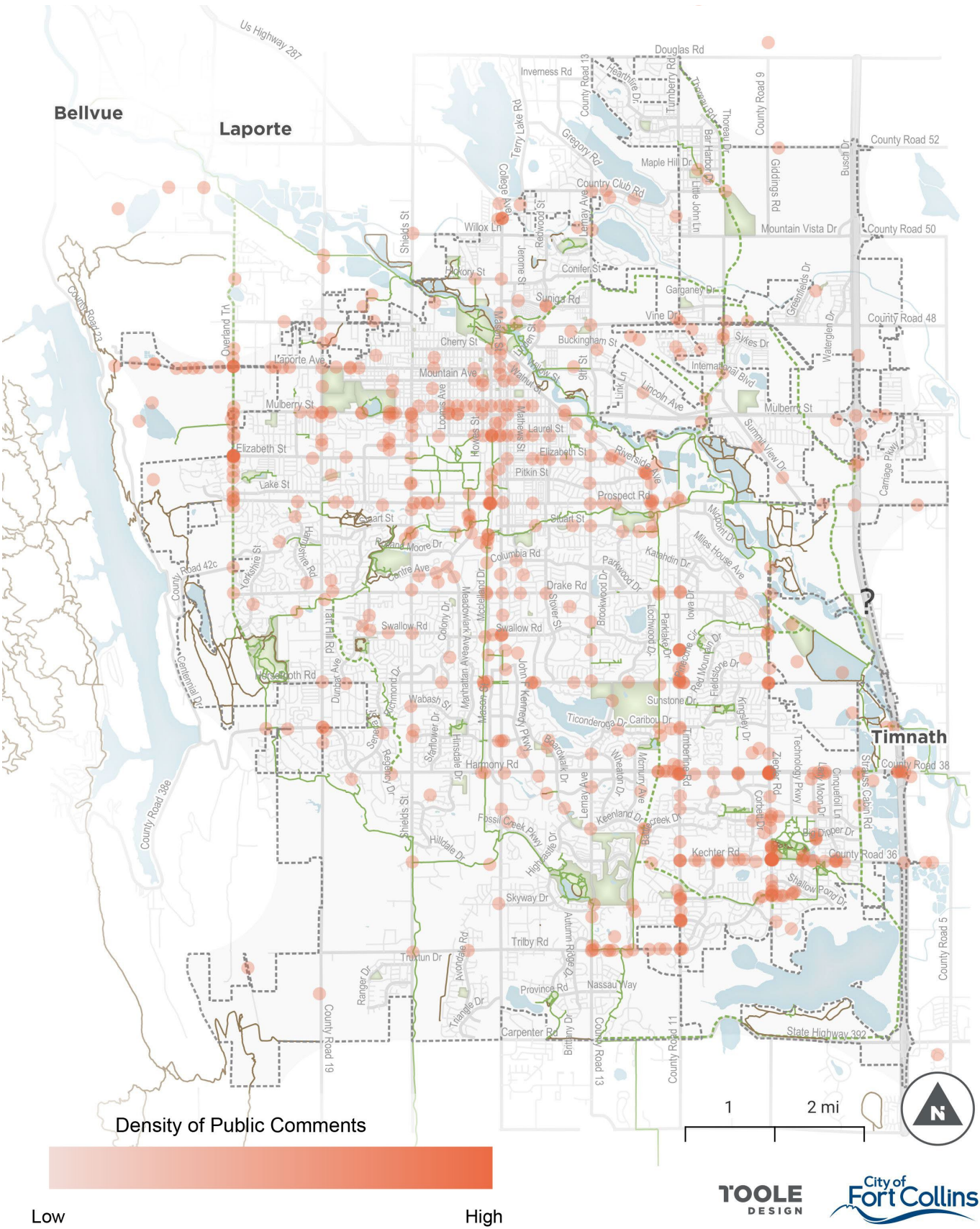
# Mapping Results

## Participants...

Left feedback on proposed spot improvements and recommended bicycle facilities.

Commented on whether they support or disagree with the recommended improvements.

Were invited to provide ideas for additional recommendations.



# Online Map Key Takeaways

1

Streets with the Most Pedestrian-Related Comments

Centre Ave  
City Park Ave  
College Ave  
Drake Rd  
Harmony Rd  
Mason Tr  
Mulberry St  
Prospect Rd  
S Taft Hill Rd  
Wilcox Ln

2

Streets with the Most Bicycling-Related Comments

College Ave  
Drake Rd  
E Laurel St  
E Prospect Rd  
Harmony Rd  
Horsetooth Rd  
Mulberry St  
N Timberline Rd  
Overland Tr  
Riverside Ave

3

Intersections with the Most Crossing-Related Comments

Conifer St and N College Ave  
S Overland Tr and W Mulberry St  
S Overland Trail and W Lake St  
S Howes St and W Laurel St  
E Vine Dr and Jerome St  
S Shields St and W Prospect Rd  
Sheely Dr and W Prospect Rd



# APPENDIX D: CSU CORRIDOR CONCEPTS







# Complete Street Design Concepts

August 2022



Colorado State University



# W Plum St

## Spot Treatments

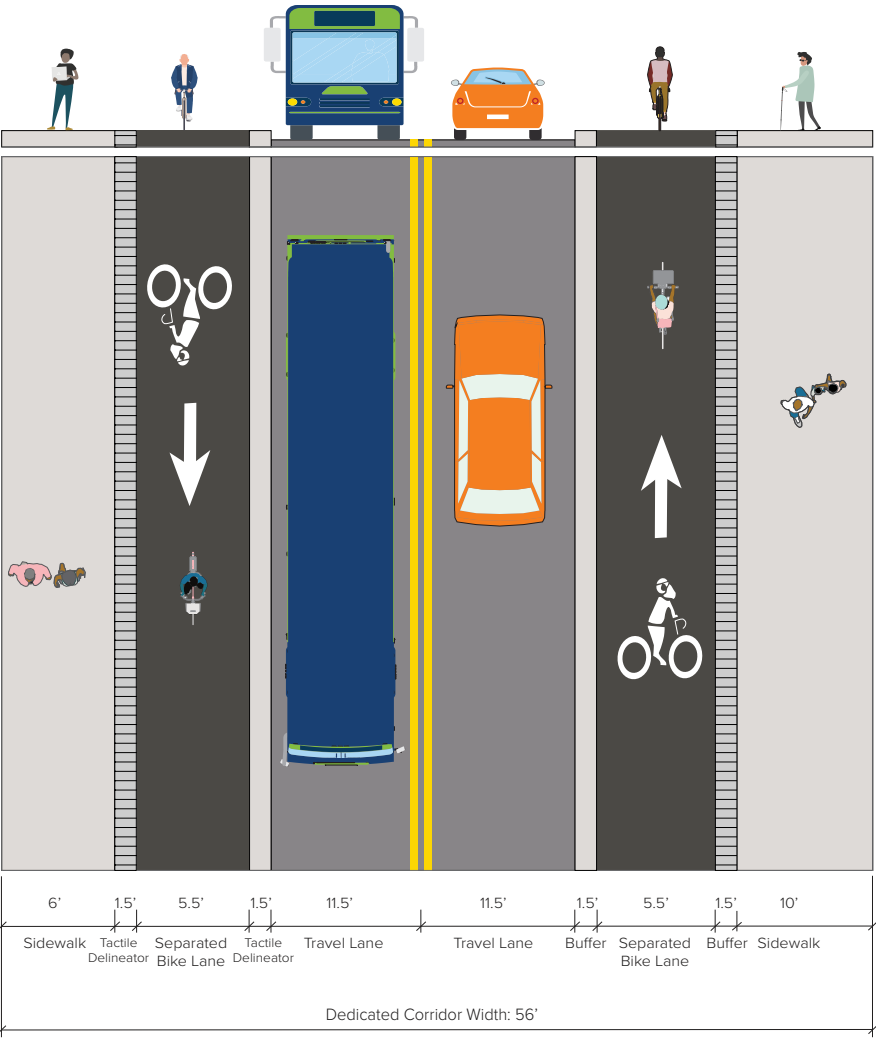
- A** Add flexible delineators to bike lane on west leg of W Plum St at S Shields St intersection, 50 ft in advance of bike box, to prevent right turning traffic from encroaching.
- B** Add flexible delineators to bike lane on east leg of W Plum St at S Shields St intersection, on through-traffic side, to prevent late cut-over by right-turning traffic.
- C** Remove Plum Street stop signs at parking lot entrances.
- D** Add curb cut at Aggie Trail on the south side of W Plum St to match curb cut on north side.
- E** Reconfigure diagonal trail north of Moby Pool to circumscribe area where pool building will be expanded.
- F** Build a raised intersection at Meridian Ave and retain existing stop signs. Refer to Meridian Street for additional design details.

Cross Section  
(Looking East)

## S Shields St to CSU Transit Center

Convert existing buffered bike lane to a sidewalk-level separated bike lane.

Retain current sidewalk, bike lane, and travel lane measurements.





W Pitkin St

Spot Treatments

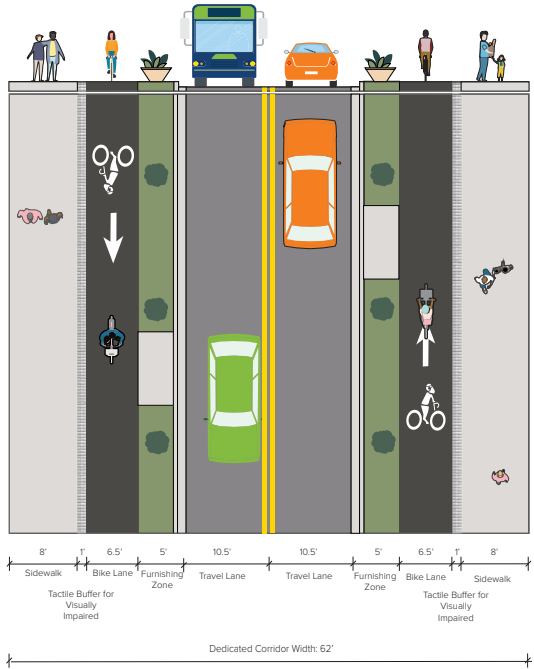
- A** At the S Shields Intersection east of the median, paint the existing left-turn lane directing bicyclists onto the off-street trail green to resemble a two-stage bicycle turn box.
- B** Add a speed hump adjacent to Summit Hall to mitigate vehicle speeding. Throughout the corridor a crossing or traffic calming treatment should be placed roughly every 500 feet to attenuate opportunities to speed.
- C** Install a transit boarding island at the Horn bus stop adjacent to Canvas Stadium parking entrance. Relocate the crosswalk from Aspen Hall to match the trail crossing and improve visibility by having pedestrians cross in front of the bus stop (rather than behind).
- D** Build high visibility decorative crosswalks at the entrance to Meridian Ave and install curb ramps north of the Stadium to provide accessible pedestrian crossing.
- E** Build a roundabout at Meridian Village just east of the Stadium. Close east leg of intersection to vehicles, and move Braiden Hall parking entrance to new Meridian Street.
- F** Remove marked crosswalks across portion closed to cars. This is funded to become a bicycle and pedestrian roundabout and crossing.
- G** Improve signage for pick-up and drop-off.
- H** Ramp the existing separated bike lane on the south side of W Pitkin onto a 4 ft wide sidewalk extension to facilitate bicyclists turning left onto Campus Loop Trail.

Cross Sections  
Hughes Way to W Plum St  
(Looking East)

S Shields St to Closure  
East of Meridian Ave

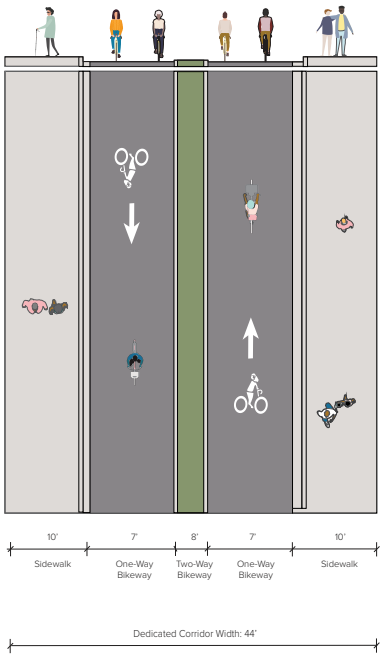
Build a sidewalk-level separated bike lane, separated from vehicle traffic by a furnishing zone with planters and benches.

Add intermittent concrete in the furnishing zone to allow for access to the curb and accomodate drop-offs.



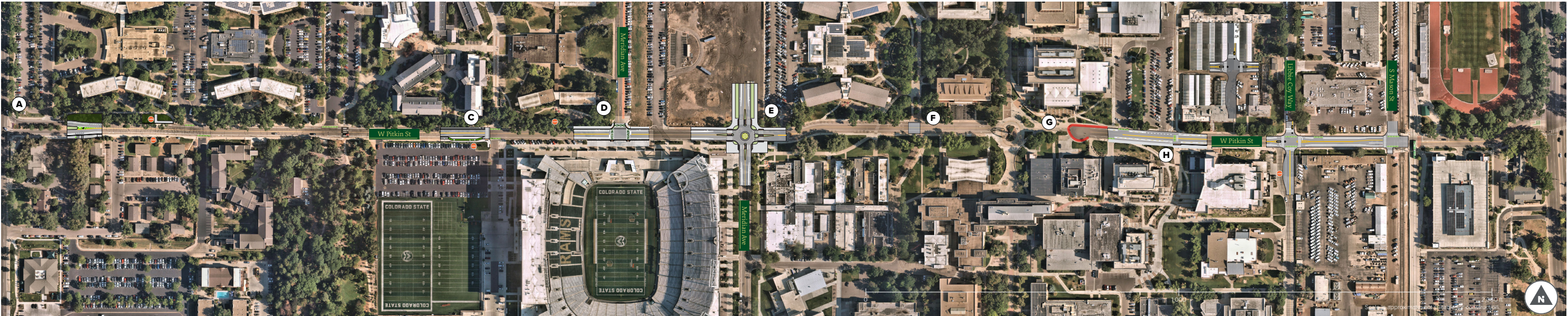
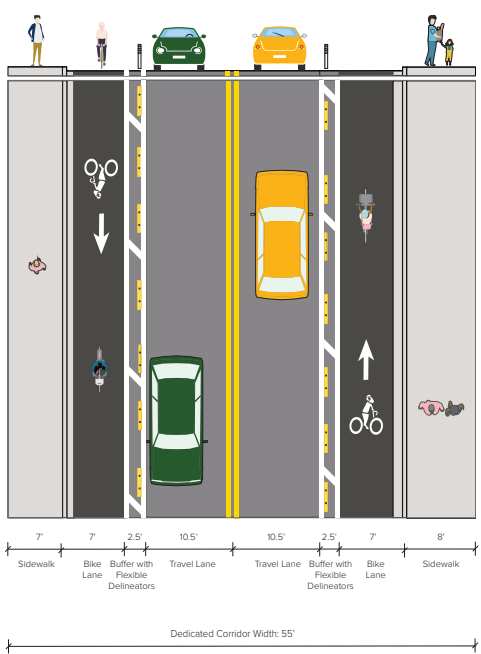
Meridian Ave to  
Newton Memorial

Build a center-running median with one-way bikeways and pedestrian walkways on edges, all at street grade.



Newton Memorial to  
S College Ave

Build a separated bike lane while maintaining existing curbline.





# Meridian Ave

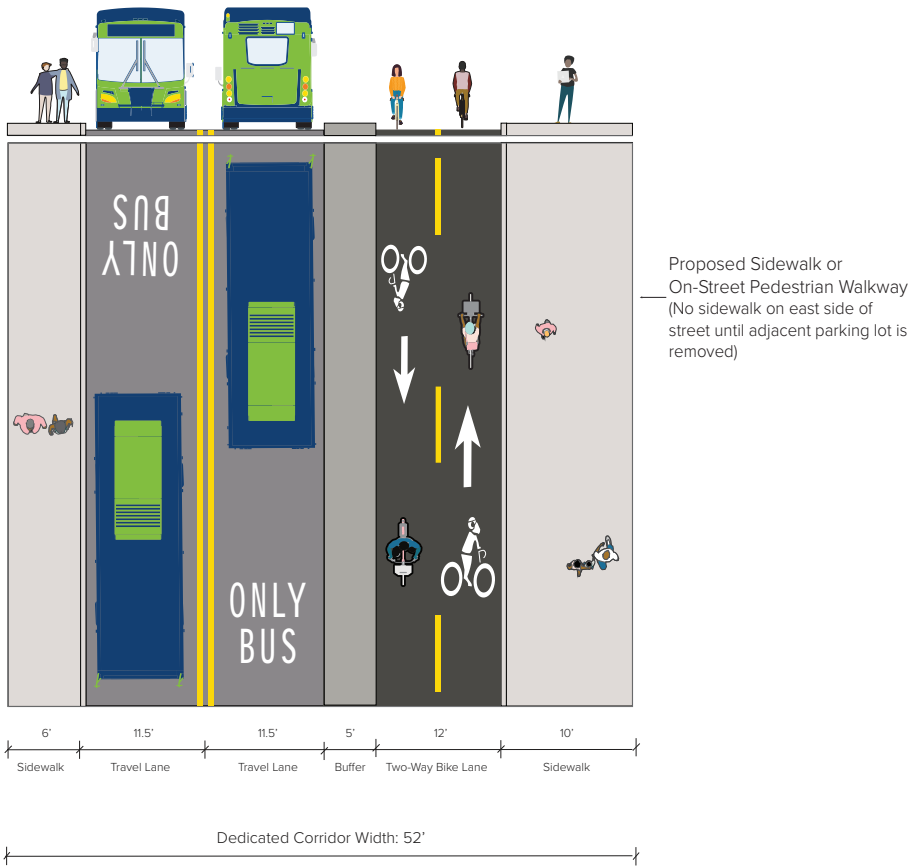


## Spot Treatments

- A** Build a raised intersection at Meridian Ave and retain existing stop signs. Construct a refuge island between the bikeway and transit lanes on Meridian to create an aperture for buses and discourage cars from entering.
- B** Construct traffic circle to direct traffic that accomodates bus and bike facilities, including two-way bikeway proposed on the east side of Meridian Ave.
- C** Construct traffic circle to direct traffic that accomodates bus bike facilities, including two-way bikeway proposed on the east side of Meridian Ave.
- D** Build pedestrian gateway at the entrance to Meridian Ave and install curb ramps north of the Stadium to provide accessible pedestrian crossing across Pitkin.

## Cross Section Hughes Way to W Plum St (Looking North)

Add a two-way separated bike lane and a sidewalk to the east side of Meridian Ave.





Libbie Coy Way



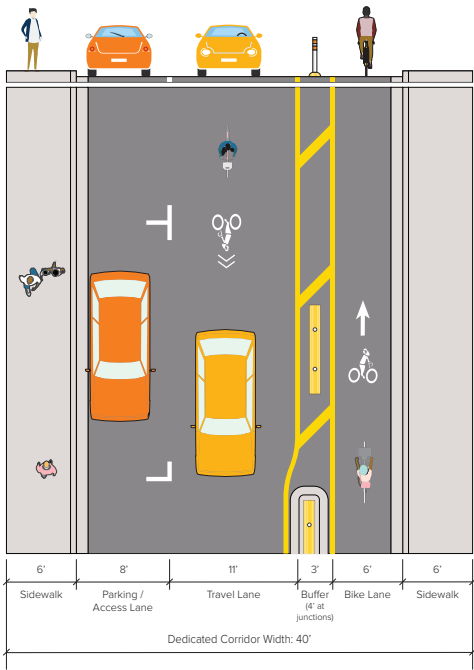
Spot Treatments

- A** Add mountable raised islands with flexible delineators at W Pitkin St to emphasize one-way restriction and mitigate wrong-way turns onto Libbie Coy Way.
- B** Install vertical delineators at A Street to discourage wrong-way turns onto Libbie Coy Way and reinforce contraflow bicycle lane.

Cross Sections  
(Looking North)

W Pitkin St to University Blvd

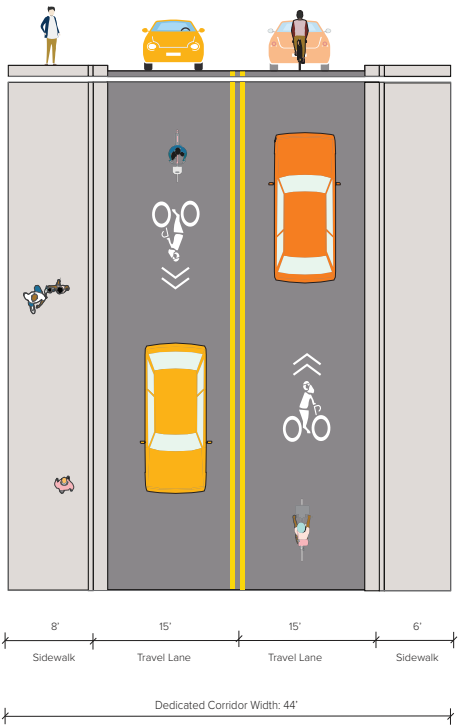
Add raised islands to buffer at intersections



W Lake St to W Pitkin St

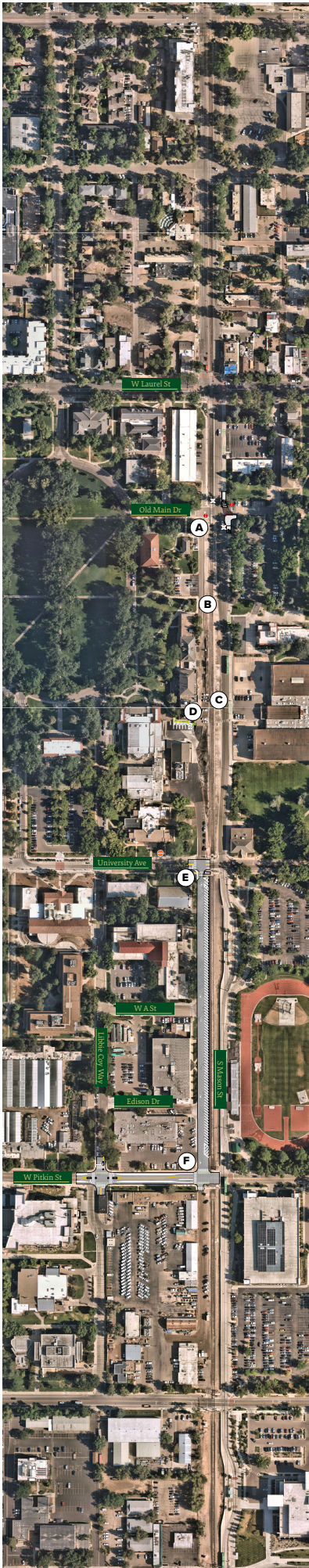
Move sharrows to the middle of the lane.

Add 6 ft sidewalk to the east side of Libbie Coy Way with future development.





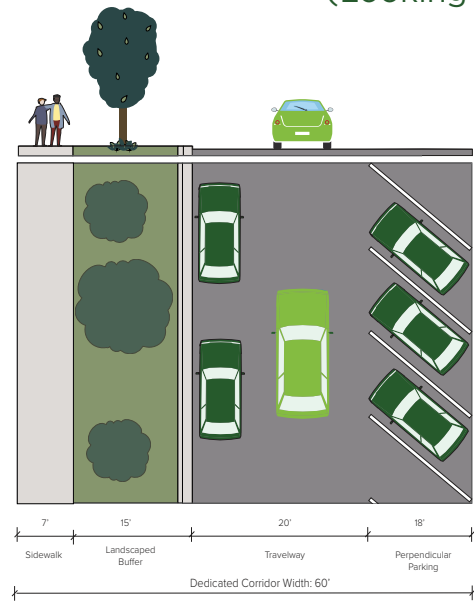
S Mason St



Spot Treatments

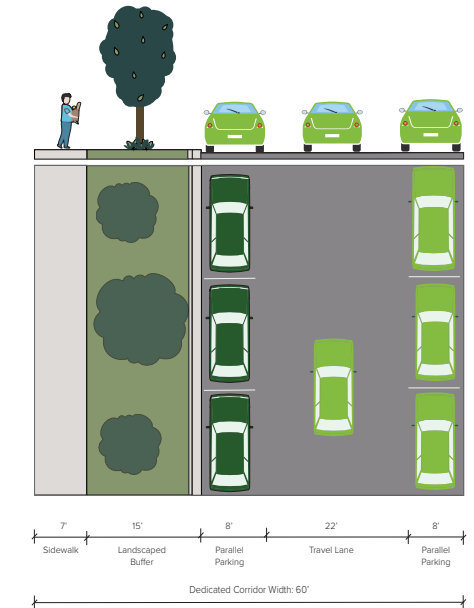
- A** At the Old Main Dr intersection, extend the southeast curb and straighten the northeast curb line to widen the curb ramp onto the crosswalk. Remove north- and southbound stop signs.
- B** Remove the stairs that cross over the railroad tracks as well as the crosswalk leading to them.
- C** Add green conflict markings across driveways from University Ave to W Laurel St.
- D** At the west railroad crossing tunnel exit, eliminate the three easternmost parking spaces and stripe a walkway through the parking lot to the trail that connects to Oval Dr.
- E** Reconfigure angled parking to back-in angled parking along east side of Mason St. At intersection with University Ave, extend curb (optionally with paint-and-post treatment) to narrow crossing distance to less than 15 feet; design curb radius to accommodate bus left turn. Move crosswalk and stop bar on Mason forward to mitigate sightline issue.
- F** Add green conflict markings across on Pitkin St to guide bicycles through the rail and busway crossings.

Cross Section Alternatives  
University Ave to W Pitkin St  
(Looking North)



Various options presented for parking solutions:

1) Back-in angled parking on the east side of S Mason St with no designated bikeway. Because of the width of the roadway, parallel parking is recommended to be permitted on the west side of Mason St.




2) Parallel Parking is formalized on both sides of Mason St.




# Rampart Road

### Spot Treatments


A

Build bus bulb outs and landing pads at all Foothill Shuttle bus stops. See  for existing bus stop locations

B

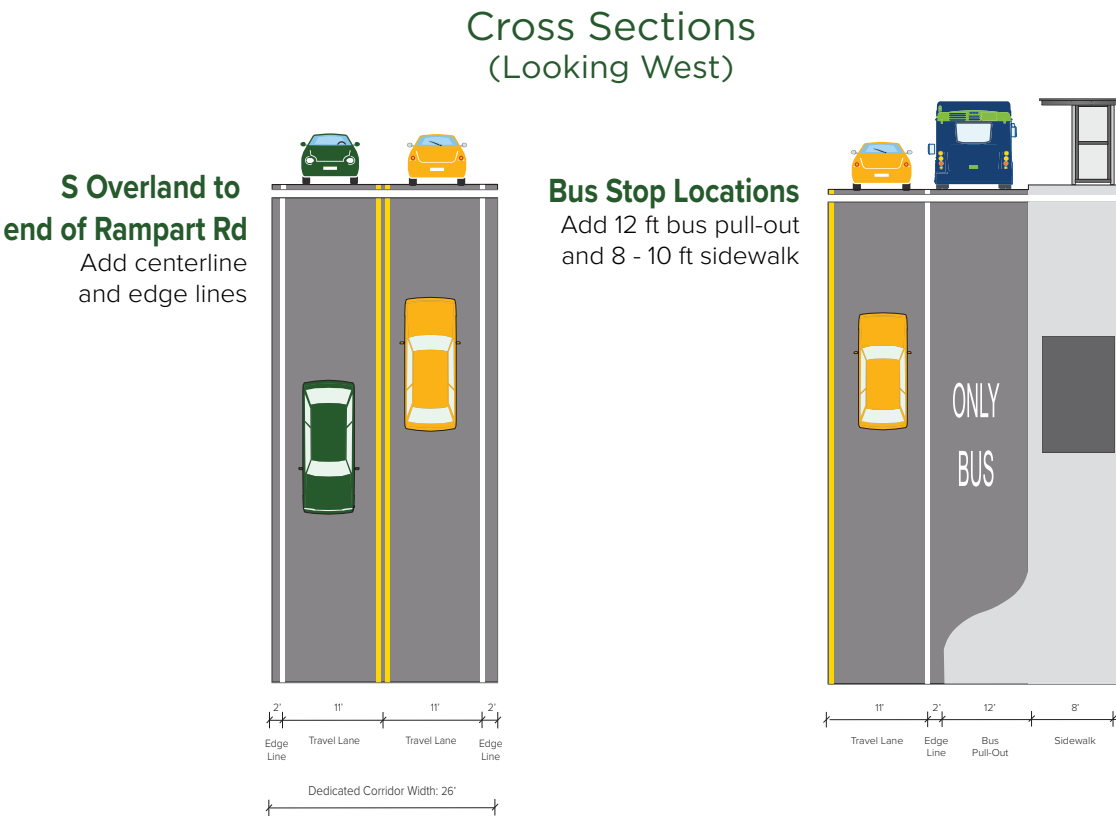
Add speed limit signs across corridor every 0.25 - 0.5 miles. See  for location suggestions.

C

Implement access control by closing redundant driveways to improve corridor safety. See  for driveway closure suggestions

D

Build raised crosswalk to support future parking lot.





# APPENDIX E: PRIORITIZATION SCORING



Additional details from Chapter 7: Implementing the Vision

Item 18.

Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health- Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank
Pedestrian	7	Drake	Timberline	Signal Operations	Spot	5	5	5	5	3	3	44	2	2	2	2	8	52	High	1
			Lemay	Geometric Redesign	Spot															
		Shields	Shields	Signal Operations	Spot															
			Casa Grande	Signal Operations	Spot															
Pedestrian	46	Harmony	Mason	Signal Operations	Spot	5	5	5	5	1	4	44	2	2	2	2	8	52	High	2
			Boardwalk	Signal Operations	Spot															
			Lemay	Signal Operations	Spot															
			Starflower	Geometric Redesign	Spot															
Pedestrian	1	College Ave	Willow	Signal Operations	Spot	5	5	5	5	1	4	44	2	2	1	2	7	51	High	3
			Laporte	Signal Operations	Spot															
			Mountain	Signal Operations	Spot															
			Olive	Signal Operations	Spot															
Pedestrian	4	Mulberry St	Magnolia	Signal Operations	Spot	5	5	5	5	1	4	44	1	2	2	2	7	51	High	4
			College	Signal Operations	Spot															
			Mason	Signal Operations	Spot															
			Loomis	Geometric Redesign	Spot															
			Shields	Signal Operations	Spot															
			Taft Hill	Signal Operations	Spot															
Pedestrian	11	Willow	Whitcomb / Canyon	Geometric Redesign	Spot	5	5	5	5	1	5	46	0	1	2	0	3	49	High	5
			Jefferson	High-Visibility Crosswalk	Spot															
			Lincoln	Beacon / RRFB	Spot															
Pedestrian	29	Taft Hill	Prospect	Signal Operations	Spot	5	4	4	5	1	4	40	2	2	2	2	8	48	High	6
			Valley Forge	Geometric Redesign	Spot															
Pedestrian	3	College Ave	Monroe	Signal Operations	Spot	5	5	4	5	1	4	42	2	2	1	1	6	48	High	7
			Rutgers	Geometric Redesign	Spot															



Item 18.

Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health- Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank
Pedestrian	9	Elizabeth	Columbia	Geometric Redesign	Spot	5	5	5	5	1	4	44	0	1	2	1	4	48	High	8
			Shields	Geometric Redesign	Spot															
			Shields	Geometric Redesign	Spot															
			Taft Hill	Geometric Redesign	Spot															
			Constitution	Geometric Redesign	Spot															
Bicycle	61	Taft Hill Rd	Glenmoor	Signals	Spot	4	5	5	5	2	5	45	0	0	2	0	2	47	High	9
Pedestrian	2	College Ave	Laurel	Signal Operations	Spot	5	4	5	5	1	5	44	0	1	1	1	3	47	High	10
			Prospect	Geometric Redesign	Spot															
			Mason Trail	Geometric Redesign	Spot															
Pedestrian	10	Mason	Mountain	Signal Operations	Spot	3	4	5	5	1	4	38	2	2	1	2	7	45	High	11
			Olive	Signal Operations	Spot															
Bicycle	51	W Prospect Rd	Sheely Dr	Signals	Spot	5	3	4	5	1	5	40	0	1	1	2	5	45	High	12
Bicycle	33	E Magnolia St	Remington St	Signs & Markings	Spot	3	5	5	5	1	4	40	2	1	1	0	4	44	High	13
Pedestrian	5	Mulberry St	Stover	Beacon / RRFB	Spot	4	4	5	5	1	4	40	0	1	2	1	4	44	High	14
			Remington	Median Refuge / 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	4	1	5	5	5	4	38	2	1	2	1	6	44	High	15
Pedestrian	31	Harmony	Corbett	Geometric Redesign	Spot	2	4	4	5	4	4	37	2	2	2	1	7	44	High	16
			Timberline	Signal Operations	Spot															
Bicycle	52	W Lake St	S Shields St - S Mason St	Separated Bike Lane	1.2	5	3	5	5	0	4	39	2	2	1	0	5	44	High	17
Bicycle	50	E Vine Dr	Jerome St	Signals	Spot	5	5	3	5	1	5	42	0	0	1	0	2	44	High	18
Pedestrian	22	Lemay Ave	Prospect	Signal Operations	Spot	4	3	4	5	1	4	36	2	2	2	1	7	43	High	19
			Stuart	Signal Operations	Spot															

Item 18.																						
Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health-Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank		
Bicycle	39	S Shields St	W Mulberry St - Davidson Dr	Separated Bike Lane	1.6	3	3	4	5	5	4	38	1	1	2	1	5	43	High	20		
Bicycle	32	Magnolia St	S Sherwood St - Whedbee St	Bike Boulevard	0.8	4	3	5	5	0	4		2	1	1	1		5	42	High	21	
Bicycle	41	S Shields St	W Lake St	Two-way sidepath	Spot	2	3	5	5	1	4		2	2	2	2		8	42	High	22	
Pedestrian	21	Lemay Ave	Mulberry	Geometric Redesign	Spot								39	0	1	1		1	3	42	High	23
Bicycle	2	E Elizabeth St	S College Ave	Intersection redesign	Spot	4	4	5	5	2	2		37	0	2	2		0	4	41	High	24
Bicycle	7	S Taft Hill Rd	W Elizabeth St - W Horsetooth Rd	Separated Bike Lane	2.5	2	4	3	5	5	3		34	2	2	2		1	7	41	High	25
Bicycle	52	City Park Ave	W Mulberry St	Signals	Spot	4	5	3	0	1	5		35	0	2	1		2	6	41	High	26
Bicycle	6	S Taft Hill Rd	Laporte Ave - W Elizabeth St	Separated Bike Lane	1.1	2	3	4	5	5	3		34	2	2	2		0	6	40	High	27
Bicycle	12	Birch St	S Shields St	Signs & Markings	Spot	3	2	5	5	1	4		34	2	1	1		2	6	40	High	28
Bicycle	28	Jefferson St	N College Ave - E Mountain Ave	Separated Bike Lane	0.5	5	1	5	5	0	4		35	2	1	1		1	5	40	High	29
Pedestrian	40	Shields	Stuart	Geometric Redesign	Spot	4	4	3	5	1	4		36	0	1	2		1	4	40	High	30
Pedestrian	15	Mason	Maple	Geometric Redesign	Spot	3	5	4	5	1	4		38	0	1	1		0	2	40	High	31
Bicycle	35	Birch St, Crestmore Pl, Skyline Dr	Orchard Pl - City Park Ave	Bike Boulevard	1.4	4	2	5	0	0	5		32	2	2	2		1	7	39	High	32
Bicycle	36	Glenmoor Dr, W Plum St	S Taft Hill Rd - Skyline Dr	Bike Boulevard	1.1	5	1	5	0	0	5		32	2	2	2		1	7	39	High	33
Bicycle	50	Springfield Dr	Castlerock Dr - S Shields St	Bike Boulevard	0.6	4	4	4	0	0	4		32	2	2	2		1	7	39	High	34
Bicycle	12	S Shields St	W Mountain Ave - W Mulberry St	Separated Bike Lane	2.2	5	3	4	0	5	1		31	2	1	2		2	7	38	High	35
Pedestrian	67	Horsetooth	Platte	Median Refuge / Diverter	Spot	5	5	1	0	1	5	33	1	1	2	2	6	39	High	36		
			Auntie Stone	Median Refuge / Diverter	Spot																	

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Item 18.

Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health- Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank
Bicycle	47	Castlerock Dr, Lake St, Skyline Dr, Clearview Ave	S Taft Hill Rd - W Elizabeth St	Bike Boulevard	3.5	5	3	5	0	0	4	34	2	2	1	0	5	39	High	38
Bicycle	58	Gillette Dr	Phemister Rd - W Drake Rd	Separated Bike Lane	3.0	4	3	5	0	0	5	34	2	1	2	0	5	39	High	39
Bicycle	76	E Horsetooth Rd	S Lemay Ave - Ziegler Rd	Separated Bike Lane	0.7	2	5	2	5	5	3	34	2	1	2	0	5	39	High	40
Bicycle	11	Conifer St	N College Ave	Intersection redesign	Spot	3	2	2	5	5	5	34	2	2	1	0	5	39	High	41
Bicycle	57	Centre Ave	S Shields St - Phemister Rd	Separated Bike Lane	1.0	4	2	4	5	0	5	35	2	1	0	1	4	39	High	42
Bicycle	40	S Shields St	Davidson Dr - Hilldale Dr	Separated Bike Lane	0.1	2	4	3	5	5	2	32	2	1	2	1	6	38	High	43
Bicycle	11	Laporte Ave	Fishback Ave - N Washington Ave	Bike Lane	1.7	5	3	4	0	5	2	33	2	1	2	0	5	38	High	44
Bicycle	104	Boardwalk Dr	JFK - Harmony	Buffered Bike Lane	0.3	4	3	3	0	5	4	33	2	1	2	0	5	38	High	45
Pedestrian	72	Riverside Ave	Prospect Rd	Geometric Redesign	Spot							33	1	0	2	2	5	38	High	46
Bicycle	64	Drake Rd	S Taft Hill Rd - Tulane Dr	Separated Bike Lane	0.3	3	2	4	5	5	3	34	0	0	1	2	3	37	High	47
Bicycle	74	W Horsetooth Rd	Richmond Dr - S Mason St	Sidepath (both sides)	0.8	3	2	4	5	5	3	34	0	0	2	1	3	37	High	48
Bicycle	51	W Pitkin St	S Shields St - S College Ave	Separated Bike Lane	0.7	5	2	5	5	0	2	33	0	0	2	1	4	37	High	49
Pedestrian	13	Magnolia	Sherwood	Geometric Redesign	Spot	4	3	5	0	1	4	33	0	1	1	1	3	36	High	50
			Loomis	Geometric Redesign	Spot															
			Meldrum	Geometric Redesign	Spot															
			Washington	High-Visibility Crosswalk	Spot															
Pedestrian	12	Olive	Remington	Geometric Redesign	Spot	2	3	5	5	1	4	34	0	1	1	0	2	36	High	54
			Mathews	Geometric Redesign	Spot															

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Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health-Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank
Bicycle	40	N Roosevelt Ave	Laporte Ave	Signals	Spot	5	2	4	0	2	3	30	2	1	2	0	5	35	High	56
Pedestrian	60	Ziegler	Saber Cat	Beacon / RRFB	Spot	5	5	1	0	1	3	29	1	2	2	1	6	35	High	57
Bicycle	44	Centre Ave	W Lake St	Intersection redesign	Spot	3	4	5	0	1	5	35	0	0	0	0	0	35	High	58
Bicycle	59	Booth Rd	Tietz Dr - Bay Rd	Sidepath (one side)	0.5	5	1	5	0	0	5	32	2	0	1	0	3	35	High	59
Bicycle	62	S Lemay Ave	E Stuart St - E Horsetooth Rd	Sidepath (both sides)	0.2	1	4	3	5	5	3	32	0	0	2	1	3	35	High	60
Bicycle	62	Spring Creek Trail	Taft Hill Rd	New connection	Spot	5	5	4	0	0	2	32	1	0	1	1	3	35	High	61
Pedestrian	30	Taft Hill	Lake	New Crossing	Spot	3	3	3	5	1	4	32	0	0	1	1	2	34	High	62
Bicycle	7	E Horsetooth Rd	Kingsley Dr	Signals	Spot	5	1	4	0	3	2	27	0	2	1	2	6	33	High	63
Bicycle	1	E Prospect St	Stover St	Two-way sidepath	Spot	4	4	1	0	1	4	27	2	1	1	2	6	33	High	64
Bicycle	48	S Howes St	W Laurel St	Signs & Markings	Spot	4	3	5	0	1	2	29	2	1	1	0	4	33	High	65
Bicycle	39	S College Ave	Rutgers Ave	New connection	Spot	5	5	2	0	0	4	32	1	0	0	0	1	33	High	66
Bicycle	26	W Stuart St	S Taft Hill Rd (Project #1)	Two-way sidepath	Spot	5	2	1	0	2	4	26	2	1	0	2	5	31	High	67
Bicycle	34	Riverside Ave	E Mulberry St	Intersection redesign	Spot	4	5	0	0	5	3	29	0	1	1	0	2	31	High	68
Bicycle	46	Jackson Ave	W Mulberry St	Two-way sidepath	Spot	4	4	2	0	1	1	23	2	1	1	2	6	29	High	69
Pedestrian	48	Cinquefoil	Kechter	Median Refuge / Diverter	Spot	5	4	0	0	1	1	21	0	2	1	1	4	25	High	70
Bicycle	20	S Timberline Rd	E Lincoln Ave	Intersection redesign	Spot	2	1	2	0	1	5	21	0	2	0	0	2	23	High	71
Pedestrian	25	Frey	Laporte	Geometric Redesign	Spot	1	2	3	5	2	1	21	0	1	1	0	2	23	High	72
Pedestrian	75	Mason Trail	Prospect Rd	Beacon / RRFB	Spot	1	2	1	0	2	4	18	1	0	1	0	3	21	High	73
Pedestrian	34	Timberline	Horsetooth	Geometric Redesign	Spot	2	1	3	0	1	2	17	0	1	2	0	3	20	High	74
Bicycle	8	E Horsetooth Rd	Caribou Dr	Signals	Spot	3	0	3	0	2	2	18	0	0	1	0	2	20	High	75
Bicycle	24	Timberline Rd	Annabel Ave - E Prospect Rd	Separated Bike Lane	1.8	3	4	1	0	5	5	31	2	1	2	1	6	37	Medium	76
Bicycle	65	E Drake Rd	Tulane Dr - Rigden Pkwy	Sidepath (both sides)	0.5	2	4	3	5	5	3	34	1	0	1	0	2	36	Medium	77

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Bicycle	75	E Horsetooth Rd	Mitchell Dr - S Lemay Ave	Sidepath (both sides)	0.3	2	3	3	5	5	4	34	0	0	2	0	2	36	Medium	78
Bicycle	46	Clearview Ave	Ponderosa Dr - Skyline Dr	Bike Boulevard	1.0	5	2	4	0	0	4	30	2	2	2	0	6	36	Medium	79
Bicycle	48	W Lake St	S Overland Tr - S Taft Hill Rd	Bike Boulevard	1.1	4	3	4	0	0	4	30	2	2	2	0	6	36	Medium	80
Bicycle	69	Worthington Ave	W Drake Rd - W Swallow Rd	Bike Boulevard	1.6	4	4	4	0	0	3	30	2	2	2	0	6	36	Medium	81
Pedestrian	19	3rd	Lincoln	Beacon / RRFB	Spot	3	4	2	0	2	5	30	2	2	2	0	6	36	Medium	82
Pedestrian	20	Riverside	Lemay	Geometric Redesign	Spot	4	5	3	0	1	3	31	0	1	2	2	5	36	Medium	83
Bicycle	67	Water Blossom Ln, Willow Fern Way	W Drake Rd - Marshwood Dr	Bike Boulevard	1.0	5	1	5	0	0	3	28	2	2	2	1	7	35	Medium	84
Bicycle	56	Rolland Moore Dr, Phemister Rd	S Shields St - Bay Rd	Separated Bike Lane, Bike Lane	1.7	4	2	4	0	0	5	30	2	1	2	0	5	35	Medium	85
Bicycle	85	Harmony Rd	S Taft Hill Rd - S Lemay Ave	Separated Bike Lane	2.6	1	4	2	5	5	3	30	1	1	2	1	5	35	Medium	86
Bicycle	29	Linden St	Walnut St - Jefferson St	Bike Route	1.0	5	1	5	0	0	4	30	2	2	1	0	5	35	Medium	87
Bicycle	80	John F Kennedy Pkwy, E Troutman Pkwy	E Horsetooth Rd - E Harmony Rd	Separated Bike Lane, Buffered Bike Lane	1.2	3	3	3	0	0	4	26	2	2	2	2	8	34	Medium	88
Bicycle	66	E Drake Rd, Ziegler Rd	Rigden Pkwy - William Neal Pkwy	Separated Bike Lane	1.4	3	4	1	0	5	3	27	2	2	2	1	7	34	Medium	89
Bicycle	38	Laurel St	S Shields St - S Howes St	Separated Bike Lane, Buffered Bike Lane	0.2	3	3	5	0	0	3	28	2	1	2	1	6	34	Medium	90
Bicycle	42	Pennock Pl	all	Bike Boulevard	1.4	5	1	5	0	0	3	28	2	2	2	0	6	34	Medium	91
Pedestrian	65	Center	Phemister	Beacon / RRFB	Spot	1	2	3	5	1	5	28	0	2	2	2	6	34	Medium	92
Bicycle	99	Howes St	W Mountain Ave - W Laurel St	Buffered Bike Lane	0.5	5	2	5	0	0	3	30	2	2	0	0	4	34	Medium	93
Bicycle	14	Mcmurry Ave	E Harmony Rd	Intersection redesign	Spot	2	5	2	5	5	1	30	0	1	1	2	4	34	Medium	94



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Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health- Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank
Bicycle	60	East Spring Creek Trail	Lemay Ave	Two-way sidepath	Spot	4	5	3	0	0	3	30	2	1	1	0	4	34	Medium	95
Bicycle	54	E Suniga Rd	Jerome St	Signs & Markings	Spot	5	1	3	0	5	4	31	2	0	1	0	3	34	Medium	96
Bicycle	2	N Shields St	W Willox Ln - W Mountain Ave	Separated Bike Lane	0.9	3	3	2	0	5	3	27	2	2	2	0	6	33	Medium	97
Bicycle	26	S Timberline Rd	Vermont Dr - Battlecreek Dr	Separated Bike Lane	2.0	2	4	2	0	5	3	27	2	1	2	1	6	33	Medium	98
Bicycle	63	W Drake Rd	S Overland Tr - S Taft Hill Rd	Separated Bike Lane	1.1	3	4	1	0	5	3	27	2	1	2	1	6	33	Medium	99
Bicycle	27	Skyline Dr	W Prospect Rd	Signals	Spot	2	5	2	0	2	4	28	0	1	1	2	5	33	Medium	100
Pedestrian	16	College	Myrtle	Geometric Redesign	Spot	2	3	4	5	1	3	30	0	1	1	1	3	33	Medium	101
Pedestrian	43	College	Willox	Signal Operations	Spot	1	2	4	5	1	5	30	0	2	1	0	3	33	Medium	102
Bicycle	25	S Timberline Rd	E Prospect Rd - Vermont Dr	Separated Bike Lane	0.4	3	3	1	0	5	3	25	2	2	2	1	7	32	Medium	103
Bicycle	10	West St, Maple St	N Roosevelt Ave - N Shields St	Bike Boulevard	0.5	4	3	4	0	0	2	26	2	2	2	0	6	32	Medium	104
Bicycle	21	Redwood St, Linden St	Conifer St - Linden Center Dr	Buffered Bike Lane	0.8	4	2	3	0	0	4	26	2	2	2	0	6	32	Medium	105
Bicycle	60	Purdue Rd, Tulane Dr, Mathews St, Rutgers Ave	S College Ave - E Swallow Rd	Bike Boulevard	0.6	3	2	4	0	0	4	26	2	2	2	0	6	32	Medium	106
Pedestrian	55	Redwood	Conifer	High-Visibility Crosswalk	Spot	4	2	3	0	1	4	27	1	2	2	0	5	32	Medium	107
			Suniga	High-Visibility Crosswalk	Spot															
Bicycle	37	W Elizabeth St	S Overland Tr - CSU Transit Center	Separated Bike Lane	6.8	3	3	4	0	0	4	28	1	1	2	0	4	32	Medium	109
Bicycle	28	Heatheridge Rd	W Prospect Rd	Signals	Spot	2	3	4	5	1	2	28	0	0	1	2	4	32	Medium	110

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Pedestrian	14	Sherwood	Cherry	High-Visibility Crosswalk	Spot	3	4	4	5	1	1	30	0	1	1	0	2	32	Medium	111
			Maple	Geometric Redesign	Spot															
Bicycle	58	Willox Ln	Blue Spruce	Signals	Spot	2	4	4	0	1	5	31	0	0	1	0	1	32	Medium	113
Pedestrian	41	Timberline	Mulberry	Geometric Redesign	Spot	3	3	2	0	5	5	31	0	1	0	0	1	32	Medium	114
Bicycle	44	S Lemay Ave	Riverside Ave - E Stuart St	Separated Bike Lane	1.6	3	1	3	0	5	3	25	2	1	2	1	6	31	Medium	115
Bicycle	45	E Elizabeth St	S College Ave - S Lemay Ave	Buffered Bike Lane, Bike Lane	1.9	4	2	4	0	0	3	26	2	1	2	0	5	31	Medium	116
Bicycle	98	Loomis Ave	Laporte Ave - W Mulberry St	Buffered Bike Lane	0.6	4	2	5	0	0	2	26	2	2	1	0	5	31	Medium	117
Pedestrian	61	Timberline	International Sykes	New Crossing Beacon / RRFB	Spot Spot	3 3	2 2	2 2	0 0	2 2	5 5	26	1	0	2	2	5	31	Medium	118
Pedestrian	56	Willox	Bramblebush	Beacon / RRFB	Spot	4	3	0	0	5	4	27	2	1	1	0	4	31	Medium	120
Bicycle	43	Phemister Rd	Mason Trail	New connection	Spot	3	4	2	0	0	5	28	1	1	1	0	3	31	Medium	121
Bicycle	103	E Lincoln Ave	Lemay - Timberline	Separated Bike Lane	0.9	2	5	3	0	0	5	30	0	1	0	0	1	31	Medium	122
Bicycle	27	N Loomis Ave	Cherry St - Laporte Ave	Bike Boulevard	1.0	5	1	5	0	0	1	24	2	2	2	0	6	30	Medium	123
Bicycle	34	Ponderosa Dr, Fuqua Dr, Clearview Ave	W Mulberry St - W Prospect Rd	Bike Boulevard	0.6	3	2	2	0	0	5	24	2	2	2	0	6	30	Medium	124
Bicycle	49	Underhill Dr, Skyline Dr	Springfield Dr - Westbridge Dr	Bike Boulevard	1.4	5	1	3	0	0	3	24	2	2	2	0	6	30	Medium	125
Bicycle	53	Emigh St, McHugh St, Welch St	E Elizabeth St - E Prospect Rd	Bike Boulevard	1.0	4	2	3	0	0	3	24	2	2	2	0	6	30	Medium	126
Bicycle	61	Brookwood Dr, Rollingwood Ln, Silverwood Dr, Oxborough Ln	E Stuart St - Centennial Rd	Bike Boulevard	3.1	2	5	2	0	0	3	24	2	2	2	0	6	30	Medium	127

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Bicycle	89	S Lemay Ave	E Harmony Rd - Carpenter Rd	Separated Bike Lane	1.1	2	4	1	0	5	3	25	1	1	2	1	5	30	Medium	128
Bicycle	49	S College Ave	W/E Swallow Rd	Signs & Markings	Spot	2	2	4	0	1	4	25	2	2	1	0	5	30	Medium	129
Bicycle	41	Meridian Ave	W Plum St - Hughes Way	Separated Bike Lane	2.5	5	1	5	0	0	2	26	2	0	2	0	4	30	Medium	130
Pedestrian	53	JFK	Monroe	Geometric Redesign	Spot	2	3	4	0	0	4	26	0	1	2	1	4	30	Medium	131
Pedestrian	74	Troutman Pkwy	Boardwalk	Geometric Redesign	Spot	2	2	2	5	1	4	26	1	0	2	1	4	30	Medium	132
Bicycle	73	W Horsetooth Rd	Horsetooth Ct - Richmond Dr	Sidepath (both sides)	3.6	3	2	2	5	5	2	28	0	0	2	0	2	30	Medium	133
Bicycle	20	Conifer St	N College Ave - N Lemay Ave	Buffered Bike Lane	0.4	2	4	2	0	0	4	24	2	1	2	0	5	29	Medium	134
Bicycle	18	Turnberry Rd	Country Club Rd - Mountain Vista Dr	Separated Bike Lane	0.9	1	5	0	0	5	4	25	2	0	2	0	4	29	Medium	135
Pedestrian	63	Lake	West of Whitcomb	Beacon / RRFB	Spot	2	1	4	0	1	5	25	1	1	2	0	4	29	Medium	136
Pedestrian	66	Prospect	Whedbee	New Crossing	Spot	3	3	2	0	1	4	25	0	0	2	2	4	29	Medium	137
Bicycle	23	E Vine Dr	Linden St - I-25	Sidepath (one side)	0.1	1	5	1	0	5	4	27	0	0	2	0	2	29	Medium	138
Bicycle	83	S Lemay Ave	E Horsetooth Rd - E Harmony Rd	Sidepath (both sides)	3.0	4	4	1	0	5	2	27	0	0	2	0	2	29	Medium	139
Pedestrian	44	College	Palmer	Beacon / RRFB	Spot	4	3	4	0	1	2	27	0	1	1	0	2	29	Medium	140
Pedestrian	44		Saturn	Beacon / RRFB	Spot	4	3	4	0	1	2	27	0	1	1	0	2	29	Medium	141
Bicycle	45	Red St	Canal Crossing	New connection	Spot	4	2	3	0	0	5	28	1	0	0	0	1	29	Medium	142
Bicycle	56	Horsetooth	Seneca	Signals	Spot	3	3	1	5	1	2	24	2	0	1	1	4	28	Medium	143
Pedestrian	69	Mason	Boardwalk	High-Visibility Crosswalk	Spot	3	2	1	0	2	5	24	2	0	0	2	4	28	Medium	144
Bicycle	81	W County Road 38E	Red Fox Rd - S Taft Hill Rd	Sidepath (both sides)	0.4	2	4	1	0	5	3	25	1	0	2	0	3	28	Medium	145

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Bicycle	97	Overland Trail	W Vine Dr - W Drake Rd	Separated Bike Lane	0.3	1	5	2	0	5	2	25	0	1	1	1	3	28	Medium	146
Pedestrian	71	JFK Pkwy	Pavilion	New Crossing	Spot	1	2	3	0	1	5	23	0	0	2	2	4	27	Medium	147
Pedestrian	45	College	Fossil Creek	Geometric Redesign	Spot	4	4	2	0	1	2	25	0	1	1	0	2	27	Medium	148
Bicycle	64	Willox Ln	Lemay Ave	Intersection redesign	Spot	5	2	0	0	4	4	26	0	0	1	0	1	27	Medium	149
Pedestrian	62	Shields	Laurel	Beacon / RRFB	Spot	2	2	4	0	1	2	21	0	1	2	2	5	26	Medium	150
Pedestrian	6	Shields	Laporte	Geometric Redesign	Spot	2	2	3	0	1	1	17	2	2	2	2	8	25	Medium	151
Pedestrian	33	Timberline	Vermont	Geometric Redesign	Spot	3	4	0	0	1	2	19	2	2	2	0	6	25	Medium	152
Pedestrian	52	Harmony	Silvergate	Beacon / RRFB	Spot	2	2	1	0	5	3	21	2	2	0	0	4	25	Medium	153
Pedestrian	59	Laporte	Impala	High-Visibility Crosswalk	Spot	1	1	1	5	2	3	19	2	2	1	0	5	24	Medium	154
Pedestrian	42	Airpark	Lincoln	New Crossing	Spot	0	1	3	0	2	5	20	0	0	1	0	1	21	Medium	155
Pedestrian	27	Overland Trail	Mulberry Rampart	Beacon / RRFB New Crossing	Spot Spot	3	1	1	0	4	1	16	0	1	2	1	4	20	Medium	156
Pedestrian	35	Miles House	Drake	New Crossing	Spot	1	1	0	0	5	1	11	2	2	1	1	6	17	Medium	158
Pedestrian	49	Lemay Trilby	Brittany	New Crossing Beacon / RRFB	Spot Spot	4	2	0	0	1	2	17	0	0	1	1	2	19	Medium	159
Bicycle	90	Southridge Greens Blvd	S Lemay Ave - Center Greens Blvd	Bike Route	0.6	2	3	0	0	0	3	16	2	2	2	1	7	23	Low	161
Bicycle	94	Nassau Way	S Lemay Ave - Barbuda Dr	Bike Boulevard	3.0	4	1	0	0	0	2	14	2	2	2	1	7	21	Low	162
Bicycle	17	Turnberry Rd, Richards Lake Rd	Serramonte Dr - Country Club Rd	Separated Bike Lane	0.8	1	5	0	0	5	3	23	2	2	2	0	6	29	Low	163
Bicycle	9	Lyons St, Roosevelt Ave, Cherry St, Maple St	W Vine Dr - W Oak St	Bike Boulevard	0.6	3	3	3	0	0	2	22	2	2	2	0	6	28	Low	164
Bicycle	14	W Magnolia St, Jackson Ave	W Mulberry St - S Shields St	Buffered Bike Lane, Bike Boulevard	2.3	5	1	4	0	0	1	22	2	2	2	0	6	28	Low	165

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Bicycle	72	Red Mountain Dr, Fieldston Dr, Kingsley Dr, Creekstone Dr	Pinecone Cir - E Horsetooth Rd	Bike Boulevard	1.2	3	4	2	0	0	2	22	2	2	2	0	6	28	Low	166
Bicycle	42	S Overland Trail	W Lake St	Two-way sidepath	Spot	1	2	3	0	1	4	21	0	2	1	2	6	27	Low	167
Bicycle	88	Fossil Blvd, Cameron Dr, Conejos Rd	W Fairway Ln - S College Ave	Bike Boulevard	1.3	4	1	3	0	0	2	20	2	2	2	0	6	26	Low	168
Bicycle	77	Ziegler Rd	Percheron Dr - Rock Park Dr	Separated Bike Lane, Sidepath (one side), Bike Lane	0.3	2	2	1	0	5	2	19	1	1	2	2	6	25	Low	169
Bicycle	5	W Vine Dr	N Overland Tr - Lancer Dr	Separated Bike Lane	0.4	1	5	2	0	0	1	18	2	2	2	0	6	24	Low	170
Bicycle	43	Riverside Ave	S Lemay Ave - E Prospect Rd	Separated Bike Lane	0.8	3	1	2	0	0	3	18	2	1	2	1	6	24	Low	171
Bicycle	55	Midpoint Dr	Prospect Park Way - Sharp Point Dr	Bike Lane	0.3	4	1	3	0	0	1	18	2	1	2	1	6	24	Low	172
Pedestrian	26	Impala	Mulberry	Geometric Redesign	Spot	1	4	0	0	1	3	17	2	2	1	1	6	23	Low	173
Bicycle	68	Claremont Dr, Hull St, Hanover Dr	W Drake Rd - W Swallow Rd	Bike Boulevard	5.4	4	1	1	0	0	2	16	2	2	2	0	6	22	Low	174
Pedestrian	70	Kechter	Old Mill	Beacon / RRFB	Spot	1	0	0	0	3	3	11	1	2	2	1	6	17	Low	175
Pedestrian	57	Taft Hill	Bronson	Beacon / RRFB	Spot							23	0	1	2	2	5	28	Low	176
			Imperial	Beacon / RRFB	Spot	3	3	2	0	1	3									
			Brixton	Beacon / RRFB	Spot															
Bicycle	22	William Neal Pkwy	Ziegler Rd	Intersection redesign	Spot	2	4	0	0	5	3	23	0	2	1	2	5	28	Low	179
Bicycle	31	W Mulberry St	S Overland Tr - Tyler St	Separated Bike Lane	0.1	2	3	0	0	5	4	23	2	0	2	1	5	28	Low	180
Bicycle	86	E Harmony Rd, CR 38	S Lemay Ave - Weitzel St	Separated Bike Lane, Sidepath (both sides)	2.2	1	5	1	0	5	2	23	1	1	2	1	5	28	Low	181
Pedestrian	50	Cunningham	Richmond	High-Visibility Crosswalk	Spot	1	2	3	0	1	3	19	2	2	1	0	5	24	Low	182

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Pedestrian	64	Lake	Stover	Median Refuge / Diverter	Spot	2	1	1	0	1	3	15	1	2	1	1	5	20	Low	183
Bicycle	59	Lemay Ave	Ticonderoga	Signs & Markings	Spot	2	1	0	0	1	1	9	2	2	0	1	5	14	Low	184
Bicycle	24	Hampshire Rd	W Prospect Rd	Two-way sidepath	Spot	3	3	1	0	1	4	23	2	1	1	0	4	27	Low	185
Bicycle	4	N Taft Hill Rd	Stonecrest Dr - Laporte Ave	Separated Bike Lane	0.7	1	5	2	0	5	1	23	2	0	2	0	4	27	Low	186
Pedestrian	73	Washington Ave	Mulberry	New Crossing	Spot	3	1	1	0	2	5	22	0	0	2	2	4	26	Low	187
Bicycle	13	Sheldon Dr	W Oak St - W Mulberry St	Bike Boulevard	1.0	5	1	4	0	0	1	22	2	0	2	0	4	26	Low	188
Bicycle	57	Vine	East of Timberline	Signs & Markings	Spot	5	0	0	0	1	5	21	2	2	0	0	4	25	Low	189
Pedestrian	68	Sharp Point	March	Beacon / RRFB	Spot	4	3	2	0	1	1	21	2	1	1	0	4	25	Low	190
Bicycle	70	Moss Creek Dr, Colony Dr, Tradition Dr	W Swallow Rd - W Troutman Pkwy	Bike Boulevard	0.6	2	3	2	0	0	3	20	2	2	0	0	4	24	Low	191
Bicycle	79	Troutman Pkwy (planned extension)	Seneca St - S Shields St	Bike Lane	0.4	5	1	2	0	0	2	20	2	0	2	0	4	24	Low	192
Bicycle	87	Fossil Blvd, Fairway Ln, Palmer Dr	Fossil Blvd - Hogan Dr	Bike Boulevard	2.9	3	2	2	0	0	3	20	2	2	0	0	4	24	Low	193
Bicycle	95	Kechter Rd, CR 36	Timberline Rd - CR 5	Separated Bike Lane	0.6	1	2	0	5	5	2	20	1	1	2	0	4	24	Low	194
Bicycle	78	Westfield Dr, Capitol Dr	W Horsetooth Rd - Seneca St	Bike Boulevard	2.9	3	2	1	0	0	3	18	2	2	0	0	4	22	Low	195
Bicycle	82	Harbor Walk Dr, Breakwater Dr, Ticonderoga Dr, McMurry Ave	Boardwalk Dr - Monte Carlo Dr	Bike Boulevard	0.8	2	4	1	0	0	2	18	2	2	0	0	4	22	Low	196
Bicycle	96	Laporte Ave	City Line - N Overland Tr	Buffered Bike Lane	4.2	1	5	2	0	0	1	18	2	2	0	0	4	22	Low	197
Bicycle	32	Kechter	Tilden	Two-way sidepath	Spot	4	0	0	0	2	3	16	2	2	0	0	4	20	Low	198
Bicycle	71	Vermont Dr	Eastbrook Dr - S Timberline Rd	Bike Boulevard	7.1	5	1	0	0	0	2	16	2	2	0	0	4	20	Low	199

Item 18.																					
Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health-Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank	
Bicycle	84	Paddington Rd, Sunstone Dr, Sunstone Way	Caribou Dr - Ziegler Rd	Bike Boulevard	1.0	3	1	0	0	0	4	16	2	2	0	0	4	20	Low	200	
Bicycle	91	W Skyway Dr, Constellation Dr	W Trilby Rd - S College Ave	Bike Boulevard	0.7	1	4	1	0	0	2		16	2	2	0		0	20	Low	201
Pedestrian	32	Ziegler	Harmony	Geometric Redesign	Spot	1	1	2	0	5	1		15	0	1	2		1	19	Low	202
Bicycle	13	Ziegler	Paddington	Signals	Spot	2	1	0	0	5	1		13	0	2	1		0	17	Low	203
Pedestrian	37	Creekwood Dr	north of Kirkwood	High-Visibility Crosswalk	Spot	2	1	0	0	0	3		12	2	2	0		0	16	Low	204
Bicycle	5	Lemay	Nassau	Signals	Spot	1	1	0	0	2	2		10	0	1	0		2	14	Low	205
Pedestrian	54	Vine	Irish	Beacon / RRFB	Spot	1	1	1	0	1	1		9	2	1	0		1	13	Low	206
Bicycle	25	W Stuart St	S Taft Hill Rd (Project #2)	Signals	Spot	4	4	1	0	2	2		24	0	0	0		2	27	Low	207
Bicycle	47	Overland	Laporte	Signs & Markings	Spot	4	0	3	0	1	3		21	2	1	0		0	24	Low	208
Pedestrian	17	Grant	Mountain	Geometric Redesign	Spot	2	1	3	5	1	1		20	0	1	1		1	23	Low	209
Bicycle	3	N Shields St	US 287 - W Willox Ln	Buffered Bike Lane	2.1	1	5	0	0	0	4		20	1	0	2		0	23	Low	210
Bicycle	54	Prospect Rd	Mason Trail - Sharp Point Dr	Sidepath (one side)	0.5	2	2	3	0	0	3		20	0	0	2		1	23	Low	211
Bicycle	53	Suniga	Blue Spruce	Signs & Markings	Spot	2	1	0	0	5	4		19	2	1	0		0	22	Low	212
Bicycle	6	Trilby	Avondale	Signals	Spot	3	3	0	0	2	2		18	0	1	1		0	21	Low	213
Bicycle	8	S Taft Hill Rd	W Horsetooth Rd - W Trilby Rd	Sidepath (one side), Separated Bike Lane	1.0	1	5	1	0	0	2		18	0	0	2		1	21	Low	214
Bicycle	100	Lemay Ave	Country Club Rd - Lowell Ln	Sidepath (one side)	0.1	1	4	0	0	0	4		18	0	0	2		1	21	Low	215
Bicycle	9	Dunbar	Capitol	Two-way sidepath	Spot	3	1	1	0	1	2		15	2	0	1		0	18	Low	216
Bicycle	67	Prospect Rd	Welch	Signals	Spot	1	4	1	0	1	5		23	0	0	2		0	25	Low	217
Bicycle	93	Trilby Rd	Taft Hill Rd - Timberline Rd	Sidepath (one side & both sides)	1.5	1	5	1	0	5	2	23	0	0	2	0	25	Low	218		

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Item 18.

Project Focus	PID	Street	Extents	Facility	Length	Connect: Network	Connect: Destinations	Transit Access	Safety: HIN	Safety: Comfort	Health- Equity	Outcomes Score (normalized)	Cost	Readiness	MM Benefit	Synergy	Implementation Score	Combined Score	Term	Rank
Bicycle	30	Skyline Dr	Clearview	New connection	Spot	3	2	2	0	0	4	22	1	1	0	0	2	24	Low	219
Bicycle	1	N College Ave, Bristlecone Dr, Blue Spruce Dr	Terry Lake Rd - Willow St	Sidepath (both sides), Buffered Bicycle Lanes	0.9	1	2	3	0	0	5	22	0	0	2	0	2	24	Low	220
Pedestrian	47	Wheaton	Harmony	New Crossing	Spot	1	3	1	5	3	1	20	0	0	1	1	2	22	Low	221
Bicycle	19	Mountain Vista Dr, Richards Lake Rd	Turnberry Rd - I-25	Sidepath (both sides)	0.8	1	5	0	0	0	3	18	0	0	2	0	2	20	Low	222
Bicycle	92	Zephyr Rd (Planned)	Red Willow Dr - S Timberline Rd	Bike Lane	1.9	2	5	0	0	0	2	18	2	0	0	0	2	20	Low	223
Bicycle	4	Horsetooth	Lemay	Two-way sidepath	Spot	1	3	1	0	0	3	16	2	0	0	0	2	18	Low	224
Bicycle	10	Power Trail	Nancy Gray	New connection	Spot	3	2	0	0	0	3	16	1	1	0	0	2	18	Low	225
Pedestrian	24	Lancer	Vine	Geometric Redesign	Spot	1	1	1	0	1	1	9	0	1	1	0	2	11	Low	226
Bicycle	18	Ziegler	Lady Moon	Signs & Markings	Spot	1	1	0	0	1	1	7	2	0	0	0	2	9	Low	227
Bicycle	33	E Mulberry St	S Lemay Ave - I-25	Sidepath (both sides)	3.7	1	5	1	0	0	5	24	0	0	0	1	1	25	Low	228
Pedestrian	51	Wabash	Benthaven	Geometric Redesign	Spot	4	4	0	0	1	2	21	0	1	0	0	1	22	Low	229
Bicycle	65	Canal Access Road	Trail Head / Waterglen neighborhoods	New connection	Spot	5	1	0	0	0	4	20	1	0	0	0	1	21	Low	230
Bicycle	15	Power Trail	Caribou Dr	New connection	Spot	1	3	0	0	0	5	18	1	0	0	0	1	19	Low	231
Bicycle	37	Power Trail	Keenland	New connection	Spot	5	1	0	0	0	2	16	1	0	0	0	1	17	Low	232
Bicycle	66	Southridge Greens Blvd	Trilby Rd	Intersection redesign	Spot	1	4	0	0	2	2	16	0	0	0	1	1	17	Low	233
Bicycle	63	Fossil Creek Trail	County Road 38-E	New connection	Spot	2	3	0	0	2	1	14	1	0	0	0	1	15	Low	234
Bicycle	16	Country Club Rd, Terry Lake Rd	N College Ave - Turnberry Rd	Sidepath (one side)	0.7	1	5	1	0	0	3	20	0	0	0	0	0	20	Low	235

# APPENDIX F: OPINIONS OF PROBABLE COST



Below are the facility unit opinions of probable cost use for calculation in **Chapter 7: Implementing the Vision**. Opinions of probable cost were developed by identifying major pay items and establishing rough quantities to determine a rough order of magnitude cost. Additional pay items have been assigned approximate lump sum prices based on a percentage of the anticipated construction cost. Planning-level cost opinions include a contingency to cover items that are undefined or are typically unknown early in the planning phase of a project. Unit costs are based on 2022 dollars and were assigned based on historical cost data from City of Fort Collins and Colorado Department of Transportation. Cost opinions do not include easement and right-of-way acquisition; permitting or inspection; engineering, surveying, geotechnical investigation, environmental documentation, special site remediation, escalation, or the cost for ongoing maintenance. A cost range has been assigned to certain general categories such as utility relocations; however, these costs can vary widely depending on the exact details and nature of the work. The overall cost opinions are intended to be general and used only for planning purposes. Toole Design Group, LLC makes no guarantees or warranties regarding the cost estimate herein. Construction costs will vary based on the ultimate project scope, actual site conditions and constraints, schedule, and economic conditions at the time of construction.

### Pedestrian Projects

Treatments	Cost / Spot
Signal Operations	\$ 3,000
Geometric Redesign	\$ 150,000
Beacon / RRFB	\$ 600,000
Median Refuge / Diverter	\$ 116,830
High-Visibility Crosswalk	\$ 17,550
New Crossing	\$ 585,000

### Bicycle Spot Projects

Treatments	Cost / Spot
Intersection redesign	\$ 585,000
Signals	\$ 600,000
Signs & Markings	\$ 3,000
Two-way sidepath	\$ 29,000
New connection	\$ 320,000



## Bicycle Network Projects

Facility	Implementation Action	Cost/Mi
Bike Route	Add Wayfinding	\$ 7,000
Bike Route	Design Refinement	\$ 68,000
Bike Boulevard	Add Wayfinding	\$ 7,000
Bike Boulevard	Design Refinement	\$ 68,000
Bike Lane	Traffic Calming	\$ 30,000
Bike Lane	Lane Diet	\$ 42,000
Bike Lane	1 Side Parking Removal	\$ 83,000
Bike Lane	2 Side Parking Removal	\$ 83,000
Bike Lane	Construct New	\$ 1,821,000
Buffered Bike Lane	Add Wayfinding	\$ 7,000
Buffered Bike Lane	Lane Diet	\$ 61,000
Buffered Bike Lane	Road Diet	\$ 94,000
Buffered Bike Lane	1 Side Parking Removal	\$ 94,000
Buffered Bike Lane	Design Refinement	\$ 570,000
Buffered Bike Lane	Widen Roadway	\$ 570,000
Buffered Bike Lane	Construct New	\$ 570,000
Separated Bike Lane	Add Separator	\$ 250,000
Separated Bike Lane	Lane Diet	\$ 250,000
Separated Bike Lane	Road Diet	\$ 302,000
Separated Bike Lane	1 Side Parking Removal	\$ 302,000
Separated Bike Lane	Adjust Median	\$ 526,000
Separated Bike Lane	Adjust Curb Line	\$ 526,000
Separated Bike Lane	Design Refinement	\$ 738,000
Separated Bike Lane	Widen Roadway	\$ 738,000
Separated Bike Lane	Construct New	\$ 2,497,000
Sidepath 1 Side	Construct New	\$ 1,268,000
Sidepath 2 Sides	Construct New	\$ 2,536,000

# APPENDIX H: MULTIMODAL LEVEL OF SERVICE RECOMMENDATIONS





1801 BROADWAY  
SUITE 1204  
DENVER, CO 80202

720.204.7061  
TOOLEDESIGN.COM

## MEMORANDUM

September 7, 2022

To: Cortney Geary, City of Fort Collins  
From: Sagar Onta and Trung Vo  
Project: Fort Collins Active Modes Plan

### MMLOS Draft Revisions and Next Steps

As part of Task 7 of the Fort Collins Active Modes Plan (AMP), Toole Design provided recommendations for how the City of Fort Collins can update their Multimodal Transportation Level of Service (MMLOS) Manual. This memo summarizes the current MMLOS procedure and short-term, mid-term, and long-term steps for the City to update the MMLOS procedure.

### Current Procedure

Any development proposal in Fort Collins must follow the latest version of the Larimer County Urban Area Street Standards (LCUASS). Chapter 4 of the document specifically lays out the procedure to prepare a Transportation Impact Study (TIS) for developments within the Larimer County. Furthermore, Appendix H of LCUASS defines the requirements specific to development in Fort Collins. One of the outcomes of the procedure is for the developers to pay a Transportation Capital Expansion Fee (TCEF) to mitigate the impact of their development.

Toole Design reviewed Appendix H of LCUASS and offered recommendations to make it more effective. These comments are in pdf form and are attached to this memo.

Toole Design met with City staff to discuss and identify the following key challenges of the current MMLOS procedure:

- Lack of clear steps and authority to require developments to either implement multimodal improvements or contribute to planned multimodal improvements in/and around the development.
- Lack of coordination between the improvements implemented by the development and the previously planned or approved projects and planning initiatives conducted by the City or other entities.

### Draft Recommendation

To address these challenges, Toole Design generated ideas to improve the procedure, shown Figure 1.

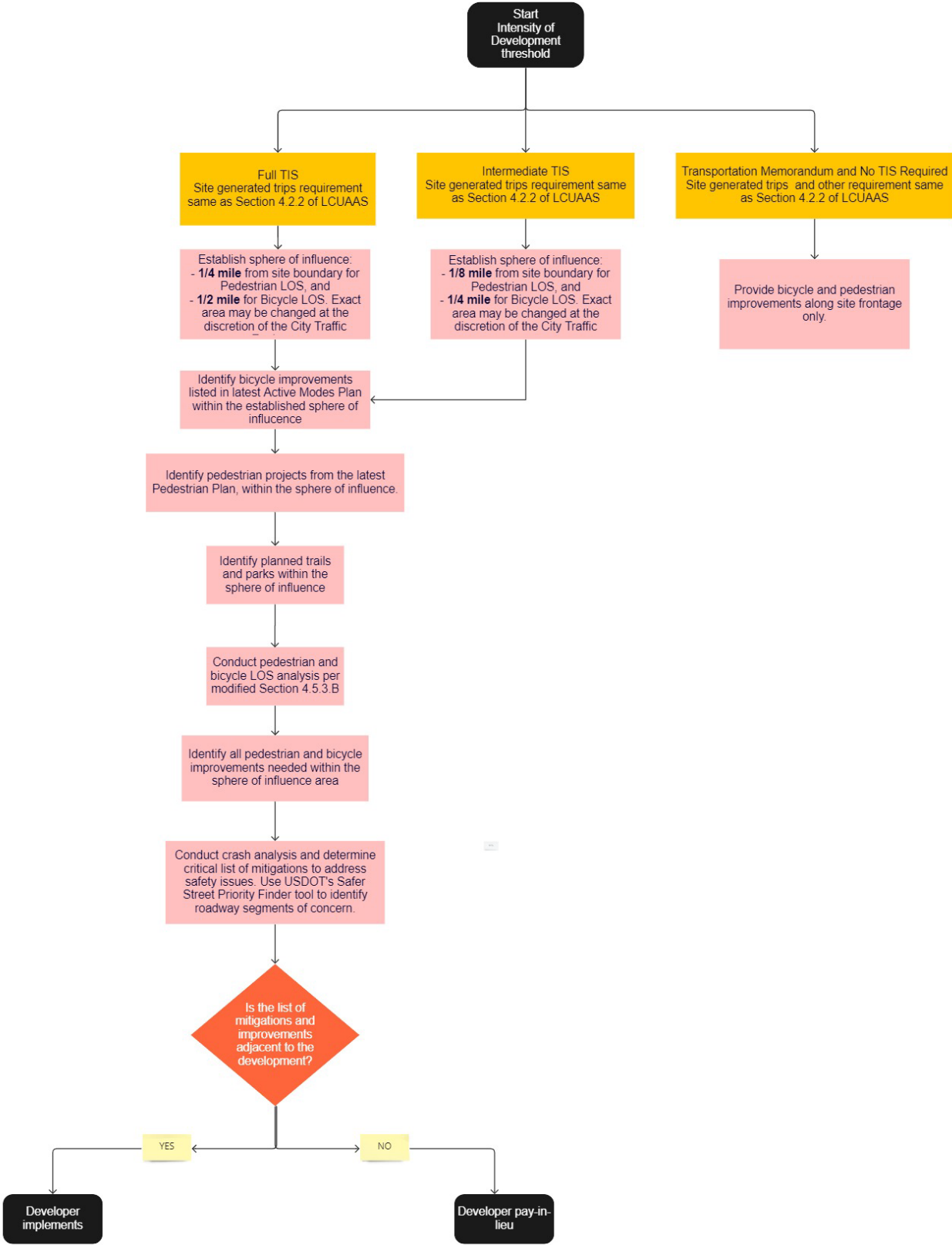


Figure 1. Draft MMLoS Procedure Recommendation

The draft MMLoS procedure accomplishes the following:

- Maintains the three existing types of TIS outlined in LCUASS based on the size of the proposed development: Full TIS, Intermediate TIS, and Transportation Memorandum.
- Clearly defines the study area by establishing sphere of influence for bicycle and pedestrian modes.
- Requires the developer to list the approved multimodal projects in the site's vicinity to assist City staff in making decisions.
- Recommends a new PLOS and BLOS analysis method as outlined below.

### Draft MMLoS Analysis Update

One of the challenges of the existing MMLoS procedure is the inability to dictate physical multimodal improvements on the ground. The existing procedure aims to provide connections to bicycle and pedestrian destinations in the vicinity of the proposed development,. However, in practice, the procedure is not able to identify streets that need multimodal improvements. The procedure outlined below aims to rectify the deficiency and provide a comprehensive MMLoS analysis method.

During the Initial Scoping Meeting:

- Identify street segments and intersections within the sphere of influence to analyze.
- Discuss the scope of work, which should include:
  - Identifying previously approved projects impacting study streets and intersections (see Figure 1),
  - Collecting screenline daily traffic volumes on study street segments and peak hour turning movement counts at study intersections,
  - Gathering 5-year crash data for the study street segments and intersections, and
  - Identifying existing deficiencies in bicycle/pedestrian infrastructure, when compared against the bike and pedestrian standards, using Bicycle and Pedestrian LOS, as described below.

### Bicycle LOS Analysis:

- Refer to the Active Modes Plan to determine the preferred bicycle facility for the study street segments.
- Identify the curb-to-curb and ROW widths for the study segments.
- Identify constraints to implement preferred bicycle facility for the study street segments
- Develop a cost estimate to mitigate the impacts within the bicycle sphere of influence.
- Develop bicycle trip generation for the development based on the approved Transportation Demand Management (TDM) plan.
- Use the TDM plan to determine the percent of vehicular trip generation anticipated to be converted to bicycle trips. See Table 1 below.
- Determine bike trip distribution using availability of bicycle infrastructure, level of traffic stress, and location of key destinations such as schools, retail hubs, and employment centers.
- Assign bike trips to the bike network within the sphere of influence.
- For each bike network segment, conduct bicycle level of service analysis using following methods.
  - Determine the existing peak hour bike volume for each bike network segment within the sphere of influence.



- Calculate existing bike lane volume-to-capacity ratio using Desired Bike Flow rate in Table 2 below.
- Estimate bike trip assignment on the segment, using the above method.
- Calculate the proposed bike lane volume-to-capacity ratio.
- Calculate the bike impact proportion by calculating the difference between existing and proposed bike lane capacity. See Table 3 below.

**Pedestrian LOS Analysis**

- Assess the existing pedestrian condition on study roadways within the sphere of influence. This includes:
  - Presence or lack of sidewalk
  - Quality of sidewalk
  - Location of or lack of safe pedestrian crossings using Fort Collins Crossing Standards
- Determine minimum LOS based on Figure 5 of the LOS Manual.
- Determine actual LOS based on existing conditions.
- Determine proposed LOS based on proposed improvements on the study roadway.
- Determine total cost of improvements for the proposed improvement.
- Determine project proportional cost based on following process:
  - Calculate the percentage of the total cost that is anticipated to be paid by private developments.
  - Identify undeveloped parcels within sphere of influence of the project.
  - Estimate the development potential of undeveloped parcels using existing zoning.
  - Project proportional cost = average of proposed development size for each type of development / development potential of undeveloped parcels for the type of development

**Table 1. Bicycle Trip Generation Criteria, Peak Hour Bicycle Trip – Draft Proposal**

Infrastructure Criteria	No approved TDM Plan	With <5 TDM points	With >5 TDM points
There are no existing bicycle facilities connecting to the development	2% of vehicular trips	3% of vehicular trips	5% of vehicular trips
There are existing but deficient bicycle facilities (do not meet AMP standard), without key destinations within sphere of influence	4% of vehicular trips	6% of vehicular trips	8% of vehicular trips
There are existing but deficient bike facilities and key destinations within sphere of influence	6% of vehicular trips	8% of vehicular trips	12% of vehicular trips
There are existing bicycle facilities	8% of vehicular trips	12% of vehicular trips	18% of vehicular trips

**Table 2. Bicycle Desired Flow Rate**

Bike Lane Width (ft)	Peak Hour Directional Volume
<b>One-way PBL</b>	
5.5 - 8.5	150
8.5 - 10	750
<b>Two-way PBL</b>	
9 - 12	150
12 - 16	350

**Table 3. Bike Impact Fee Calculation Example – Draft Proposal**

Desired Bike Flow Rate / hr	150	From Draft AASHTO Bike Guide Table 7.3 and 7.4
Existing Bike Volume / hr	130	From counts
Threshold for bike fee contribution	80%	Determine by local jurisdiction
Existing Bike Lane Capacity Ratio	0.87	
Site Gen Bike Trip	25	From bike trip generation table
Total Bike Volume	155	
Proposed Bike Lane Capacity Ratio	1.03	
Bike Impact Proportion	17%	Difference between existing and proposed ratio
Cost of Bike Improvement	\$ 2,500,000	Random example
Length of project	5	mile
Cost / mile	\$ 500,000	
Segment in bike influence area	0.5	mile
Total cost in influence area	\$ 250,000	
Bike Impact Fee	\$ 41,666.67	

## Next Steps

Toole Design presented the above draft revisions to City staff on July 26, 2022. The meeting illustrated that a wholesale effort to update the City's MMLoS procedure would require effort beyond the contract of the Active Modes Plan. The City of Fort Collins can take the steps below to advance this effort.

### Short-Term Steps

1. Update TCEP procedure / guidance to allow the use of the funds collected for specific multimodal project within the sphere of influence of the proposed development.

### Mid-Term Steps

1. Finalize the proposed MMLoS procedure recommendation (Figure 1), including the proposed BLOS, PLOS, and Bike Impact Fee calculation procedure.
2. Resolve how this new process will align with existing TIS guidelines.

### Long-Term Steps

1. Update the TIS guidelines to focus on person trips rather than vehicular trips. This will require substantial effort and coordination with various departments.

# MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



## Land Conservation & Stewardship Board Regular Meeting

*approved 8-0.*

### FC Moves Active Modes Plan

**Rachel Ruhlen, Transportation Planner**, FC Moves presented an overview of the draft Active Modes plan which combines and updates the City's 2011 Pedestrian Plan and 2014 Bicycle Plan as well as incorporating micromobility devices such as electric scooters and skateboards. The full draft plan and a summary are available for public review on the project website at [fcgov.com/WalkBikePlan](https://fcgov.com/WalkBikePlan) through August 24, 2022.

**Discussion:** Rachel stressed throughout her presentation that the Active Modes plan is focused on how to safely move people around the city including natural areas; that it is not a trails plan. The focus is increasing safety throughout the bicycle and pedestrian networks as people move around the city on foot or bike to access basic needs like school, work, shopping. Member Cunniff asked about non-capital policy or operational changes needed to successfully implement the plan. Rachel stated that 15-minute access to basic needs is heavily influenced by land use policy and is addressed in the plan. Member Kramer expressed concern about a lack of robust land use planning to address connectivity. Member Piesman voiced the ongoing need for safety. Rachel reminded everyone the focus of the Active Modes Plan is safe and connected networks by creating safe intersections with increased predictability and visibility. Rachel prompted everyone to consider posting comments/feedback about the plan on the interactive website.

**Member Cunniff made a motion that the LCSB make a recommendation to City Council to adopt the Active Modes Plan. Member Elson seconded the motion. The motion was approved 7-0 with member McLane abstaining.**

### RESTORE Grant Intergovernmental Agreement

**Bernadette Kuhn, Senior Environmental Planner** presented an overview of the RESTORE Big Game Critical Winter Habitat Range Project. The project will focus on treating cheatgrass (*Bromus* spp.) and feral rye (*Secale cereale*), two annual invasive grasses that outcompete native vegetation food sources for elk and mule deer and create fine fuel loads that increase wildfire risk. These grasses have invaded the native shrublands, grasslands, and ponderosa pine forests at Coyote Ridge and Bobcat Ridge natural areas that serve as important wildlife migration corridors and critical winter range habitat for elk and mule deer.

A \$328,900 National Fish and Wildlife Foundation RESTORE Colorado Program grant was recently awarded to the Larimer County Department of Natural Resources (LCDNR) in partnership with Colorado Parks & Wildlife (CPW), City of Fort Collins Natural Areas Department (FCNAD), Boulder County Parks & Open Space, and Jefferson County Open Space, to control and eradicate invasive annual grasses across 4,385 acres of foothills open spaces. As a partnering agency, FCNAD will receive \$58,500 to treat 780 acres across Coyote Ridge and Bobcat Ridge Natural Areas. FCNAD is contributing \$22,875 in cash match and \$9,562 in-kind match (staff time). To share the funding, Larimer County has requested that the City of Fort Collins enter into an Intergovernmental Agreement (IGA).

**Discussion:** The Board and staff engaged in extensive discussion about the project with

- The board reviewed the draft letter of support regarding the following budget offers: Master Planning Existing Parks for Park Planning, the Recreation registration software, and the 3.0 FTE Classified Building Attendants for Recreation.
  - Ken Christensen made a motion for the board to approve the letter of support pending all errors and omissions were corrected. The updated letter would then be sent to the budget committee addressed to council. Meghan Willis seconded and board members were all in favor.
- Vote to recommend the Active Modes Plan for adoption.
  - The board discussed the Active Modes Plans, how it aligns with other master plans, funding sources, and potential partnership opportunities.
  - Mike Novell made a motion to support the plan with a strong recommendation to overlap master plans and work with community partners. Nick Armstrong seconded, and board members were all in favor.
- **NEW BUSINESS**
  - Discussion for the 2023 work plan was postponed to the month of September.
- **BOARD MEMBER REPORTS**
  - Marcia Richards and Nick Armstrong attended the Bicycle Advisory Committee. They toured the CSU campus on a bike and discussed various bike path additions like roundabouts and underpasses.
  - Nick Armstrong attended Community Services 101 at the Senior Center.
- **RECREATOR ARTICLE SCHEDULE**
  - Jon Corley will be writing the next Recreator article on Light Pollution and Dark Sky initiatives due in mid-October.
  - Nick Armstrong is interested in creating short podcasts from the Recreator topic list that can be reused as recreator articles. Various questions arose like, what are best practices around podcast management, is there IT support, and is this outside the lane of the advisory board?
- **OTHER BUSINESS (30 MINUTES)**
  -
- 1. **RECREATION UPDATE – LeAnn Williams**
  - a. The SE Recreation Center work session was postponed to November 8<sup>th</sup> to allow PSD to discuss with their boards and align potential partnerships.
  - b. City recreation staff are now approved contractors for PSD schools which means that staff can assist with opening and closing psd facilities for youth programs.
- 2. **PARK PLANNING AND DEVELOPMENT UPDATE – Craig Kisling**
  - a. See attached memo
- 3. **PARKS UPDATE – Mike Calhoon**
  - a. Spring Creek clean up occurred due to increased rain in July.
  - b. Parks is working on reseeding areas.
  - c. Parks has had to close the Spring Canyon splash pad due to lack of staff.
  - d. Parks is still short staffed.
  - e. Parks worked with storm water for approved system that can legally discharge into Spring Creek drainage at the Spring Canyon Dog Park.
  - f. The Community Canopy program was launched on August 1<sup>st</sup>.
  - g. Adult mosquito spraying applications are happening in various locations around town.
- 4. **COMMUNITY SERVICES DIRECTOR UPDATES-Seve Ghose:**
  - a. Not present.
- 5. **6 MONTH PLANNING CALENDAR REVIEW .**
  - a. Minimum wage on the 6<sup>th</sup>
  - b. December 13<sup>th</sup> work session on infrastructure replacement plan to council
  - c. State of the city address in Jan
- **ADJOURNMENT**
  - Mike Novell made a motion to adjourn at 7:41 pm seconded by Nick Armstrong. All in favor.



Dave Lingle inquired about BFO Offer 52.7 *Old Town Parking Structure Preventative Repairs and Elevator Preventative Maintenance* and if the amount of the two-year Offer would cover all identified repairs or just the upper level with the weather exposure.

Mr. Robenalt shared that the 2022 American Rescue Plan Act (ARPA) funds noted on the Offer, have yet to be expended in 2022. In addition to the \$301,000 funding in the Offer, he noted that the ideal approach is that a percentage of Parking Services annual revenue would be available to address the immediate and ongoing repair needs and maintenance. The details of that arrangement will be addressed in the modification of the current IGA with the City. Mr. Getto provided background that the City hired Martin and Martin, who provided an engineering report in 2019 identifying the needs of the entire structure. The DDA is waiting for an updated report, which should be available soon.

There was Board discussion on *Historic Preservation Surveyor Specialist 23.17*. It was determined that while this position would benefit the City overall, there are still some areas in the DDA District to be surveyed. It was determined that the Board would like to reinforce to the City the importance of being proactive.

Mayor Arndt encouraged the Board to submit a formal letter regarding items of importance to the DDA, which helps provide Council with more information on specific Offers during their review of the City Budget.

Matt Robenalt summarized the intentions of the Board regarding the BFO offers. A letter from the DDA Board to City Council expressing support for the six (6) items recommended for funding listed in the Staff memo, as well as encouraging City Council to consider funding the District 1 buildout and funding to perform proactive historic surveys whether through a contractor or by funding the Historic Preservation Survey Specialist.

**Moved by Jenny Schultz, seconded by Sam Coutts: To direct Staff to provide a letter to City Council expressing support as Matt outlined. The motion passed unanimously.**

#### **PRESENTATION OF DRAFT FORT COLLINS ACTIVE MODES PLAN**

Derek Getto provided information regarding the draft Fort Collins Active Modes Plan. DDA Staff met with City staff prior to the Board meeting to discuss the draft and sent a letter to Courtney Geary, FC Moves, with observations, comments, and questions. Aaron Iverson, Senior Manager, City of Fort Collins Transportation Planning, and Rachel Ruhlen, Transportation Planner, FC Moves, presented information on the draft.

Randy Shortridge provided perspective for the Willow and Linden intersection as a frequent user and sees it as already user-friendly. He brought attention to the lack of pedestrian crossing in other areas connecting to the River District.

Matt Robenalt provided information that there is a plan for an improved crossing at Pine Street and Jefferson Street through an IGA between the City and the Colorado Department of Transportation. There are also plans for pedestrian improvements for Jefferson Street from College Avenue to Lincoln. DDA Staff observed that these plans were left out of the City's draft plan.

Randy Shortridge noted issues on Riverside from Mountain to Mulberry, that it is unfriendly to pedestrians and bicycles and questioned City Staff as to why those areas were not included in the draft

Plan. Siting the eastside neighborhood, south of Old Town and north of Prospect, Mr. Shortridge noted that it has very poor access to a bike trail other than at Lemay. It would be a great location to add connectivity.

Sam Coutts inquired if the Plan aims to improve connectivity or if it's more of an analysis of existing networks. Ms. Ruhlen reported that the values-based prioritization had data connectivity as the highest weight, including safety, comfort, access, health, and equity. Derek Getto shared that one of the DDA Staff's comments to FC Moves was that the bicycle and pedestrian trail network is not incorporated into the Plan. Ms. Ruhlen clarified that the trails are part of the online map system, and Aaron Iverson acknowledged that the trail system is the backbone of the Plan and would be incorporated.

Sam Coutts asked if the improvements were capital improvements or developer re-pavements. City Staff explained that funding is a combination of City funds, State and Federal grants, and developer-improved changes, but there is a funding gap. Mr. Coutts inquired if a developer could ask the DDA to help with funding for a bike lane or other improvements based on the Plan. Matt Robenalt explained that it would be an option for the developer to request funding, but there has already been a process in place for many years to accommodate that scenario through the Pedestrian Plan. Information is outlined in the letter attached to the Agenda Memo.

Aaron Iverson shared that a parallel process is to update the multi model level service manual, and City Staff plans to build on that and doesn't want to do away with work done in the past. He appreciated the feedback that DDA Staff provided.

Dave Lingle asked about land or easement acquisition in the draft Plan and if the assumption that everything being proposed can fit within existing right-of-way. Mr. Iverson commented that City Staff had not necessarily made that assumption. He acknowledged that it would be ideal to work within the footprint of the roadway to reallocate space, such as a roadway diet to realign lanes, but that capital projects can include need for land acquisition or easements. Mr. Lingle suggested that City Staff have their consultant reference a need to evaluate for right-of-way availability or acquisition of private property to accomplish pedestrian and bicycle plans.

Ms. Ruhlen shared that City Staff has received feedback from other City departments that cost estimates in the draft Plan are too low. She stated that while public comment had ended, there was still time for the Board to share comments before the Plan is taken to City Council Work Session in October.

Mr. Lingle inquired if the intent is that City Staff would take Board comments and DDA Staff questions, revise the draft Plan, and provide to the DDA Board for an endorsement. City Staff confirmed that they would review comments and update the Plan before the City Council Work Session. DDA Board expectation is that City Staff will incorporate general public and DDA comments into the Plan prior to taking the Plan to the City Council Work Session on October 25 and return to the DDA Board in November with feedback from City Council.

#### **OTHER BUSINESS**

Matt Robenalt reminded the Board of the October Retreat at Elevations Credit Union starting at 9:00 a.m. The primary purpose of the Retreat is to provide input on drafting the 5-year Investment Plan.

Mr. Robenalt will also provide an update on amending the DDA Statute.

## BICYCLE ADVISORY COMMITTEE

### TYPE OF MEETING – REGULAR

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#### 3. AGENDA REVIEW

Vice Chair Dixon stated there were no changes to the published agenda.

#### 4. CITIZEN PARTICIPATION

Stephen Beckley introduced himself and briefly discussed his interest in bicycling.

#### 5. UNFINISHED BUSINESS

##### a. Active Modes Plan Update – Cortney Geary

Cortney Geary, Active Modes Manager, outlined some changes to the Active Modes Plan that are in progress based on feedback received from the Committee at the last meeting, primarily that the 20% active modes share goal for commute trips was not high enough and that the goal should reflect all trip purposes. She outlined data received from the travel diary surveys and noted currently, 22% of all trips are taken by active modes. She discussed the new goal of 50% of all trips being taken by active modes and outlined the main themes of the public outreach, including additional infrastructure recommendations, the need for ADA improvements, additional separated and protected bike lanes, some debate in terms of which users can be where, the desire to reduce speed limits, emphasis on tying the work to climate action, and questions regarding benefit to cost ratios.

Dixon requested clarification regarding the percentages and conversion numbers. Geary replied if half of the three-mile or less trips that are being taken by car could be converted to active modes, then 40% of all trips, regardless of distance or trip purpose, would be taken by active modes.

Dixon asked if the preliminary results of the travel diary surveys include a geographical dispersion of where the three-mile trips are being taken. Geary replied she does not have that at this point; however, it could likely be determined.

Krause commended the work on the changes and supported the link to the greater climate goals.

(\*\*Secretary's Note: Whitney Allison arrived at this point in the meeting.)

Owens commended the changes to the Active Modes Plan and commented on the recommendations related to Land Use Code changes, one being to remove minimum parking and implement maximum parking limits. He asked if that type of recommendation should be included with the current Land Use Code changes. Geary replied the hope is that any land use recommendations will be able to be incorporated with the Land Use Code updates.

## BICYCLE ADVISORY COMMITTEE

### TYPE OF MEETING – REGULAR

Owens asked about the pedestrian low-distance crossing network map and stated it may be valuable to include information on where low-stress network crossings exist. Geary replied that would be good information to include.

Owens commented on some segment areas that are missing on the map. Geary replied she would check on those areas.

Kelso stated the main goal should be looking at the most strategic ways to reduce vehicle miles traveled.

Chair Williams commented on the budget aspect of the Plan and asked if the investment in active modes through this Plan is where it should be. Geary noted one of the policy recommendations in the Plan is to evaluate how the percentage of investment in active modes projects is aligning with the goals related to climate, mode shift, and equity; therefore, doing that type of analysis will be important.

Krause stated he would like the BAC to recommend a 50% active modes ride share for all types of rides, including a budget that includes recommendations in that direction in order to achieve both that goal and contribute to the broader climate goal.

Dixon clarified the language that the budget prioritization should be consistent with helping to support the 50% goal.

Krause made a motion, seconded by Kovach, that the BAC recommend approval of the Active Modes Plan in conjunction with support for a 50% active modes share achievable across for all types of trips, including a budget prioritization consistent with helping support that goal. Yeas: Richards, Peyronnin, Dixon, Kovach, Krause, Owens, Allison, and Williams. Nays: none.

THE MOTION CARRIED.

## 6. NEW BUSINESS

### a. Letters of Support for Two Grade-Separated Railroad Crossing Planning Grant Applications

Dana Hornkohl, Capital Projects Manager, stated, if the grant applications are successful, supplemental budget appropriations would be sought from Council for the 20/80 cost share split associated with the grants. He noted the two crossings are indicated on the Master Street Plan and the two locations were chosen as they are best suited for the criteria included in the grant application.

Tim Sellers stated these two projects include active modes and provide a great opportunity for the City to leverage local dollars to improve the safety and efficiency of the transportation network.

# MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



## TRANSPORTATION BOARD

### TYPE OF MEETING – REGULAR

Gavaldon made a motion, seconded by York, to approve the minutes of the August 2022 meeting as written. The motion was adopted unanimously with Dyrdaahl and Rachline abstaining.

## 6. UNFINISHED BUSINESS

### a. Active Modes Plan – Cortney Geary

Cortney Geary, FC Moves Active Modes Manager, stated the Bicycle Advisory Committee had a special meeting on September 15<sup>th</sup> which gave it the opportunity to provide some additional feedback and present a motion on the Active Modes Plan. She stated the Committee made a motion to recommend to the Transportation Board to recommend to Council to adopt the Plan with a significant recommendation for the Plan to have a goal of 50% active mode share of all trips with funding in the implementation plan to support that. Geary stated staff believes that goal is achievable and adjustments can be made to the implementation plan to recommend the funding and program of projects that could help achieve the goal.

Dyrdaahl asked about the correlation of the Active Modes Plan with the budget outcome areas. Geary replied the Active Modes program has a budget offer for ongoing funding for its work with active modes planning, micro-mobility work, and various events. She discussed other budget offers related to active modes and implementation options.

Gavaldon asked how many changes have been made to the Plan regarding the mode share goal. Geary replied the former mode share goal was 20%, which was based on commute trips that are currently at 10%. She noted the BAC wanted the goal to reflect all types of trips, not just commute trips, and the travel diary study showed a current active modes share of about 22%; therefore, the new goal of 50% will slightly more than double the goal for all types of trips. She stated the commute mode share goal may not be the best metric, particularly given Covid-era changes in commuting, and measuring all types of trips will be a better metric in terms of implementing the recommendations.

Gavaldon asked if the vehicle miles traveled metric accounts for all trips. Geary replied in the affirmative and stated calculations show there could be a 20% reduction in vehicle miles traveled if a 50% active modes share for all trips could be achieved. She stated reaching the goal will require aggressive implementation of the infrastructure improvements and some challenging policy; however, she does not believe it is unattainable.

Gavaldon expressed concern the goals are too lofty to be attainable.

York expressed support for changing the goal to be for overall trips and expressed support for the 50% goal. Blochowiak concurred.

Owens asked if a low-stress pedestrian crossing map was considered. Geary replied she just discussed that with Toole Design, the consulting firm, and it seems to be



## TRANSPORTATION BOARD

### TYPE OF MEETING – REGULAR

something they will be able to address.

York made a motion, seconded by Owens, to accept the Bicycle Advisory Committee's recommendation to approve the Plan and to recommend its adoption by Council.

Gavaldon stated he would not support the motion as he would like to see more achievable goals as part of the Plan.

Dyrdahl stated it would be helpful to include implementation phases by year in the Plan in order to help with loftier goals being more precise. She stated she would support the motion.

The vote on the motion was as follows: Yeas: Brown, Dyrdahl, York, Owens, and Blochowiak. Nays: Gavaldon. Abstain: Rachline.

THE MOTION CARRIED.

## 7. NEW BUSINESS

### a. Introduction of New Transportation Board Members

Iverson stated there are two new Board members, Ed Peyronnin and Jess Dyrdahl.

Dyrdahl introduced herself and discussed her experience in running for City Council and desire to continually improve upon Fort Collins through work on Boards and Commissions.

Other Board members introduced themselves to Dyrdahl and described their interest in transportation issues.

### b. Review of City Manager's Proposed City Budget – Aaron Iverson

Dyrdahl requested a brief explanation of how the Transportation Board interacts with the budget process.

Vice Chair Brown outlined the budgeting for outcomes process and the ways the Board provides input.

Iverson provided the letter from the BAC around its budget recommendations. He noted it highlighted four currently unfunded offers the BAC would like to see considered for funding: 27.14, an enhancement offer for school transportation safety assessments and strategic infrastructure for youth, 27.15, a FTE to run the Shift Your Ride travel options program, 36.9, neighborhood traffic mitigation program expansion, and 54.7, asset management for parks, hard-surface trails, and infrastructure replacement. Iverson noted the Shift Your Ride travel options program itself has been recommended for funding.

(\*\*Secretary's Note: Chair Hart arrived at this point in the meeting.)

Chair Hart and Dyrdahl introduced themselves to one another.



**MEMORANDUM**  
**NATURAL RESOURCES ADVISORY BOARD**

**DATE:** September 28, 2022  
**TO:** Mayor and City Council Members  
**FROM:** Natural Resources Advisory Board  
**SUBJECT:** Support for Draft Active Modes Plan with Modifications and Alignments

Dear Mayor and Council-members,

The Natural Resources Advisory Board (NRAB) is expressing support for the draft Active Modes Plan (AMP) as presented by staff at a regular meeting on August 17, 2022, with recommended modifications and alignments.

The Board views the AMP as critical to the goals and outcomes outlined within Our Climate Future (OCF), and believes that heavy investment in this area is beneficial to residents, especially with the focus on eliminating serious injuries and fatalities. In order to support the environmental goal of reducing 2030 greenhouse gas emissions by 80% below 2005 baseline levels, and being carbon neutral by 2050, transportation emissions must be reduced significantly. The way residents get around in our great City simply has to look and feel different than it does today.

As outlined in OCF, primary drivers of progress toward the carbon reduction goal include “Choices by individuals to ride bikes, walk, or take the bus [...]” and ultimately, Big Move #4: Convenient Transportation Choices: “It is safe, easy, fast and affordable to get around without a car.” As such, the board believes the AMP should be calibrated to deliver 50% active mode share, and budgetary support should be aligned with this goal.

NRAB believes Council must empower staff with a revised framework for the City’s broader transportation budget, allowing for adequate funding of active modes and transit, considering vehicle travel has historically been the primary focus for the City, based on dollars invested. The AMP has an opportunity to make priorities clear as far as incentivizing behaviors and travel options. The plan should be thoughtful but to the point on where to promote active modes and deprioritize single occupant vehicle travel, through changes to parking, potential related fees, and areas where it makes sense to limit access. Doing so will allow the plan to deliver on the aforementioned critical impact areas, and clearly support equity, mitigation, and resilience.

Thank you for your consideration and the opportunity to engage on this matter.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Kevin Krause".

Kevin Krause  
Vice-Chair, Natural Resources Advisory Board

cc: Kelly DiMartino, City Manager  
Lindsay Ex, Environmental Services Director  
Cortney Geary, Active Modes Manager  
Honore Depew, NRAB Staff Liaison and Climate Program Manager  
Julie Pignataro, City Council Liaison to the NRAB



## MEMORANDUM

October 14, 2022

TO: Mayor Jeni Arndt and City Council Members  
FROM: Planning and Zoning Commission  
RE: Proposed Active Modes Plan, City of Fort Collins

The Planning and Zoning Commission (Commission) has reviewed the recommendations contained in the proposed City of Fort Collins Active Modes Plan. Overall, we believe the plan achieves its goal of promoting significant improvement and expansion of the City's existing active modes network, support facilities, and community connectivity.

While supportive of the recommendations, the Commission recognizes that current sources of revenue will not be sufficient to cover the expected annual costs of near and mid-term projects. For that reason, the Commission encourages the Council to consider the trade-offs that would be required to execute the plan, as proposed, or seek alternative sources of funding. As a substitute, Council could adjust the timing or amount of the capital infused into the project. A plan with realistic deliverables sets expectations appropriately among all stakeholders.

Cc: Kelly DiMartino, City Manager



# walk. bike. roll.

## ACTIVE MODES PLAN

December 6, 2022

Item 18.

### Active Modes Plan

Presented by:

Cortney Geary

Active Modes Manager



## Strategic Plan



### Transportation & Mobility

- 6.1 Improve safety, achieve no fatalities or serious injuries
- 6.3 Invest in equitable access to and expansion of all sustainable modes of travel

## City Council Priorities



- Implementation of 15-minute community concept
- Improved air quality

## City Plan



- Transportation: T6&7  
Support walking and bicycling as safe, easy and convenient travel options for all ages and abilities by building connected networks
- Environmental Health
- Neighborhood Livability & Social Health



- 1 Background
- 2 Envisioning the Future
- 3 Recommendations
- 4 Key Changes

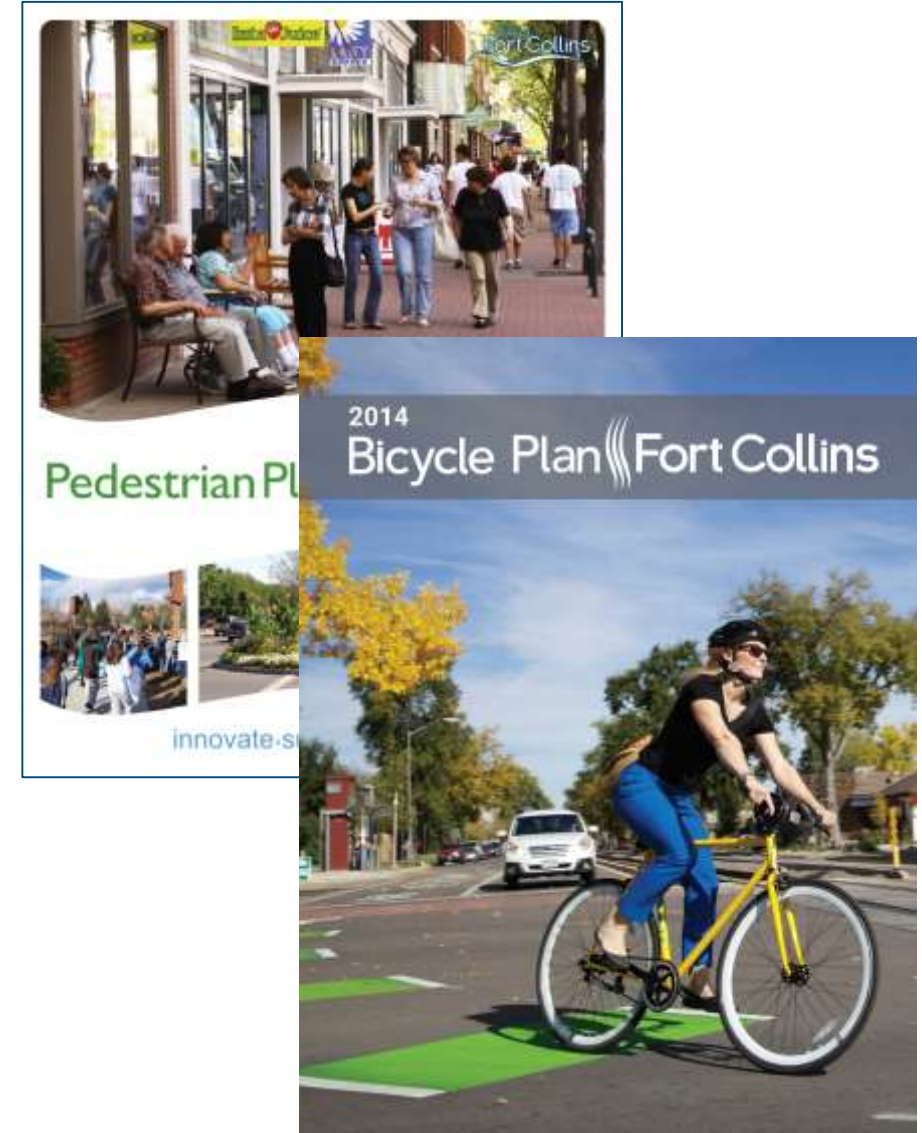


# Background

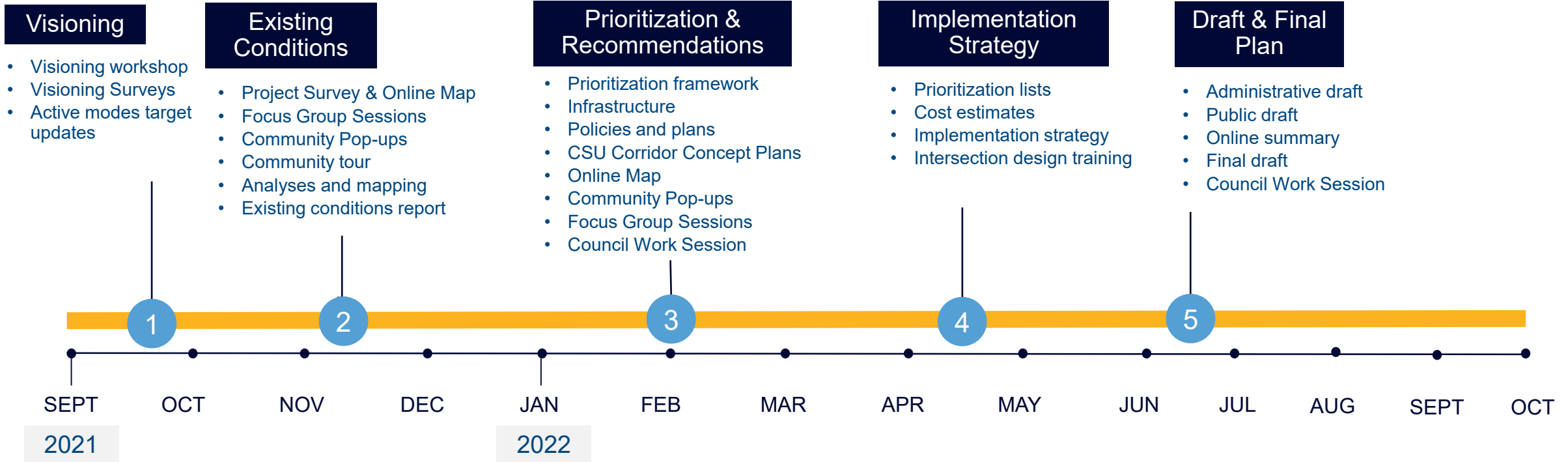


## Purpose

- 1 Update and consolidate the 2011 Pedestrian Plan and 2014 Bicycle Plan
- 2 Incorporate micromobility options such as scooters and skateboards
- 3 Identify opportunities to improve and expand the City's existing active modes networks, support facilities, policies, and programs



## Process





# Community Engagement

## 50 STAKEHOLDER MEETINGS

- 2 Visioning workshops
- 4 Technical Advisory Committee (TAC) meetings
- 4 Community Advisory Committee (CAC) meetings
- 3 Transportation Board presentations
- 6 Bicycle Advisory Committee presentations
- 18 Presentations to other City Boards and Commissions
- 13 Presentations to other community organizations

## 5 ONLINE MAPS AND SURVEYS

- 2 Public online map exercises (offered in English and Spanish)
- 3 Questionnaires (online and print; offered in English and Spanish)

## 6 POP-UP EVENTS AND INTERCEPT SURVEYING

## 29 FOCUS GROUPS

with various organizations, departments, schools, and interested parties within the City of Fort Collins and CSU

## 3 CITY COUNCIL PRESENTATIONS



~ 3,500 people engaged



# Envisioning the Future

# Vision

Active transportation is an integral part of daily life and the local cultural experience. Fort Collins is a place where walking, bicycling, and using other active modes are safe, accessible, convenient, joyful, and desired by people of all ages and abilities.

# Goals

- 50% active modes share of all trips by 2032
- Eliminate active modes fatalities and serious injuries by 2032, in support of Vision Zero







# Recommendations

## Policy & Program Recommendations

- 1 Prioritizing active modes
  - transportation hierarchy
  - funding allocation
- 2 Updating land use policies to support active modes
  - 15-minute communities
  - development practices
  - parking policies
- 3 Aligning standards with active mode goals
  - Larimer County Urban Area Street Standards
  - Multimodal Levels of Service framework
  - sidewalk maintenance and asset management
  - signal timing and intersection design
- 4 Expanding and creating programs that support active modes
  - Safe Routes to School
  - Shift Your Ride travel options
- 5 Engaging communities authentically around active modes
  - Equitable engagement with historically underserved groups
  - Open Streets and asphalt art
  - Increase visibility and importance of walking



## Infrastructure Recommendations

- Spot Treatments
  - High-priority intersection improvements
- Bicycle Network Improvements
  - Linear bicycle facilities

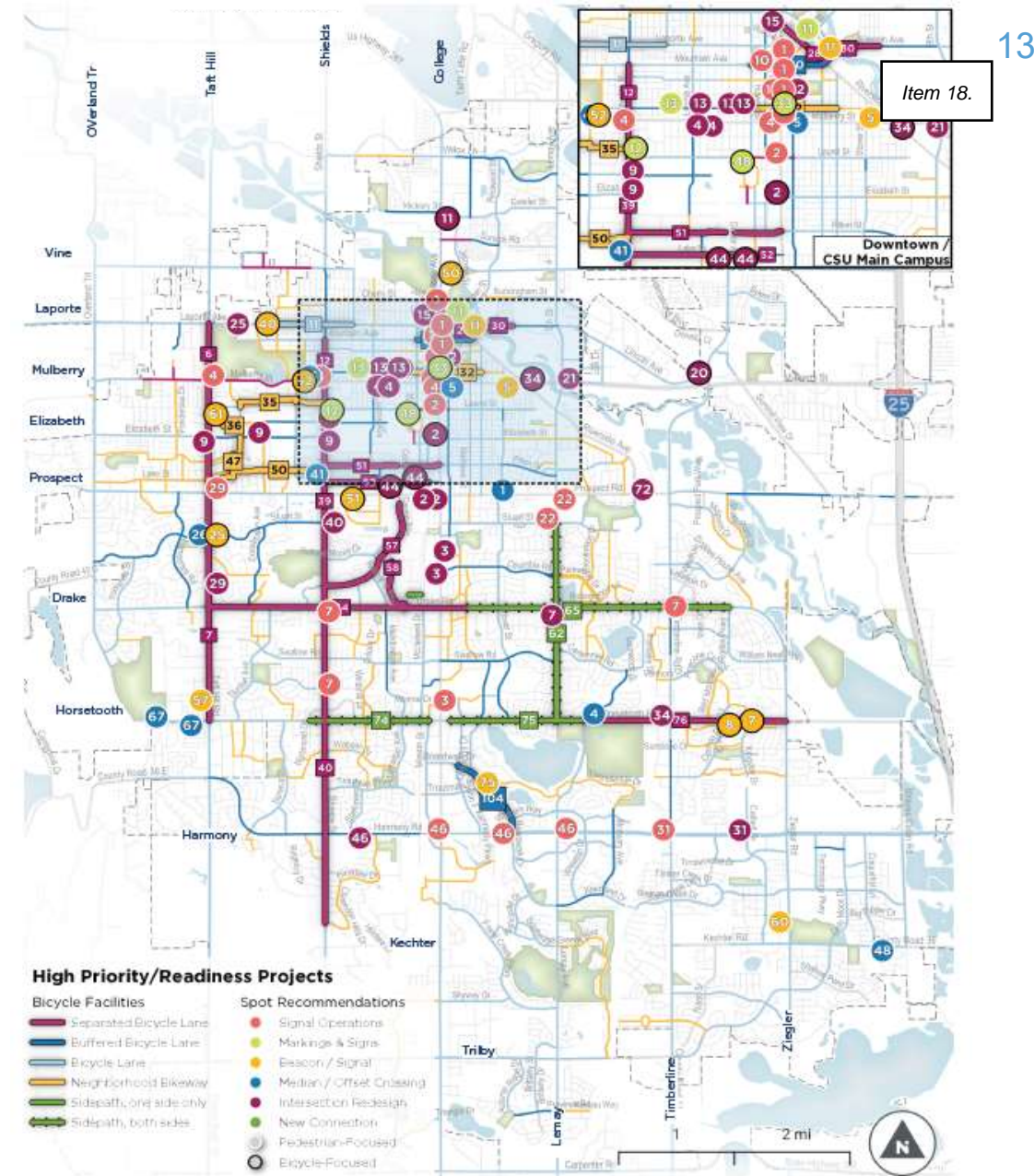
The Active Modes Plan does not supersede the:

- **Pedestrian Needs Assessment** which prioritizes sidewalk and ADA improvements
- **Paved Recreational Trail Plan** which recommends future paved trails



# Phase 1: High Priority/Readiness

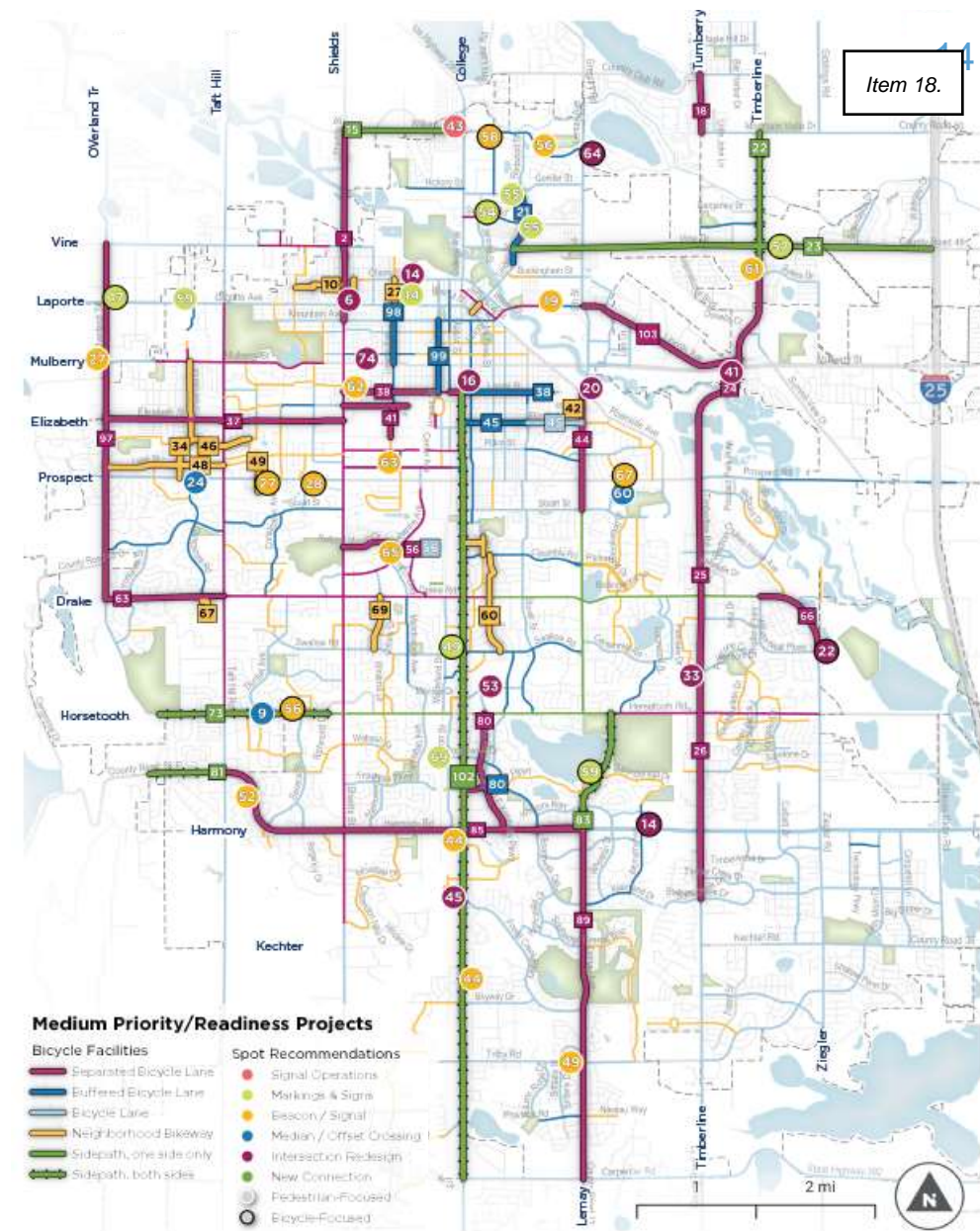
- Focused on strengthening the core network
- Includes strategic crossing improvements citywide
  - Cost estimate: \$30.4 million





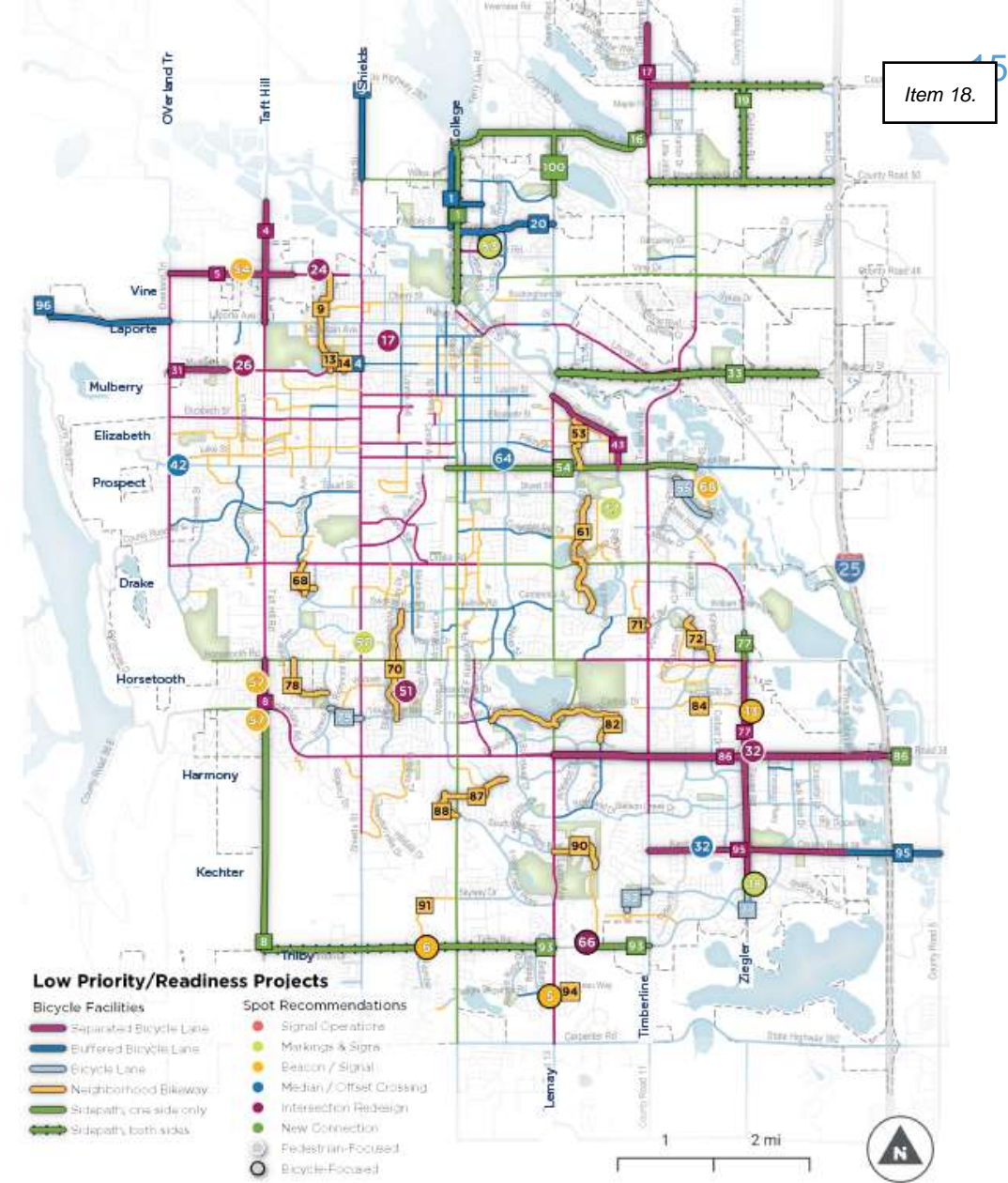
## Phase 2: Medium Priority/Readiness

- Focused on expanding the core network to a larger geography of the city
- Includes more complex projects
  - Cost estimate: \$57.1 million



# Phase 3: Low Priority/Readiness

- Focused on completing the “full-build” network
- Includes transformational projects to complete the citywide network
  - Cost estimate: \$71.2 million





# Key Changes



## Key Changes

### 1 Chapter 4: Big Moves and Next Moves

- Elaborated on need to expand and improve short-term and long-term bicycle and micromobility parking

### 2 Chapter 5: Policy and Program Recommendations

- Emphasized support for amending development code to increase bicycle and micromobility parking
- Addressed need for public education with new or innovative infrastructure
- Added reference to guidelines for accommodating micromobility in design and right-of-way use to improve the safety of micromobility users
- Elaborated on fun, creative programs and strategies to encourage people to try using active modes

### 3 Chapter 7: Implementing the Vision

- Clarified that High Priority/Readiness phase of infrastructure recommendations focuses on strengthening core network, while improving strategic crossing locations citywide



For Questions or Comments, Please Contact:

Cortney Geary

[cgeary@fcgov.com](mailto:cgeary@fcgov.com)

