

# Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, January 23, 2024

Council Information Center (CIC), 300 Laporte Avenue, Fort Collins, CO 80521

**NOTE: New location for Council work sessions.**

## NOTICE:

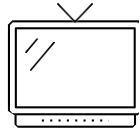
Work Sessions of the City Council are held on the 2nd and 4th Tuesdays of each month in the Council Information Center (CIC) of the 300 Building. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

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 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 48 hours' advance notice when possible.*

*A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione 48 horas de aviso previo cuando sea posible.*



While work sessions do not include public comment, mail comments about any item on the agenda to [cityleaders@fcgov.com](mailto:cityleaders@fcgov.com)





# City Council Work Session Agenda

January 23, 2024 at 6:00 PM

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

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

**NOTE: New location for Council  
work sessions.**

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

Carrie Daggett  
City Attorney

Kelly DiMartino  
City Manager

Rita Knoll  
Chief Deputy City Clerk

## CITY COUNCIL WORK SESSION 6:00 PM

### A) CALL MEETING TO ORDER

### B) ITEMS FOR DISCUSSION

#### 1. 2024 Big Picture – Context for Council Priority Setting.

The purpose of this item is to share context of the current state of trends and selected previously-adopted goals with Council in advance of their Council retreat on January 27, 2024.

### C) ANNOUNCEMENTS

### D) ADJOURNMENT

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

January 23, 2024

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Kelly DiMartino, City Manager  
Rupa Venkatesh, Assistant City Manager  
Ginny Sawyer, Senior Policy Manager

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## SUBJECT FOR DISCUSSION

**2024 Big Picture – Context for Council Priority Setting.**

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## EXECUTIVE SUMMARY

The purpose of this item is to share context of the current state of trends and selected previously-adopted goals with Council in advance of their Council retreat on January 27, 2024.

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What discussion would Council like to have with staff to help prepare for their priority setting session at the Council retreat?
2. What additional questions do Councilmembers have prior to their retreat?

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## BACKGROUND / DISCUSSION

Council onboarding occurs every two years in conjunction with local elections. Improving this process has been a primary focus for Council and staff, and the shift of local elections from April to November has provided more opportunities to address Council needs and requests in this space.

One of the most important stages of Council onboarding is the retreat where a primary outcome is Council priority setting. Feedback from Councilmembers included the desire for more context and information so that Council can improve the quality of their priorities. The January 27, 2024, retreat will be facilitated by Fountainworks, a management and consulting firm based in Raleigh, North Carolina, that specializes in strategic planning and retreat facilitation.

This Work Session focuses on four main sections:

- *What makes a good Council priority?*
  - Retreat facilitators will share their insights to facilitate a dialogue to align expectations for January 27.

- *Current State: Trends and Forces and Adopted Plans*
  - City Plan was adopted by Council in 2018 and included a trends and forces report that focused on current conditions and trends within the community and the region that were important to note when developing the Plan.
  - Consistently, the top focus areas for the community and Council are climate, housing, economy, and transportation. Council has adopted plans that work towards specific community goals. Staff will provide a status update on those goals, what is currently underway, and what Council action can help achieve these goals.
- *Existing Workstreams*
  - This section will include a snapshot of existing workstreams and capacities for Council, staff, and the community.
- *Next Steps: Retreat Logistics and Priority Setting Timeline*

## **NEXT STEPS**

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Council retreat will be January 26-27, 2024. The first night will be dinner with Council, Council's direct reports, and the facilitators. The second day starts at 8:00 a.m. at Canvas Stadium. A full agenda and preparation materials will be provided to Council via a memorandum next week.

Following the retreat, Council will have two additional work sessions to solidify priorities and how they will integrate with the Strategic Plan:

- During the February 13 Work Session, staff will provide information for each of the priorities to include resource requirements, short term goals, and challenges.
- During the February 27 Work Session, staff will provide information as it relates to Strategic Plan updates.

## **ATTACHMENTS**

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1. Our Climate Future Memorandum, October 12, 2023
2. Presentation

Item 1.



Environmental Services Department

222 Laporte Avenue

Fort Collins, CO 80522

970.221.6600

## MEMORANDUM

Date: October 12, 2023  
 To: Mayor Arndt and City Council  
 Thru: Kelly DiMartino, City Manager  
 Tyler Marr, Deputy City Manager  
 From: Our Climate Future Executive Committee<sup>1</sup>  
 Our Climate Future Lead Team<sup>2</sup>  
 Re: 2023 Our Climate Future Update

The purpose of this memo is to provide an update on Our Climate Future (OCF) progress and implementation.

**Key Highlights:** Included in this memo are summaries of several key outcomes and projects:

- The **2023-2024 Next Moves Plan** is now available as a dynamic webpage, which summarizes priority Next Moves for this year and next as well as a gap analysis.
- The **OCF Council Roadmap** is a strategic tool for Council to use when considering the timing of decisions across multiple areas and how they impact the OCF Big Moves and goals between now and 2030. *(2023 Council Roadmap Attachment)*
- The **2021-22 Our Climate Future Update Infographic** includes progress towards community-wide goals and community partnership and resilience stories. Because of data availability, progress towards adopted goals is from 2021 and community partnership and resilience stories are from 2022. *(2021-22 Our Climate Future Update Attachment)*
  - *GHG Emissions:* Community-wide, GHG emissions were down 24% in 2021 compared to the 2005 baseline. Per capita emissions were down 41%.
  - *Renewable Electricity:* Renewable electricity made up more than half of the community's consumption (50.5%) in 2021.
  - *Waste:* The community-diversion rate in 2021 was 51.5%, meaning that more than half the total material that was generated throughout the year was recycled or composted.
- With the 2023-24 **OCF Community Partnership** budget enhancement, staff have been able to continue the Community Consultants program, start the Climate Equity Committee, and create the Community Leadership Grants program. Together, these programs help the City's work on climate better serve the community equitably by integrating community voices, perspectives and experiences.
- **Sustainable Funding** strategies for climate action and other priorities have been considered over the past two years within the framework of the OCF Big Moves. This informed the Council decision to pursue key funding strategies that OCF staff will continue to support, and which will go to a community vote on November 7<sup>th</sup>, 2023.

## 2023-2024 Next Moves Plan

When Our Climate Future was adopted in 2021, City Council supported an “evergreen approach” to advancing and tracking OCF initiatives. This means the transformational outcomes that will help us reach our goals (Big Moves) can stay constant while the year-to-year strategies (Next Moves) could be revisited and recalibrated every two years to align with City Council priorities, the City’s Strategic Plan, and the biannual budget cycle, as well as community needs and priorities and technological advancements.

For this iteration of the OCF Next Moves Plan community members can access a more dynamic webpage at [www.fcgov.com/climateaction/ocf-nextmoves](http://www.fcgov.com/climateaction/ocf-nextmoves). This version of the Next Moves plan is easily accessible to the community and creates transparency around strategies that have been informed by community priorities and needs.

The 2023-24 OCF Next Moves Plan showcases dozens of key strategies that are advancing Our Climate Future – detailing planned actions, leadership roles, and how progress is being measured.

*Next Moves* are the specific strategies and tactics that lead to transformational outcomes of the *Big Moves*. Each Big Move has an associated set of Next Moves. The Next Moves are evaluated for their impact on goals, benefits and costs, potential results for improving equity, and resilience.

*Pathways* are groups of Next Moves with results that drive toward a specific outcome. Current Pathways are summarized for electricity, buildings, transportation, industrial manufacturing, waste, and land use.

## City Council OCF Roadmap

Last October, staff presented an OCF Council Roadmap of direct actions that current and future City Councils will need to consider between now and 2030 to make reaching the community’s ambitious goals possible. Initiatives in the Roadmap range from policy processes to infrastructure investments to funding decisions – while continuing the OCF commitment to prepare for the impacts of climate disruption and to center community voices and priorities.

The OCF Roadmap is a strategic tool for City Council to use when considering decisions in multiple areas and how they impact the Our Climate Future Big Moves. In the 2023 version, the timelines of some initiatives have shifted over the past year and a few more decision points have been added; however, the same key areas remain – addressing building and energy codes, land use and transportation, and waste reduction and recycling policies. These actions will make it possible to achieve the emissions reductions pathways shared during the Q4 Work Session in 2022.

Of course, City Council also plays other roles in influencing progress toward goals, such as community storytelling and influencing statewide policy and rulemaking, which are not displayed within the roadmap graphic. The Roadmap may not be comprehensive of all major decisions upcoming in the next seven years, and staff will continue to update it as more information becomes available.

Please see attached 2023 OCF Council Roadmap.

## 2021/2022 Our Climate Future Update Infographic

Staff complete an annual update on the Community Greenhouse Gas Inventory in the form of an infographic report. To more fully represent the many elements of Our Climate Future (OCF), the 2021-22 Update includes progress towards the greenhouse gas (GHG) emissions, renewable energy, and zero waste goals; stories about community partnership and leadership; and examples of resilience projects that help our community prepare for continued impacts of climate disruption. Because of data availability, progress towards adopted goals is from 2021 and community partnership and resilience stories are from 2022.

Key takeaways from the Update include:

- **GHG Emissions.** Community-wide, GHG emissions were down 24% in 2021 compared to the 2005 baseline. Per capita emissions were down 41%.
- **Renewable Electricity.** Renewable electricity made up more than half of the community's consumption (50.5%) in 2021.
- **Waste.** The community diversion rate in 2021 was 51.5%, meaning that more than half the total material that was generated throughout the year was recycled or composted.
- **Community Partnership.** Our Climate Future is made possible by City-led, co-led, and community-led actions. In 2022, 15 community members provided their expertise and lived experience to City-led projects, which helped staff better design and deliver projects that serve many parts of the community.
- **Resilience.** Important projects that advanced the community's resilience in 2022 included battery storage at the Northside Aztlan Community Center, watershed recovery from the Cameron Peak Wildfire, and community water conservation programs.

The full 2021-2022 Update is attached to this memo and is also available on the City's Climate Action webpage ([www.fcgov.com/climateaction/reports](http://www.fcgov.com/climateaction/reports)).

## Community Partnership Programs

Our Climate Future is committed to centering community voices, perspectives, and priorities, which helps make climate action benefit everyone and to limit unintended consequences, particularly for those in the community who have been underserved. In 2022, City Council approved a \$60,000 enhancement for 2023-24 for OCF to continue action on this commitment. With this funding, OCF has been able to continue the Community Consultants program, reimagine a community advisory committee (now the Climate Equity Committee), and launch a small grants program (OCF Community Leadership Grants). These programs demonstrate the necessity and roles of City-led, co-led, and community-led projects.

- **Community Consultant Program (City-led).** This program is a continuation of the Plan Ambassador and Community Partner program that was a key element of engagement for OCF plan adoption. Now, in the implementation phase of OCF, Community Consultants are compensated individuals who share their insights, expertise, and experiences on a wide variety of City-led projects connected to OCF Big Moves.

- *13 community members are supporting 7 City projects in 2023 into early 2024. Projects include energy efficiency for manufactured homes, the Water Efficiency Plan, Open Streets, and a Neighborhood Services equity scan.*
- **Climate Equity Committee (CEC) (Co-led).** The CEC is an advisory committee that is centered in equity in process and outcome. The CEC is currently in a “forming and norming” stage and will soon be reviewing projects and making recommendations to staff for further embedding equity in them.
  - *Eight community members are currently part of the committee and are on 1- or 2-year terms. They are compensated for their time and expertise. The CEC is facilitated by an external party to create a neutral space and to provide professional facilitation skills for difficult and deep conversations.*
- **Community Leadership Grants (Community-led).** This program was designed as a low-barrier, flexible small grants program (up to \$10k per grantee) to advance community-leadership and capacity in the climate space, and followed a “curated” approach to seek out organizations that represent and serve marginalized parts of the community.
  - *Four grants have been awarded to local organizations who are leading projects in local food, reusable and shared materials, and education. Staff expect to share results and impacts from these projects in Q1 of 2024.*

The programs provide pathways for community members and organizations to lead and engage with Our Climate Future. OCF cannot be achieved through City action alone, and at the same time, the City’s support for community leadership is essential for advancing the vision of OCF.

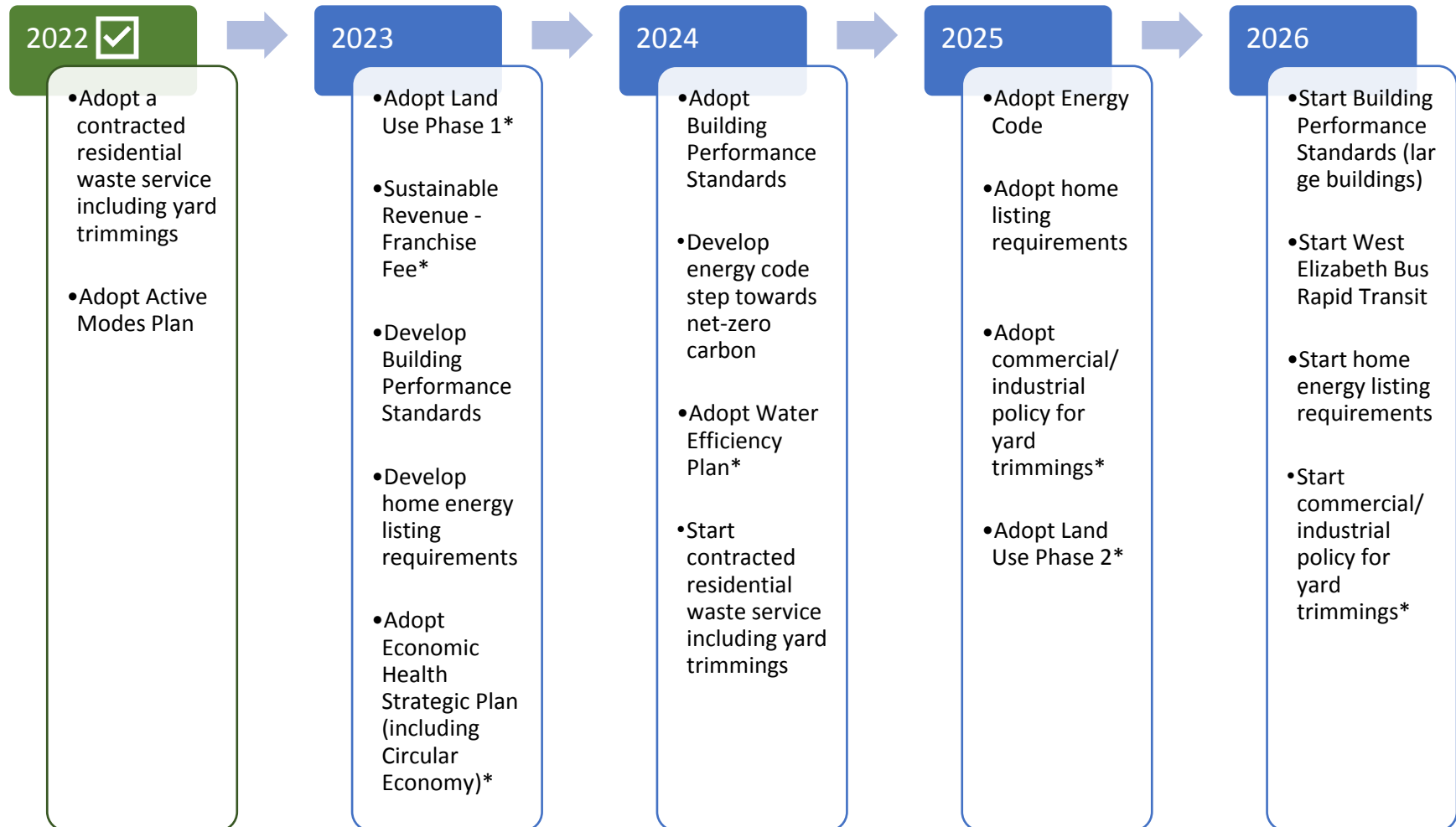
### Sustainable Funding

Council considered several Sustainable Funding strategies over the past two years to secure new revenue for climate action and other community priorities. This work was presented within the framework of the OCF Big Moves and resulted in both a proposed ballot measure for a new sales tax (estimated to generate ~\$5M/year for OCF initiatives) and an opportunity for an increase to the methane (natural) gas Franchise Fee (estimated to generate ~\$1M/year for OCF initiatives). OCF Lead Team and OCF Executive Committee will continue to engage and support on how these potential revenue sources can scale and accelerate initiatives supporting adopted OCF goals.

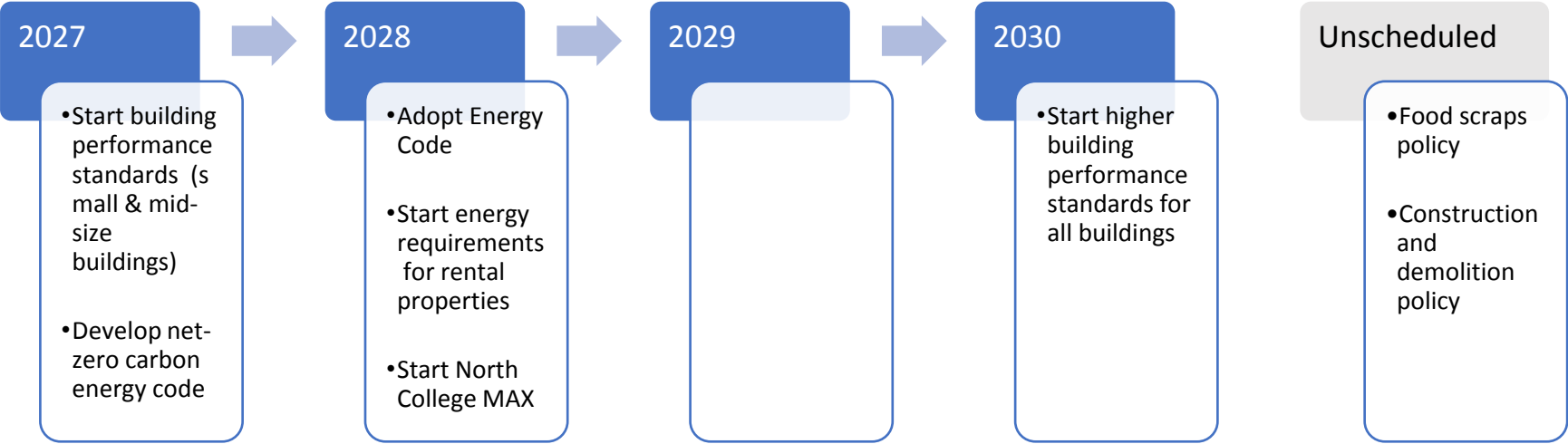


## 2023 Our Climate Future Council Roadmap

The OCF Roadmap is a strategic tool for Council to use when considering decisions in multiple areas and how they impact the Our Climate Future Big Moves – addressing building and energy codes, land use and transportation, and waste reduction and recycling policies. These actions will make it possible to achieve the emissions reductions pathways shared during the Q4 Work Session in 2022. An asterisk (\*) indicates a change from the 2022 Roadmap.



Item 1.



# 2024 Big Picture

*Context for Council Priority Setting*

**Kelly DiMartino**

City Manager





1

What makes a good  
Council priority?

2

Current State: Trends and  
Forces and Adopted Plans

3

Existing Workstreams

4

Next Steps: Retreat Logistics and  
Priority Setting Timeline







# What Makes a *Good* Council Priority?

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*Created by MIT lecturer, Donald Sull*

1. **Limit strategic priorities**
2. **Mid-term time horizon**
3. **Focus on innovation**
4. **Identify priorities**
5. **Address vulnerabilities**
6. **Provide actionable guidance**
7. **Synchronize internal goals**

## *Eisenhower Matrix*

		URGENT	NOT URGENT
IMPORTANT	URGENT	<u>Quadrant I</u> <i>urgent and important</i> <b>DO</b>	<u>Quadrant II</u> <i>not urgent but important</i> <b>PLAN</b>
	NOT URGENT	<u>Quadrant III</u> <i>urgent but not important</i> <b>DELEGATE</b>	<u>Quadrant IV</u> <i>not urgent and not important</i> <b>ELIMINATE</b>



**ACTIONABLE**



**MEASURABLE**



**LEADS TOWARDS  
LARGER PURPOSE**



**NESTED WITHIN  
STRATEGIC GOALS**





**Task:** Buy a new fleet of fire trucks.

*Goal:* Improve public safety initiatives.



*Priority:* Improve the fire department's response time to reduce damage for structural fires.

**Task:** Install EV chargers downtown.

*Priority:* Implement a climate action plan to make Fort Collins more environmentally sustainable.



*Priority:* Accelerate transition to all electric vehicles and fleets aligning with Our Climate Future Big Move 13.

***Consider how constituents' requests fit into larger priorities.  
Think about the context what is in the desired action.***





- Please bring up to five priorities to the January 27 retreat.
- Plan to present no more than 10 minutes to the whole group.





# Questions and Feedback



## TRENDS AND FORCES

- Ongoing Data Collection
- Census Results
- State and Metro Data Collections



## COMMUNITY INPUT

- Community Survey Results
- Direct Resident Feedback
- Strategic Plan
- Engagement Efforts



## ADOPTED PLANS

- Multiple Plans Outlining Community Goals and Targets

# COUNCIL PRIORITIES

Item 1.



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## Trends and Forces

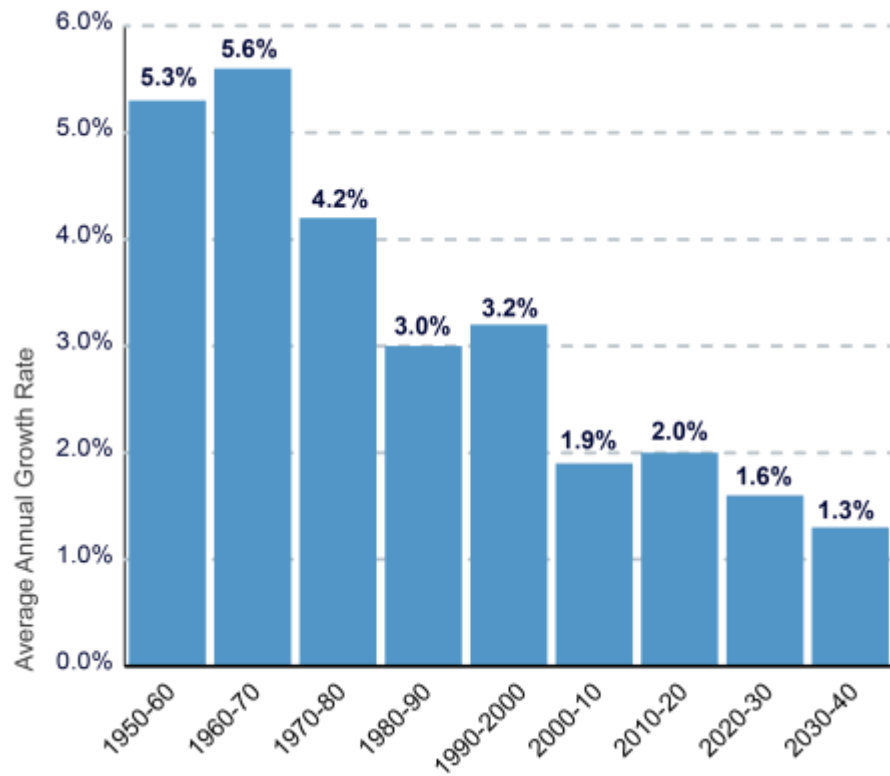
Characteristic	Amount	Source/Date
Street Centerline Miles	599	City of Fort Collins, 2023
Estimated Housing Units	70,247	City of Fort Collins Utilities, 2023
Estimated Population	171,848	State of Colorado Demographer's Office, Nov. 2023
Labor Force Participation (16+)	70.4%	ACS 5-Year Estimates, 2018-2022
Poverty Rate	16.2%	ACS 5-Year Estimates, 2018-2022
<b>Median Age</b>	<b>36</b>	ACS 5-Year Estimates, 2018-2022
<b>Median Household Income</b>	<b>\$78,977</b>	ACS 5-Year Estimates, 2018-2022
Education Level*	58.3%	ACS 5-Year Estimates, 2018-2022
Housing Cost Burden (>30% income spent on housing)	57% renter 20% owner	ACS 5-Year Estimates, 2018-2022

\*Approximate percentage of population age 25 years + with completion of 4 or more years of college education

## POPULATION GROWTH RATES

Fort Collins, 1950-2040

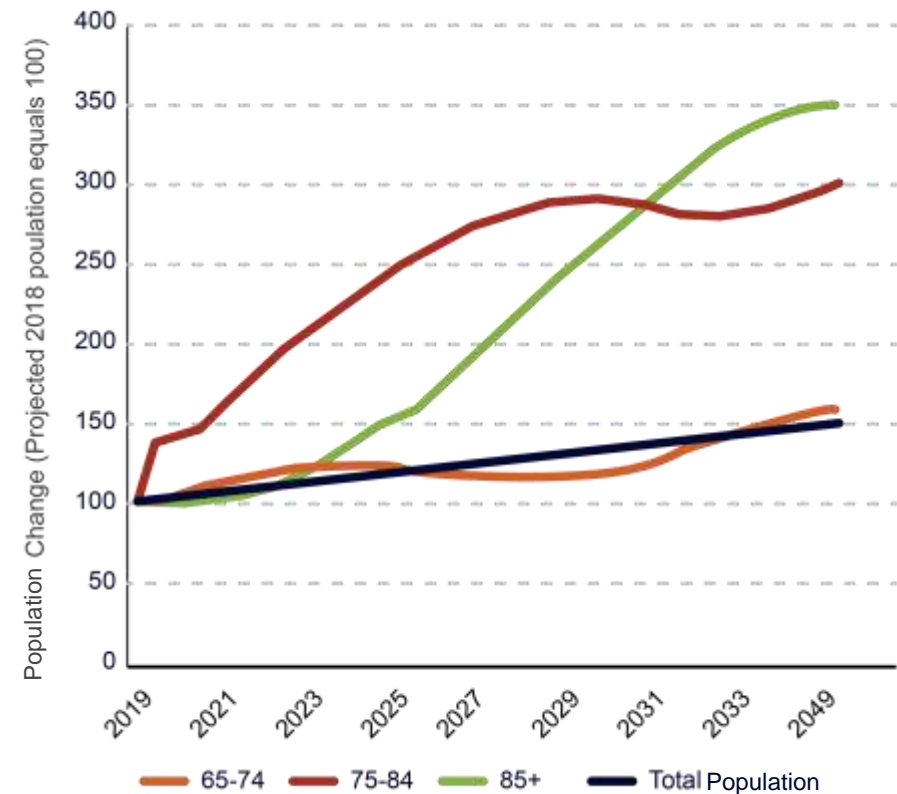
- The rate of growth has declined.
- Population is shifting towards 65+.
- Latest data show 2023 growth rate at .44%



## POPULATION GROWTH RATES

Larimer County, 2018-2050

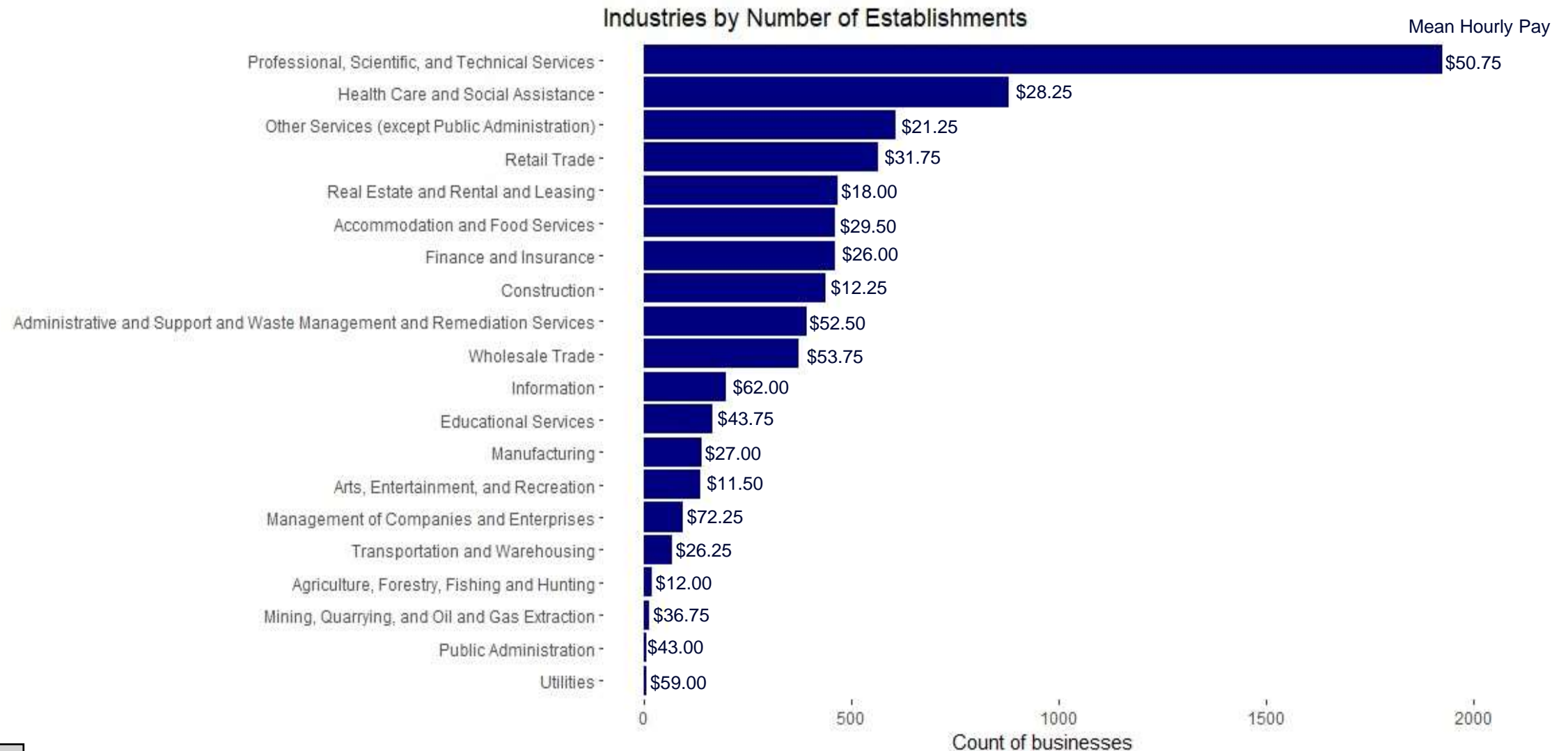
Based on the last 4 years, the projections made in 2018 are likely off and we will be at the very low end of the estimates.



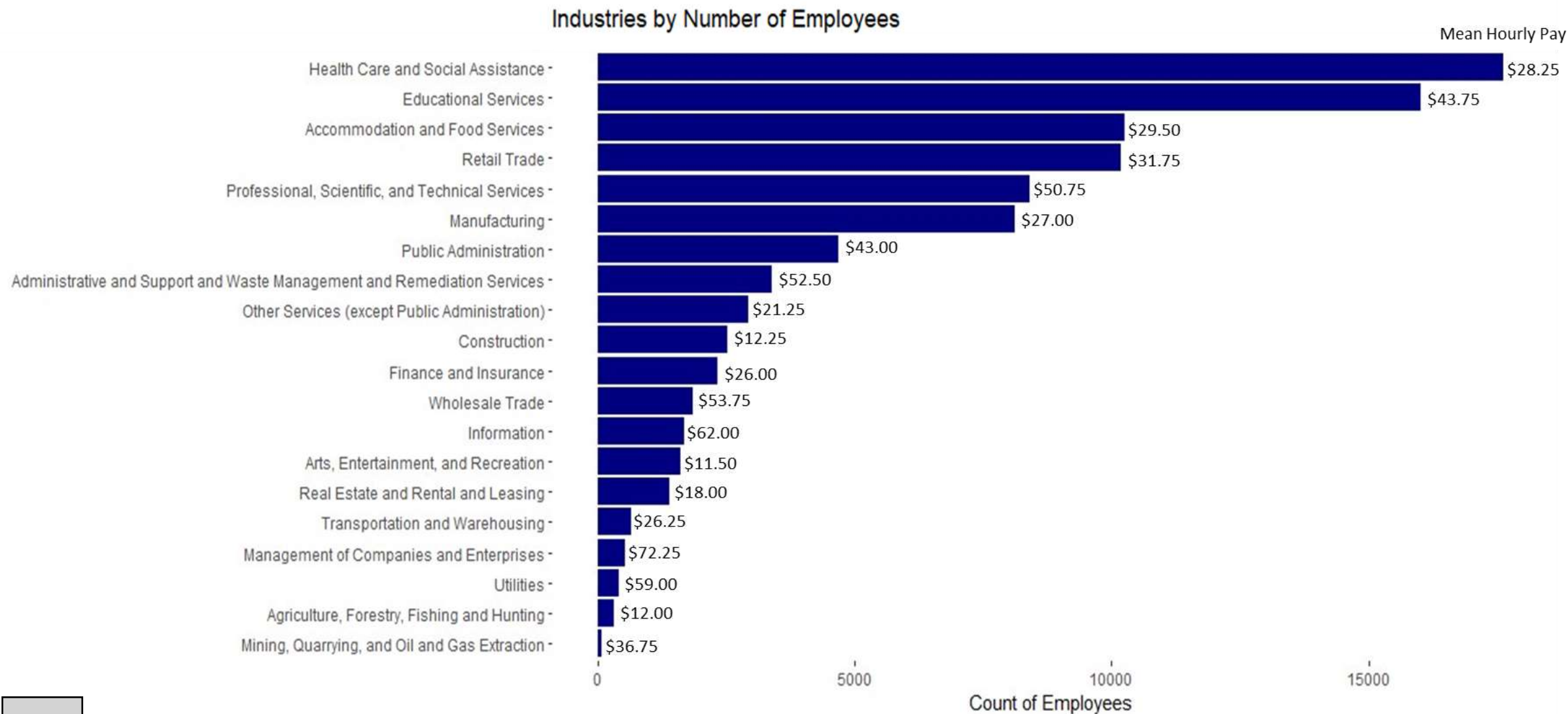
10-Year Sales Tax History







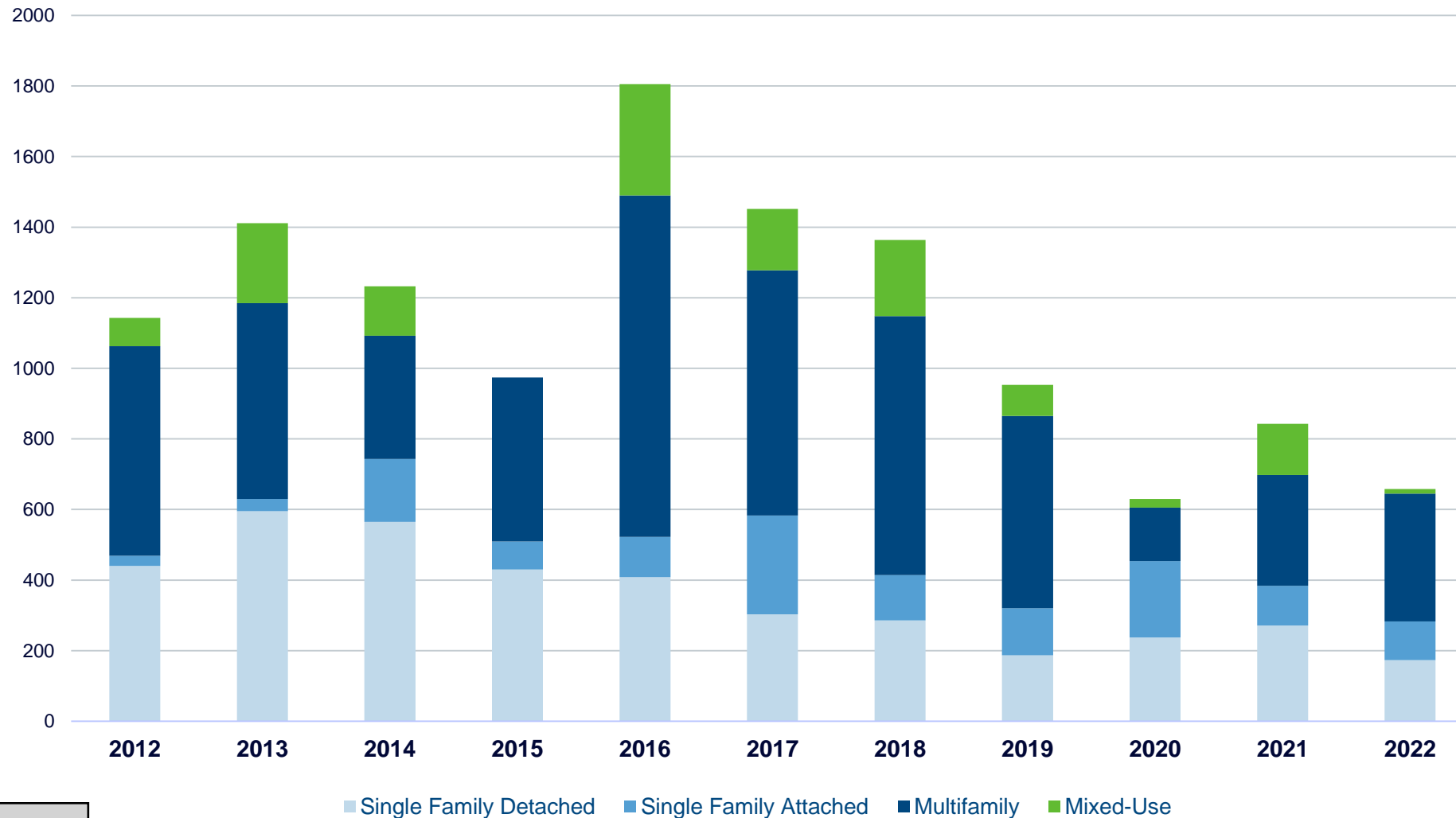






# Housing and Commuter Trends

New Residential Units, 2012-2022



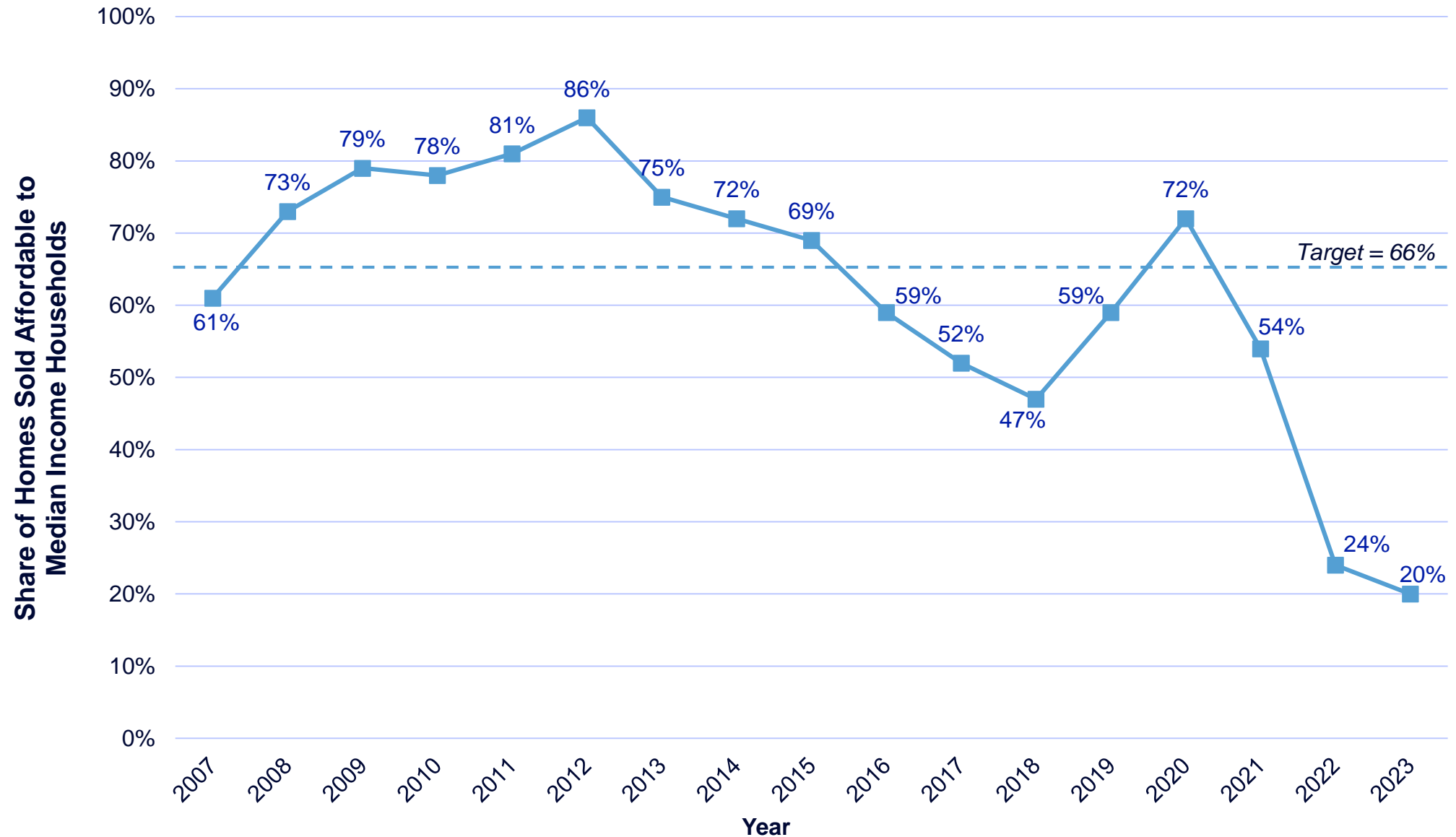
The late 1800s/early 1900s saw a diversity of housing types being built.

The 1990s and 2000s saw a majority of detached single unit home builds.

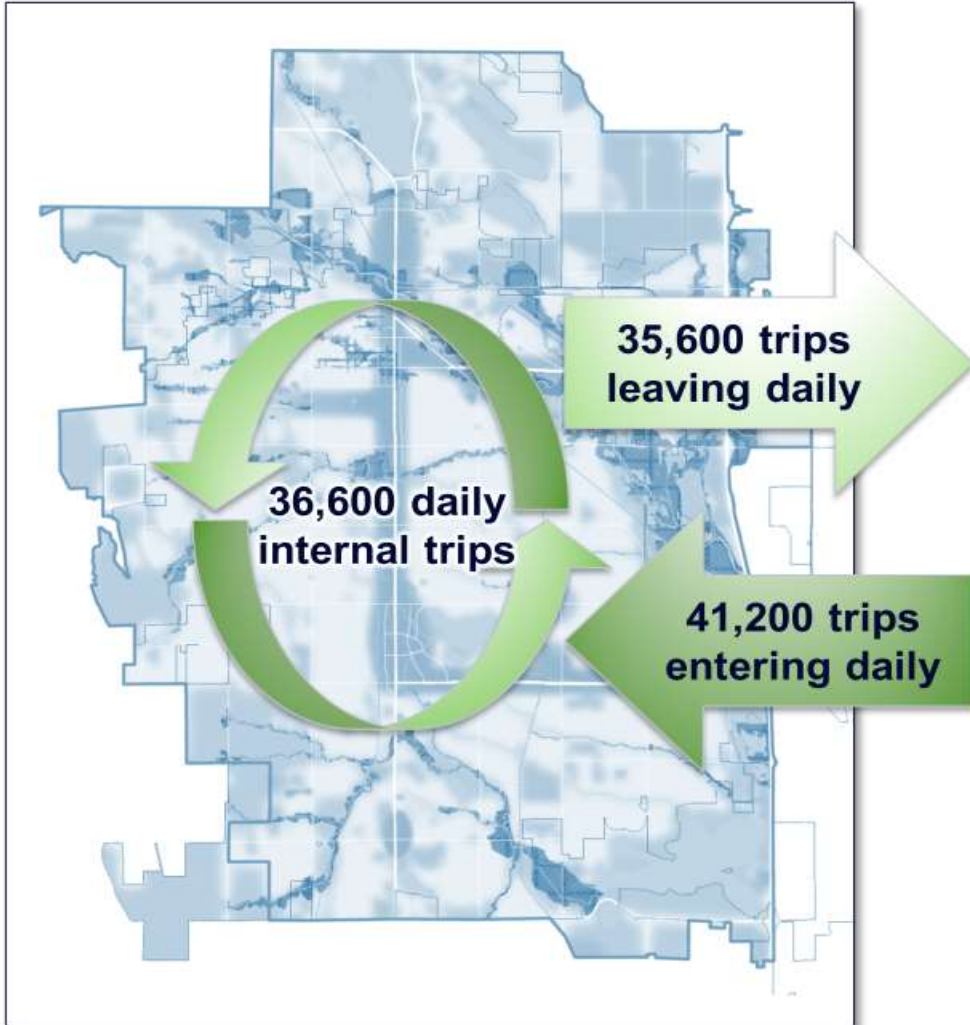
Over the last 10 years, we have seen a shift to more attached and multi-unit housing types.

Housing production has declined since 2016.

# Fort Collins Housing Opportunity Index, 2007-2023



## 2015 Census Commute Data



### Changes 2015 to 2021

- Internal trips have decreased by **-4,000**
- **6,000** more trips entering Fort Collins daily
- Trips leaving daily remained stable

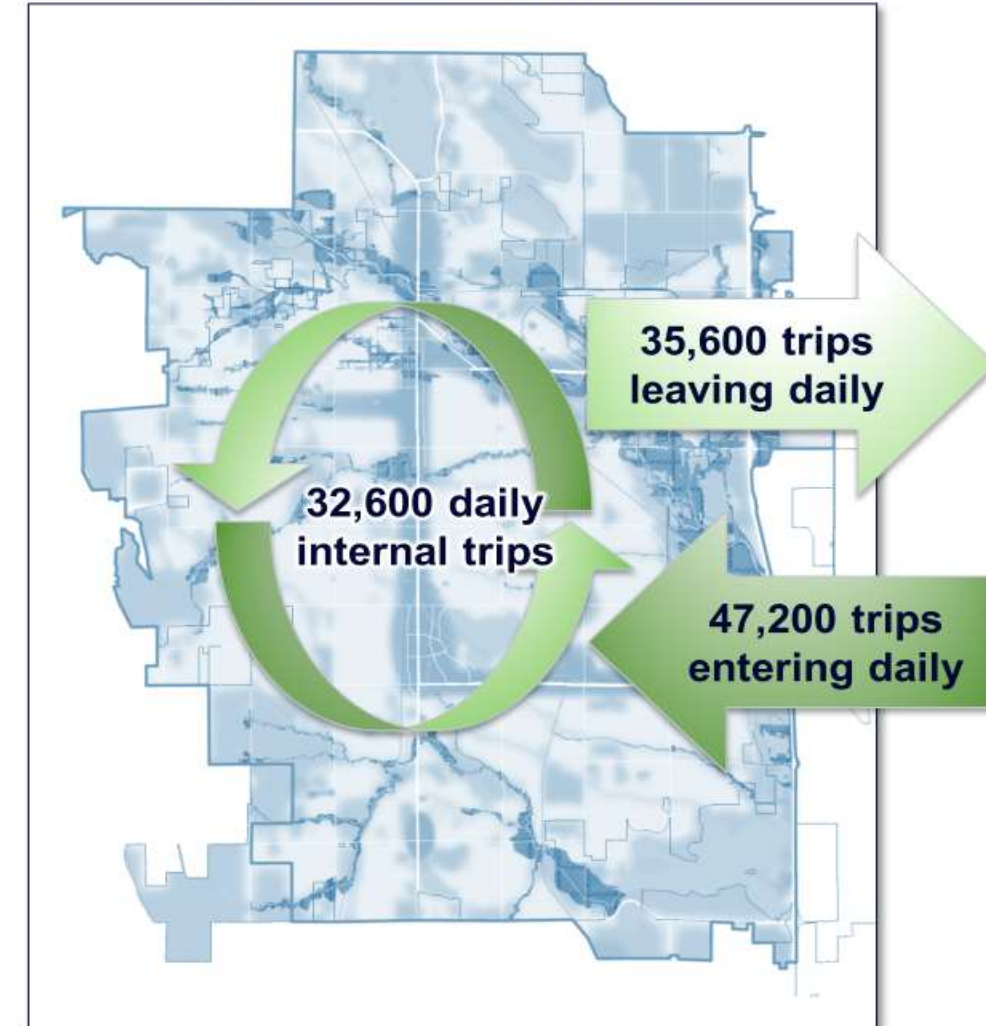
### Top Three Travel Exchanges in 2015

1. Loveland
2. Greeley
3. Windsor

### Top Three Travel Exchanges in 2021

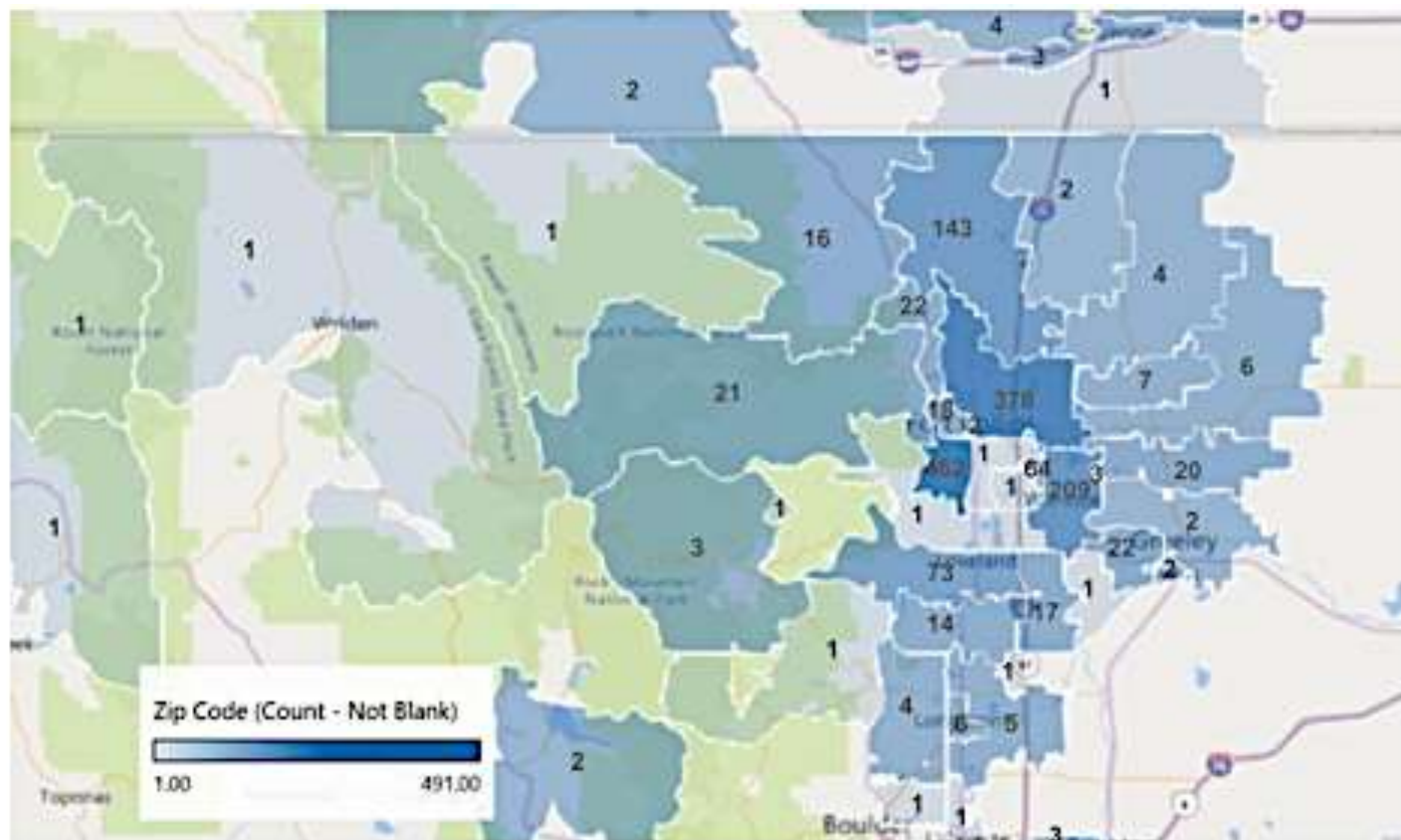
1. Loveland
2. Windsor
3. Greeley

## 2021 Census Commute Data



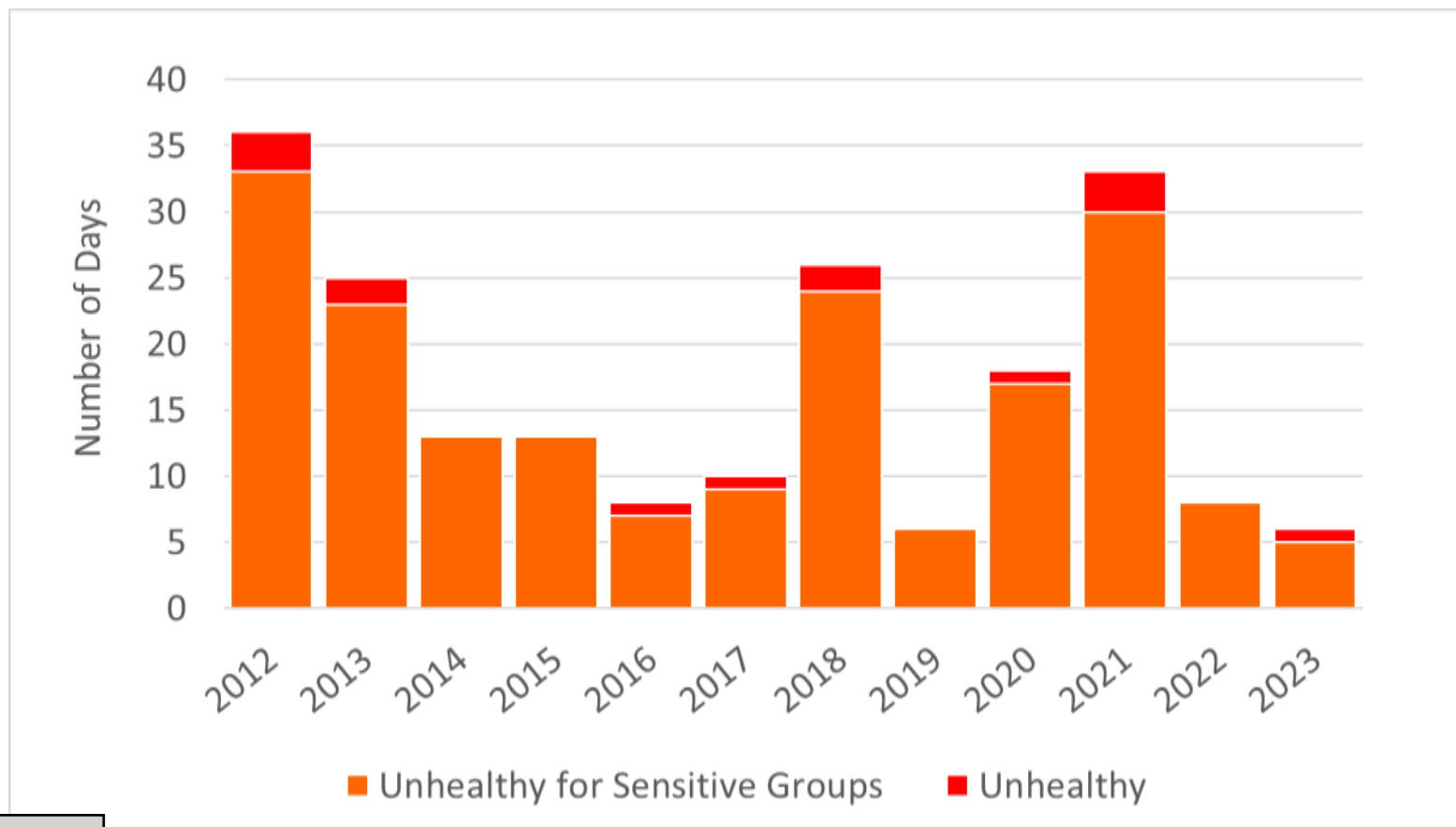


# Item 1. City of Fort Collins Employee Residence by Zip Code



- City employees live throughout the region.
- Of the nearly 2,700 employees approximately 2/3 live in Fort Collins.
- Loveland, Windsor, Wellington, Timnath, and Severance are the top 5 locations for in-commuting, respectively.

## Air Quality Index



- Region continues to fail health-based standards for ozone
- Air Toxics (e.g., benzene) are not well characterized in our area
- Vehicles, and small gas engines (e.g., lawnmowers) are the largest **local** sources of ozone causing emissions
- Oil and gas development is the largest **regional** source of ozone causing emissions
- Air quality impacts from longer, more active fire seasons are expected with a warmer, often drier climate



# Community Input



# ensions Between Community Desires



**OPEN SPACE**



**ACCESS TO  
NATURE**



**LESS TRAFFIC**



**PRESERVING  
CHARACTER OF  
ESTABLISHED  
NEIGHBORHOODS**



**CARBON  
NEUTRAL**



**WATER SUPPLY  
RELIABILITY**



**DISCOURAGING  
SPRAWL**



**AFFORDABLE  
AND WORKFORCE  
HOUSING**



# Top 3 Budget Priorities from the 2023 Community Survey

## More Effort

Neighborhood Livability  
& Social Health (NLSH)



Transportation



Economy



## Same Effort



Since 2018

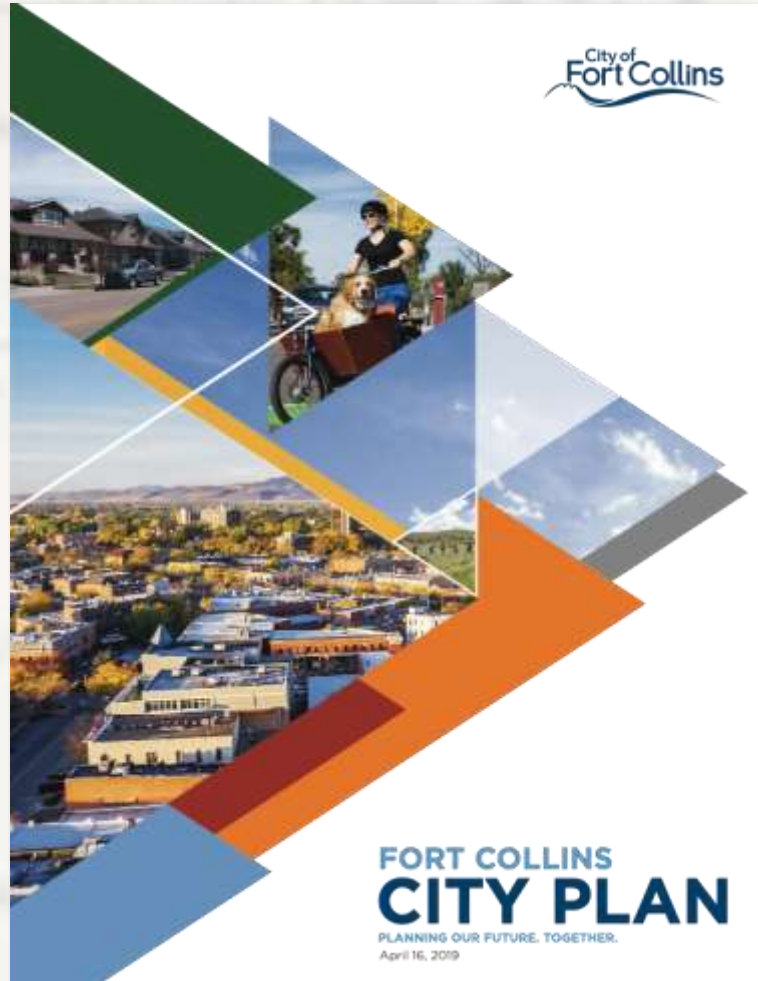
- Desire around economy up 15%
- Desire around NLSH up 17%
- Desire around environment increased by 8%
- Transportation has consistently remained a top priority, though down 4% since 2018
- Safety, culture, parks and recreation, general government have remained consistent



# Questions?



# Adopted Plans and Goals







### **Community Vision:**

We take action to address the needs of all members of our community and strive to ensure that everyone has the opportunity to thrive. As a community, we commit to building a healthy, equitable and sustainable city – for our families, for our neighbors and for future generations.

### **Core Values:**

- Livability
- Community
- Sustainability

### **Growth Framework:**

- Making the most of the land we have left (our centers and corridors).
- Taking steps to support a healthy and resilient economy.
- Encouraging more housing options.
- Expanding transportation and mobility options.
- Maintaining our focus on climate action.

- **Vision Zero Action Plan (2023) and Active Modes Plan (2022)**
  - Eliminate traffic fatalities and serious injuries and increasing active modes share to 50% of all trips by 2032
- **Transit Master Plan (2019)**
  - Increase ridership by 122% (by 2040)
- **Housing Strategic Plan (2021)**
  - Affordable housing units account for 10% of the housing stock by 2040
  - Emphasis on strategies to improve equity, health, stability, and affordability of housing
- **Economic Health Strategic Plan (2023)**
  - Increase business owner representation to match Fort Collins demographics
  - Increase overall business survivability longer than five years from 45% to 50%
  - Add 1,800 new jobs in targeted, traded sectors (e.g., life science and climate technology)
  - Increase representation in employment within targeted traded sectors
  - Circular Economy Work Plan
- **Our Climate Future (2021)**
  - Reduce GHG emissions 50% below 2005 baseline by 2026 and 80% below by 2030
  - Achieve Carbon Neutrality by 2050
  - Provide 100% renewable electricity by 2030 with grid and local sources
  - Achieve zero waste, or 100% landfill diversion, by 2030



**Adopted Goal:**  
50% active modes share  
of all trips by 2032

### ***HOW ARE WE DOING ACHIEVING THIS GOAL?***

This is a recently adopted plan and we are on track to meet this goal!

## **Active Modes Plan 2024 Priorities**

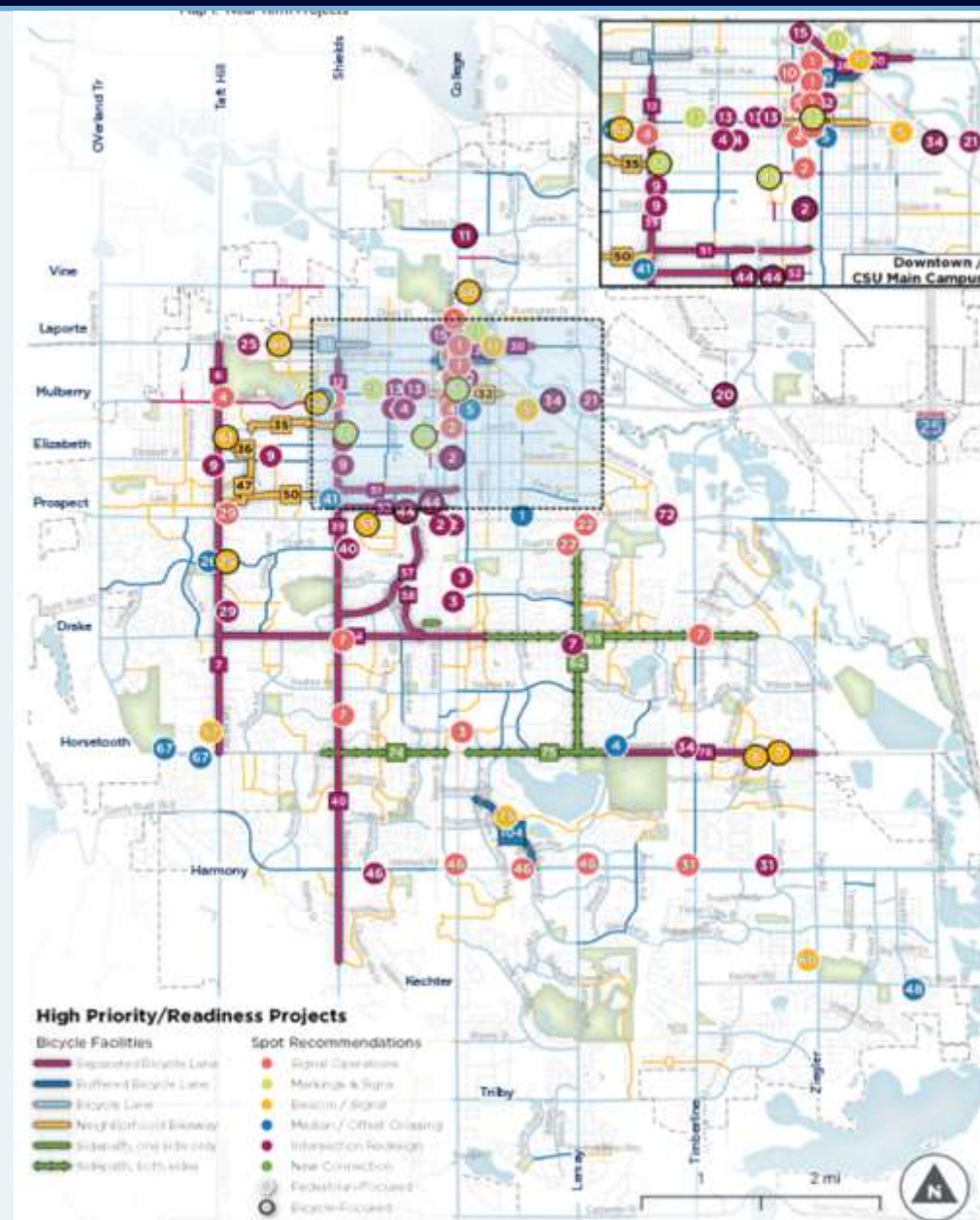
- Coordination with street resurfacing (lane narrowing, wider buffered bike lanes)
- Expand network of protected bike lanes
- Road diets (lane repurposing) to improve bike and pedestrian facilities
- Arterial bicycle and pedestrian crossing projects
- Continued education and outreach efforts like Bike to Work Day, Open Streets and Safe Routes to School

### ***HOW CAN COUNCIL HELP?***

- Promote our education and outreach efforts
- Surface trade-offs as we invest in our infrastructure
- Inform necessary regulatory and enforcement changes

## Phase 1: High Priority/Readiness

- Focused on strengthening the core network
- Includes strategic crossing improvements citywide
- Cost estimate: \$30.4 million





**Adopted Goal:**

By 2032, no one dies or has a serious injury while traveling in Fort Collins

## Vision Zero 2024 Priorities

- Police Services priorities and partnership
- Safety focused infrastructure projects
- Designs and projects to lower traffic speeds
- Update standards and codes as needed
- Education/outreach program with dedicated staff (Vision Zero Coordinator)
- Quick build projects to test safety concepts
- Shift Your Ride program implementation

### HOW ARE WE DOING ACHIEVING THIS GOAL?

Increases in serious injury and fatal crashes in 5 consecutive years. Of note, bicycle and motorcycle injury/fatal crashes were up nearly 45% in 2023 compared to 2022.

***There is urgent focus and support needed from Council.***

### HOW CAN COUNCIL HELP?

- Promote our education and outreach efforts
- Surface trade-offs as we invest in our infrastructure and prioritize traffic safety
- Inform necessary regulatory and enforcement changes



## High Injury Network

91% Arterials



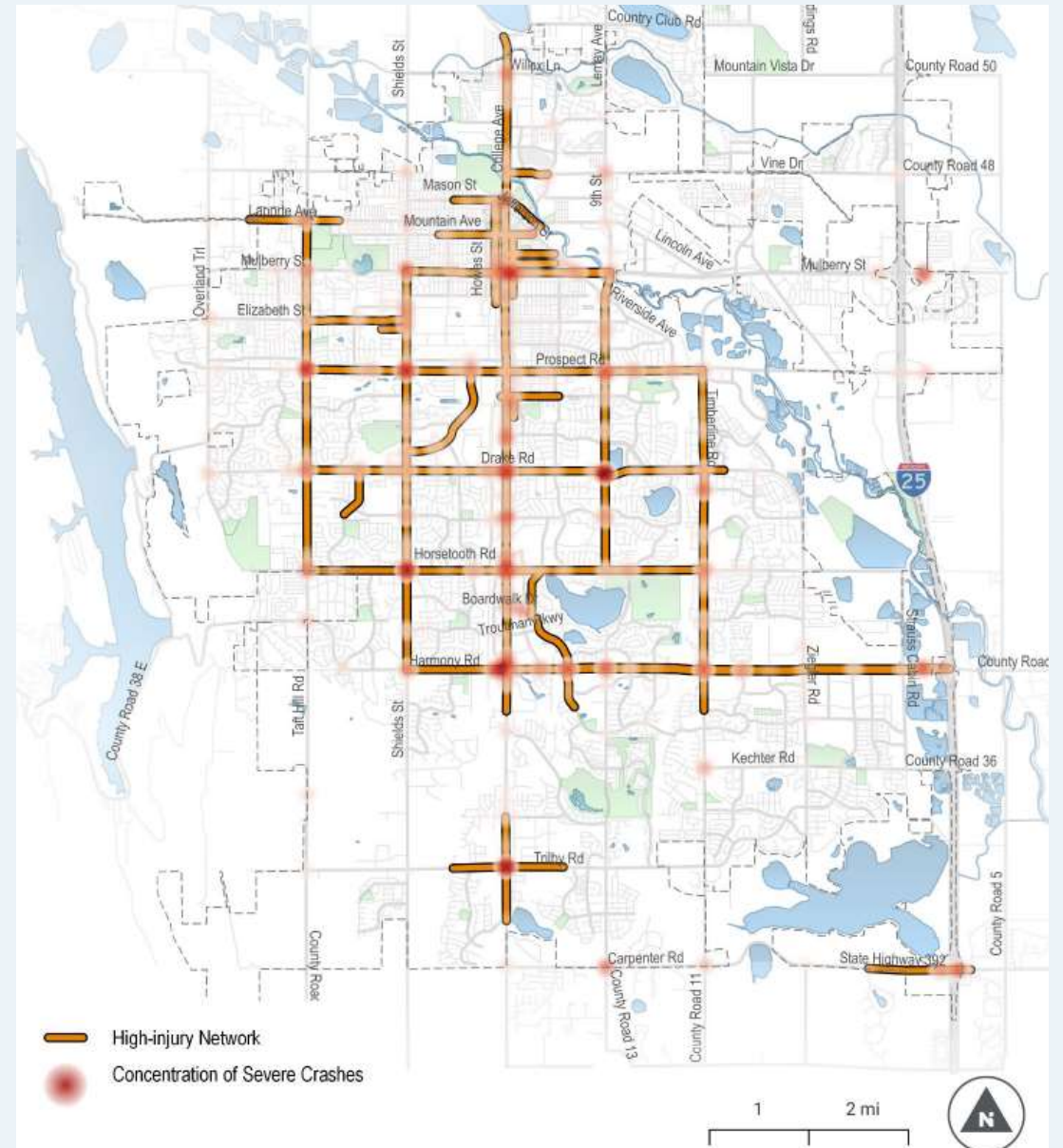
6% Collectors



3% Local Roads



**63%** of all fatal and serious injury crashes occur on only **8%** of Fort Collins road network





### **Adopted Goal:**

By 2040 transit ridership would increase by 122%

## **Transit 2024 Priorities**

- Complete system optimization and action plan
  - To include micro transit and Dial-A-Ride assessment and strategy
- Strengthen partnerships (PSD, CSU, major employers, regional, advertising program)
- Establish resilient funding for local grant matches and capital reserve
- Recruit and retain talent

### **HOW ARE WE DOING ACHIEVING THIS GOAL?**

This goal is currently unattainable, and an urgent focus is needed due to:

- Funding levels and increasing operation costs
- Community safety perceptions
- Post pandemic travel needs
- Persistent staffing challenges

### **HOW CAN COUNCIL HELP?**

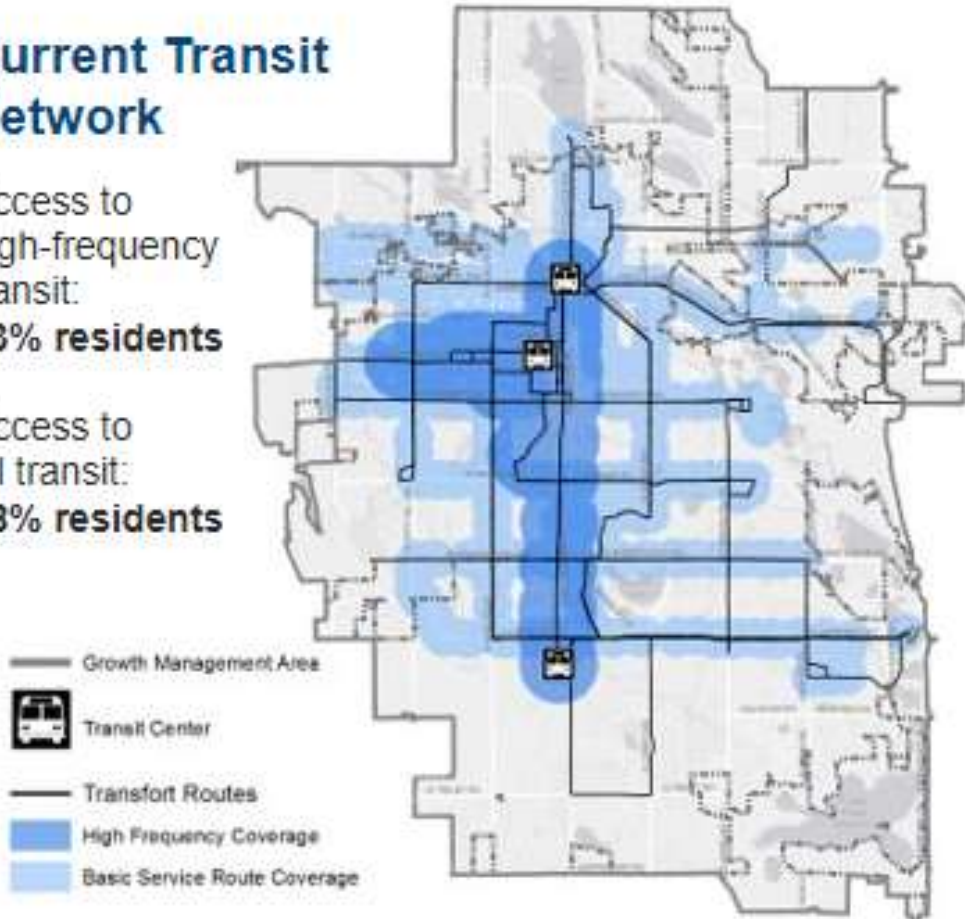
- Set vision and influence System Optimization and Action Plan
- Building local advocacy and supporting partnership conversations

## Incremental Steps to Transit Buildout

### Current Transit Network

Access to high-frequency transit:  
**23% residents**

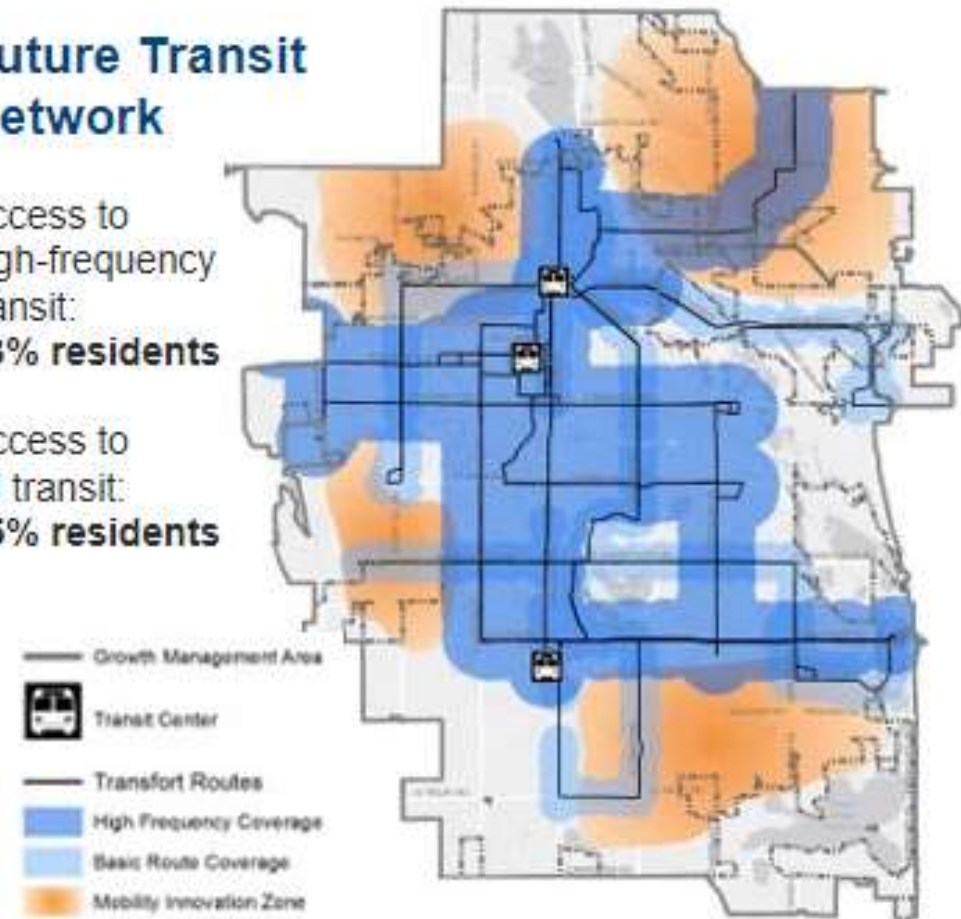
Access to all transit:  
**58% residents**



### Future Transit Network

Access to high-frequency transit:  
**53% residents**

Access to all transit:  
**85% residents**







*Everyone has healthy, stable housing they can afford.*



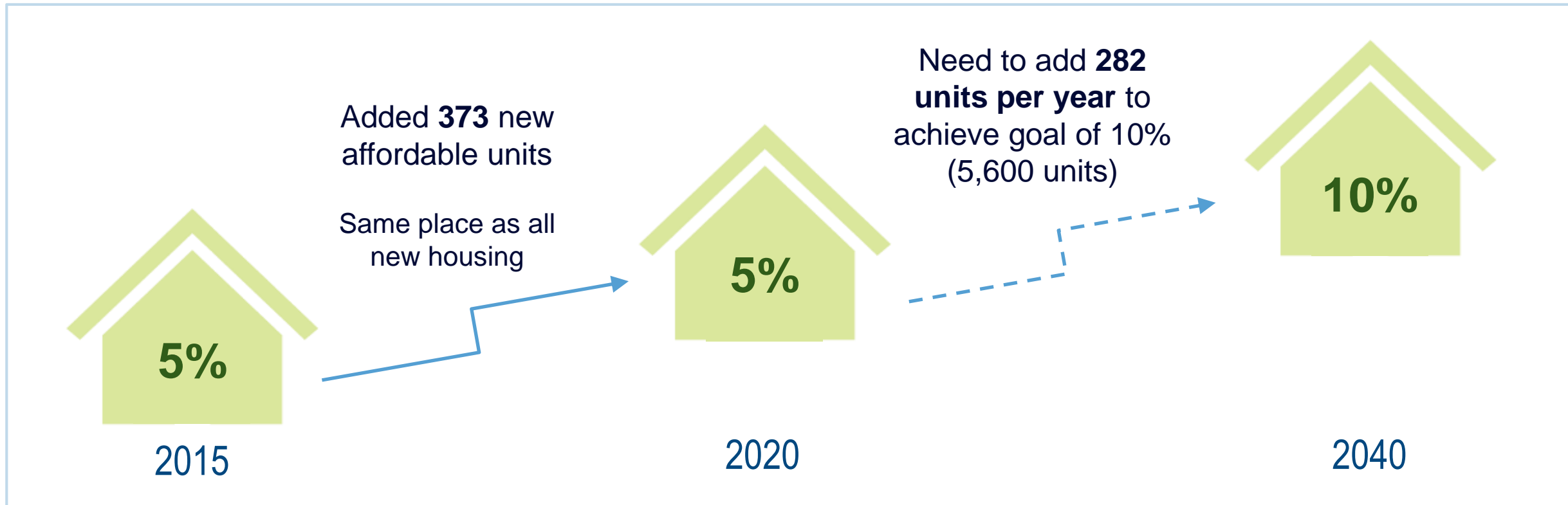


# Guiding Principles

- Center the work in people
- Be agile and adaptive
- Balance rapid decision making with inclusive communication and engagement
- Build on existing plans and policies – and their engagement
- Expect and label tensions, opportunities, and tradeoffs
- Focus direct investment on the lowest income levels (80% AMI and below)
- Commit to transparency in decision making
- Make decisions for impact, empowerment, and systems (not ease of implementation)

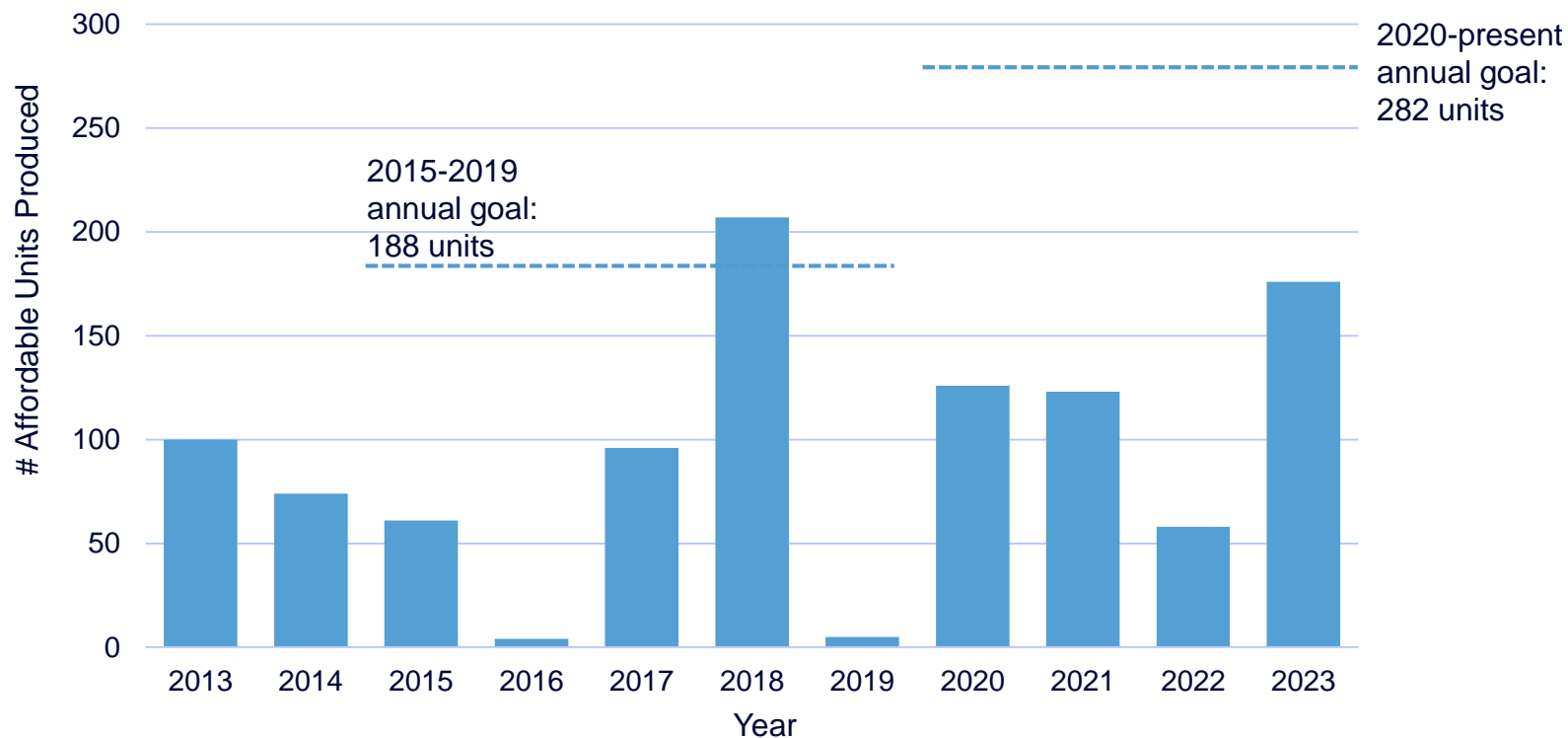


# Opted Goals - Current Status



- Since 2000, we have produced or preserved about **120 affordable units per year** on average.
- Our community commitment for Proposition 123 funding is **185 affordable units per year**.
- To achieve the 10% affordability goal by 2040, our community needs to **more than double** the annual production and/or preservation of affordable housing to 282 or more units per year.

### Affordable Housing Production, 2013-2023



- Over the last 10 years, about 9% of all housing produced was deed-restricted affordable units
- Affordable housing continues to comprise about 5% of all housing stock

**Completed to Date, 2021-2023**

- Equity and Opportunity Assessment
- Reaffirm 10% affordable housing goal
- Rental Registration program
- Housing Dashboard
- Interior visitability changes, 2021 Building Code
- Eviction and foreclosure prevention programs
- Manufactured housing support
- Proposition 123 commitment



**Quicker Wins (<1 year) – 7 completed / ongoing, 3 underway**

- LUC updates – extend affordability term (Strategy 8)
- LUC updates – recalibrate and expand incentives (Strategy 13, 14)



**Transitional (1-2 years) – 1 completed / ongoing, 5 underway**

- LUC updates – increase housing supply and choice (Strategy 7, 15, 16)
- Exploration of occupancy regulations (Strategy 21)



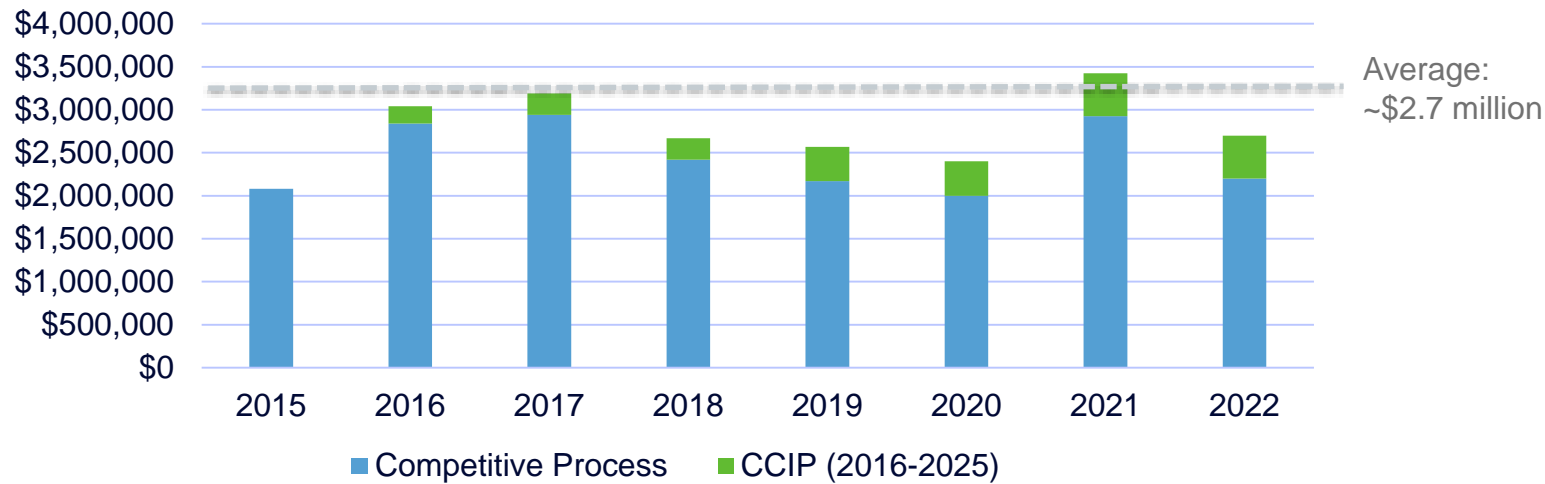
**Transformational (2+years) – 2 completed / ongoing, 5 underway**

- Dedicated local revenue (Strategy 11)
- Expansion and acceleration with additional funds
- Explore visitability and accessibility of housing via 2024 Building Code changes (Strategy 6)



# Barriers: Funding and Cost to Build Affordable Housing

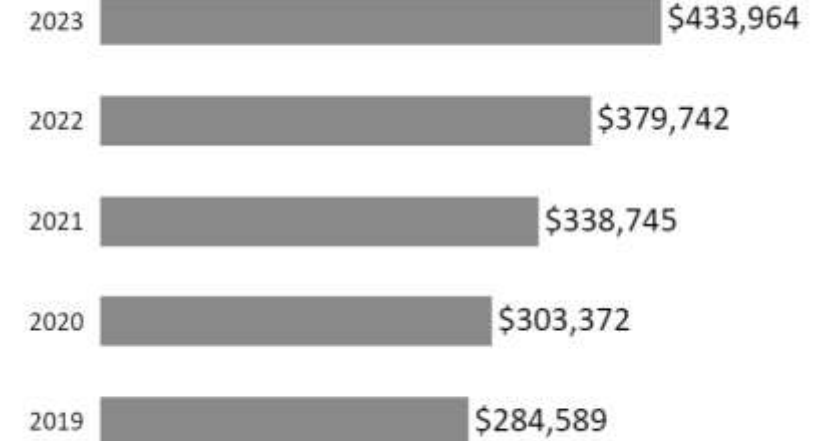
Total City Affordable Housing Funding  
2015 - 2022



## \$433,964

2023 Average Per-unit Development Cost

Average Per-unit Development Cost



- Typical annual funding amount: \$2-3.0 million from all sources
- City funds dedicated to housing have remained consistent for last 10+ years

Page 51 Cost to build one unit of housing has increased by 65%+ over last 5 years



# Accelerating Plan Implementation



***Expand the City's competitive process*** to better support projects seeking to: Acquire land, develop housing, preserve existing housing, and support residents.

## *Examples:*

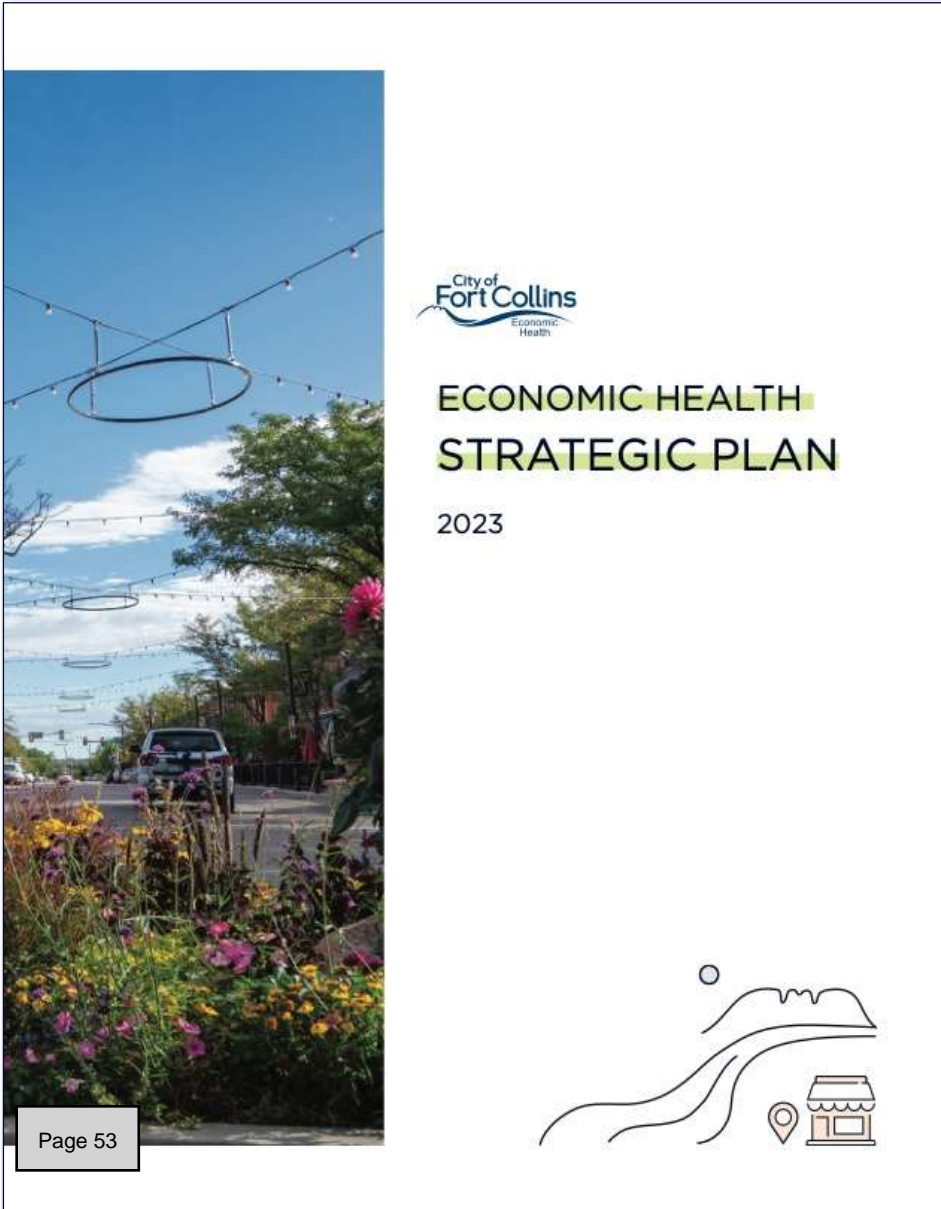
- Housing acquisition (redevelopment/preservation)
- Land acquisition
- New construction costs
- Affordable homeownership renovation
- Renovation of affordable rental housing
- Homeownership assistance



***Expand or initiate City-led efforts*** as identified in adopted policies including the Housing Strategic Plan, City Strategic Plan, and HUD Consolidated Plan.

## *Examples:*

- Land Bank acquisition
- Urban Renewal Authority housing initiatives
- Extend/purchase affordability restrictions
- Fee credits for qualifying projects
- Develop incentive programs (energy efficiency, voluntary affordability restrictions, etc.)
- Explore redevelopment partnerships
- Other innovative approaches (middle income, mixed income, etc.)



- Vision
- Fort Collins is a healthy, equitable, and resilient community where people and businesses can thrive.
- Future Goals from adopted Economic Health Strategic Plan (EHSP)
- Increase business owner representation to match Fort Collins demographics
- Increase overall business survivability longer than five years from 45% to 50%
- Add 1,800 new jobs in targeted, traded sectors (e.g., life science and climate technology)
- Increase representation in employment within targeted traded sectors
- Circular Economy Work Plan
- Focus Areas from adopted EHSP
- Approach Business Retention, Expansion and Attraction Thoughtfully
- Ensure Small Businesses Thrive
- Support Talent and Workforce
- Re-position Innovation

**2024**

- Coordinate with staff to help improve City processes such as development review
- Futureproof MBEC program including bilingual business connectors/navigators
- Ensure the success of the Revolving Loan Fund
- Expand the DEIA Talent Network across the region
- Develop an Economic Health Marketing & Communications Plan
- Establish a data-driven program to better respond to the evolving needs of employers and create quality jobs
- Obtain the Accredited Economic Development Organization Certification

**2025**

- Redeploy a program like Shop Fort Collins First to support business resiliency
- Pilot workforce programs that have proven success and expand to small business to support reskilling, upskilling, and new skilling (RUN) programs across the region
- Strengthen the local eco-system to incubate, retain, expand, and attract Climate Tech solution-orientated companies

**2026**

- Business retention, expansion, and attraction of companies that support a local Circular Economy
- Create awareness and branding that Fort Collins is test bed for climate solutions





- Support analysis of City policy changes and new programs that impact cost of doing business and employment opportunities before adoption as part of the triple bottom line approach
- Explore leveraging the Urban Renewal Authority to support and fund 15-minute Cities and Housing
- Fund workforce investments to support upward mobility and lead by example
- Build relationship with the business community and share feedback with staff
- Continue to invest in small business formation and resiliency through MBEC and Development Review Technical Assistance Fund
- Support positioning Fort Collins as a place where businesses and innovators come together to solve climate challenges
- Empower staff in developing the capacity for regional partnerships with organizations and institutional partners, such as CSU

*She's Fly*

# Climate Future – Big Moves

## BETTER TOGETHER

- Shared Leadership and Community Partnership
- Zero Waste Neighborhoods
- Climate Resilient Community

## RESOURCE BETTER

- Healthy Local Economy and Jobs
- Zero Waste Economy

## LIVE BETTER

- Convenient Transportation Choices
- Live, Work and Play Nearby
- Efficient, Emissions Free Buildings
- Healthy Affordable Housing
- Local, Affordable and Healthy Food

## BREATHE BETTER

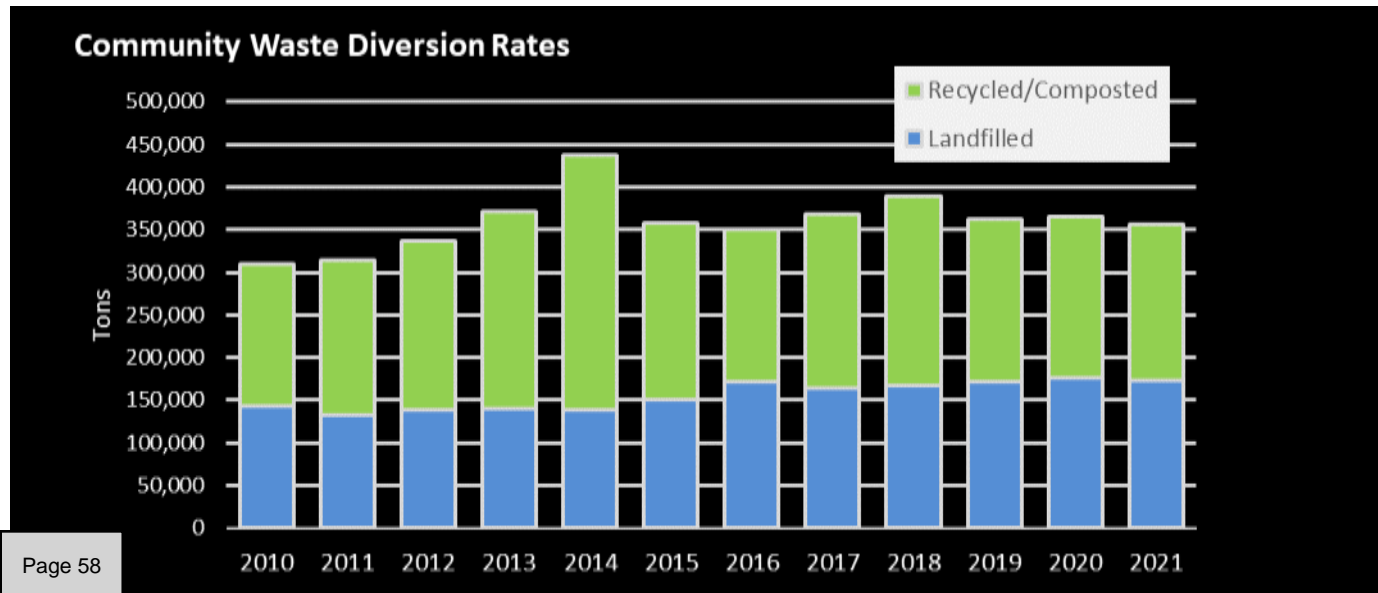
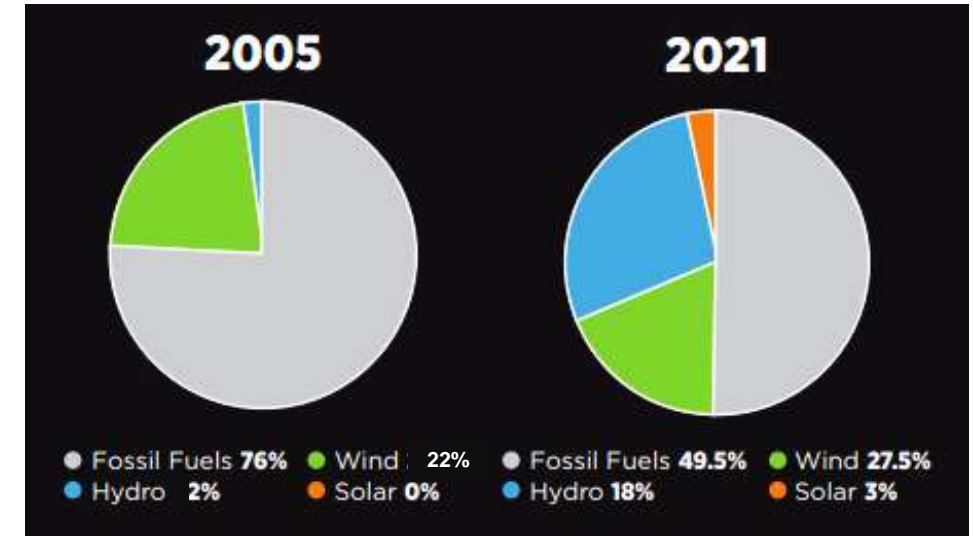
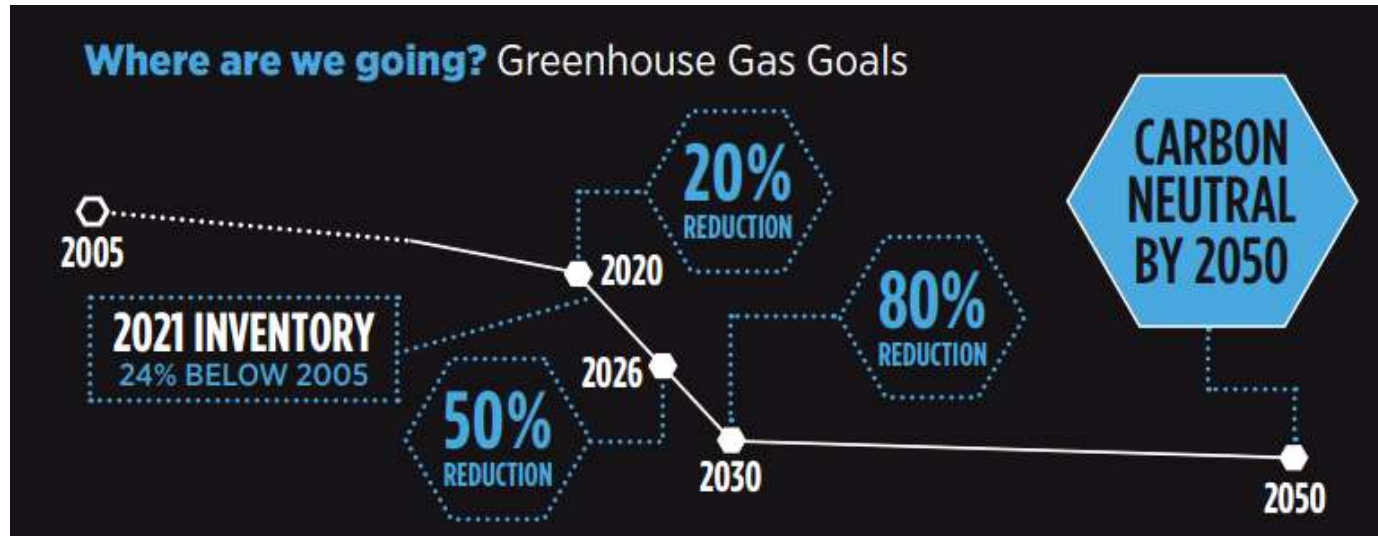
- Healthy Natural Spaces
- 100% Renewable Electricity
- Electric Cars and Fleets



- **We all share responsibility for Our Climate Future.** *Responding to the ongoing climate emergency requires shared leadership between businesses, community organizations, government, and residents.*
- **Injustices have the same root cause.** *Exploiting people and nature causes environmental injustice, racial injustice, and climate disruption.*
- **Governments are accountable for injustice.** *The City of Fort Collins, and other governments, have an obligation to help correct past and ongoing harms by investing in the most impacted communities.*
- **People know what they need.** *The most impacted people are best able to define successful solutions. OCF listens to and trusts what they say is needed.*
- **Equitable solutions are best.** *Solutions to limit and respond to climate disruption should also address equity and fairness.*

**The OCF Guiding Principles provide a foundation for Our Climate Future, with people at the center.**

# Climate Future: Goals Status



## GHGs

24% below 2005 baseline

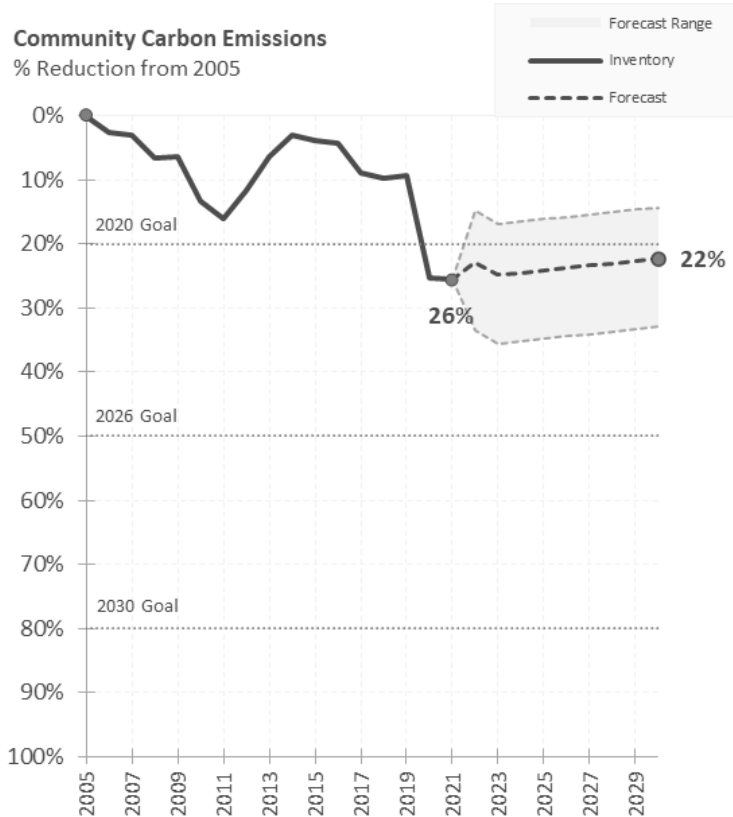
## Electricity

51.5% renewable

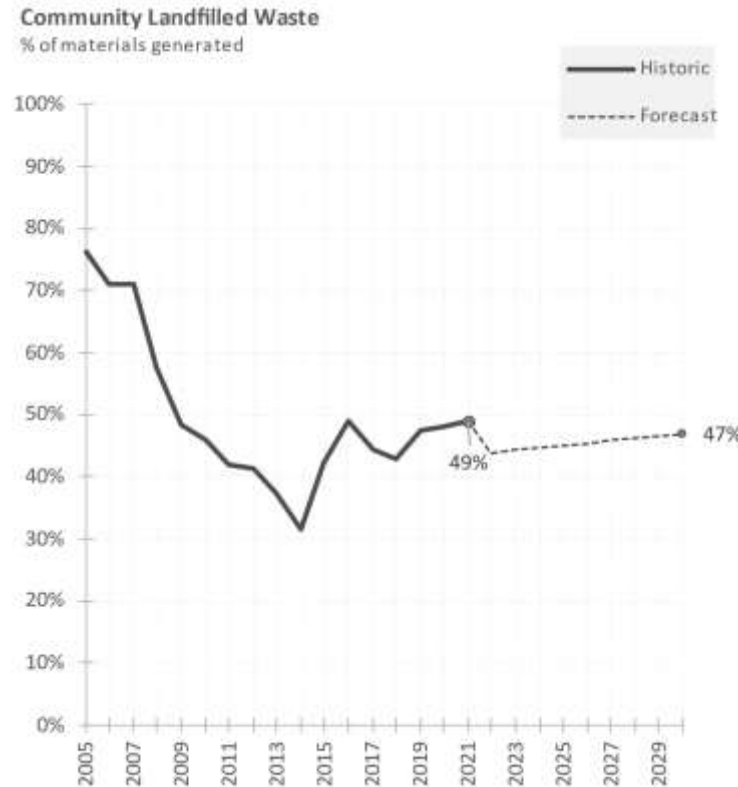
## Waste

51% recycled or composted

# Environmental Goals and Trends Since 2005



## GHG Emissions



## Waste

### “Do Nothing More” Forecasts

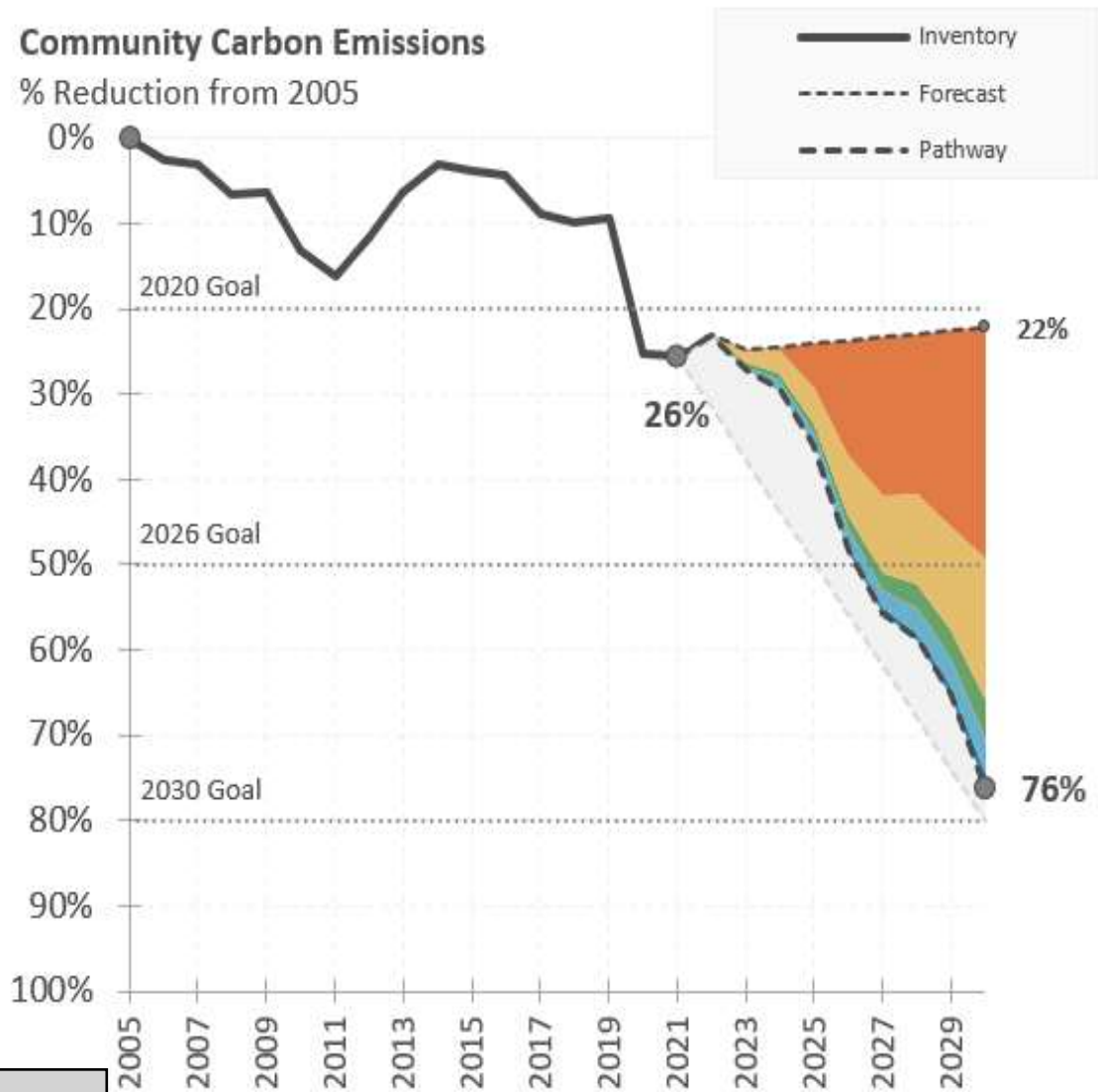
#### GHG Emissions

- In 2021, the community was about **26% below the 2005 GHG baseline**
- With no more action, community emissions are forecast to be between **14-33% below the 2005 baseline in 2030**
  - Range based on historic variability and weather trends

#### Waste

- In 2021, about **49% of the materials** generated in Fort Collins went to the **landfill** (51% recycled or composted)
- With no more action, about **47% of materials** generated are expected to go to the landfill (53% recycled or composted)

# Community GHG Emissions Pathways to 2030

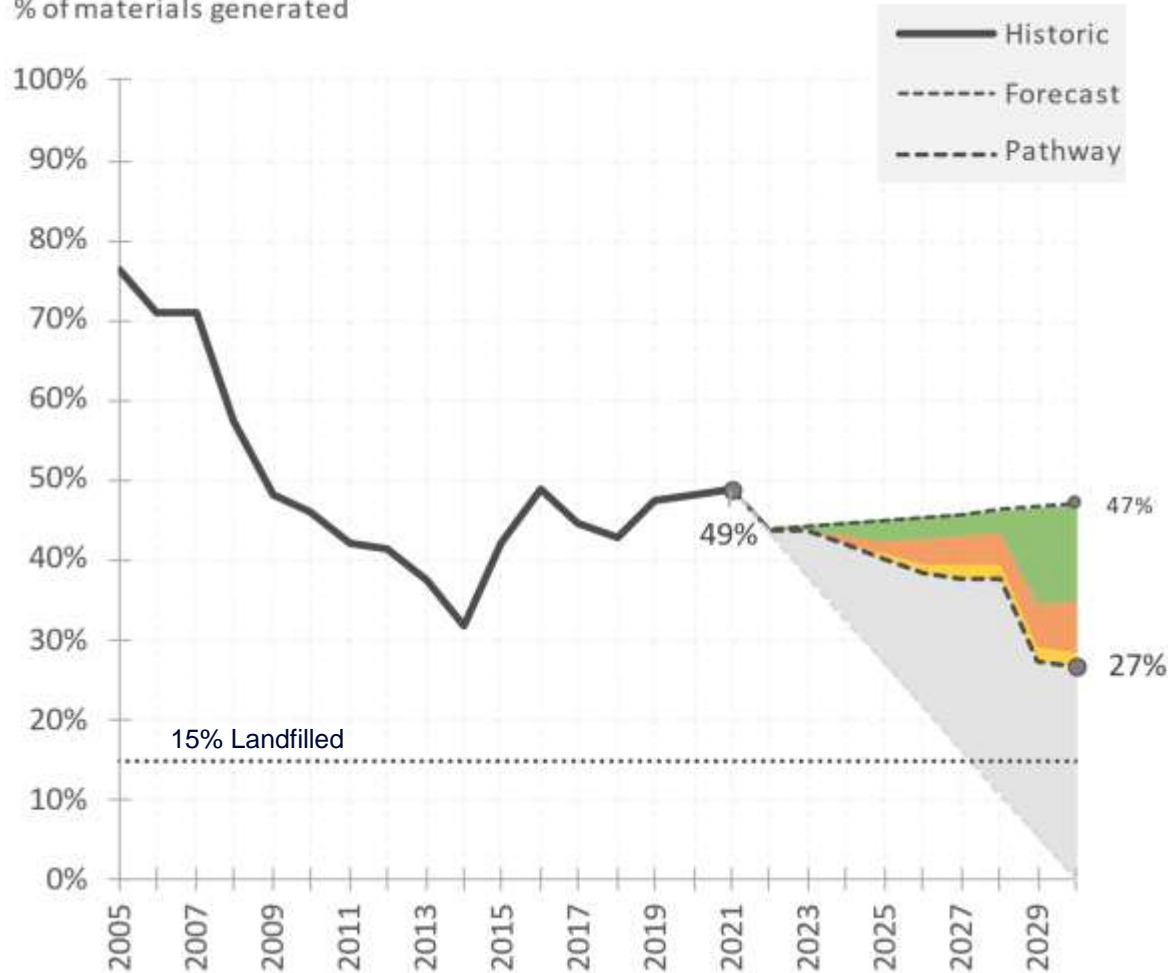


## Pathways

2030	
Electricity	27.1%
Buildings	16.7%
Industrial Manufacturing	4.4%
Transportation	4.1%
Waste	1.6%
Land Use	0.1%
Undetermined to Goal	4%

# Community Waste Pathways to 2030

Community Landfilled Waste  
% of materials generated



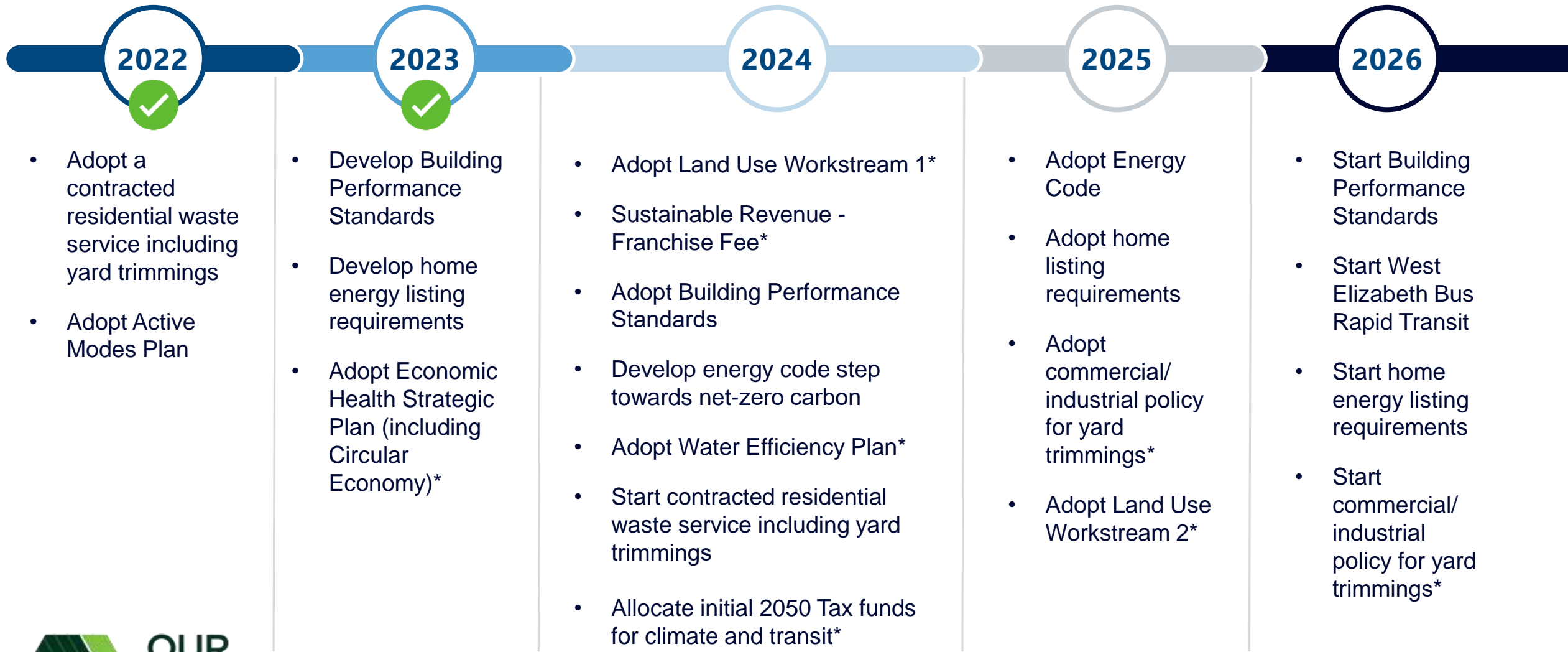
## Pathways

2030

Construction & Demolition	27.1%
Food Scraps & Yard Trimming	16.7%
City Industrial Materials	4.4%
Remaining Potential (e.g., behavior change, circular economy, recycling market development, etc.)	4%



# Climate Future Council Roadmap



2027

- Start building performance standards (interim target for commercial and multifamily buildings)
- Develop net-zero carbon energy code

2028

- Adopt Energy Code
- Start energy requirements for rental properties
- Start North College MAX

2029

2030

- Building performance standards – Final energy target for commercial and multifamily buildings

Unscheduled

- Food scraps policy
- Construction and demolition policy



# Questions and Feedback



# Existing Workstreams

Council, Staff and Community Capacity

# 24 Council Planning Calendar

Q1

- Priority Development
- Water Efficiency Plan Update
- Xeric and Soil Amendment Standards
- Strategic Plan
- Residential Occupancy Discussion
- Tree Mitigation
- Urban Forest Strategic Plan
- Land Swap

Q2

- Water Supply/Excess Water Fee/Allotment Discussion
- Impact Fees
- New Revenue Allocation (Parks, Climate, Transit 2050)
- Tax Renewals Discussion
- Building Performance Standards
- Resilient and Efficient Codes Implementation
- Recommended Budget Preview
- Residential Occupancy Discussion

Q3

- Budget Hearings
- Water Supply/Excess Water Fee/Allotment Discussion
- Water Efficiency Plan Discussion

Q4

- Budget Adoption
- Water Supply/Excess Water Fee/Allotment ordinance consideration
- Water Efficiency Plan ordinance consideration
- Utility Rates, Charges, Fees

## UNSCHEDULED

- › Airport Governance
- › Oil & Gas Operating Standards
- › Capital Expansion Fees

› Landscape Standard Updates (Trees)

- › Waterwise Landscape, Irrigation, and Practice Standards
- › Land Use Code Updates
- › Review of Appeals Process
- › Election Code Committee Recommendations

- › Natural Areas Masterplan Update
- › Transit System Optimization and Resilience
- › Downtown Parking-Resilient Management



## Ongoing From Previous Priorities:

- Homelessness initiatives
- Mobile Home Park
- Implementation of 15-minute city
- Affordable, quality childcare
- PSD partnership for workforce
- Improved and accelerated stream restoration
- Progress on road to Zero Waste
- Improved air quality
- Accelerate composting
- Advance regionalism
- Improve traffic compliance
- Improve tree policies

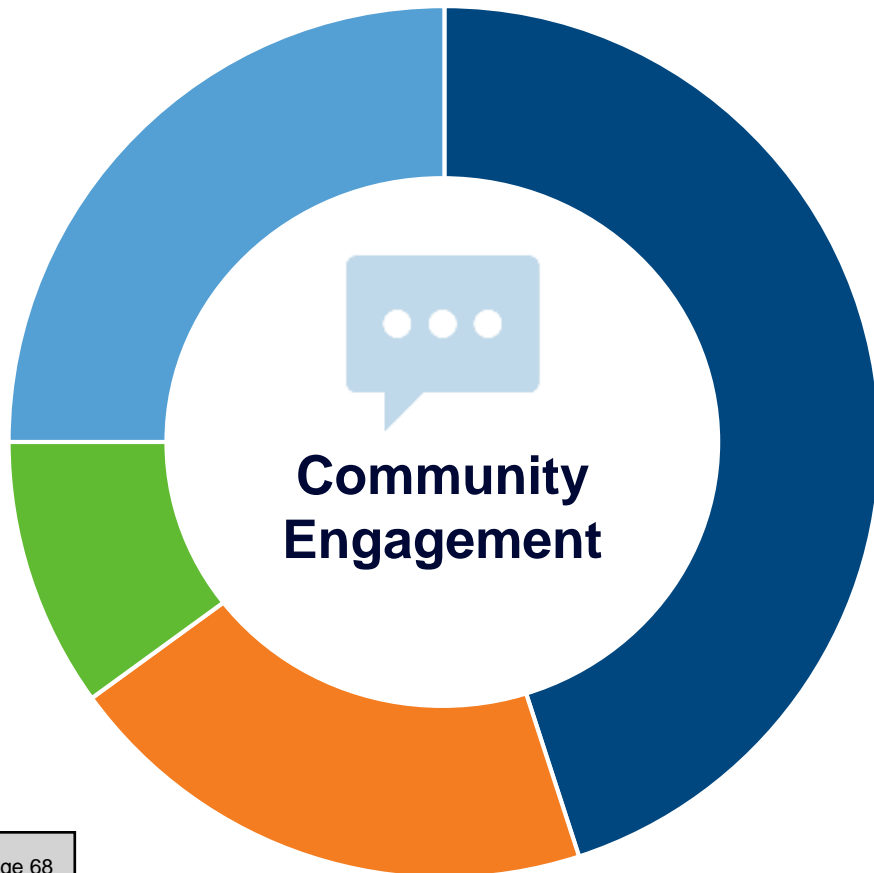
## Budget Themes that Continue to be Operationalized:

- Critical asset management needs
- Technology investment
- Talent retention
- Advancing Council priorities, particularly around climate, environmental health, and housing
- Advancing equity in operations and services
- Maintaining service/staffing levels to keep up with community growth and demand
- Leveraging remainder of ARPA funds (\$15.8M)



# Outreach Needs & Capacity

Current and future engagement should be targeted and measured to ensure quality engagement and to avoid community fatigue.



<ul style="list-style-type: none"> <li>Community Survey March/April 2024</li> <li>2025/2026 Budget</li> <li>Linden Street Long-term Use</li> <li>Rooted in Community</li> <li>Halligan Reservoir</li> <li>Building Performance Standards</li> <li>Water Efficiency Plan</li> <li>Landscape Standards</li> <li>Water Supply Requirement and Water Allotments</li> </ul>	<b>Planned/Underway</b>
<ul style="list-style-type: none"> <li>Development Review Project Outreach</li> <li>Council Listening Sessions</li> <li>Board and Commission Recruitment/Education</li> </ul>	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>Tax Renewals (CCIP) and Street Maintenance</li> <li>Contracted Trash Hauling</li> <li>Land Use Code</li> <li>Resilient and Efficient Codes Implementation</li> </ul>	<b>Anticipated</b>
<ul style="list-style-type: none"> <li>Ranked Choice Voting</li> <li>Future Hughes site Plan</li> <li>Our Climate Future</li> <li>Transit Systems Optimization and Action Plan</li> <li>Downtown Parking Management</li> </ul>	<b>Anticipated</b>



# Questions and Feedback



# NEXT STEPS



### **PRIORITY SETTING SESSION #1**

What items does Council want staff to bring back with more information during the February 13 Work Session?



### **COUNCIL LIAISON SELECTION PROCESS AND DISCUSSION**

This includes other boards and commissions, Council subcommittees, and other entities for February 6 appointment.



- Please bring up to five priorities to the January 27 retreat.
- Plan to present no more than 10 minutes to the whole group.



# Priority setting timeline

**DECEMBER 12**

Work Session: Council  
End of Term Report

**JANUARY 27**

Retreat: Priority Setting  
Session 1

**FEBRUARY 27**

Work Session: Strategic  
Plan + Council Priorities  
Discussion

**MARCH 19**

Adoption of Strategic  
Plan + Council Priorities

DEC

JAN

FEB

MAR

APR

MAY

JUN

**JANUARY 23**

Work Session: Ground  
Setting for Priority Setting

**FEBRUARY 13**

Work Session: Priority  
Setting Session 2 with  
Staff Feedback

**MARCH 7 (TBD)**

Council Finance  
Committee: 2024 Mini  
BFO for 2050 tax

**JUNE 25**

Start of 2024-2026  
Budget Work Sessions



# Questions and Feedback