

Fort Collins City Council Work Session Agenda

6:00 p.m. Tuesday, February 14, 2023

Colorado Room, 222 Laporte Ave, Fort Collins, CO 80521

NOTICE:

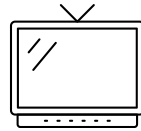
Work Sessions of the City Council are held on the 2nd and 4th Tuesdays of each month in the Colorado Room of the 222 Building. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

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

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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.



While work sessions do not include public comment, mail comments about any item on the agenda to cityleaders@fcgov.com





City Council Work Session Agenda

February 14, 2023 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

Colorado River Community Room
222 Laporte Avenue, Fort Collins

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

Carrie Daggett
City Attorney

Kelly DiMartino
City Manager

Anissa Hollingshead
City Clerk

CITY COUNCIL WORK SESSION 6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. Staff Report: Snow Removal.

2. Vision Zero Action Plan.

The purpose of this work session is to present the draft Vision Zero Action Plan to City Council for feedback in advance of adoption hearings. Vision Zero is a vision of zero traffic deaths and serious injuries by 2032. The Vision Zero Action Plan is a new approach to roadway safety that expands existing efforts to improve traffic safety. The plan identifies key opportunities to significantly improve and expand the city's traffic safety efforts. The project team incorporated feedback received from the community during the December 9 – January 13 public comment period into the draft Vision Zero Action Plan.

3. Land Use Code Housing Updates: Process and Next Steps.

The purpose of this work session is to outline potential paths forward for Council's consideration of housing-related changes to the City's Land Use Code (LUC). This work session follows the repeal of Ordinance No. 114, 2022 on January 17, 2023.

C) ANNOUNCEMENTS

D) ADJOURNMENT

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February 14, 2023

Snow & Ice Removal Operations

Mallory Gallegos

Streets Director

James Reed

Streets Senior Manager





November 2022 – January 2023

- 8 snow storms
- 22.5 inches of snow

Annual Average

- 14 snow storms
- 48 inches of snow



Snow Removal:

- 9 Routes including BRT Guideway
- 103 Miles of Sidewalks
- 16 Parking Lots
- 5 Protected Bike Lane Areas
- 2 Parking Structures

24/7 365 Operations:

- 2 Crews on 12-Hour Shifts
- 48 Plow Truck CDL Operators
- 6 Pick-Up Truck/Small Equipment Drivers
- 6 Crew Chiefs
- 3 Contractors

- Materials and Storage
- Equipment

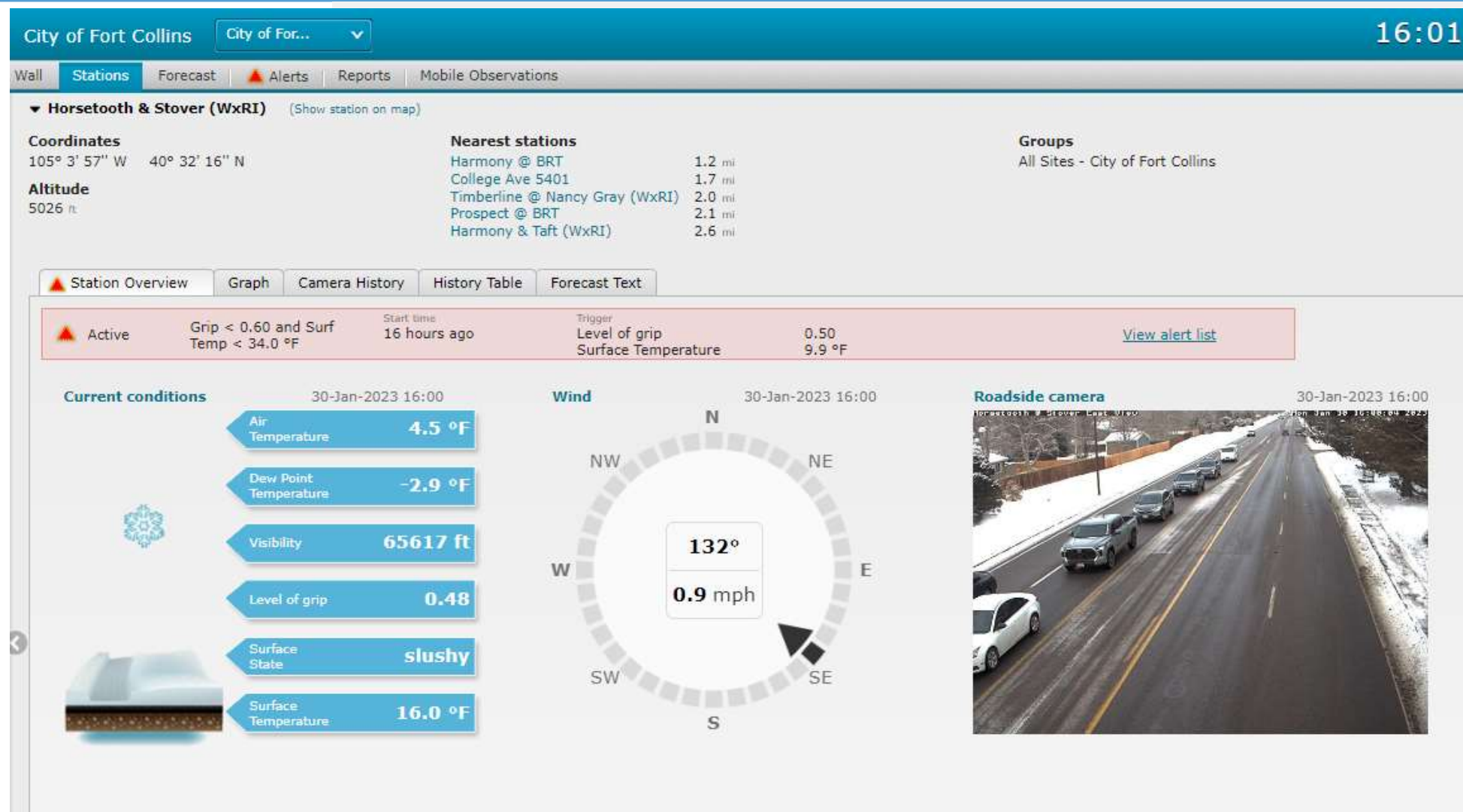


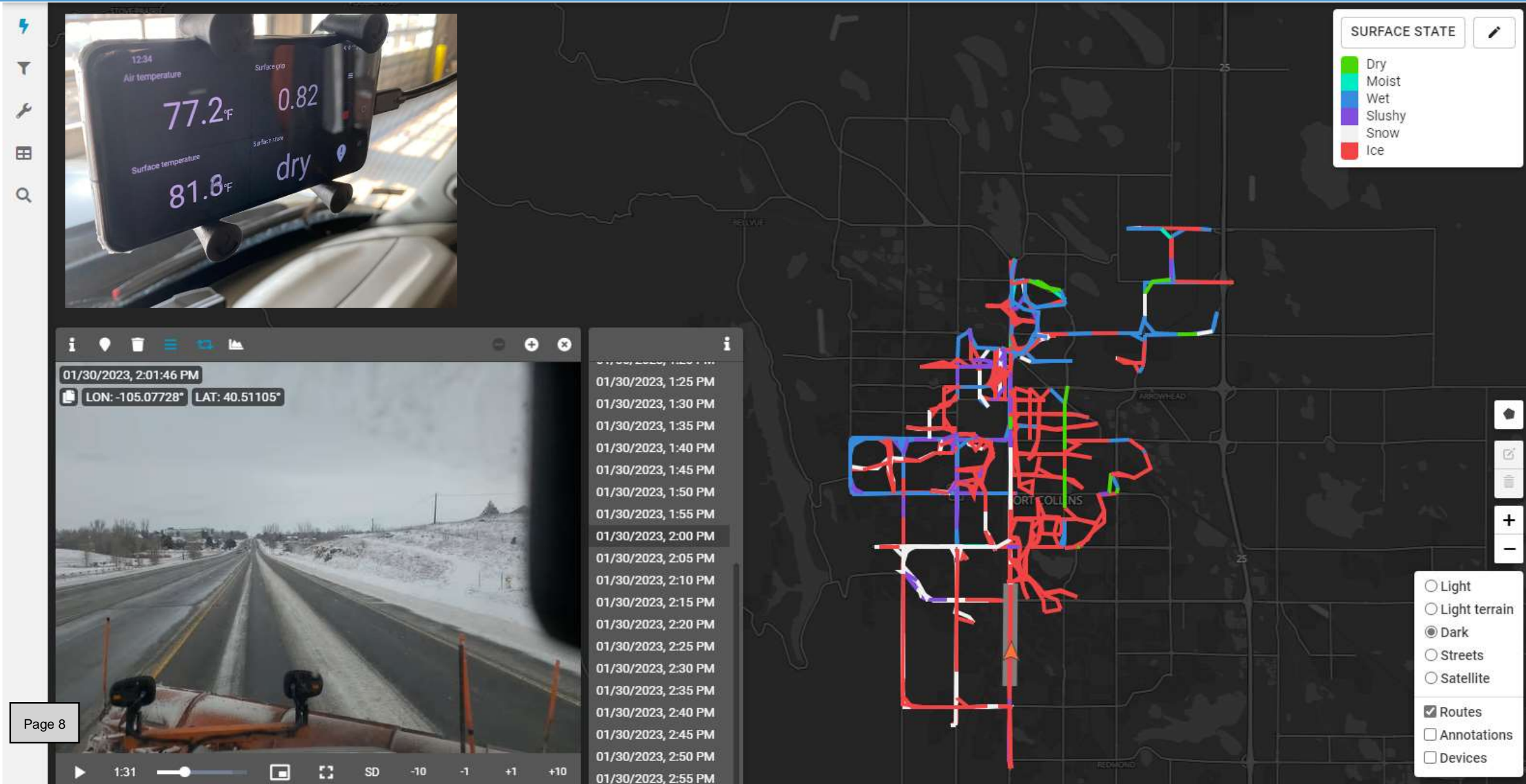
- Weather Forecast
- Pre-Storm Coordination



Monitoring Road Conditions:

- Air Temp
- Cameras
- Pavement Temp
- Level of Grip





Snow Removal:

- Sidewalks
- Bike Lanes
- Protected Bike Lanes
- Parking Lots
- Parking Structures



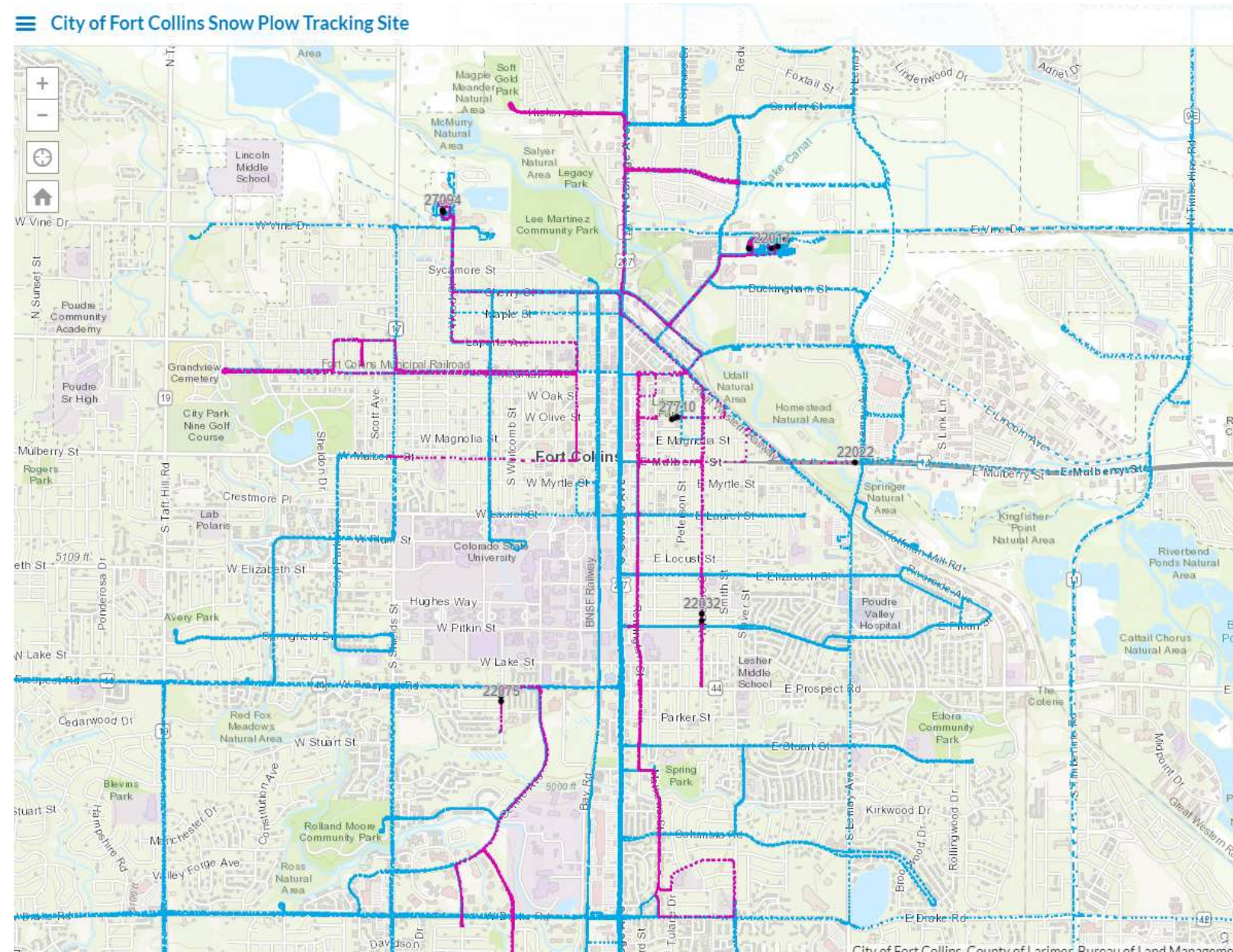
Email: streets@fcgov.com

Phone: 970-221-6615

App: Access Fort Collins

Website: www.fcgov.com/streets

- Snow Routes
- Snow Plow Tracking
- Traffic Cameras



- Prioritize Service Requests
- Perform Ice-Cutting
- Post-Storm After Action
- Equipment Maintenance
- Prepare for Next Storm



THANK YOU!

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[Fcgov.com/streets](https://fcgov.com/streets)



February 14, 2023



WORK SESSION AGENDA ITEM SUMMARY

City Council

STAFF

Tyler Stamey, City Traffic Engineer
Rachel Ruhlen, Transportation Planner

SUBJECT FOR DISCUSSION

Vision Zero Action Plan.

EXECUTIVE SUMMARY

The purpose of this work session is to present the draft Vision Zero Action Plan to City Council for feedback in advance of adoption hearings. Vision Zero is a vision of zero traffic deaths and serious injuries by 2032. The Vision Zero Action Plan is a new approach to roadway safety that expands existing efforts to improve traffic safety. The plan identifies key opportunities to significantly improve and expand the city's traffic safety efforts. The project team incorporated feedback received from the community during the December 9 – January 13 public comment period into the draft Vision Zero Action Plan.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Do Councilmembers support the plan's vision and goals?
2. Do Councilmembers support the plan's transformative and supporting actions?
3. What feedback do Councilmembers have on the plan's actions and implementation strategy?

BACKGROUND / DISCUSSION

Background

In 2016, Fort Collins became the first municipality to join the Colorado Department of Transportation's Moving Towards Zero Deaths initiative. However, traffic deaths and serious injuries continue to occur despite that commitment and despite existing traffic enforcement, operations, and capital projects. In 2021, eleven people lost their lives while traveling on Fort Collins' streets and 332 crashes resulted in serious injuries or deaths.

The City of Fort Collins is developing a Vision Zero Action Plan to renew its commitment to creating safer streets where no one is at risk of losing their life or being seriously injured. The City funding used to develop the plan was from the FC Moves program budget. The consulting firm Toole Design Group supported the development of this plan as an amendment to the Active Modes Plan contract. The project kicked off in April 2022 and is anticipated for City Council to adopt in Spring 2023.

Vision Zero is an approach to transportation safety that accepts no loss of life or serious injury on our transportation system. Vision Zero takes the Safe System approach to prioritize safety in decision-making

processes. The Safe System approach is different from conventional ways of addressing traffic safety because it recognizes that while humans make mistakes when using our roads, death and serious injury are not acceptable outcomes. Responsibility for a safe road system should be shared, proactive, and redundant to prevent people from being killed or seriously injured on roadways. Under Vision Zero, City leadership, engineers, transportation planners, land use planners, law enforcement, policymakers, and road users all have a shared responsibility to prevent fatal and serious injury crashes from occurring. The principle of redundancy recognizes that law enforcement cannot prevent all road user mistakes. Other layers of protection - in addition to law enforcement - are needed to prevent severe crashes.

Strategic Alignment

The Vision Zero Action Plan is strategically aligned with other key plans and initiatives including:

- **City Plan**

Principle T 10: Support and enhance safety for all modes.

Other outcome areas including Neighborhood Livability & Social Health, Environmental Health, and Safe Communities

- **Transportation Master Plan**

Safety Vision Statement: Safety is a key priority when planning, implementing and operating transportation elements in the city, as exemplified through the City's Vision Zero commitment to reduce and eliminate serious injury and fatal crashes.

- **City Council 2021 – 2023 Priorities**

Improved traffic compliance

- **Active Modes Plan**

Goal: Eliminate active mode fatalities and serious injuries by 2032

Big Move: Safe and Comfortable Travel

- **Transportation Capital Projects Prioritization Study (TCPPS)**

TCPPS, which is under development, identifies the top priority capital road projects every ten years. Safety is a heavily weighted criterion.

Community Engagement

Development of the Vision Zero Action Plan drew from community input received on recent related efforts such as the Active Modes Plan (a Vision Zero visioning question was included during Active Modes Plan engagement) and the Transportation Capital Projects Prioritization Study as well as 1,118 service requests received on neighborhood safety concerns/issues, new signals or pedestrian crossings, roadway safety concerns, or school safety concerns through Access Fort Collins.

A Technical Advisory Committee, composed of City staff from thirteen departments and members of nine partner agencies, provided feedback at key junctures throughout the plan development. Importantly, the Technical Advisory Committee included staff who are already engaged in traffic safety efforts, including enforcement, operations, and capital projects. Thus, the Action Plan builds on existing programs and initiatives.

The Bicycle Advisory Committee, Transportation Board, and other interested City Boards and Commissions were also engaged and provided input. Finally, the draft plan received 43 comments during the public input phase December 9, 2022 – January 13, 2023.

Vision and Goals

The plan vision and goals guide actions, prioritization, and implementation. The plan is oriented around the year 2032, ten years after the kickoff of plan development. The plan vision and goals were informed by input from the public, the Technical Advisory Committee, and City Boards and Committees.

Vision

Fort Collins' vision is that by 2032, no one dies or has a serious injury while traveling on Fort Collins' streets.

Goals

The Action Plan has the overarching goal to focus on vulnerable road users as a fundamental part of making roads safer for all road users. Vulnerable road users are people using the transportation system outside of a traditional passenger car. They may be riding a motorcycle, using a wheelchair, walking, bicycling, or using other micromobility devices. Making roads safer for vulnerable road users makes the roads safer for everyone.

The five individual goals are:

- Support mode shift
- Prioritize safer speeds and multimodal places
- Promote a culture of traffic safety
- Increase data transparency and partnerships
- Center equity

High Injury Network and Top Crash Types

A geospatial crash analysis of crash data from 2017 through 2021 was used to identify the High Injury Network (HIN) – the street segments with the greatest share of severe crashes, those crashes resulting in serious injury or death. Arterial roads represent 91 percent of the HIN, collector roads represent 6 percent, and local streets represent 3 percent. The HIN includes 8 percent of the roads in Fort Collins, however, those roads account for 63 percent of all severe crashes.

Six crash types comprise 87% of severe crashes:

- Approach Turn
- Bicycle-related
- Rear-end
- Right Angle
- Fixed-object
- Pedestrian-related

Actions

Under the five individual goal areas are 11 Transformative Actions and 22 Supporting Actions. Transformative Actions are the most impactful to achieving Vision Zero and Supporting Actions complement Transformative Actions. The Technical Advisory Committee developed the actions and prioritized them as Transformative or Supporting with input from City Boards and Committees.

The eleven Transformative Actions, organized by goal area, are:

- **Support mode shift**
 1. Increase transit frequency and make service improvements consistent with the Short-Term Plan in the Transit Master Plan
 2. Install or upgrade full pedestrian and bicycle networks and treatments consistent with the Active Modes Plan and Pedestrian Needs Assessment
 3. Promote alternatives to driving through the Shift Your Ride Program
- **Prioritize safer speeds and multimodal places**
 4. Implement engineering countermeasures and design streets to manage traffic speeds
 5. Test solutions without a big time and cost commitment with temporary and quick-build treatments
- **Promote a culture of traffic safety**
 6. Review and revise standards and policies that are roadblocks to Vision Zero goals
 7. Include Vision Zero analysis as part of planning process for all infrastructure projects

- **Increase data transparency and partnerships**

8. Create a Vision Zero program with dedicated staff who can apply a safety lens to all planning, design, and resource allocation decisions
9. Perform annual analysis, before & after studies, and documentation on Vision Zero progress to celebrate successes and identify areas for improvement

- **Center equity**

10. Prioritize HIN projects and routine maintenance in historically underserved communities identified using Larimer County's Health Equity Index to create self-enforcing roadways and reduce reliance on in-person traffic enforcement
11. Neighborhood/Community grants to fund infrastructure projects with community involvement and engage historically underserved communities

In addition to the 11 Transformative Actions, 22 Supporting Actions were identified and organized by goal area.

The 22 Supporting Actions, organized by goal area, are:

- **Support Mode Shift**

- 1.1 Continue fare-less transit services through Transfort and implement the Transit Master Plan
- 1.2 Prioritize trail investments to promote trails for transportation
- 1.3 Evaluate night-time transit hours and transit stop amenities

- **Prioritize Safer Speeds and Multimodal Places**

- 2.1 Implement geometric intersection treatments with proven safety benefits
- 2.2 Implement signal and/or operational modifications that are proven to reduce severe crashes
- 2.3 Evaluate all bus stop locations for the installation of pedestrian crossings

- **Promote a Culture of Traffic Safety**

- 3.1 Work with a broad range of agencies and organizations to promote traffic safety, such as CSU, school resource officers, mental health organizations
- 3.2 Work with the media to more accurately report traffic crashes and avoid victim-blaming
- 3.3. Pair roadway design changes with communication on why changes are needed, and include branded Vision Zero signage during project construction
- 3.4 Engage City staff in trainings and facilitated conversations to better understand Vision Zero goals, and roadblocks and opportunities for successful implementation
- 3.5 Support the establishment of a victims' advocacy organization such as a local chapter of Families for Safe Streets
- 3.6 Incorporate safety features in City fleet vehicles and expand safe driver training and awareness among people who drive City fleet vehicles
- 3.7 Fully staff the Traffic Enforcement Unit

- **Increase Data Transparency and Partnerships**

- 4.1 Expand current group of safety stakeholders into an interdisciplinary Vision Zero Task Force and continue regular meetings to review data and ongoing traffic safety performance and determine strategies for improvement
- 4.2 Work with Colorado Department of Transportation (CDOT) and Larimer County to provide more timely statewide or region-wide crash data
- 4.3 Convene rapid response meetings after all severe crashes, investigate how roadway design contributed to the crashes and implement near-term safety improvements as appropriate to subject location and other locations with similar characteristics
- 4.4 Partner with medical and substance abuse organizations to share data and strategies
- 4.5 Provide a dashboard with accessible data about traffic fatalities and serious injury crashes on the City's website and incorporate data and trends into the annual safety report
- 4.6 Advocate for policies regulating automated vehicles that advance Vision Zero safety goals

- **Center Equity**

- 5.1 Pilot a diversion program with education to encourage safe behaviors over more punitive measures such as fines

5.2 Engage youth to raise awareness of Vision Zero and solicit their input on programs and street design projects

5.3 Expand use of automated traffic enforcement (speed, red-light cameras) in place of in-person traffic enforcement and deploy throughout the HIN; any revenues received from fines should be used to improve traffic safety.

Countermeasures

Countermeasures to address the six top crash types are:

- Backplates with Retroreflective Borders
- Bicycle Lanes
- Bikeways at Intersections
- Chicanes and Pinch Points
- Corner Islands and Turn Wedges
- Corridor Access Management
- Crosswalk Lighting and Daylighting
- Curb Extensions
- Hardened Centerlines
- Leading Pedestrian Interval
- Medians
- No Turn on Red Restrictions
- Pedestrian Hybrid Beacon
- Pedestrian Recall Signal Timing
- Pedestrian Refuge Island
- Protected Turn Phase
- Raised Crossings and Intersections
- Road Diet/Roadway Reconfiguration
- Lane Narrowing
- Roundabouts
- Speed Safety Cameras
- Traffic Signal Timing

Funding

While implementation will require some additional resources, including one new FTE, this plan largely looks to existing programs and processes and how those can be adjusted to align with the goal of Vision Zero. This plan does not contain an inventory of projects or programs with cost estimates. Most costs are one-time expenditures. With new federal funding streams that prioritize safety – and require communities to have safety action plans – this is an advantageous time to leverage local match to receive federal funds.

Resources required for each Transformative Action were estimated as high, medium, or low. While some Transformative and Supporting actions may require additional funds, some do not require funding beyond what would be required for existing plans and programs, staff time, or a small amount of additional funding. A key Transformative Action that will require additional resources is a full-time dedicated staff position. Funds for this and other actions requiring additional resources will be pursued through the BFO process and external grants.

Conclusion

The Vision Zero Action Plan stems from existing traffic safety efforts in enforcement, traffic operations, and capital projects and extends previous efforts such as the Active Modes Plan and the Transportation Capital Projects Prioritization Study. New federal funding streams that prioritize safety require Action Plans in place for eligibility. Through implementation, the Vision Zero Action Plan will help Fort Collins achieve the vision of zero traffic deaths and serious injuries. The actions and countermeasures provide a high-level

framework for implementing this citywide vision and making every traveler safer – people inside and outside of motor vehicles.

NEXT STEPS

The project team will incorporate feedback from Councilmembers into the Vision Zero Action Plan in preparation for adoption hearings, to be scheduled for Spring 2023.

ATTACHMENTS

1. Draft Vision Zero Action Plan 02.14.23
2. Public Input and Responses to draft Vision Zero Action Plan 02.14.23
3. Endorsement from the Senior Advisory Board 12.14.2022
4. Transportation Board Minutes 11.16.2022 (excerpt)
5. Bicycle Advisory Committee Minutes 11.28.2022 (excerpt)
6. Presentation

FORT COLLINS VISION ZERO ACTION PLAN

January 31, 2023 | DRAFT

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Executive Summary

Any traffic deaths or life-changing injuries in Fort Collins are unacceptable. In 2021, there were 332 crashes in Fort Collins that resulted in a fatality or injury. In that year, 11 people lost their lives while traveling on Fort Collins' streets. These events bring immeasurable personal loss and negative community impacts.

The City of Fort Collins is taking the Vision Zero approach to transportation safety to renew its commitment to creating safer streets where no one is at risk of losing their life or being seriously injured. Fort Collins' priorities and commitment to Vision Zero are centered on the understanding that even a single traffic fatality or serious injury is unacceptable.

Many communities have made a formal commitment to Vision Zero but fewer have achieved it. Those that have achieved at least one year of Vision Zero, such as Boulder, Arvada, and Centennial in Colorado, and other cities with population similar to Fort Collins, such as Oxnard CA, Lansing MI, and Allentown PA, and hundreds of other town and cities around the world, are an inspiration and a model for Fort Collins.

Fort Collins' vision is that:

By 2032, no one dies or has a serious injury while traveling on Fort Collins' streets.

The Fort Collins Vision Zero Action Plan takes a data-driven approach to analyze crash trends and identify a High-Injury Network (HIN) where a disproportionate number of crashes led to fatalities and serious injuries. It outlines specific actions for the City to take in the next ten years to achieve Vision Zero. The actions in the Plan address safety issues in these crash trends and the HIN.

Developing the Action Plan

The Fort Collins Vision Zero Action Plan was developed collaboratively by City staff across multiple departments. A Technical Advisory Group that represents a diverse cross-section of the Fort Collins government and local and statewide organizations was formed to guide the development of the Plan and prioritization of action items.

Additionally, feedback from the larger Fort Collins community has guided the development of the Plan. This included presentations to and feedback from various City boards and committees, an online public review of this Action Plan, and outreach efforts for previous plans of the Fort Collins' transportation system. These previous plans include the Transportation Capital Projects Prioritization Study and the Fort Collins Active Modes Plan. The Fort Collins Vision Zero Action Plan is tied to the City's existing plans and policies and identifies ways to reprioritize existing efforts to achieve Vision Zero.

What is a Serious Injury?

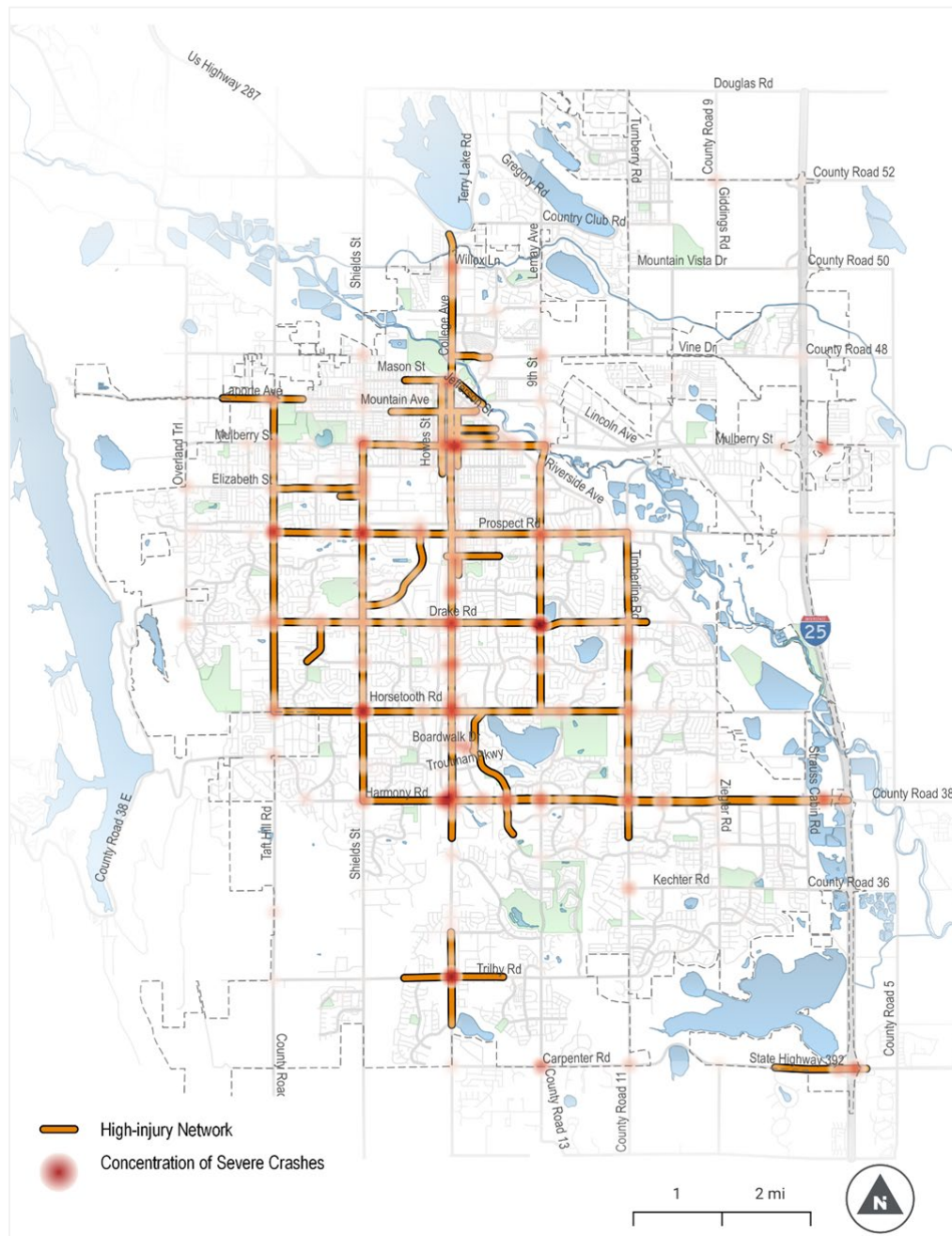
The United States Department of Transportation defines a serious injury or suspected serious injury as any injury other than fatal that results in one or more of the following:

- Severe laceration resulting in exposure of underlying tissues/muscle/organs or resulting in significant loss of blood
- Broken or distorted extremity (arm or leg)
- Crush injuries
- Suspected skull, chest, or abdominal injury other than bruises or minor lacerations
- Significant burns (second and third degree burns over 10% or more of the body)
- Unconsciousness when taken from the crash scene
- Paralysis

Crashes that lead to fatal or serious injuries are referred in the Action Plan as "severe crashes"

As part of the data-driven approach to develop the Fort Collins Vision Zero Action Plan, the street segments with the greatest share of severe crashes – those resulting in death or injury - were identified via a geospatial analysis of crash data.

These street segments make up the High-Injury Network (HIN) and are mapped below.



The HIN represents just eight percent (8%) of the streets in Fort Collins, however, those street segments account for sixty-three percent (63%) of all severe crashes in the city. Targeting safety investments to the HIN will have the greatest impact on reducing severe crashes.

Goals and Actions to Achieve Vision Zero

The goals in the Fort Collins Vision Zero Action Plan will guide the implementation of actions to achieve Vision Zero. The Action Plan establishes five individual goals plus one overarching goal for the City. Under each of the five individual goals are several action items to achieve that goal. Actions are categorized as Transformative – most impactful to help move Fort Collins towards achieving Vision Zero, or Supporting – less impactful actions that are important in complementing the transformative action items.

Focus on Vulnerable Users

The Action Plan has the overarching goal to focus on vulnerable road users as a fundamental part of making roads safer for all road users. Vulnerable road users are people using the transportation system outside of a motor vehicle. They may be riding a motorcycling, using a wheelchair, walking, bicycling, or using other micromobility devices. Making roads safer for vulnerable road users makes the roads safer for everyone.

Support Mode Shift

Promoting sustainable transportation such as walking, biking, and using public transit will help the Fort Collins community reduce dependency on motor vehicles. Motor vehicles are involved with nearly all severe traffic crashes; therefore, the development of safe multimodal street networks, and programs and policies that increase the use of sustainable modes and decrease the use of motor vehicles can help the community achieve Vision Zero.

Prioritize Safer Speeds and Multimodal Places

High motor vehicle speeds increase the risk of serious injury or death. Engineering solutions such as road diets, crossing improvements, and traffic signal optimization have been shown to slow speeds, create people-centric spaces, and reduce severe crashes.

Promote a Culture of Traffic Safety

Achieving zero traffic deaths and serious

injuries can only be successful if Fort Collins' street planners and designers, City leaders, and street users set priorities and make decisions that improve transportation safety and reduce severe crashes.

Increase Data Transparency and Partnerships

Improving the accuracy, timeliness, and quality of crash data helps planners, engineers, and policymakers make better decisions about resource allocation and facility design. Data on the locations of severe crashes will help in prioritizing, implementing, and evaluating projects that support Vision Zero.

Center Equity

A Vision Zero initiative is successful when everyone is safe using Fort Collins' streets. An equitable Vision Zero process helps ensure improvement projects and programs reduce harm without increasing the burden on historically underserved communities.

The proposed action items in the Plan are high-level and include a broad assessment of the high, medium, or low level of resources required. As the actions are developed, more specific cost estimates can be determined. Some actions can be accomplished with little to no additional expense or staff time while others require more funding. New federal funding streams that prioritize safety may help fund these actions, and the Vision Zero Action Plan and safety investments will be important for increasing Fort Collins' competitiveness to leverage this funding.

Introduction

The City of Fort Collins has taken safety seriously for decades. As the first public local entity to join the Colorado Department of Transportation (CDOT) Moving Towards Zero Deaths initiative to eliminate traffic-related deaths, the City of Fort Collins has developed a reputation for its dedication to traffic safety. Fort Collins has robust traffic enforcement, designs for traffic safety in road construction projects, and systemically encodes safety in traffic operations. City departments coordinate with each other and collaborate with outside agencies to promote traffic safety.

However, despite these efforts, traffic crashes continue to result in fatalities and serious injuries. An average of 285 crashes on Fort Collins' streets resulted in an injury or fatality every year from 2017 through 2021. Not only do these tragic events contribute to immeasurable personal loss, but they also put elevated pressure on the local emergency response, and the unsafe and uncomfortable environments that lead to severe crashes discourage the use of active modes, affecting communitywide health and mobility and our ability to meet climate goals.

Fort Collins needs a new approach to roadway safety, one that expands existing efforts to improve traffic safety. Therefore, the Fort Collins Vision Zero Action Plan builds on previous City plans and policies, and emphasizes:

- Making the existing road network **safer**
- Focusing on the safety of **all road users**
- Eliminating crashes that result in **fatalities and serious injuries**
- **Reducing conflicts** at intersections, along the high-injury network, and within historically underserved communities
- Planning for **ongoing evaluation** and monitoring of deployed strategies

Vision Zero is an opportunity to address traffic safety from a variety of angles and to guide City leadership in designing streets that emphasize safety, predictability, and comfort while recognizing the inevitability of human error.



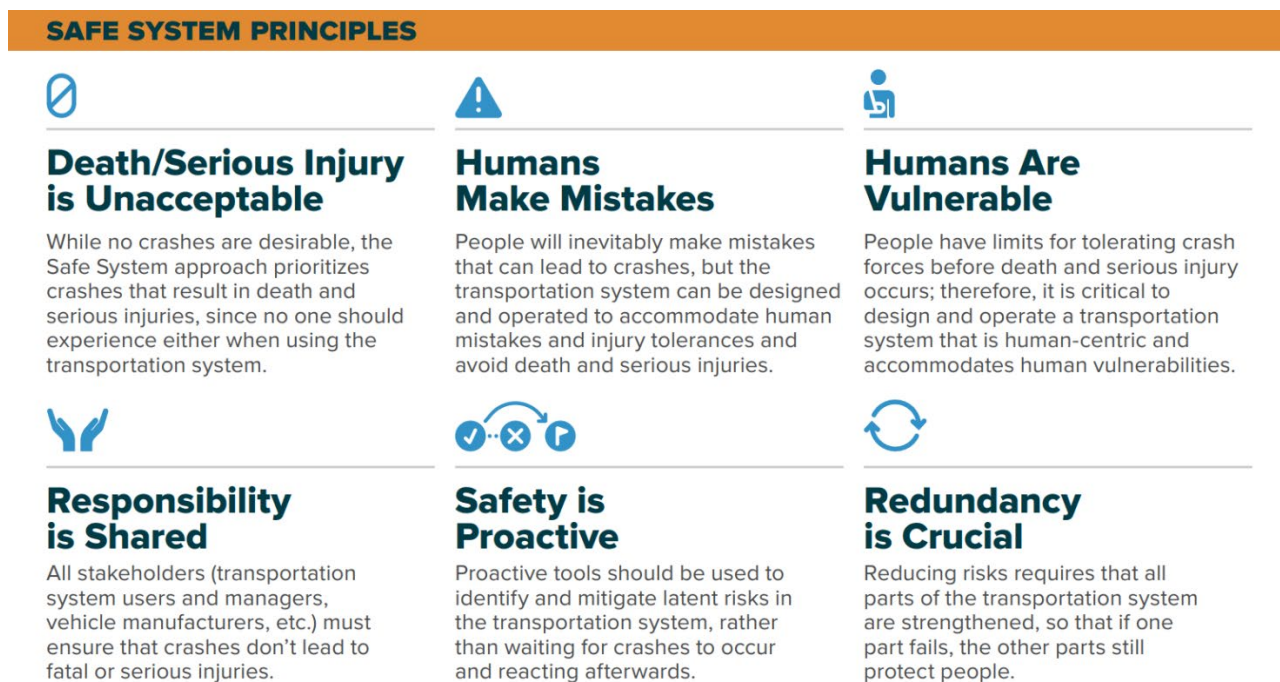
*A "ghost bike" marks the location where someone riding a bicycle was killed in a collision in 2021.
Source: City of Fort Collins*

What is Vision Zero?

Vision Zero is an approach to transportation safety that accepts no loss of life or serious injury on our transportation system. Vision Zero takes the *Safe System* approach to prioritize safety in decision-making processes. The *Safe System* approach is different from conventional ways of addressing traffic safety because it recognizes that while humans make mistakes when using our roads, death and serious injury are not acceptable outcomes. Responsibility for a safe road system should be shared, proactive, and redundant to prevent people from being killed or seriously injured on roadways. Under Vision Zero, City leadership, traffic engineers, transportation network designers, local enforcement, policymakers, and road users all have a shared responsibility to prevent fatal and serious injury crashes from occurring. The principle of redundancy recognizes that law enforcement cannot prevent all road user mistakes. Other layers of protection - in addition to law enforcement - are needed to prevent severe crashes.

The principles of the *Safe System* approach are outlined in Figure 1.

Figure 1: Principles of the *Safe System* Approach. Source: FHWA.



The Fort Collins Vision

Fort Collins' priorities and commitment to Vision Zero are centered on the understanding that even a single traffic fatality or serious injury is unacceptable. Fort Collins' vision for traffic safety is that: **By 2032, no one dies or has a serious injury while traveling on Fort Collins' streets.**

Guided by this vision statement, Fort Collins created this Action Plan containing strategies to achieve Vision Zero. This vision statement supports and aligns with the *Active Modes Plan* vision horizon and statement, that the City will achieve 50 percent active mode share and eliminate active modes traffic fatalities and serious injuries by 2032.

Goals of the Fort Collins Vision Zero Action Plan

After initial stakeholder engagement, analysis of existing conditions and citywide goals, and a review of best practices in Vision Zero Action Plans from peer cities, six goals emerged.

Overarching Goal: Focus on Vulnerable Users

The overarching goal to focus on vulnerable road users is a fundamental part of making roads safer for all in Fort Collins. Vulnerable road users are people using the transportation system outside of a motor vehicle. They may be riding a motorcycling, using a wheelchair, walking, bicycling, or using other micromobility devices. People riding motorcycles, walking, or bicycling are disproportionately represented in severe crashes.

People with disabilities, young people, and the elderly face a high risk of traffic fatalities and injuries. People with disabilities and the elderly may walk or move more slowly, people in wheelchairs and children have a lower profile and are harder to see, and people with vision, hearing, or cognitive impairments may have difficulty accessing critical information on the transportation network.

A focus on vulnerable road users is embedded across all goals because measures to reduce severe crashes for vulnerable road users also reduce crashes for people in motor vehicles. However, measures to reduce severe crashes for people in motor vehicles do not necessarily reduce severe crashes for vulnerable road users. For example, seatbelts protect people in motor vehicles but do not protect people outside, while roundabouts protect people inside and outside of motor vehicles by reducing the number of conflict points and reducing motor vehicle speed.

Support Mode Shift

Promoting sustainable transportation such as walking, biking, and using public transit will help the Fort Collins community reduce dependency on motor vehicles. Motor vehicles are involved with nearly all severe traffic crashes; therefore, the development of safe multimodal street networks, and programs and policies that increase the use of sustainable modes and decrease the use of motor vehicles can help the community achieve Vision Zero.

Description

Historically, Fort Collins' transportation system has been built to prioritize the investment in movement of motor vehicles over all other modes, leading to an unbalanced transportation system and one that is potentially deadly for all road users. A continuation of efforts that direct funding towards improving efficiency for active modes users, increasing the frequency of transit, and supporting alternatives to driving will help Fort Collins reduce car use. Vulnerable road users directly benefit from strategies to reduce dependency on motor vehicles, and having fewer threats on the road benefits all road users.

Prioritize Safer Speeds and Multimodal Places

High motor vehicle speeds increase the risk of serious injury or death. Engineering solutions such as road diets, crossing improvements, and traffic signal optimization have been shown to slow speeds, create people-centric spaces, and reduce severe crashes.

Description

Creating safe speeds involves designing streets to manage traffic speed. Slower speeds reduce the kinetic energy of crashes and result in a smaller chance of injury or death for people inside and outside of motor vehicles. National research indicates that the risk of death or severe injury (as defined in the report) increases for people walking when motorists' speed increases (Figure 2). Managing traffic speed through engineering improvements also makes streets safer and more inviting for people using active transportation.

Figure 2: Relation Between Motorist Speeds and Rate of Pedestrian Fatality or Severe Injury



Source: Tefft, B.C. (2011). *Impact Speed and a Pedestrian's Risk of Severe Injury or Death (Technical Report)*. Washington, D.C.: AAA Foundation for Traffic Safety.

Promote a Culture of Traffic Safety

Achieving zero traffic deaths and serious injuries can only be successful if Fort Collins' street planners and designers, City leaders, and street users set priorities and make decisions that improve transportation safety and reduce severe crashes.

Description

This goal includes shifting internal agency priorities and standards to the latest best practices to create and maintain safe roads, and community engagement so that there is an understanding of the dangers of unsafe streets and the need for roadway redesigns. It is a community-driven goal that requires buy-in and support from diverse stakeholders, the community, elected officials, interdepartmental agency staff, and the media. Vulnerable road users directly benefit from strategies to promote a culture of traffic safety because it establishes that vulnerable road users have a right to use the public right-of-way safely. People in motor vehicles benefit from a culture of traffic safety that results in fewer severe crashes.

Increase Data Transparency and Partnerships

Improving the accuracy, timeliness, and quality of crash data helps planners, engineers, and policymakers make better decisions about resource allocation and facility design. Data on the locations of severe crashes will help in prioritizing, implementing, and evaluating projects that support Vision Zero.

Description

Vision Zero is a data-driven effort that relies on up-to-date information to quickly identify areas that are high-risk, determine priorities, and mitigate risks before traffic fatalities and serious injuries can occur. Given limited City resources and funds to make improvements, it is important for the City to formulate a system for collecting, maintaining, sharing, and reviewing data to drive decision-making. Having consistent, publicly available, useable data is also critical for tracking progress, celebrating successes, and adjusting investments in Vision Zero projects. Severe crashes involving vulnerable road users are frequently unreported; additional data sources beyond police reports can fill in gaps.

Center Equity

A Vision Zero initiative is successful when everyone is safe using Fort Collins' streets. An equitable Vision Zero process helps ensure improvement projects and programs reduce harm without increasing the burden on historically underserved communities.

Description

National research shows that low-income communities and communities of color are disproportionately affected by traffic violence in their neighborhoods. Aiming for equitable implementation by providing more resources to historically underserved communities should be a priority. Vulnerable road users, especially those most reliant on walking and bicycling, are often people without access to motor vehicles, people with low income, and people with disabilities. People with low income, inside and outside of motor vehicles, can least bear the costs associated with severe crashes or the deaths of family members.

Understanding Safety Issues in Fort Collins

Vision Zero takes multiple approaches to understanding systemic factors behind traffic deaths and injuries. First, current efforts in the City of Fort Collins to promote traffic safety were reviewed. Second, in order to better understand community values and priorities around traffic safety and Vision Zero strategies, the City of Fort Collins conducted an extensive review of stakeholder and community feedback received from recent transportation-related planning efforts. Third, best practices from other cities with Vision Zero Action Plans were reviewed. Finally, successful Vision Zero programs are largely data-driven. Therefore, the City of Fort Collins also analyzed crash data to understand how and where people are killed or seriously injured while traveling on Fort Collins' streets. The locations, contributing factors, and demographic information will help Fort Collins target efforts to achieve Vision Zero.

Current Efforts

The City of Fort Collins' current efforts to promote traffic safety include robust traffic enforcement, designing safety in road construction projects, and systemically encoding safety in traffic operations. City departments coordinate and the City collaborates with other agencies to promote traffic safety.

The Fort Collins Police Department Traffic Enforcement Unit addresses the top road safety focus areas of speeding, red light and stop sign violations, following too closely, and distracted driving, issuing 7,550 traffic citations in 2021. Fort Collins has used automated enforcement since the first red light cameras in 1997. Today, there are four red light cameras and two camera radar vehicles. Revenue from automated enforcement is used for traffic calming and traffic enforcement equipment. Police Services has officers with specialized training and certification to conduct a commercial vehicle inspection. If a commercial vehicle is stopped and there are indications an inspection should be conducted, a trained certified inspector will conduct that inspection and may place the vehicle out of service until violations have been corrected. The Traffic Unit has not escaped the national shortage of police officers, however, and must be fully staffed for robust traffic enforcement.

Traffic safety is designed into road construction projects. Every ten years, the Transportation Capital Projects Prioritization Study ranks arterial intersection and corridor projects with safety as one of the highest criteria. Safety-specific funding opportunities are opportunities to implement projects with a safety focus sooner than others. One recent example of a safety-focused project is the addition of separated bicycle and pedestrian facilities at the Vine Drive and Lemay Avenue overpass, which has been a hot spot of severe crashes and had no sidewalks or bike lanes. Four capital projects with safety as the primary goal are currently underway at intersections around the city.

Traffic Operations Department systematically evaluates and adjusts operations to reduce crashes. For example, at College Avenue and Trilby Road, the city's top hot spot of severe crashes, the protected permissive left turn phase was changed to protected only left turns, with the result of a reduction in the number of crashes. Any intersection that has experienced at least three approach turn crashes is evaluated for changes to the left turn phasing, and signal timing through corridors is coordinated to reduce decision points that result in rear-end collisions.

Police and Traffic Operations departments coordinate to assess conditions leading to severe crashes. Police Services collects crash data and Traffic Operations has produced an annual analysis of crash data since 2015, "Safety in the City".

Other agencies in Northern Colorado are following Fort Collins' lead in Vision Zero. In 2019, after its first traffic death in twenty years, Colorado State University (CSU) made a commitment to Vision Zero, established the President's Vision Zero Task Force, and is developing a Vision Zero Action Plan parallel to the City's process.

Stakeholder and Community Engagement

To develop the Vision Zero Action Plan, Fort Collins engaged with a Vision Zero Technical Advisory Committee (TAC), met with select boards and commissions (the Youth Advisory Board, Senior Advisory Board, Disability Advisory Board, the Bicycle Advisory Committee, and the Transportation Board), held an online comment period for the community to review the draft Action Plan, and reviewed feedback from previous outreach efforts. Community input from a variety of past efforts and surveys that helped guide the goals and strategies of the Action Plan is summarized below.

Vision Zero Technical Advisory Committee (TAC)

The TAC was comprised of a group of stakeholders that represent a diverse cross-section of the Fort Collins government. The TAC included Fort Collins City staff from:

Community Development & Neighborhood Services, Economic Health Office, Engineering Department, FC Moves, Parking Services, Parks Department, Parks Planning & Development, Planning Department, Police Services, Streets Department, Traffic Operations, Transport, and Utilities Department

Local and statewide agencies and organizations that also were a part of the TAC included:

Bike Fort Collins, Colorado State University (CSU), Colorado Department of Transportation (CDOT), Larimer County, North Front Range Metropolitan Planning Organization (MPO), Poudre School District (PSD), Safe Kids Larimer County, and UC Health

During three TAC meetings, participants had in-depth discussions centered on:

Meeting #1: Existing conditions and vision, mission, and goals

Meeting #2: Draft Vision Zero strategies

Meeting #3: Prioritization of strategies

Transportation Capital Projects Prioritization Study (TCPPS)

The 2022 TCPPS, which analyzed safety and congestion data for intersections and arterial roadways in Fort Collins, consulted community members on their top traffic safety priorities and needs. Outreach activities revealed that crash reduction is the top priority for Fort Collins residents. The number of requests for traffic calming was far higher than the number of concerns regarding vehicle delays. The Fort Collins community expressed a desire for traffic calming measures along minor arterial roads to decrease crossing distances, reallocate lanes as bikeways and bus-only lanes, and better separation of motor vehicles and active modes users.

CDOT Region 4 Bicycle and Pedestrian Study

In 2021, CDOT released an online survey to understand what statewide pedestrian and bicycle improvements are needed on CDOT-owned roadways. In Fort Collins, CDOT found unsafe traffic conditions and crossings were a top concern, with many comments calling for more grade-separated crossings and better education for motorists.

Fort Collins Active Modes Plan (AMP)

To improve the environment for active modes users and encourage mode shift in Fort Collins, the 2022 AMP engaged the community on identifying current transportation patterns and needs. Results of outreach activities concluded that the community believes that to achieve Vision Zero, Fort Collins must manage traffic speed, focus on areas with many severe crashes, educate drivers and active modes users on safe practices, and make alternative modes easy and realistic options for everyday travel.

Fort Collins General Service Requests

More than three years of service requests submitted by Fort Collins residents were analyzed. Between January 2018 and March 2022, 1,118 service requests were received on neighborhood safety concerns/issues, new signals or pedestrian crossings, roadway safety concerns, or school safety concerns through Access Fort Collins. Over 900 of these requests were categorized by topic:

- 47% on vehicle speed concerns
- 15% on pedestrian traffic issues or crosswalks
- 14% signs and signals requests
- 8% traffic congestion concerns
- Other topics (<5% each) on parking in bike lanes, dangerous intersections, traffic violations, speed bump removal, restriping, line of sight, truck traffic, and noise



Asphalt Art projects are an opportunity to further engage the Fort Collins community in the design elements of the public right-of-way and can be implemented in the excess space created by safety treatments like bulb-outs and curb extensions. Source: City of Fort Collins.

Best Practices

The Vision Zero Network¹ guidelines for an effective Vision Zero Action Plan lays out two key components of a strong Action Plan: **foundational elements** and **actionable strategies**. These key components are underpinned by a process of continued community engagement and attention to equity.

Foundational elements are:

- Robust data framework
- Measurable goals with a clear timeline for implementation
- Accountability
- Transparency

Actionable strategies should:

- Prioritize roadway design
- Focus on speed management
- Utilize impactful education strategies
- Ensure enforcement is equitable.

Reviewing foundational elements and actionable strategies from other Colorado communities and national peer cities, including Boulder and Denver, as well as Ann Arbor MI, Austin TX, and Eugene OR, provided a strong starting point for understanding the strategies needed to address the safety issues in Fort Collins.



City and County of Denver has installed inexpensive treatments like bulb-outs and curb extensions using low-cost materials as part of its solutions to address roadway safety and help meet its Vision Zero goals.

¹ Vision Zero Network Guidelines for an Effective Vision Zero Action Plan https://visionzeronetwork.org/wp-content/uploads/2017/12/VZN_ActionPlan_FINAL.pdf

Crash Trends

Over the past five years (2017 through 2021), the total number of severe crashes that occur in Fort Collins has fluctuated. However, the number of fatal crashes has been on the rise since 2019 (see Figure 3). In *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, crashes are categorized by severity. Severe crashes are those resulting in fatalities, minor or non-incapacitating injuries, and major or incapacitating injuries. The Fort Collins Vision Zero Action Plan focuses on severe crashes. Crash trends from the latest report are summarized below.

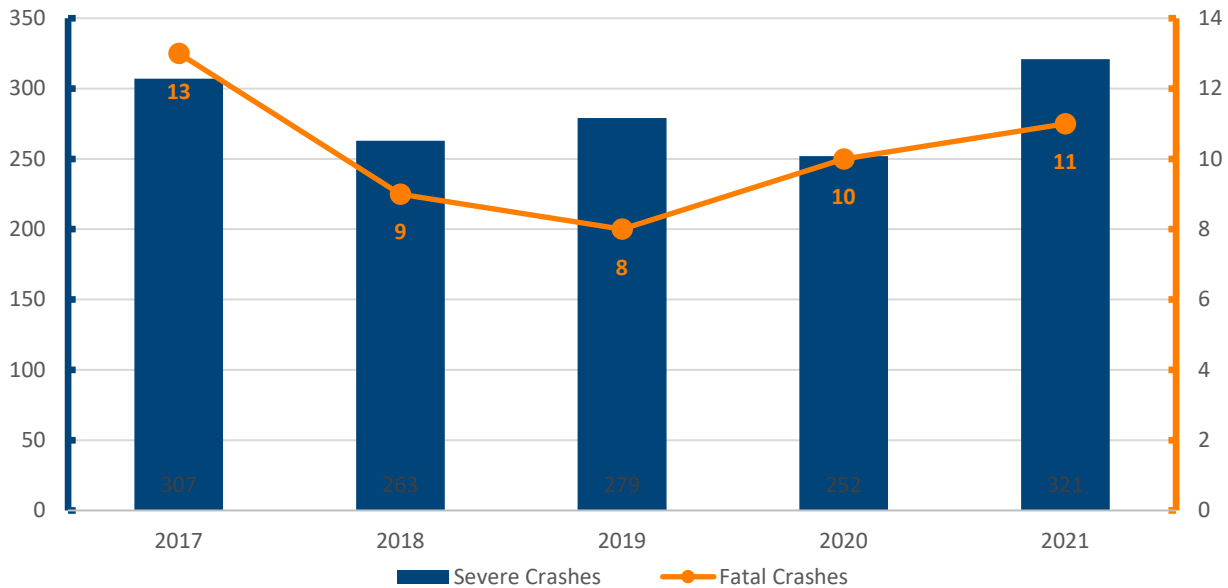


Figure 3: Severe Crashes and Fatal Crashes, 2017-2021.

Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022.

Crashes in Fort Collins Occur Most Frequently at Intersections

More than three in every four crashes, or 78 percent, occur at an intersection, driveway, or alley access in Fort Collins (see Figure 4).

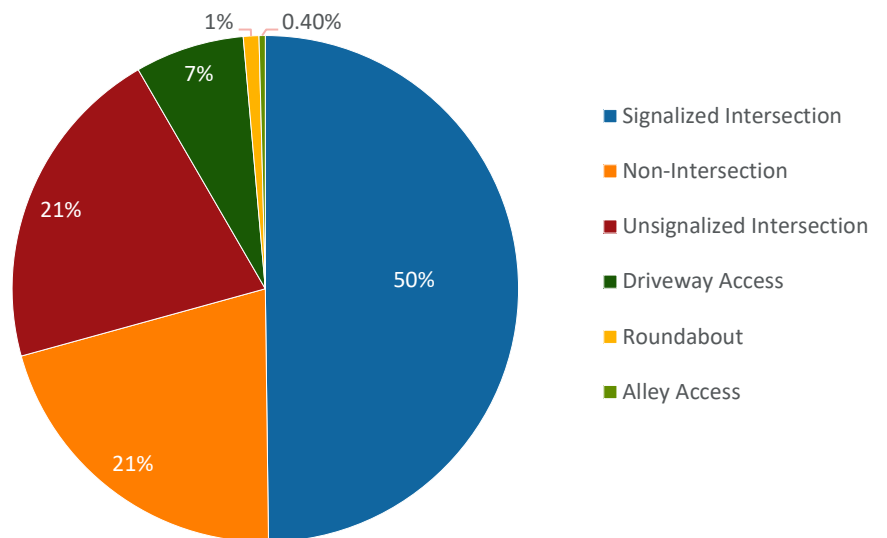


Figure 4: Crash Location Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022.

Vulnerable Road Users are Disproportionately Impacted by Severe Crashes

While most trips in Fort Collins are made in motor vehicles, travelers using other modes are at disproportionate risk of severe crashes. Crashes involving vulnerable road users account for only 6% of total crashes but make up 35% of all severe crashes and 47% of all fatal crashes (see Figure 5). When vulnerable road users are involved, crashes are more likely to be severe.

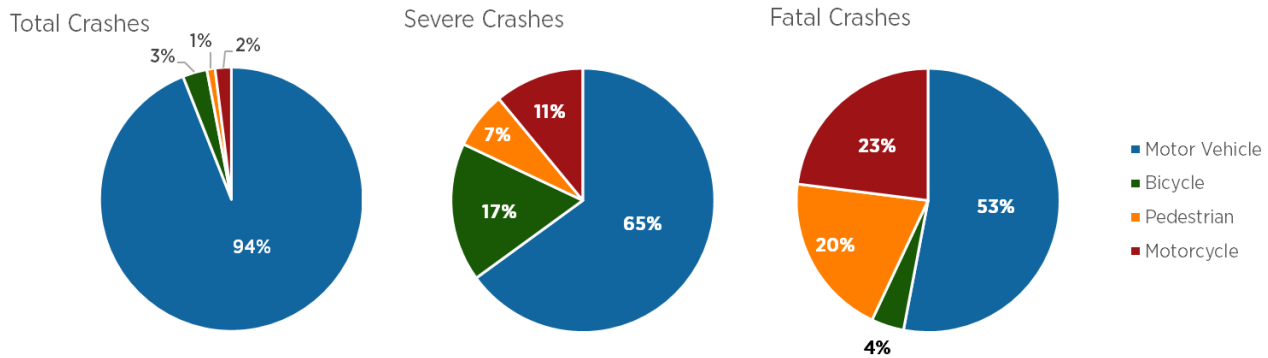


Figure 5: Severity Impact on Vulnerable Road Users.

Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022.

Fatal Crashes in Fort Collins Increasing Recently

On average in the past five years, ten people have died in roadway crashes in Fort Collins annually. Overall, fatal crashes have increased steadily since 2019, with 10 total crashes occurring in Fort Collins in 2020 and 11 in 2021. Fatal crashes decreased from 2017 to 2019 but increased in 2020 and 2021, even while vehicle miles traveled (VMT), a measure of the amount of driving in a region, decreased in 2020 (see Figure 6).

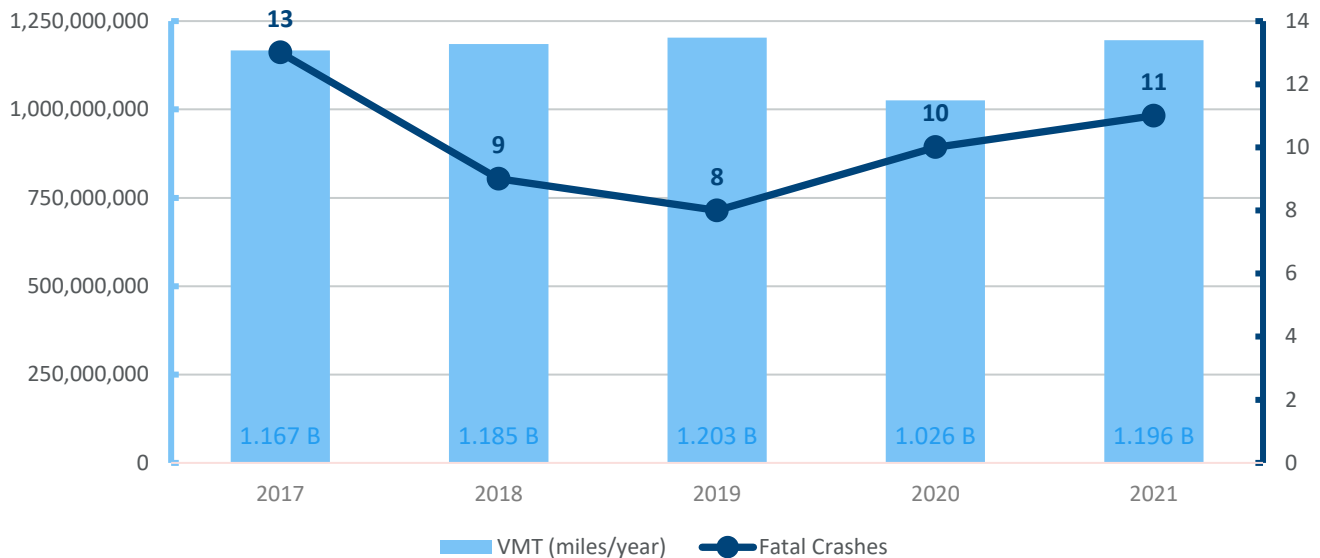


Figure 6: Fatal Crashes and Vehicle Miles Traveled Per Year (2017-2021) Crash Data Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022. VMT Data Source: Northern Front Range Metropolitan Planning Organization (NFRMPO).

The Rate of Fatal Crashes in Fort Collins is Similar to Other Places

Fort Collins' fatal crash rate is just below average for cities of similar size in Colorado (see Figure 7). When compared to peer cities across the United States, Fort Collins' fatal crash rate sits just above the average (see Figure 8). When it comes to traffic deaths and serious injuries, Fort Collins is doing about average. Fort Collins must do much better than average to achieve Vision Zero.

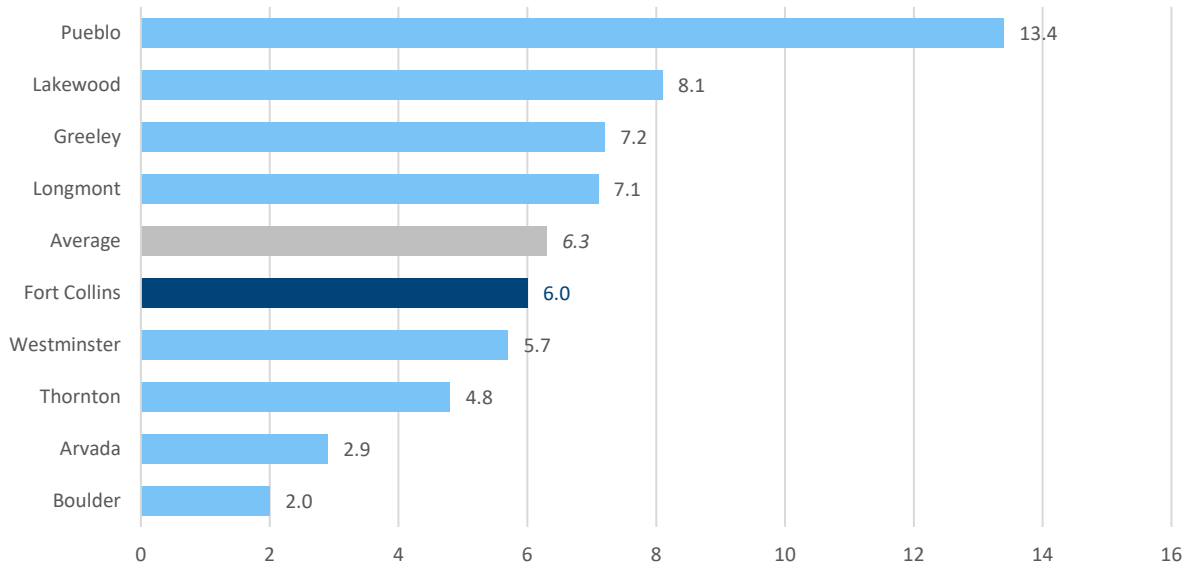


Figure 7: Fatal Crash Rate Comparison to Other Colorado Cities, based on 2017-2021 Data. Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022.

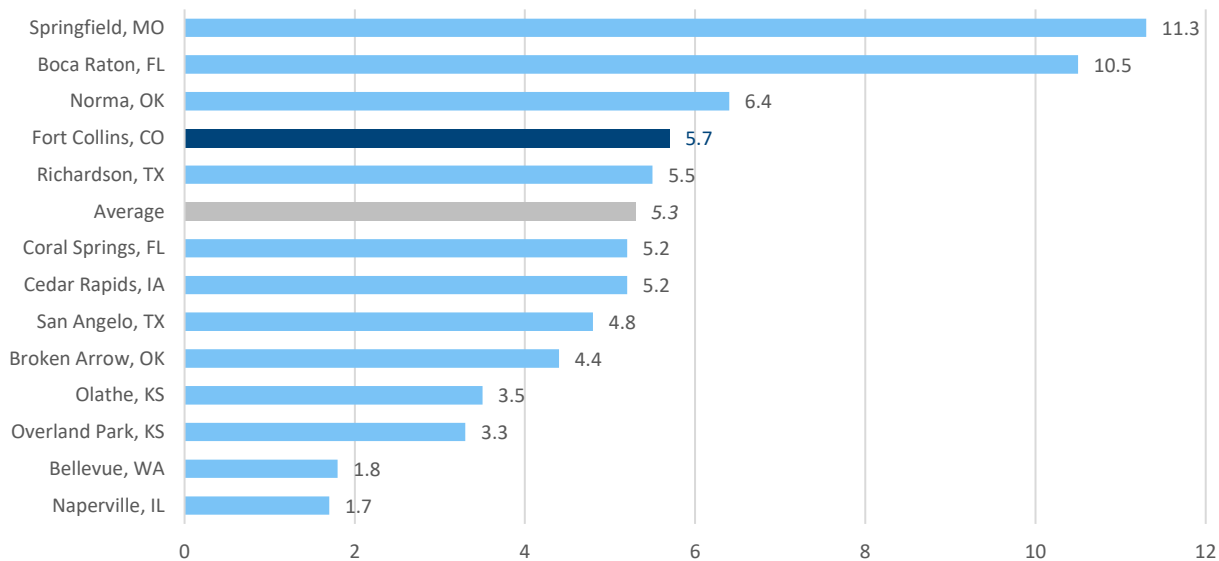


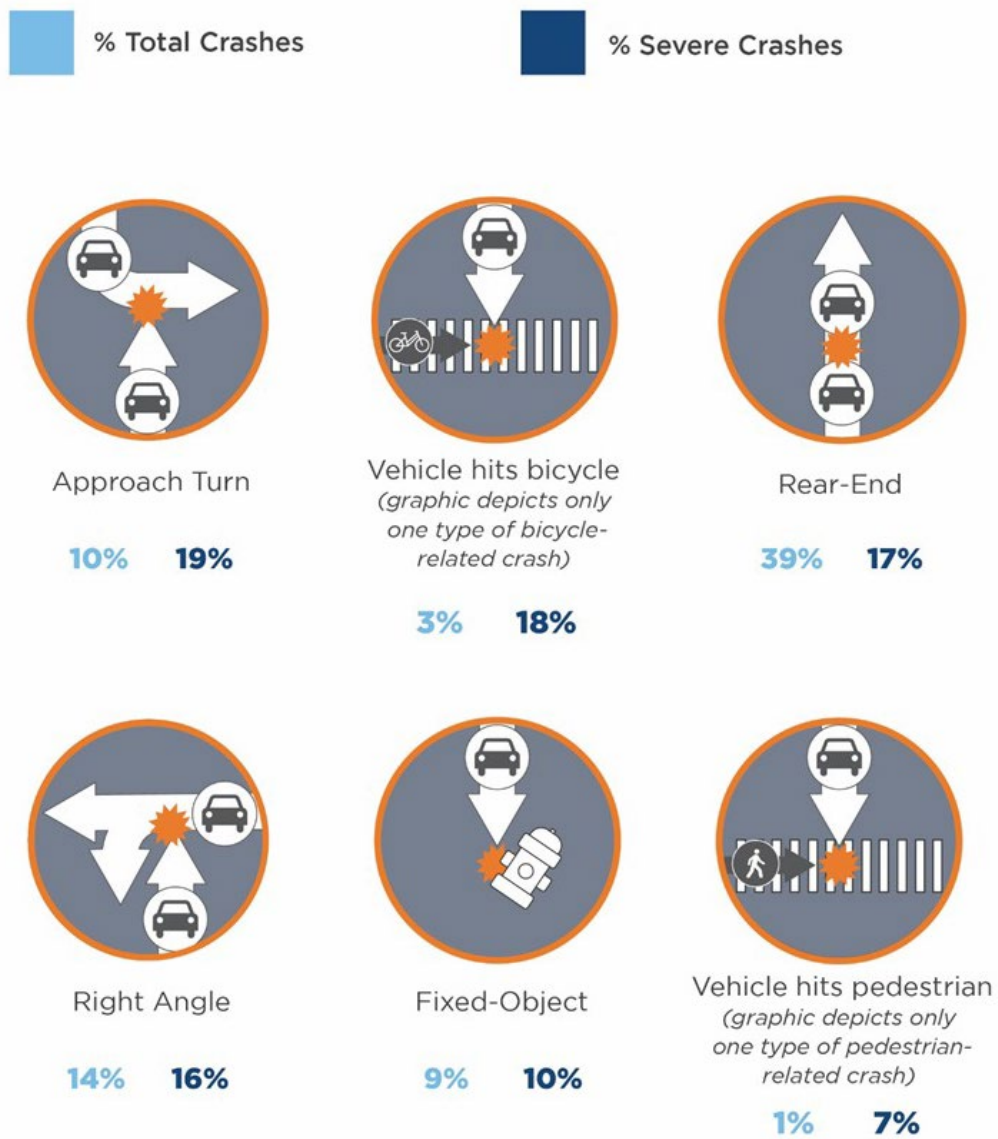
Figure 8: Fatal Crash Rate Comparison to Peer Cities, based on 2017-2020 Data (2021 data was not available for all peer cities). Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022.

Six Crash Types Make Up the Majority of Severe Crashes that Occur on Fort Collins' Roads

Six crash types comprise 87 percent of severe crashes. Figure 9 illustrates these crash types and the frequency of each crash type amongst all crashes and severe crashes. Countermeasures designed to address these crash types have the greatest potential for reduction in traffic deaths and serious injuries. The six prevalent crash types in severe crashes are:

- Approach Turn
- Bicycle-related
- Rear-end
- Right Angle
- Fixed-object
- Pedestrian-related

Figure 9: Top 6 Crash Types for Severe Crashes, 2019-2021



Source: *Safety in the City: Fort Collins 2021 Annual Roadway Safety Report*, August 2022.

High-Injury Network (HIN)

Looking for hot spots of severe crashes is limiting because severe crashes have a random element. For example, two intersections may share many of the same characteristics but only one of them has experienced severe crashes. If it is just chance that the severe crashes so far have happened at that intersection, severe crashes are likely to occur in the future at the intersection that has not yet experienced severe crashes. Countermeasures should be implemented at both intersections to prevent future severe crashes. The High-Injury Network (HIN) consists of the roads most likely to experience severe crashes based on, but not limited by, historical crash data.

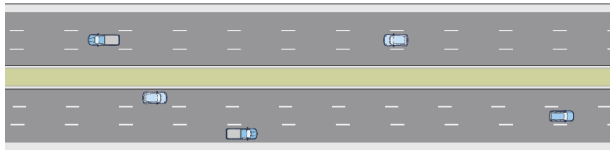
A geospatial crash analysis of the crash data from 2017 through 2021 was used to identify the HIN in Fort Collins—the street segments that had the greatest share of severe crashes.

Arterial roads represent 91 percent of the HIN, collector roads represent 6 percent, and local streets represent only 3 percent. The HIN includes just 8 percent of the roads in Fort Collins, however, those roads account for 63 percent of all severe crashes.

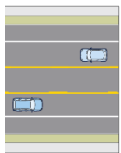
Map 1 on the next page shows the Fort Collins HIN. This is where the City should target Vision Zero strategies and countermeasures to reduce severe crashes.

Note, while the analysis does not indicate specific high-injury intersections, the analysis accounts for intersections with a high quantity of severe crashes because crashes at intersections are assigned to the roadway segments. More in-depth analysis of the HIN should be performed to identify countermeasures for specific locations.

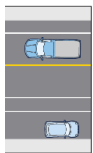
The **HIN** is Comprised of



91%
Arterials



6% Collectors



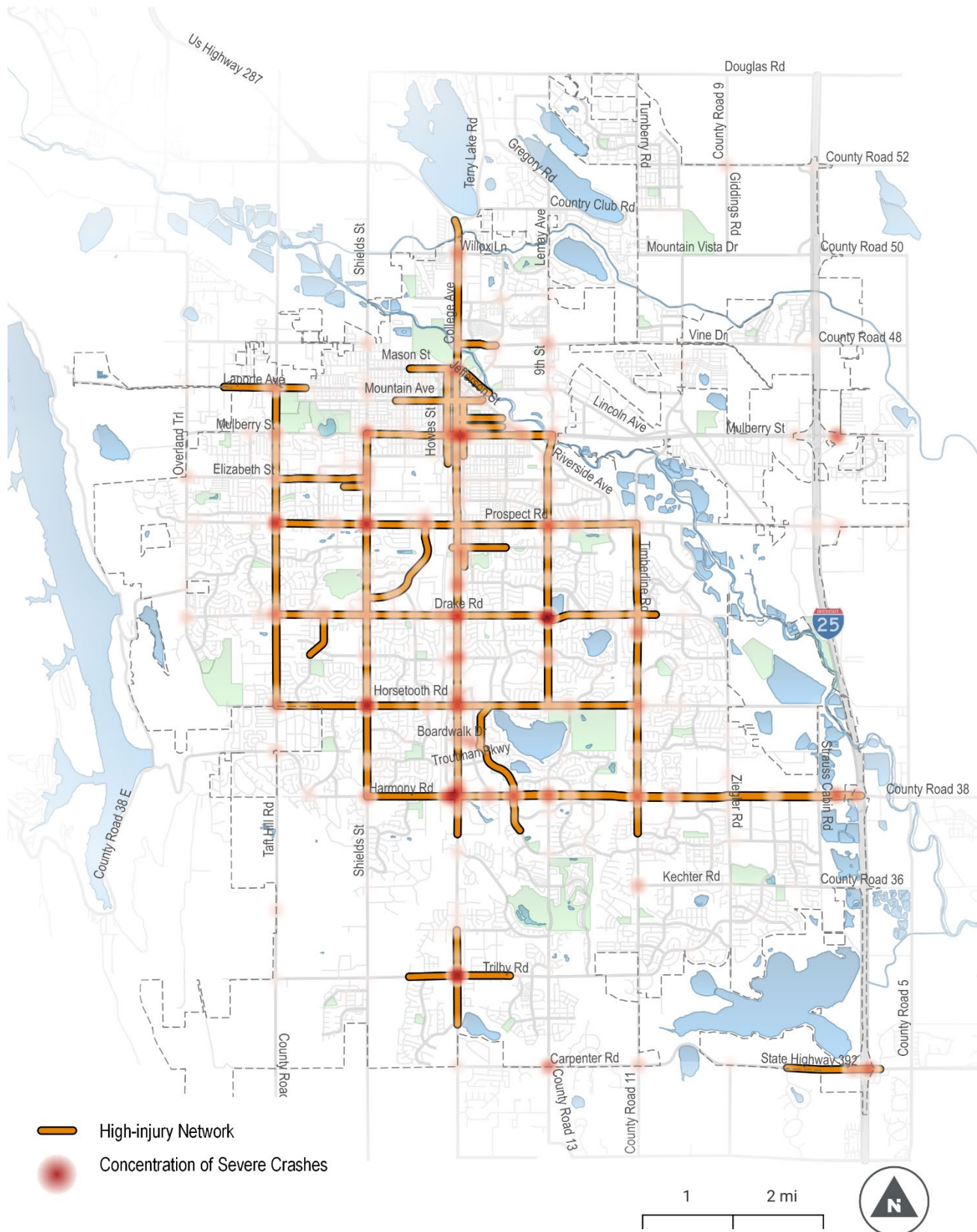
3% Local Roads

63% of **all** fatal and serious injury crashes



Occur on only **8%** of Fort Collins Road network

Map 1: Fort Collins High-injury Network (2017-2021)



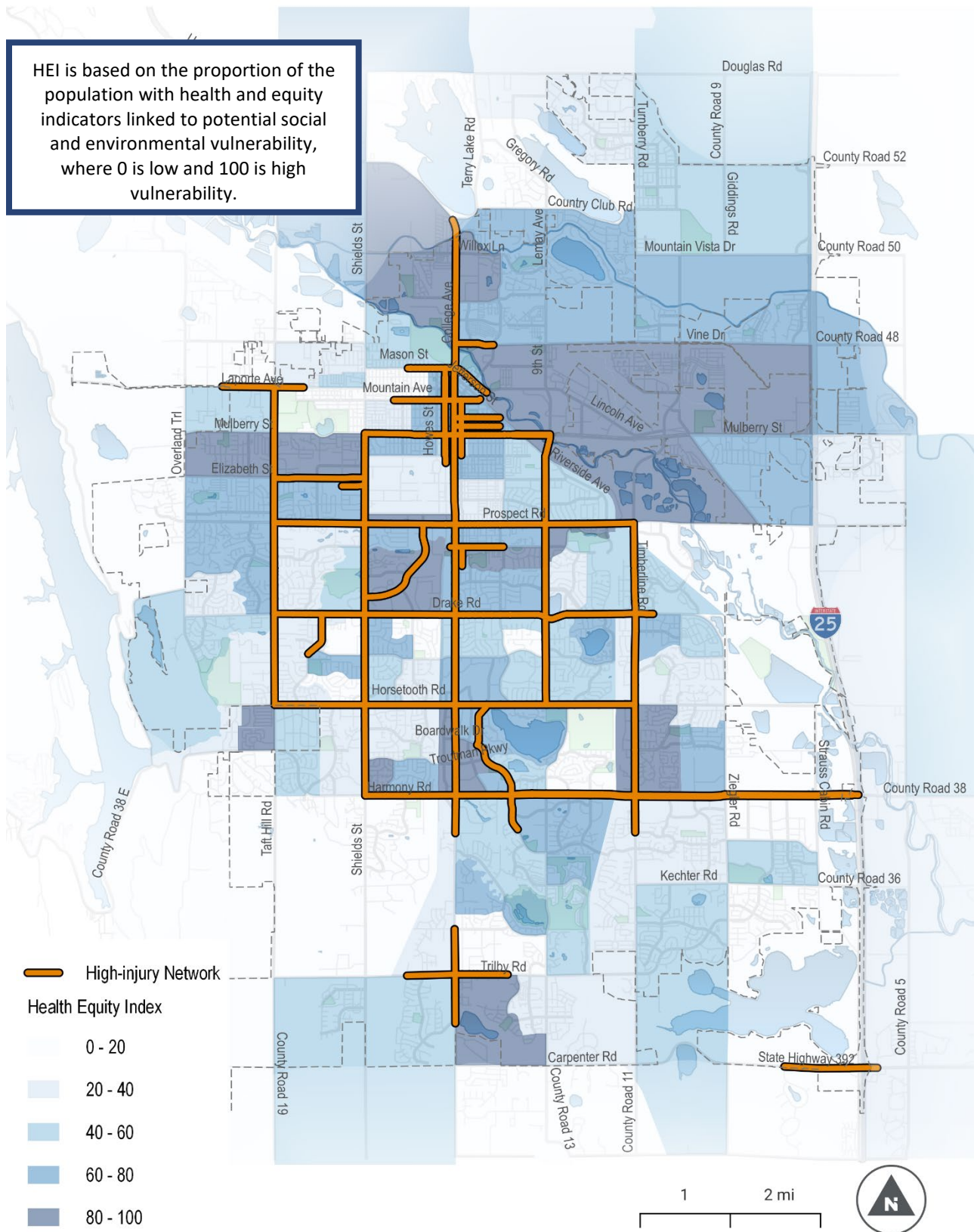
How Fort Collins Will Achieve Vision Zero

An Equitable Approach

An equitable approach is woven throughout Fort Collins' goals and strategies to achieve Vision Zero. While there is a goal to Center Equity, the approach to achieving every goal will be equitable. This approach includes focusing roadway safety improvements in historically underrepresented communities and using equitable engagement and outreach efforts to include people from historically underrepresented communities in decision-making.

The Larimer County Department of Health and Environment's Health Equity Index (HEI) was used to assess the relationship between traffic safety and social and environmental vulnerability. The HEI uses eight indicators linked to the determinants of health and demographics to spatially understand factors that contribute to an individual or household's potential vulnerability: Youth, Older adults, Racial and ethnic minorities, People with disabilities, Households without a vehicle, Poverty, Poor mental health, Low physical activity and High rates of obesity. The HEI is on a scale of 0 to 100, with 100 having the greatest proportion of population with these indicators. The map on the next page illustrates the HEI in relation to the HIN to assist in further defining where Vision Zero strategies and countermeasures should be focused (Map 2).

Map 2: 2020 Health Equity Index (HEI) Overlaid with HIN



Transformative Actions and Supporting Actions

The following actions were developed to guide Fort Collins' efforts towards achieving the goal of zero traffic deaths and serious injuries by 2032. These actions have been identified based on crash data analysis, stakeholder engagement, past community outreach, and guidance from City staff.

The Vision Zero actions are listed by the five goals and are broken into two categories:

- Transformative Actions and,
- Supporting Actions.

Transformative Actions

Transformative actions are identified to be the most impactful to move Fort Collins towards achieving Vision Zero. Work is already underway on some actions while others will require reorienting existing programs or allocating additional resources. Some actions can be accomplished with little to no additional expense or staff time while others require more funding. Several transformative actions may take some time to initiate, but all should be considered immediate actions and should be fully implemented by the timeline indicated.

Support Mode Shift

Support Mode Shift: Promoting sustainable transportation such as walking, biking, and using public transit will help the Fort Collins community reduce dependency on motor vehicles. Motor vehicles are involved with nearly all severe traffic crashes; therefore, the development of safe multimodal street networks, and programs and policies that increase the use of sustainable modes and decrease the use of motor vehicles can help the community achieve Vision Zero.

TRANSFORMATIVE ACTION 1 Increase transit frequency and make service improvements consistent with the actions for the Short-Term Transit Network in the Transit Master Plan	
Key Implementer(s):	Transfort
Resources:	<i>This will not require funding beyond what is necessary to carry out the Transit Master Plan.</i>
Timeline:	Near-term: 2023-2025
Implementation Notes:	Relation to Vision Zero: Robust, frequent transit that is convenient and reliable enables people to travel without using motor vehicles.
Progress Metrics:	<ol style="list-style-type: none"> 1. Transit mode share. 2. The number of bus routes operating at a 15-minute frequency or better. 3. The number of transit service improvements implemented.

TRANSFORMATIVE ACTION 2 Install or upgrade full pedestrian and bicycle networks and treatments consistent with the Active Modes Plan and Pedestrian Needs Assessment	
Key Implementer(s):	FC Moves Support: Traffic Operations, Streets Department, Engineering Department, Park Planning & Development Department
Resources:	<i>This will not require funding beyond what is necessary to carry out the Active Modes Plan.</i>
Timeline:	Long-term: 2030-2032
Implementation Notes	Relation to Vision Zero: Connected, low-stress active mode networks with reliable, safe crossings enable people to travel short distances without motor vehicles and access transit routes.
Progress Metrics:	<ol style="list-style-type: none"> 1. Number of miles added to the low-stress bicycle network 2. Number of pedestrian and bicycle spot improvements completed along roadway and at intersections 3. Percent of miles of low-stress bicycle network or sidewalk on HIN 4. Pedestrian, bicycle, and micromobility mode share
TRANSFORMATIVE ACTION 3 Promote alternatives to driving through the Shift Your Ride Program	
Key Implementer(s):	FC Moves Support: Environmental Services, Transfort, Community Development & Neighborhood Services
Resources:	<i>This will not require funding beyond what is necessary to carry out the Shift Your Ride program.</i>
Timeline:	Long-term: 2030-2032
Implementation Notes:	Relation to Vision Zero: The transportation demand management plan is in development. Encouraging and incentivizing alternatives to driving alone while discouraging and disincentivizing driving alone reduces the number of motor vehicles on the road.
Progress Metrics:	<ol style="list-style-type: none"> 1. Completion of the plan 2. Single-occupant vehicle mode share 3. Vehicle miles traveled

Prioritize Safer Speeds and Multimodal Places

Prioritize Safer Speeds and Multimodal Places: High motor vehicle speeds increase the risk of serious injury or death. Engineering solutions such as road diets, crossing improvements, and traffic signal optimization have been shown to slow speeds, create people-centric spaces, and reduce severe crashes.

TRANSFORMATIVE ACTION 4

Implement engineering countermeasures and design streets to manage traffic speeds

Key Implementer(s):	FC Moves Support: Traffic Operations, Streets Department, Engineering Department, Emergency Responders
Resources:	\$-\$\$\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Ongoing
Implementation Notes:	<ul style="list-style-type: none"> • Implement countermeasures on the HIN, especially intersections with excess crash costs (<u>Safety in the City: 2021 Annual Safety Report</u>, page 36). • Beyond large capital investments and projects identified in the Transportation Capital Projects Prioritization Study, improvements can be as simple as installing markings for bike lanes, edge lines, or flush medians to narrow lane widths. • Seek opportunities to include countermeasures into routine repaving, capital projects, development, and other opportunities. • Seek new federal funding grants and programs that prioritize traffic safety. • Plan for maintenance so that new treatments function as intended.
Progress Metrics:	<ol style="list-style-type: none"> 1. Number of projects implemented on the HIN 2. Reduction of speed at project locations

TRANSFORMATIVE ACTION 5

Test solutions without a big time and cost commitment with temporary and quick-build treatments

Key Implementer(s):	Traffic Operations Support: Engineering Department, FC Moves, Streets Department
Resources:	\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Ongoing
Implementation Notes:	<ul style="list-style-type: none"> • Establish a framework for pilot projects with novel approaches. • Plan for maintenance of quick-build treatments so that they function as intended. • Temporary and quick-build treatments typically use lower cost materials like paint, rubber curbs, wheel stops, and planters to provide immediate safety benefits. • Temporary treatments can provide proof-of-concept, test new designs, and build support for more permanent changes. They can also be used to implement systemic safety improvements across many locations in a cost-effective manner. • They can be easily adjusted based on analysis and community feedback. • They can be used to engage the community, for example through Asphalt Art.
Progress Metrics:	<ol style="list-style-type: none"> 1. Number of locations on the HIN receiving temporary and quick-build treatments 2. Collection of before/after data and public feedback to inform future decisions

Promote a Culture of Traffic Safety

Promote a Culture of Traffic Safety: Achieving zero traffic deaths and serious injuries can only be successful if Fort Collins' street planners and designers, City leaders, and street users set priorities and make decisions that improve transportation safety and reduce severe crashes.

TRANSFORMATIVE ACTION 6 Review and revise standards and policies that are roadblocks to Vision Zero goals	
Key Implementer(s):	FC Moves Support: Planning Department, Engineering Department, Traffic Operations
Resources:	\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Near-term: 2023-2025
Implementation Notes:	<ul style="list-style-type: none"> Identify and revise standards and policies that prioritize automobile capacity and speed, and ensure standards and policies prioritize safety for all users. Develop and adopt standards to replace guidance from the Manual on Uniform Traffic Control Devices that do not align with Vision Zero.
Progress Metrics:	<ol style="list-style-type: none"> Number of standards and policies reviewed Number of standards and policies revised
TRANSFORMATIVE ACTION 7 Include Vision Zero analysis as part of planning process for all infrastructure projects	
Key Implementer(s):	Engineering Department Support: FC Moves, Traffic Operations, Utilities, Park Planning and Development, Operations Services
Resources:	\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Ongoing
Implementation Notes:	<ul style="list-style-type: none"> Create a Vision Zero checklist to institutionalize prioritizing safety first in all stages of capital project planning and development, and project review. Hold quarterly workshops for design plans and retrospective review.
Progress Metrics:	<ol style="list-style-type: none"> Creation of a Vision Zero checklist Number of projects that include analysis of Vision Zero goals

Increase Data Transparency and Partnerships

Increase Data Transparency and Partnerships: Improving the accuracy, timeliness, and quality of crash data helps planners, engineers, and policymakers make better decisions about resource allocation and facility design. Data on the locations of severe crashes will help in prioritizing, implementing, and evaluating projects that support Vision Zero.

TRANSFORMATIVE ACTION 8

Create a Vision Zero program with dedicated staff who can apply a safety lens to all planning, design, and resource allocation decisions

Key Implementer(s):	Traffic Operations Support: FC Moves, Engineering Department
Resources:	\$\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Near-term: 2023-2025
Implementation Notes:	<ul style="list-style-type: none"> • One full-time employee in Traffic Operations dedicated to Vision Zero and the equivalent of a full-time employee across multiple departments to coordinate the implementation, monitoring, and evaluation of the Vision Zero Action Plan. • Grant funding could be sought for initial funding to establish program and staff. • Dedicated staff should further develop the details of the Transformative and Supporting Actions and pursue implementation funding.
Progress Metrics:	<ol style="list-style-type: none"> 1. Programs, projects, and policies reviewed to incorporate Vision Zero safety approach 2. Number of equivalent full-time employees dedicated to Vision Zero

TRANSFORMATIVE ACTION 9

Perform annual analysis, before & after studies, and documentation on Vision Zero progress to celebrate successes and identify areas for improvement

Key Implementer(s):	Traffic Operations Support: FC Moves, Engineering Department
Resources:	\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Ongoing
Implementation Notes:	<ul style="list-style-type: none"> • Collect data on conditions before countermeasures are implemented or deployed to compare to after conditions. • Track projects and the implementation of countermeasures by developing a spatial database. • Use this information to engage the community, local influencers, and media.
Progress Metrics:	<ol style="list-style-type: none"> 1. Number of before and after studies completed 2. Number of projects and types of countermeasures implemented 3. Number of community engagements and media stories

Center Equity

Center Equity: A Vision Zero initiative is successful when everyone is safe using Fort Collins' streets. An equitable Vision Zero process helps ensure improvement projects and programs reduce harm without increasing the burden on historically underserved communities.

TRANSFORMATIVE ACTION 10

Prioritize HIN projects and routine maintenance in historically underserved communities identified using Larimer County's Health Equity Index to create self-enforcing roadways and reduce reliance on in-person traffic enforcement

Key Implementer(s):	Traffic Operations Support: FC Moves, Equity & Inclusion, Streets Department, Parks Department
Resources:	\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Near-term: 2023-2025
Implementation Notes:	<ul style="list-style-type: none"> • Use data to equitably direct funding and resources to eliminate crash disparities. • Increase maintenance staff dedicated to supporting the installation and maintenance of crosswalks, protected bike lanes, quick-build projects, and other safety improvements.
Progress Metrics:	<ol style="list-style-type: none"> 1. Percent of a two-year budget cycle of safety projects completed that benefit communities with a high Health Equity Index 2. Number of maintenance staff supporting safety improvements

TRANSFORMATIVE ACTION 11

Neighborhood/Community grants to fund infrastructure projects with community involvement and engage historically underserved communities

Key Implementer(s):	FC Moves Support: Finance Department, Traffic Operations, Engineering Department
Resources:	\$ <i>Will require additional or reallocation of staff resources.</i>
Timeline:	Near-term: 2023-2025
Implementation Notes:	<ul style="list-style-type: none"> • Seek partnerships with community organizations to reach different groups
Progress Metrics:	<ol style="list-style-type: none"> 1. Number of people engaged 2. Number of people from historically underserved communities engaged

Supporting Actions

Complementing transformative actions are the supporting actions. While less impactful than the transformative actions, supporting actions will help reinforce the *Safe System* Approach and are vital to incrementally achieving Vision Zero over time. While some supporting actions may require additional funds, some do not require funding beyond what would be required for existing plans and programs, staff time, or a small amount of additional funding.

Supporting Action Description		Key Implementer(s) (lead in bold)
1 Support Mode Shift		
1.1	Continue fare-less transit services through Transfort and implement the Transit Master Plan	Transfort
1.2	Prioritize trail investments to promote trails for transportation	Park Planning & Development , Parks Department, Light & Power, Natural Areas, Traffic Operations
1.3	Evaluate night-time transit hours and transit stop amenities	Transfort , FC Moves
2 Prioritize Safer Speeds and Multimodal Places		
2.1	Implement geometric intersection treatments with proven safety benefits	Engineering Department , Traffic Operations
2.2	Implement signal and/or operational modifications that are proven to reduce severe crashes	Traffic Operations
2.3	Evaluate all bus stop locations for the installation of pedestrian crossings	Transfort , Traffic Operations, Engineering Department, FC Moves
3 Promote a Culture of Traffic Safety		
3.1	Work with a broad range of agencies and organizations to promote traffic safety, such as CSU, school resource officers, mental health organizations	FC Moves , Police Services
3.2	Work with the media to more accurately report traffic crashes and avoid victim-blaming	Communications & Public Involvement Office , FC Moves, Police Services
3.3	Pair roadway design changes with communication on why changes are needed, and include branded Vision Zero signage during project construction	FC Moves , Communications & Public Involvement Office, Engineering Department, Traffic Operations
3.4	Engage City staff in trainings and facilitated conversations to better understand Vision Zero goals, and roadblocks and opportunities for successful implementation	FC Moves , Traffic Operations, Police Services, Engineering Department, Streets Department, Transfort, Community Development & Neighborhood Services, Communication & Public Involvement Office, Poudre Fire Authority

3.5	Support the establishment of a victims' advocacy organization such as a local chapter of Families for Safe Streets	FC Moves, Bike Fort Collins
3.6	Incorporate safety features in City fleet vehicles and expand safe driver training and awareness among people who drive City fleet vehicles	FC Moves, Human Resources Department
3.7	Fully staff the Traffic Enforcement Unit	Police Services
4 Increase Data Transparency and Partnerships		
4.1	Expand current group of safety stakeholders into an interdisciplinary Vision Zero Task Force and continue regular meetings to review data and ongoing traffic safety performance and determine strategies for improvement	Traffic Operations, Police Services, FC Moves
4.2	Work with Colorado Department of Transportation (CDOT) and Larimer County to provide more timely statewide or region-wide crash data	Traffic Operations, Police Services, FC Moves, North Front Range Metropolitan Planning Organization, CDOT, Larimer County
4.3	Convene rapid response meetings after all severe crashes, investigate how roadway design contributed to the crashes, and implement near-term safety improvements as appropriate to subject location and locations with similar characteristics	Traffic Operations, Police Services, Engineering Department, FC Moves
4.4	Partner with medical and substance abuse organizations to share data and strategies	Social Sustainability, Police Services, Traffic Operations
4.5	Provide a dashboard with accessible data about traffic fatalities and serious injury crashes on the City's website and incorporate data and trends into the annual safety report	Police Services, Traffic Operations, Information Technology
4.6	Advocate for policies regulating automated vehicles that advance Vision Zero safety goals	City Manager's Office
5 Center Equity		
5.1	Pilot a diversion program with education to encourage safe behaviors over more punitive measures such as fines	Police Services, FC Moves
5.2	Engage youth to raise awareness of Vision Zero and solicit their input on programs and street design projects	FC Moves
5.3	Expand use of automated traffic enforcement (speed, red-light cameras) in place of in-person traffic enforcement and deploy throughout the HIN; any revenues received from fines should be used to improve traffic safety.	Police Services, Traffic Operations, FC Moves

Countermeasures

Safety Countermeasures include street design treatments that address the top six severe crash types in Fort Collins. The majority of these countermeasures are included in the Federal Highway Administration Proven Safety Countermeasures Initiative and the Crash Modification Factor Clearing House (www.cmfclearinghouse.org). The crash modification factor (CMF) is used to compute the number of crashes expected after implementing a given countermeasure at a specific site. The CMF can help the City prioritize which countermeasures to prioritize for implementation. The table below alphabetically summarizes safety countermeasures that could help reduce the number of crashes in the top six severe crash types that occur in Fort Collins.

Safety Countermeasure	Description	Crash Type					
		Bicycle	Pedestrian	Approach Turn	Rear End	Right Angle	Fixed Object
Backplates with Retroreflective Borders	Backplates added to a traffic signal head improve the visibility of the illuminated face of the signal by introducing a controlled-contrast background and by framing it with a 1- to 3-inch yellow retroreflective border. Signal heads that have backplates equipped with retroreflective borders are more visible in both daytime and nighttime conditions.				X	X	
Bicycle Lanes	Providing bicycle facilities can mitigate or prevent interactions, conflicts, and crashes between bicyclists and motor vehicles, and create a network of safer roadways for bicycling. Dedicated facilities for the use of bicyclists along the roadway can take several forms, including separated bicycle lanes via curb, flex posts, or bollards.	X					
Bikeways at Intersections	The approaches to intersections should maintain continuity of bicycle facilities to the maximum extent possible and should allow visibility of all users, and separation of vulnerable roadway users. Continue the bike lane up to the intersection and provide bicycle signal detection. Where space is available, protected intersection elements should be installed to minimize conflicts. Where there are high volumes of turning movements by bicyclists, two-stage turn boxes can be installed.	X		X		X	
Chicanes and Pinch Points	Chicanes slow traffic by creating a serpentine travel path by alternating street features from one side of the street to the other. Curb extensions, on-street parking, or temporary materials such as planters and rubber speed bumps may be used to produce a chicane.	X	X		X	X	X
Corner Islands and Turn Wedges	A corner island is a raised area inside an intersection that decreases the corner radius and slows left or right turning movements for motor vehicles. These designs are typically constructed using concrete curbing. Turn wedges, on the other hand, can be constructed with low-cost materials such as paint, flex posts, and rubber speed cushions.	X	X	X		X	
Corridor Access Management	Access management refers to the design, application, and control of entry and exit points along a roadway. This includes intersections with other roads and driveways that serve adjacent properties. Thoughtful access management can simultaneously enhance safety for all modes, facilitate walking and biking, and reduce trip delay and congestion.	X	X	X	X	X	

Safety Countermeasure	Description	Crash Type					
		Bicycle	Pedestrian	Approach Turn	Rear End	Right Angle	Fixed Object
Crosswalk Lighting and Daylighting	Crosswalk lighting should illuminate with positive contrast to make it easier for a driver to visually identify pedestrians. This involves carefully placing the luminaires in forward locations to avoid a silhouette effect of the pedestrian. "Daylighting" restricts street parking in advance of intersections and crosswalk approaches to clear sight lines.	X	X	X		X	
Curb Extensions	Extending the curb beyond the sidewalk or buffer edge shortens crosswalk length and increases visibility of people walking and rolling, particularly where there is on-street parking. Curb extensions are also effective tools for narrowing streets or tightening intersections to reduce motor vehicle turning speeds.		X	X		X	
Hardened Centerlines	Hardened centerlines include vertical elements such as mountable curb or flex posts that force turning drivers to slow down when turning left. They can reduce motorist-pedestrian conflicts and reduce the speed of left-turning vehicles.	X	X	X			
Leading Pedestrian Interval	A leading pedestrian interval gives pedestrians the opportunity to enter the crosswalk at an intersection 3-7 seconds before vehicles are given a green indication. Pedestrians can better establish their presence in the crosswalk before vehicles begin turning right or left. Bicyclists may also use leading pedestrian intervals instead of waiting to move with vehicle traffic, which improves cyclist safety and mobility.	X	X				
Medians	Median barriers are longitudinal barriers that separate opposing traffic and can be designed to redirect vehicles striking either side of the barrier. Median barriers significantly reduce the number of cross-median crashes, and provide a refuge for pedestrians crossing. Accessible median refuges require a cut-through and tactile warning surfaces to accommodate people with disabilities.		X	X			X
No Turn on Red Restrictions	"No Turn on Red" signs are used to restrict motor vehicles from turning at signalized intersections during the red phase. Prohibiting turns on red helps prevent crashes where vehicles turning right on red collide with through vehicles on the cross street or with people walking. These should be considered at school crossings, intersections with high pedestrian volumes, skewed intersections, or intersections with inadequate sight distances.	X	X	X		X	
Pedestrian Hybrid Beacon	The pedestrian hybrid beacon is a traffic control device designed to help pedestrians safely cross higher-speed roadways at midblock crossings and uncontrolled intersections. The beacon head consists of two red lenses above a single yellow lens. The lenses remain "dark" until a pedestrian desiring to cross the street activates the beacon.	X	X				
Pedestrian Recall Signal Timing	Signals can be put in "recall" all the time or for key time periods of the day such as peak business hours or school drop-off /pick-up times. The "walk" signal would be displayed every signal cycle without prompting by a pedestrian push button.		X				

Safety Countermeasure	Description	Crash Type					
		Bicycle	Pedestrian	Approach Turn	Rear End	Right Angle	Fixed Object
Pedestrian Refuge Island	A pedestrian refuge island (or crossing area) is a median with a refuge area that is intended to help protect pedestrians who are crossing a road.	X	X				
Protected Turn Phase	Protected turns provide an exclusive phase for left- or right-turning vehicles to enter an intersection separate from conflicting vehicle or pedestrian movements.	X	X	X			
Raised Crossings and Intersections	Raised crossings and intersections are used to slow traffic and reduce conflicts between motorists and people walking, rolling, and biking on or across the street. These crossings are elevated to reduce or eliminate the vertical transition between the sidewalk and the street.	X	X				
Road Diet Roadway Reconfiguration	A Road Diet typically involves converting an existing four-lane undivided roadway to a three-lane roadway consisting of two through lanes and a center two-way left-turn lane, reducing lane widths, and addition of bicycle lanes and/or sidewalks.	X	X	X	X	X	X
Lane Narrowing	On roadways with speeding/speeding issues, where vehicle lane widths are greater than the recommended minimums, narrowing lane widths can help control speeding, shorten crossing distances, and improve safety for all users. Narrowing lanes can also create space to accommodate bicycle and pedestrian facilities.	X	X		X	X	X
Roundabouts	Roundabouts feature channelized, curved approaches that reduce vehicle speed, entry yield control that gives right-of-way to circulating traffic, and counterclockwise flow around a central island that minimizes conflict points. While roundabouts can reduce motorist speeds, which increases comfort and safety for people walking or bicycling, they can also increase crossing distances. Multilane roundabouts and roundabouts with slip lanes should be avoided. For high-traffic volume roundabouts, bicyclists should be provided a separate cycle track.			X		X	X
Speed Safety Cameras	Speed safety cameras are an effective and reliable technology to supplement more traditional methods of enforcement, engineering measures, and education to reduce motorist speeding. Speed safety cameras use measurement devices to detect speeding and capture photographic or video evidence of vehicles that are violating a set speed threshold. State law restricts the use of speed cameras in Colorado.	X	X		X	X	X
Traffic Signal Timing	Signals timed to a target limit can encourage motorists to drive at slower speeds because the signals are timed to maintain traffic flow.	X	X	X	X	X	X



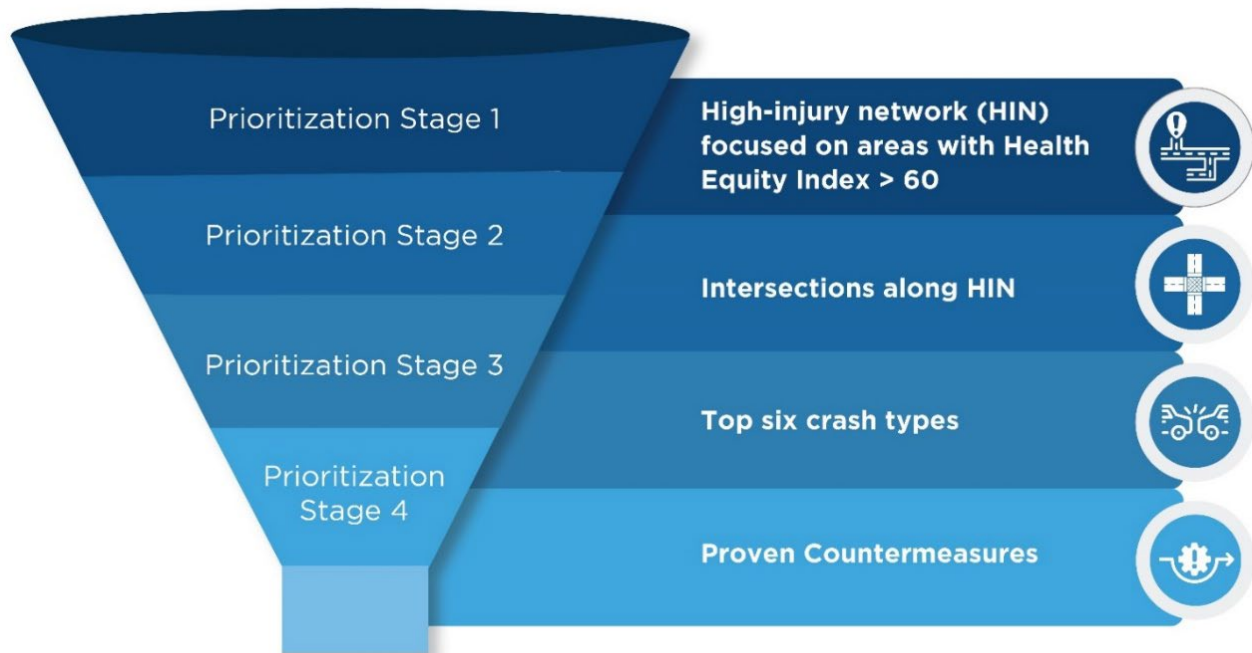
A bicycle roundabout created at CSU with rubber curbing and flexible bollards is an example of an innovative treatment using low-cost materials that are easily adjusted. Source: CSU.

Implementation

Implementing this Action Plan to achieve Vision Zero in Fort Collins will require a mechanism to prioritize roadway safety investments, funding to implement Vision Zero strategies, and regular evaluation and monitoring of progress.

Prioritization

A prioritization framework is needed as a decision-making guide to select where to first apply the limited resources available for implementing Vision Zero strategies and roadway safety countermeasures. The graphic summarizes the process that the City will take to prioritize roadway safety countermeasures. Through these prioritization stages, the City will identify the top locations along the HIN and crash types to address via proven countermeasures. Equity will be a focus by first prioritizing locations along the HIN in areas with Health Equity Index greater than 60.



Funding

Effective use of limited funding is a crucial requirement to implement the Fort Collins Vision Zero Action Plan. While some action items in the Plan may require additional funds, some do not require funding beyond what would be required for existing plans and programs, staff time, or a small amount of additional funding. For the action items that require additional funding, potential funding sources and strategies are outlined below, including leveraging new federal programs and grants to fund roadway safety projects. The Fort Collins Vision Zero Action Plan positions the City to prioritize its needs for roadway safety and seek funding from these sources.

One strategy to fund action items in this Action Plan is to create a dedicated and permanent program that funds new staff positions to coordinate the implementation of the Plan and fund large capital roadway investments. Dedicated Vision Zero staff should determine cost estimates (high level or detailed) and identify funding for actions in the Plan. In addition to the establishment of a dedicated funding program for Vision Zero, safety should be prioritized and embedded as the topmost need in already established local funding sources and programs. The reprioritization of funding in existing local sources and new federal funding streams that prioritize safety will support the success of the Plan. The Plan and local investments will be important for increasing Fort Collin's competitiveness to leverage this funding.

The table below summarizes funding sources from local, state, federal, and non-traditional resources.

Funding Source	
Local Funding Decision-making for use of local funding sources should put Vision Zero and roadway safety as top transportation factors.	Budgeting for Outcomes: The City's budgeting process, Budgeting for Outcomes (BFO), is designed to prioritize community goals, organized around seven Key Outcome Areas.
	Community Capital Improvement Program: A voter-approved quarter-cent sales tax renewal that includes dedicated funding for arterial intersection reconstruction, bicycle infrastructure expansion, and other multimodal improvements.
	Street Maintenance Program (SMP): The SMP has successfully implemented multimodal projects 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 Funding programs primarily administered by CDOT.	FASTER Transit Grants: These grants can be used to improve transit services, the rider experience, and for pedestrian and bicycle amenities or connections that support transit projects. These grants are administered by CDOT regional offices.
	FASTER Safety Program: 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 CDOT.
	Highway Safety Improvement Program (HSIP): The goal of this program is to achieve a significant reduction in severe crashes on all public roads. This is a federal program with a state allocation administered by CDOT.
	Revitalizing Main Streets: These grants can be used for safety and economic revitalization projects of state-owned roadways with dense commercial activities. This program is administered by CDOT.
	Multimodal Transportation and Mitigation Options Fund (MMOF): The goal of this program is a complete and integrated multimodal transportation system. This is a state program with allocation administered by the North Front Range Metropolitan Planning Organization.
Federal Funding Programs administered by different federal administrations.	Capital Investment Grant (CIG): This funding can be used for transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. These grant funds can be used to improve active modes access to transit stations. This grant is administered by the Federal Transit Administration.
	Surface Transportation Block Grant (STBG) Program: 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 Larimer County, these funds are provided to CDOT and distributed through NFRMPO.
	Transportation Alternatives Program (TAP): 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 transit and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; and projects for planning, designing, or constructing boulevards and other roadways. In Larimer County, these funds are provided to CDOT and distributed through NFRMPO.

Funding Source	
	Discretionary Grants: The US Department of Transportation administers several discretionary programs to fund local projects, such as the Safe Streets and Roads for All (SS4A), RAISE and INFRA grant programs.
Partnerships and Non-traditional Sources	Colorado State University Campus Projects: The university funds capital construction and maintenance of streets, sidewalks, and trails on campus, which includes many active modes routes.
	Development Review: Private developers provide both direct infrastructure investments and fees that support management of streets and right of way during the development review process.
	Larimer County Capital Improvement Plan: 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.
	Non-traditional Partnerships: There are other opportunities to seek funding for Vision Zero and roadway safety such as the Center for Disease Control (CDC) Active People, Healthy Nation program; and philanthropic organizations.

Evaluation

The Fort Collins Vision Zero Action Plan is focused on one key performance metric: reducing serious traffic injuries and deaths to zero by 2032. While this makes the success of Vision Zero fairly easy to measure, it is critically important for the City to continually evaluate the impact of various Vision Zero strategies over time, so that they can be refined, revised, and targeted for better outcomes.

The City will develop and publish a biannual report to summarize progress on Vision Zero activities. This report will draw on or amend the City's established Annual Roadway Safety Report to focus on trends in severe crashes, and report on the progress made towards each strategy based on the implementation progress metrics.

As part of the effort to implement this Action Plan, City staff will develop an evaluation framework to assess progress on Vision Zero and strive toward a balance of accountability and flexibility. The evaluation framework will be a guide to City staff to allow consistent and objective tracking of safety and safety-related actions within the City. The framework will include progress metrics such as:

- Metrics to track severe crashes
- Metrics to track street design projects to improve roadway safety
- Metrics to track the implementation of actions in the Plan

Vision Zero IS possible. Other nations and other cities have much lower rates of traffic injuries and fatalities overall, per capita, and per mile driven. Some have achieved zero and some are making progress. Any reduction in traffic deaths is a life saved; any reduction in traffic injuries is a person who walks away from a crash. With sufficient commitment, not just of resources, but commitment to a different way of approaching traffic safety, Fort Collins **can** achieve Vision Zero.

PUBLIC FEEDBACK RECEIVED ON DRAFT PLAN DECEMBER 6, 2022 - JANUARY 13, 2023

Topic	Comment	Response
Bike Safety	Can include getting rid of sharrows as part of the Vision Zero Plan? Sharrows have been shown to provide zero benefits to improve bike safety and may be even more dangerous than doing nothing: https://www.bloomberg.com/news/articles/2016-02-05/study-sharrows-might-be-more-dangerous-to-cyclists-than-having-no-bike-infrastructure	Based on guidance from the National Association of City Transportation Officials, shared lanes can be an appropriate bicycle facility for all ages and abilities of cyclists on roadways with posted speed limits of 25 mph or less, < 1,500 vehicles per day, and < 50 motor vehicles in the peak direction at the peak hour. Sharrows, or shared lane markings, can reinforce the legitimacy of bicycle traffic on the street, recommend proper bicyclist positioning, and may be configured to offer directional and wayfinding guidance. https://nacto.org/wp-content/uploads/2017/12/NACTO_Designing-for-All-Ages-Abilities.pdf ; https://nacto.org/publication/urban-bikeway-design-guide/bikeway-signing-marking/shared-lane-markings/

Topic	Comment	Response
Bike Safety	<p>Thank you SO much for the thought and effort you've put into this plan. I've extensively biked the streets of Seattle, Denver, and now Fort Collins over the last 17 years. By far, the Fort Collins system is the most thoughtful, most humane, most extensive (for its size) system I've ridden. In fact, having been inspired by the care and thought put into the system here -- and understanding how far a city can go to make its biking citizens safe -- I wrote an op-ed piece on safe biking passageways for Seattle, which the Seattle Times published on 12/24/16 (https://www.seattletimes.com/opinion/lets-make-every-day-bicycle-sunday-in-the-heart-of-seattle/), which was promptly ignored by city planners and the local biking group, Cascade Bicycle Club. You've hit so many important points in the Vision Zero Action Plan, but no city has come up with a coherent system of passageways that would extend throughout the city -- only free-floating fragments that one travels at one's peril. Fort Collins has come closest to the ideal, but if you're looking to increase biking ridership, you can't simply hope tentative riders will ignore the load, exhaust-spewing cars and trucks passing their bike lanes, whether protected or marked with a mere line of paint. Riders need to be separated as far as possible from large motorized vehicles, using quieter streets designated as "bike- and pedestrian-only" that can nevertheless be accessed by such large vehicles--but those vehicles would be limited to traveling only two city blocks, then required to exit. This is what Denver succeeded in doing following the pandemic for a few short months--on, for example 11th Avenue and 16th Avenue, all the way to downtown from the east side. Then, failing to enforce the two-block limit, which then allowed motorists to abuse the law, the city quietly abandoned the plan. Fort Collins has the backing, the leadership, and the manageable size to effect such a relatively inexpensive, low-impact switch to such a system of safe passageways. I hope you'll seriously consider this overall plan. I've been riding for more than 65 years now and have yet to see any such system--in this age of perilous climate change--even considered, let alone carried out successfully. But THANK YOU for your efforts so far. I hope you'll consider with an open mind, not with a defensive crouch like the city planners in both Seattle and Denver did when I approached them with this idea.</p>	The bike network is addressed in the Active Modes Plan.
Concept	Honestly, it needs a new name. Having "zero" as part of it cheapens the idea. It will never be "zero", so therefore your plan in a way, will never work. I suggest a new name	Vision Zero branding is nationally recognized and consistent terminology across communities.

Topic	Comment	Response
Concept	Is this not just a fancy way of coming up with a plan to address bad intersections? Fort Collins needs to stop trying to come up with silly ways to spin things that cities have been doing for decades	Vision Zero is different than the traditional approach where traffic flow is prioritized over safety and responsibility for severe crashes is assigned primarily to user error. In Vision Zero, safety is prioritized over traffic flow and people who design roads and set policy, as well as road users, are held accountable for severe crashes.
Concept	I'm in the middle of reviewing the draft and I'm a little confused. I'm wondering if my comments are missing the mark because I've missed something. But my understanding of Vision Zero is that it should include a goal of zero deaths from traffic incidents, not matter who is using the road (motorists and non-motorists). But as I read through this, it's all about vulnerable users (who, I totally get, are most vulnerable since they're not wrapped in metal). But motorists die and are injured too. Maybe I'm not far enough into the document yet, but it seems like I should be seeing a more wholistic look at who we're trying to protect (people. travelers. all travelers.) and I would expect to see the constant refrain - especially in the goals section - that the goal is to create a system that will be safer for all users, and that a focus on the most vulnerable will be done with the expectation that that will lead to better outcomes for all travelers, vulnerable or not. ... If you're in a motor vehicle and you die in a car crash, then whether you count as "vulnerable" or not, your death marks you as having been vulnerable.	Language added that safety improvements for vulnerable road users will mean that people inside motor vehicles are also safer.

Topic	Comment	Response
Concept	I have always had trouble with the concept of eliminating all fatalities and serious injuries as an objective. I am fully in favor of increased safety for cyclists and pedestrians, but the vision zero goal seems extreme. If we wanted to eliminate all highway fatalities, it could be easily done by lowering the speed limit to 20 miles per hour with strict enforcement. Why don't we do that? The answer is because there is an trade off between cost (and frankly convenience) and the value of life. What I am really concerned about is that we don't need to do anything that is intentionally antagonistic given the conflicts that already exist in our community relative to the support that is already been provided to cyclists. I encourage the Bicycle Advisory Committee and the City of Fort Collins to rethink the advisability of committing to vision zero.	Vision Zero prioritizes the value of life over convenience.
Countermeasures	Leading Pedestrian Interval - says to allow the pedestrian to enter the intersection prior to allowing vehicles to move. However, shouldn't this interval also allow bicyclists and other non-motorized vulnerable road users to start crossing as well?	Sentence added to the end of Leading Pedestrian Interval description incorporating bikes.
Countermeasures	In the safety countermeasure section it doesn't list traffic signal timing as a way to control speed. For instance, if the speed limit is 35 MPH, but the signals are timed to 30MPH and advertised as such, drivers would have less incentive to go faster than 30 MPH because they'd know they would be stopped at the next light.	Traffic Signal Timing added as a countermeasure.
Crash Investigation	I would suggest that after each traffic injury or fatality that the police are not the only ones involved in the investigation. Since research shows that street design is the main culprit for traffic accidents, the traffic department should be required to investigate how the design of an intersection, light timing, land width, etc. contributed to the accident and make recommendations for improvements.	Language added to Supporting Action 4.3.
Crash Type Graphic	Vehicle hits pedestrian (Graphic depicts only one type of bicycle-related crash) However, this is for pedestrian/motor-vehicle crashes and thus should be depicting one type of pedestrian related crash instead of directly copying from the 2nd circle's caption.	Graphic has been updated.

Topic	Comment	Response
Data	I love Fort Collin's bike infrastructure; however, I have had many near-misses while biking to work. Three separate near-death events are burned into my memory. Each time I was in a bike lane by cars going well-over 30 mph. I don't know if I would have died, but I would love a way to report near-misses. It looks like the current data-gathering parts of the plan focus on crashes, injuries, and deaths. Wouldn't it be great to collect near-misses and other user-reported suggestions for safety improvements? We might be able to prevent injuries and deaths before they happen.	The North Front Range Metropolitan Planning Organization Bike & Ped Safety Reporter Tool is designed to collect this information.
Definitions	Serious injury is very subjective and never is defined. The plan seems to focus on active modes of transit? What about those who will never Shift from vehicles to active modes? Where is the focus on driver behavior change that will be important to achieve these goals? Document does not appear to be available in languages other than English, which alienates those who do not speak/read English.	Language with definition of serious injury added. Fort Collins needs layers of crash prevention beyond enforcement and education so that driver errors do not result in deaths and serious injuries. That is why the strategies in this plan focus on infrastructure and policy more than education and enforcement. The Executive Summary of the Action Plan will be translated to Spanish. The document is currently only available in English; a translation can be provided by request.

Topic	Comment	Response
Definitions	What is the national definition for serious injuries? The US DOT defines a serious injury using the MMUCC 4th Edition "Suspected Serious Injury (A)" attribute found in the "injury status" data element. A suspected serious injury is defined in the MMUCC 4th Edition as any injury other than fatal that results in one or more of the following: The National Definition For Serious In • Severe laceration resulting in exposure of underlying tissues/muscle/organs or resulting in significant loss of blood • Broken or distorted extremity (arm or leg) • Crush injuries • Suspected skull, chest, or abdominal injury other than bruises or minor lacerations • Significant burns (second and third degree burns over 10% or more of the body) • Unconsciousness when taken from the crash scene • Paralysis	Language with definition added.
Enforcement	As a Fort Collins resident who regularly bikes, walks, and takes transit, I appreciate the City's approach to reaching Vision Zero. I just wanted to add that I often see drivers failing to yield to pedestrians, and I do not believe there is enough enforcement currently to incentivize drivers to stop this behavior. I agree with the plans' sentiment to reduce in-person enforcement, but I hope that this goes beyond speed enforcement and includes failing to yield to pedestrians, reckless driving, and curbing texting/using a phone while driving.	Enforcement is one layer and has historically been the primary layer of crash prevention. Fort Collins has robust enforcement for crash prevention, but needs additional layers of crash prevention so that driver errors do not result in deaths and serious injuries. That is why the strategies in this plan focus on infrastructure and policy. In response to comments on the need for more enforcement, we added a Supporting Action.
Enforcement	Hold drivers accountable for their actions! Fort Collins has a massive problem with unsafe driving. There is little to no enforcement of traffic violations. Until there are steeper consequences for drivers there will be little to no change.	Steeper consequences for driver error is consistent with Vision Zero. This Action Plan focused on bolstering layers other than enforcement, which is currently Fort Collins' strongest layer of crash prevention.

Topic	Comment	Response
Enforcement	<p>I applaud this plan's focus on encouraging positive behaviors over punishing or penalizing detrimental ones. However, I'm also concerned that the plan assumes an unrealistic level of cooperation and compliance from Fort Collins drivers. I walk to and from work most weekdays north of the main CSU campus, crossing several high-injury intersections. Multiple times each week, I witness drivers running red lights, ignoring stop signs, turning without looking where they're going, and accelerating into intersections before a pedestrian or cyclist has finished crossing. Without active, defensive walking on my part, I would almost certainly have already been hit on two occasions: once by a vehicle running a red light on Mulberry, and once by a vehicle ignoring a four-way stop on Laporte. I have little faith that installing better bike lanes and cross-walks will do anything to change motorist behavior in Fort Collins (the worst I've seen, having lived in many cities in several countries) without accompanying enforcement measures that reinforce that these measures must be taken seriously. I'm opposed to increasing police presence or power in town, but from what I've observed over the past 3.5 years of living here, lax traffic enforcement (no doubt helped by police who themselves sometimes speed and push the boundaries of red lights!) contributes to motorists who believe that they don't have to take other people's safety seriously.</p>	<p>The list of countermeasures describes measures beyond bike lanes and crosswalks that discourage driver errors and prevent driver errors from becoming severe crashes.</p>
Enforcement	<p>Many of the proposed actions seem like engineering/infrastructure solutions. I bicycle a lot in and around Ft. Collins and I constantly see distracted drivers -- mainly those talking or texting on their devices while driving. I'd say 1 in 10 or 1 in 20 drivers is engaged with their phone while driving. Could Ft. Collins adopt a traffic regulation to require hands free driving? I've seen it implemented elsewhere (Virginia, for example).</p>	<p>Texting and driving is illegal for all drivers in Colorado. A ban on using handheld devices while driving is consistent with Vision Zero and could be considered. It would require additional enforcement, and this Action Plan focused on additional infrastructure and changes to policy while continuing existing enforcement.</p>

Topic	Comment	Response
Enforcement	I am also not a fan of increasing red light cameras/automated enforcement. I think it's an expensive way to treat a symptom of a problem, not the cause. Aside from that, I am extremely pleased to see the Vision Zero Plan as well as the Active Modes Plan, I think they are excellent.	Automated enforcement is not expensive to the City because it generates revenue that is used for traffic calming and equipment to help with traffic enforcement.
Enforcement	I think this is great, but leaves a big hole that was not discussed. Police patrol presence in the City and especially the North East corner of the city basically does not exist. I can tell you in the last few months, I have only seen only a handful of police patrol cars and most were on their way to a call. I would love to see the radar Jeep that is usually on Confer, Shields, or Willox be utilized in the residential streets. More speed limit radar signs in locations that have speeding issues. If these streets can be designed for the speed intended, you should not see the need to change things later on.	Enforcement is one layer and has historically been the primary layer of crash prevention. Fort Collins already uses enforcement for crash prevention, but needs additional layers of crash prevention so that driver errors do not result in deaths and serious injuries. That is why the strategies in this plan focus on infrastructure and policy more than education and enforcement. Supporting Action 5.3 does address enforcement and proposes expanding automated enforcement. Colorado state law limits where radar jeeps can be used to enforce traffic speeds.

Topic	Comment	Response
Enforcement	I like the proposal to put a traffic camera at every intersection as they have been shown to reduce folks running red lights. The public will hate them with the fire of 10,000 dying suns, so I would make sure that funds from these fines be strictly dedicated to safer street capital infrastructure and not any city operating budget.	Supporting Action 5.3 proposes expanding the use of automated enforcement on the High Injury Network, but not necessarily at every intersection. A note about how revenue should be used was added. Information on the current red light/speed cameras was added to existing conditions; the revenue currently is fed into traffic calming and enforcement.
HEI Map	The legend only gives numbers associated with each color/shade. But those HEI numbers are not defined and thus are meaningless to most readers of the document. For example, my neighborhood looks like it is rated from 20 to 40 - but is that good or bad or ?????	An additional description has been inserted on the map.
HIN Map	It would be interesting to see how it correlates with data from the MPO reporting for close calls.	The data the North Front Range Metropolitan Planning Organization has been collecting through the Bike & Ped Safety Reporter tool is limited so far but is one source of data that may be included in future analyses.
Mode shift	Reducing the number of cars on the road should be a priority. Why does the city continue to enforce a right-to-park anywhere by requiring a minimum amount of parking spaces for new development? If people had to pay to park, then some of them would choose to bike or take transit instead. Other cities are getting rid of parking minimums and we should too.	Transformative Action 3 addresses this through the Shift Your Ride program.
Other	Hi! I have had a chance to review these at a high level and am really pleased to see these as a priority for the city of Fort Collins! This is all part of us choosing this town as our new home.. My wife and I live in the Old Town North area and love that we can get to most of our destinations by bike or walking and use our motor vehicles very sparingly.. I was born and raised in Holland, so I know what this can do to general quality of life.	Thank you!

Topic	Comment	Response
Policy	<p>Once upon a time, I asked the traffic department if they would repaint a crosswalk near my kids' school and they said "We are letting the crosswalk fade and will not be putting it back in as it is not considered a warranted crosswalk." I didn't understand the reasoning and replied "please explain". Traffic staff then sent me a pedestrian study. In reviewing the study it seemed to me that there should indeed be a crosswalk there. When I pointed out these principles in the pedestrian plan, I was given the excuse that there wasn't enough budget. Anyway, what are the enforcement mechanisms and "teeth" behind this plan? Are we changing the land use code? Are we updating traffic design standards? Is anything changing about the budgeting process to expand the amount of funding for pedestrian and bike infrastructure? We need to change the culture around traffic and prioritize safety over the dreaded LOS.</p>	<p>With the Active Modes Plan and the Vision Zero Action Plan, pedestrian facilities will be prioritized.</p> <p>The Plan's "teeth" is addressed in Transformative Action #7. The plan itself does not directly change policy or ordinances or affect budgeting, but implementing the actions will involve these.</p> <p>We agree that we need a culture of traffic safety. Vision Zero prioritizes safety over traffic flow.</p>
Policy	<p>Looking great. I would recommend including some more specific language that identifies the MUTCD. I see a mention of "Manual" but that's it. Related to this, I would encourage that known issues with safety, use conflicts, etc. on streets which have been historically identified but ultimately noted as "no action possible" due to the constraints of the MUTCD be addressed swiftly as soon as this is adopted. E. Elizabeth Street and the speeds posted/observed, and the resultant safety issues, are a perfect example. Staff indicated there was nothing they could do as a result of the manual which puts all users, and specifically non-motor-vehicle users at risk. I would like to see this changed swiftly once implemented so the risk can be reduced without delay. Please have a list of areas currently constrained by the manual dependency and ensure the plan indicates to address as immediately as feasible. Thank you!</p>	<p>The MUTCD is mentioned in Transformative Action 6. Creating this list was beyond the scope of this plan and is part of Action 6.</p>

Topic	Comment	Response
Policy	<p>I like the mention of road diets in the plan, but the language is weak about whether they will be required. The city's current design standards require 11 and 12 foot wide lanes. Studies show that thinner lanes are much safer.</p> <p>https://www.bloomberg.com/news/articles/2014-10-06/why-12-foot-traffic-lanes-are-disastrous-for-safety-and-must-be-replaced-now</p> <p>Will the City of Fort Collins be changing its travel lane design and building standards to have a maximum of 9- and 10-foot-wide lanes?</p>	<p>Transformative Action 6 includes a review of policies that are roadblocks to Vision Zero. These design standards will be scrutinized during this initial review.</p>
Schools	<p>I'm surprised by the lack of School related measures mentioned in the plan. I believe FTC still has a safe routes to school program and I would have liked to see more about how that is being integrated into this broader plan. I have 3 children who can walk/bike to school but have numerous crossings at dangerous (high speed roundabout - Trilby/Ziegler) and/or uncontrolled intersections.</p>	<p>The High Injury Network was developed by analyzing the history of severe crashes. Sections of the HIN that are in school zones may be eligible for Safe Routes to School funding or more competitive for other funding streams, and therefore may be addressed sooner than other sections.</p>
Speed governors	<p>The city should lead the way in safe driving. There is new technology that can automatically limit the speed of vehicles to be within the posted speed limit. There is no reason that these smart-speed governors shouldn't be in all city vehicles.</p> <p>https://www.ny1.com/nyc/all-boroughs/news/2022/08/11/nyc-municipal-fleet-anti-speeding-technology</p>	<p>Supporting Action 3.6 added.</p>

Topic	Comment	Response
Strategies	Need more areas that are 15 minute cities. Harmony and south is HORRIBLE for alternative transportation. The HIN should either have protected bike lanes or remove bike lanes and point people to side streets. Make it less desirable to own cars by narrowing side streets and removing on street parking. Improve Transfort by following the time schedules posted at stops. A bike only street, like Remington (n-s) and a e-w street. Double all suggestions in areas south of Harmony.	Actions in the Vision Zero Action Plan include implementation of the Active Modes Plan (recently adopted), the Transportation Demand Management Plan (in development), and the Transit Master Plan. The City recently completed a 15-Minute City Analysis with recommendations, such as land use changes.
Strategies	You need to add a crosswalk with on-demand red stoplight or at least a flashing yellow light at Ziegler & Environmental Drive. Most cars on Ziegler speed, and crossing it is dangerous. Do NOT wait for pedestrians to die. Also, cops should regularly watch the crosswalk at Drake & Illinois and ticket the countless criminal motorists who plow through the flashing yellow light.	The crosswalk policy is one that will be reviewed as part of Transformative Action 6.
Strategies	Fantastic stats. Rear-end accidents were highlighted but I didn't see any specific actions that would address this. I've seen reports that road markings can be used as effective visual aids to help people keep a safe distance from other vehicles.	Countermeasures on pages 32-34 are flagged by crash type, including rear-end.
Strategies	I didn't have any specific input other than I really hope that improvements will soon come to the Vine & Jerome intersection to make it safer for pedestrians and cyclists. The residential neighborhoods are growing north of downtown and there are really few safe options to travel the north-south corridor. Redwood/Vine is problematic given the train tracks and busy fourway stop. Also with the Powerhouse II addition this will be extra important. It would seem that an elevated crosswalk/bike in that intersection with flashing lights would be appropriate given there is no single north/south pathway. Also, it seems that we have an imminent issue with e-bikes given the growth and how they are used. Many seem to look at these as "electric motor cycles" and not pedal assisted bicycles. They frequently travel at speeds that are not safe for other Active Mode users. I hope that the city will have steps/regulations to properly manage that. Anyway, I would be glad to help your cause in anyway I can. Thanks you, Walter & Linda Abercrombie	Currently, crash reports do not distinguish between e-bikes and traditional bikes. Actions in Goal 4, Increase Data Transparency and Partnerships, will help understand if e-bikes are overrepresented in severe crashes compared to other types of bicycles.

Topic	Comment	Response
Strategies	I like the early walk sign before the associated traffic light turns green to allow the pedestrian to clearly get into the intersection. I think the walk signal should be on longer than currently. It would be good to analyze time of day for the accidents; i.e. sun blinding or night time issues. Perhaps signs should be put up on high accident rate intersections?	Time of day of crashes is analyzed in the annual Safety in the City report.
Strategies	The actions look achievable and good to me. The only input I'd add is looping in other capital construction projects for Vision Zero reviews. Other groups that do capital construction projects include Utilities, Park Planning & Development, and Operation Services. We can assist in making sure they are aware of the checklist once it is in place.	Departments suggested added to Transformative Action 7.
Supporting Actions	1.2: Trails for transportation is only viable if the trails are direct/straight-lines and not meandering. People currently use the Spring Creek and Poudre Trails for transportation because of extreme safety concerns and that they have extra time to devote to transportation. This will require a mind-shift on the part of natural areas and parks.	The Paved Recreational Trail Master Plan will be updated soon and we will share this comment with that effort.
Supporting Actions	1.3: Shift your ride will only happen when it is easier, quicker, and cheaper for people to choose a different option. The fraction of people that will willing change before these three drivers are in place have already made the shift.	This action has been shifted to Transformative Action 3. The transportation demand management plan, which is in development, addresses this.
Supporting Actions	4.3: convening a safety meeting after an incident is great - but what is the process that will be followed to reduce or eliminate the potential of the incident or one like it from happening again? In industry we use the PDCA (Plan, Do, Check, Act) process to ask the needed questions to understand what happened and get to the root cause so that potential solutions can be evaluated and the best one selected for implementation.	This process will be determined as part of implementing Supporting Action 4.3.

Topic	Comment	Response
Thoughts on Education	Traffic safety education can quickly fall into victim blaming. No one needs to be educated that they shouldn't hit and kill other people. People will drive at speeds that the road is designed to handle, not the posted speed limits. I honestly don't understand the "positive reinforcement" thing. Are the police going to pull us over and thank us for driving safely? If we leave education as an element in the plan we ought to require testing for campaign effectiveness (and drop efforts that aren't showing to make a difference effective). Education should be deprioritized vs street design. I would hate it to become an excuse if the death/injuries numbers don't improve.	Education was included in Supporting Actions 5.1 and 5.2. 5.1 has been reworded to clarify that education is intended as an alternative to more punitive measures and 5.2 has been reworded to replace education with awareness.
Transformative Actions	Transformative Action 2 lists 3 metrics that all include number of miles. However, another metric that would be useful would be the number of major intersections. For example Drake and Lemay intersection falls in the HIN but has bike lanes and sidewalks already. To make this intersection meet the Vision Zero standard, it will need to have grade-separated crossings most likely.	Adjustment made to the spot improvement metric.
Transformative Actions	None of the Transformative Action items list visual obstruction clearance or maintenance. For example, when accessing Drake road by traveling south on Brookwood Drive, there is fencing and vegetation that requires motor-vehicles and bicyclists to be in the west bound Drake bike lane to see west bound traffic. Since this is just west of the bicycle/pedestrian crossing light on Drake, it is obvious this is supposed to be part of the bicycle network.	Transformative Action 10 addresses maintenance of safety improvements.
Transformative Actions	Transformation Action 7 [now 8]- number of personnel required. I am assuming there are metrics somewhere to justify needing 2 FTEs for this activity - but it does not come across in the document as a whole or this section particularly.	Changed to one FTE plus the equivalent of one FTE across multiple departments. With experience and available resources, it may be determined later that the number of personnel should be adjusted up or down.
Transformative Actions	Transformation Action 10 [now 11] - seems really vague compared to the rest of the actions. It either needs more detail or to be eliminated.	More detail added.

From: [Myles Crane](#)
To: [Susan Gutowsky](#); [Jeni Arndt](#); [Emily Francis](#); [Tricia Canonico](#); [Kelly Ohlson](#); [Shirley Peel](#); [Julie Pignataro](#); [Kelly DiMartino](#); [Carrie Daggett](#); [Sarah Kane](#)
Cc: [Dave](#); [Alicia Durand](#); [Jeanne Hoag](#); [Alan Kress](#); [Namcy Luttrupp](#); [Deanna O'Connell](#); [Gabriella Rivera](#); [mary@robertsrealtynoco.com](#); [Sarah Olear](#); [Lisa Hays](#); [Cortney Geary](#); [Rachel Ruhlen](#); [Cory Schmitt](#); [Lorye McLeod](#)
Subject: [EXTERNAL] Re. City Mobility Initiatives - Input for Mayor, Council and City Manager from Senior Advisory Board
Date: Wednesday, December 14, 2022 5:38:00 PM

During the past several months, City staff and associates delivered presentations to SAB for the initiatives below.

At its monthly meeting today, the Senior Advisory Board unanimously endorsed the following:

1. FC Moves/ 15 Minute City/Active Modes Plan

- SAB approves its listing in the full draft Active Modes Plan (AMP)
https://www.fcgov.com/fcmoves/files/draft-active-modes-plan-for-council-review-10.25.22_web.pdf?1666632452
- SAB members are engaged in an advisory capacity
- A key concern for SAB is "to identity and close barriers to pedestrian mobility" (AMP - page 54)
- Reference to Fort Collins Walkability Audit 2022 * (see below)

2. Vision Zero Action Plan <https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:2e04e809-740f-4845-8cac-ec18f8b9dfdf>

- Heads up for Council Work Session Feb. 14, 2023
- 2021 Safety in the City - helpful reference for Council
<https://www.fcgov.com/traffic/files/safety-in-the-city.pdf?1663208415>
- City's Zero Death Proclamation (Dec. 2016) <https://www.fcgov.com/traffic/files/moving-towards-zero-deaths-proclamation.pdf?1670274608>

commendable that FC was first municipality to follow the CDOT initiative

- SAB approves [in concept only](#) the Vision Zero Action Plan - Administrative Draft (12/9/22)
- SAB suggests that a BFO cost analysis for each of the Plan's multidisciplinary strategies be eventually provided to Council.

3. * Fort Collins Walkability Audit (June 2022) - North Front Range Metropolitan Planning Organization (NFRMPO) now offers

walkability training for communities throughout Colorado. In Fort Collins, the report reflects the volunteer work done by

city employees, community members and Partnership for Age-Friendly Communities coordinated with NFRMPO

<https://storymaps.arcgis.com/stories/2cc173482f484f47a8c69e1314ae10da>

Among its recommendations:

- Installation of pedestrian refuge islands along College, Monroe, and Foothills Parkway.
- Installation of high visibility crosswalks at intersections along the corridor.

- Installing more wayfinding signage throughout the entire district, with a key focus on directing pedestrians to existing amenities such as the tunnel underneath College Ave.

4. Current Bike Safety and Pedestrian Reporter - useful resource/tool for Council and community awareness

<https://nfrmpo.org/safety/>

Respectfully submitted on behalf of Senior Advisory Board by,

Myles

Myles Crane, SAB Chair

MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



TRANSPORTATION BOARD

TYPE OF MEETING – REGULAR

November 16, 2022, 6:00 p.m.
Virtual Meeting Via Zoom

7. NEW BUSINESS

a. Vision Zero Plan – Rachel Ruhlen

Rachel Ruhlen, FC Moves, defined Vision Zero as being zero traffic fatalities and serious injuries and noted it differs from the more traditional safe systems approach and emphasizes safety prioritization in policies and designs. She discussed the crash data analysis which is in the Safety in the City report published annually by Traffic Operations. She noted vulnerable road users are disproportionately represented in severe crashes and stated ten percent of the roads in Fort Collins account for forty percent of all severe crashes.

Ruhlen noted the overarching goal for the Vision Zero Plan is to protect vulnerable road users. She outlined the proposed strategies to build redundancy into the system, including engineering and mode shift, and requested input on the proposed strategies.

Members commented on the 'centering equity' strategies, including related to involving youth in roadway design. York commented on trainings not being particularly effective and stated older leaders need to do things properly first.

Dyrdahl commented on using automated enforcement rather than in-person enforcement. She asked if red light cameras have shown to help with crashes at intersections. Ruhlen replied she will look into that.

Chair Hart commented on the importance of focusing on underserved communities and noted automatic traffic enforcement is already occurring and Vision Zero does not need to implement that.

Gavaldon concurred with prioritizing underserved communities, which he stated should occur regardless.

Owens asked about the extent of the existing automatic traffic enforcement and commented on advocacy for more automatic traffic enforcement as a way to reduce in-person bias in underserved communities. He also commented on a study that showed automatic traffic enforcement was disproportionately negatively impacting underserved communities due to infrastructure allowing for increased placement of those devices.

Chair Hart stated it seems anecdotally that red light cameras do little to improve safety.

Ruhlen requested input on the strategies related to increased data transparency and partnerships.

York stated the only way to get people to buy in to making changes is when data that it works can be shown.

MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



TRANSPORTATION BOARD

TYPE OF MEETING – REGULAR

Gavaldon stated he would like to see data first, then recommendations and direction followed by after studies to show success or failure. He also stated rapid response meetings following fatal accidents should be a matter of course and information should be published.

Ruhlen requested input on the strategies related to promoting a culture of traffic safety.

Chair Hart stated promoting a culture of traffic safety should be how things are done.

Ruhlen requested input on the strategies related to testing solutions without a large time and cost commitment by using temporary and quick build treatments. She noted this relates to using things like tape, paint, flexible bollards, and other temporary treatments.

Ruhlen requested input regarding designing for safer speeds and multi-modal places strategies.

Gavaldon commented on the success of the asphalt art projects in traffic calming and suggested more of those projects could be beneficial.

Ruhlen requested input on the final category of supporting mode shift.

Chair Hart commented on the importance of engaging City staff in trainings and facilitated conversations to better understand Vision Zero goals and roadblocks.

Ruhlen outlined next steps for the draft action plan to be presented at a Council work session in February with adoption in the spring.

MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



BICYCLE ADVISORY COMMITTEE

TYPE OF MEETING –REGULAR

November 28, 2022, 6:00 p.m.

Hybrid Meeting – Zoom and 281 North College Avenue, Fort Collins, CO

7. NEW BUSINESS

a. Vision Zero Action Plan – Rachel Ruhlen

Rachel Ruhlen, FC Moves, provided a summary of Vision Zero which aims for no traffic deaths or serious injuries via a safe systems approach that places responsibility on individual road users as well as on planners and policy makers to prioritize safety in designs and policies. She noted speeding is at the heart of Vision Zero. She also commented on the Safety in the City report which summarized crash and injury data in the city.

Ruhlen discussed the strategies utilized in the Vision Zero plan noting they are primarily focused on vulnerable road users. She noted redundancies are built into the strategies as the only layer of traffic safety currently is enforcement. She outlined the strategies prioritized by the technical advisory committee.

Dangerfield asked what entities were represented in the technical advisory committee. Geary replied Bike Fort Collins, Police Services, Safe Kids of Larimer County, Larimer County, CDOT, UC Health, Traffic Operations, and CSU were represented.

Ruhlen noted the prioritized strategies could still shift depending on input received from Boards and Commissions. She shared a Miro board with the members and outlined the strategies currently identified as being transformative, including review and revise standards and policies that are roadblocks to Vision Zero and include Vision Zero analysis as part of the planning process for all infrastructure projects.

Allison asked for an example of such a policy. Ruhlen replied there is a document called the Manual on Uniform Traffic Control Devices (MUTCD) that comes out at the federal level which is full of standards such as the number of people that must use an intersection before a crosswalk or pedestrian signal is installed, which is somewhat of a backward way of thinking. She noted that document is just guidance; however, it tends to be used as if it was the law.

Chair Williams asked about the current status of the input process. Ruhlen replied the Transportation Board has already weighed in and stated staff is fairly confident in the list of strategies and which ones are transformative; however, staff is still seeking feedback and there is room for additional strategies. She requested input prior to December 3rd and noted the hope is for plan adoption in the spring.

Krause suggested it may be worth calling out the MUTCD specifically given it is

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BICYCLE ADVISORY COMMITTEE

TYPE OF MEETING – REGULAR

heavily relied upon.

Dixon stated the MUTCD recently went through a revision and updating process and noted the NoCo Bike and Ped Collaborative submitted feedback. He asked how often the document is revised and whether signage could be placed in the Colorado state supplement. Ruhlen replied there was more input received on the MUTCD revision than ever before and most pointed to its negative impact on safety. She stated it seems the update is going forward; however, there is recognition the manual needs to be fully revised. She stated it has been updated every ten years in the past.

Dixon commented on the MUTCD Colorado supplement which includes things like motorists must give cyclists three feet of clearance. He noted that item is not included in the federal document.

Ruhlen discussed the support mode shift goal and associated strategies, including increased transit frequency.

Chair Williams commented on prioritizing trail investments to promote trails for transportation as a complement to recreation-focused trails.

Boiarsky commented on prioritizing separation between motorized and non-motorized vehicles either with physical barriers or much more space. Ruhlen replied that is somewhat included in the design for safer speeds in multi-modal places category. She also noted the Active Modes Plan is part of that category.

Krause advocated for the Active Modes Plan to be included in both categories.

Allison asked if advocating for lower speeds is included. Ruhlen noted there is a category related to designing streets to target speeds. Geary noted the MUTCD sets out speed limit guidelines; however, many cities have adopted their own guidelines.

Ruhlen commented on the category related to testing solutions that do not have large cost or time commitments by using temporary and quick-build treatments such as paint and flexible bollards that can easily be changed. Peyronnin cited the example of using a quick solution at Remington and Stuart. Hansen commented on the use of quicker solutions for projects on campus.

Boiarsky asked if the emphasis is on non-infrastructure changes for this strategy. Ruhlen replied in the affirmative. Boiarsky suggested changing the language to read 'test temporary, inexpensive, non-infrastructure based changes.' Geary noted the item does reference infrastructure; however, it is temporary. Chair Williams suggested showing images of examples and noted having policies around quicker implementation could be important.

Ruhlen commented on the category related to increased data transparency and

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CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



BICYCLE ADVISORY COMMITTEE

TYPE OF MEETING – REGULAR

partnerships and associated transformative strategies including creating a Vision Zero program with designated staff to apply a safety lens to all planning, design, and resource allocation and developing an annual report analyzing fatal and serious injury crash data and provide dashboard data on the City's website, which is underway.

Boiarsky commented on the need for an associated push strategy that will help with attitude leaders and social change. He noted the publishing of the data is more of a pull strategy.

Chair Williams stated there have been struggles in the past with reporting near misses and near crashes versus the police report data. He commented on the North Front Range Metropolitan Planning Organization tool and Access Fort Collins that can be used to report those and stated the data needs to be compiled in a proactive rather than reactive manner.

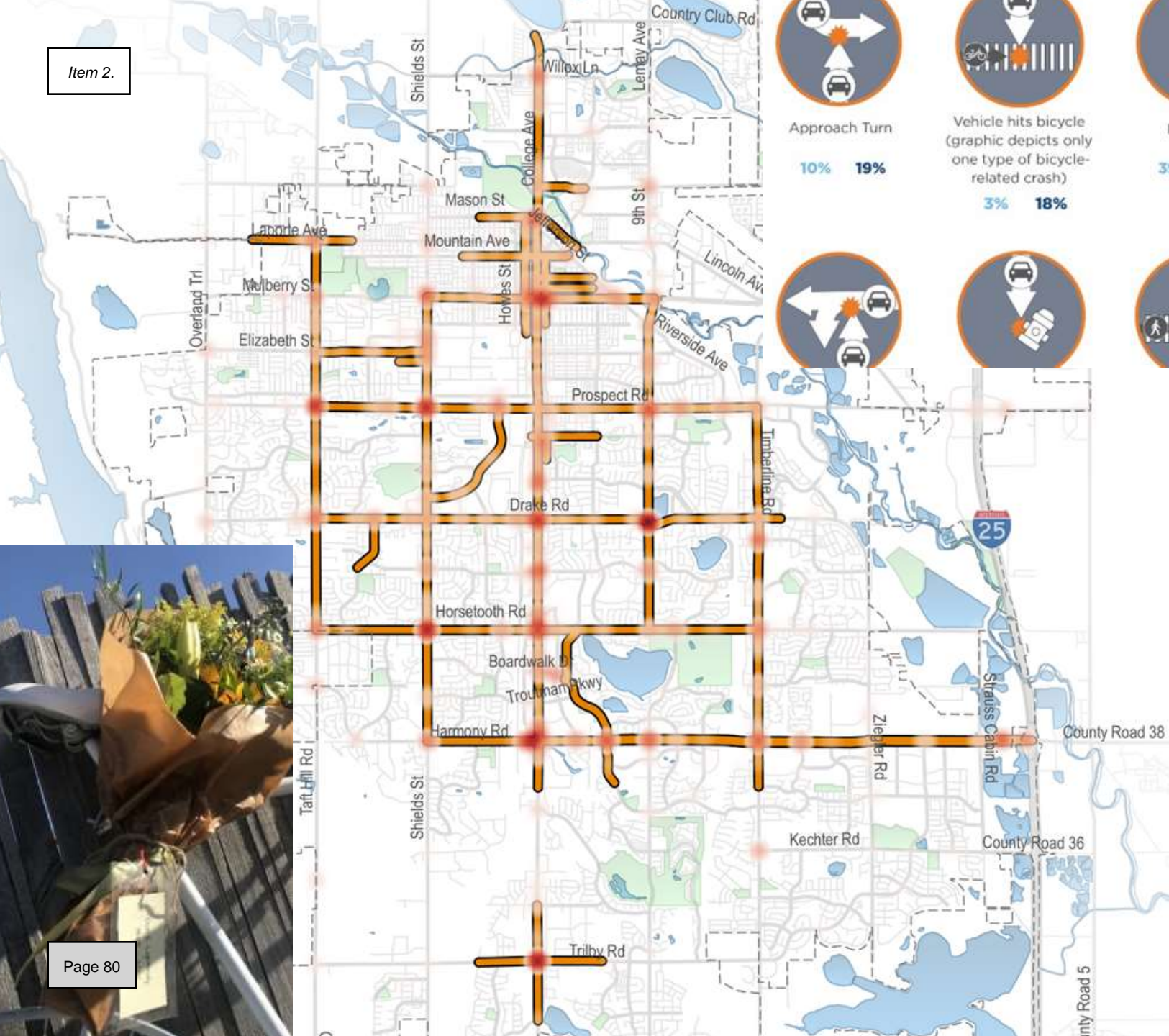
Krause commented on the possibility of a City staff realignment to create a long-term culture of embracing and supporting Vision Zero rather than having dedicated Vision Zero staff. Ruhlen commented on the assignment of key stakeholders, primarily City departments, to each strategy. She noted Traffic is the lead for most items and commented on the importance of interdepartmental collaboration.

Ruhlen discussed the last category related to centering on equity and its associated transformative strategies including prioritizing projects and routine maintenance in historically underserved communities and engaging historically underserved communities in participatory budgeting to determine infrastructure priorities. She discussed the strategy related to automated traffic enforcement noting Police Services expressed concern due to the limiting constraints of automated speed enforcement.

Chair Williams suggested pivoting that strategy more toward education. He cited the signs that indicate a driver's speed which seem to help lower speeds. He concurred with the strategies related to underserved communities but noted there are challenges in actually achieving those goals.

Chair Williams announced an upcoming Vision Zero webinar and recommended a book called *There Are No Accidents*.

Item 2.



February 14, 2023

Vision Zero Action Plan

Tyler Stamey

City Traffic Engineer

Rachel Ruhlen

Transportation Planner

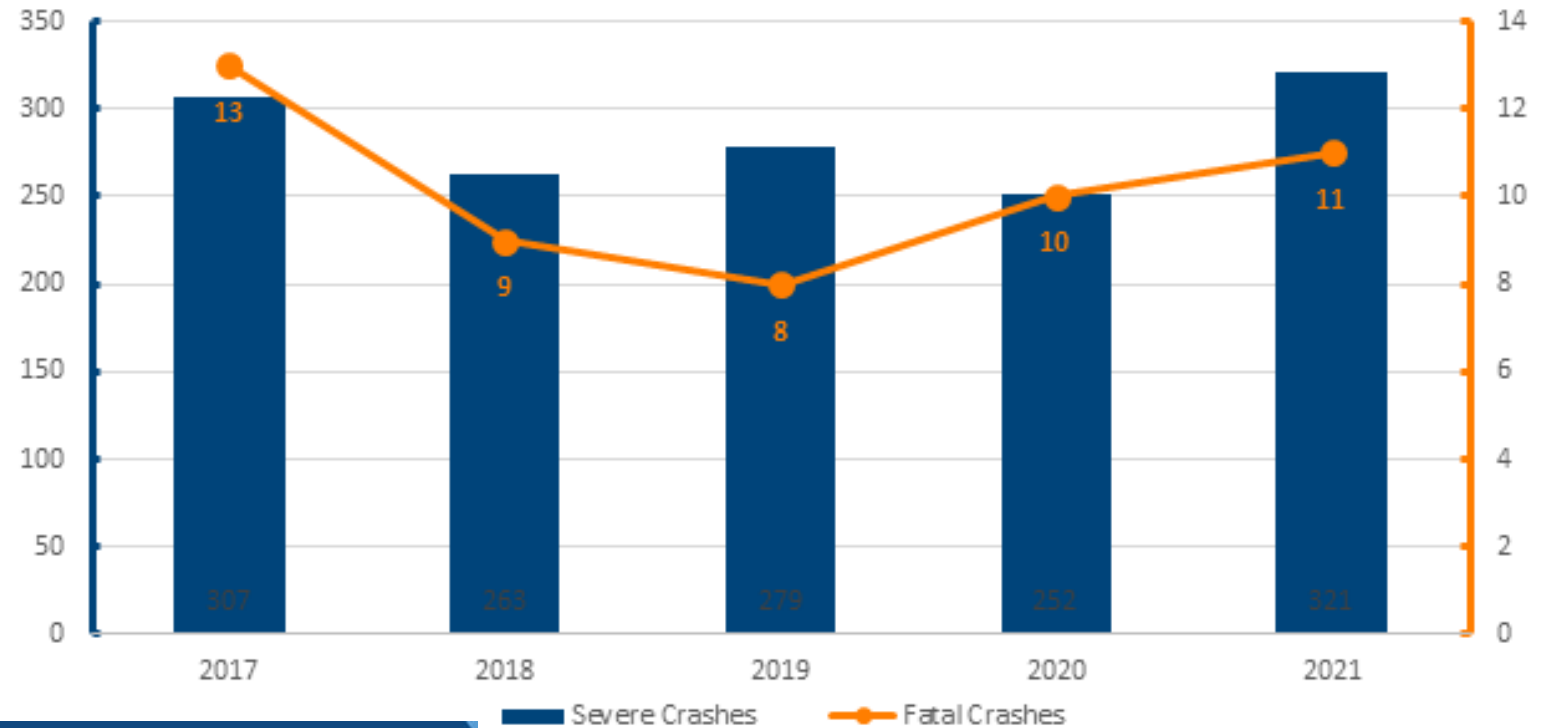


1. Do Councilmembers support the plan's vision and goals?
2. Do Councilmembers support the plan's transformative and supporting actions?
3. What feedback do Councilmembers have on the plan's actions and implementation strategy?

*332 crashes in 2021
resulted in a serious
injury or fatality*

By 2032, no one dies or has a
serious injury while traveling on Fort
Collins' streets

*11 people lost their
lives in 2021
traveling on streets
in Fort Collins*



TRANSPORTATION CAPITAL PROJECTS PRIORITIZATION STUDY

City of
Fort Collins



President's Vision Zero Task Force



TRANSPORTATION CAPITAL PROJECTS PRIORITIZATION STUDY



2021

Fort Collins Police Services

ROADWAY SAFETY



7,550 TOTAL TRAFFIC
CITATIONS

85 COMMERCIAL MOTOR
VEHICLE INSPECTIONS

11 FATAL TRAFFIC
COLLISIONS

The Traffic Unit continued to address the top road safety focus areas: **speeding, red light and stop sign violations, following too closely & distracted driving.** Several units also worked together to address traffic safety, noise issues & modified exhaust/nuisance exhaust (rolling coal).



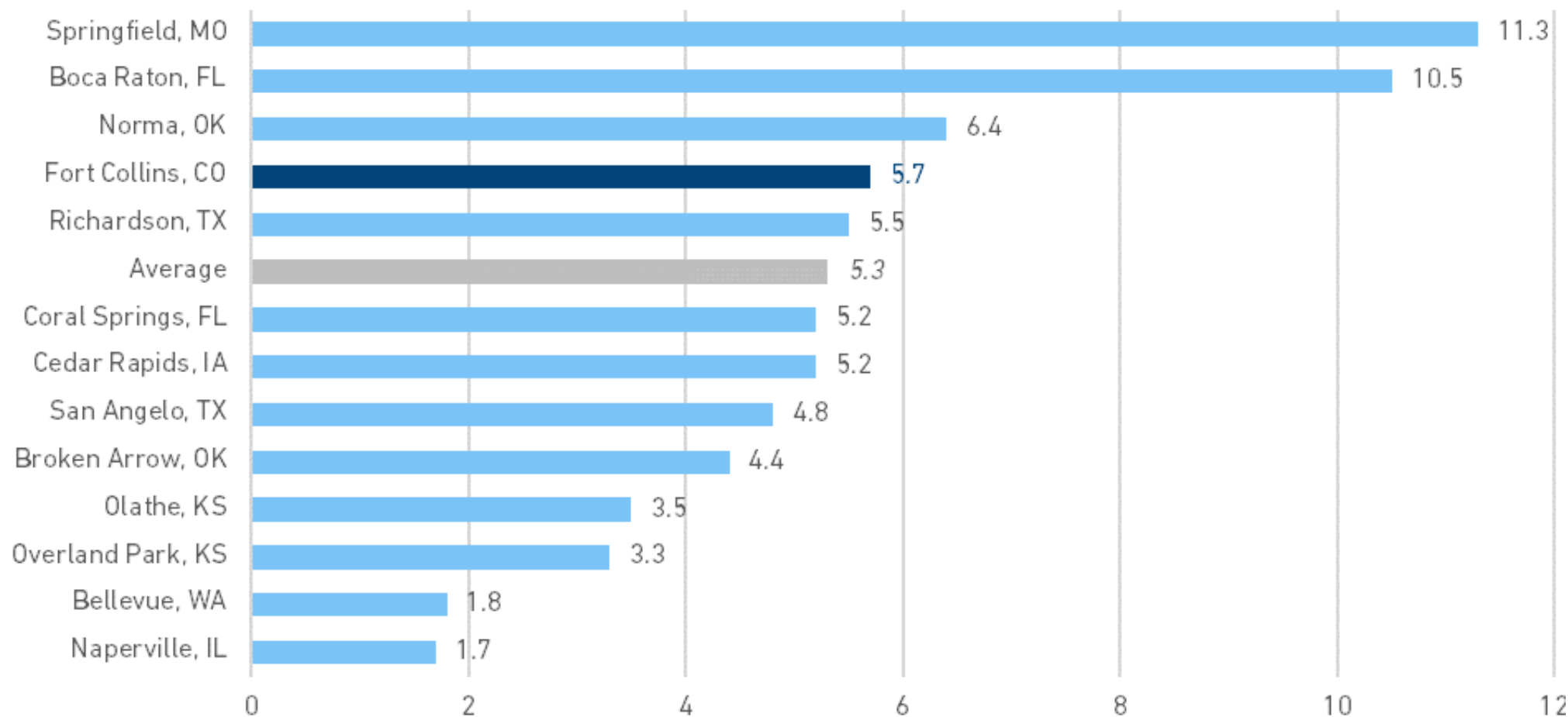
2021 Annual
Roadway Safety Report

August 2022



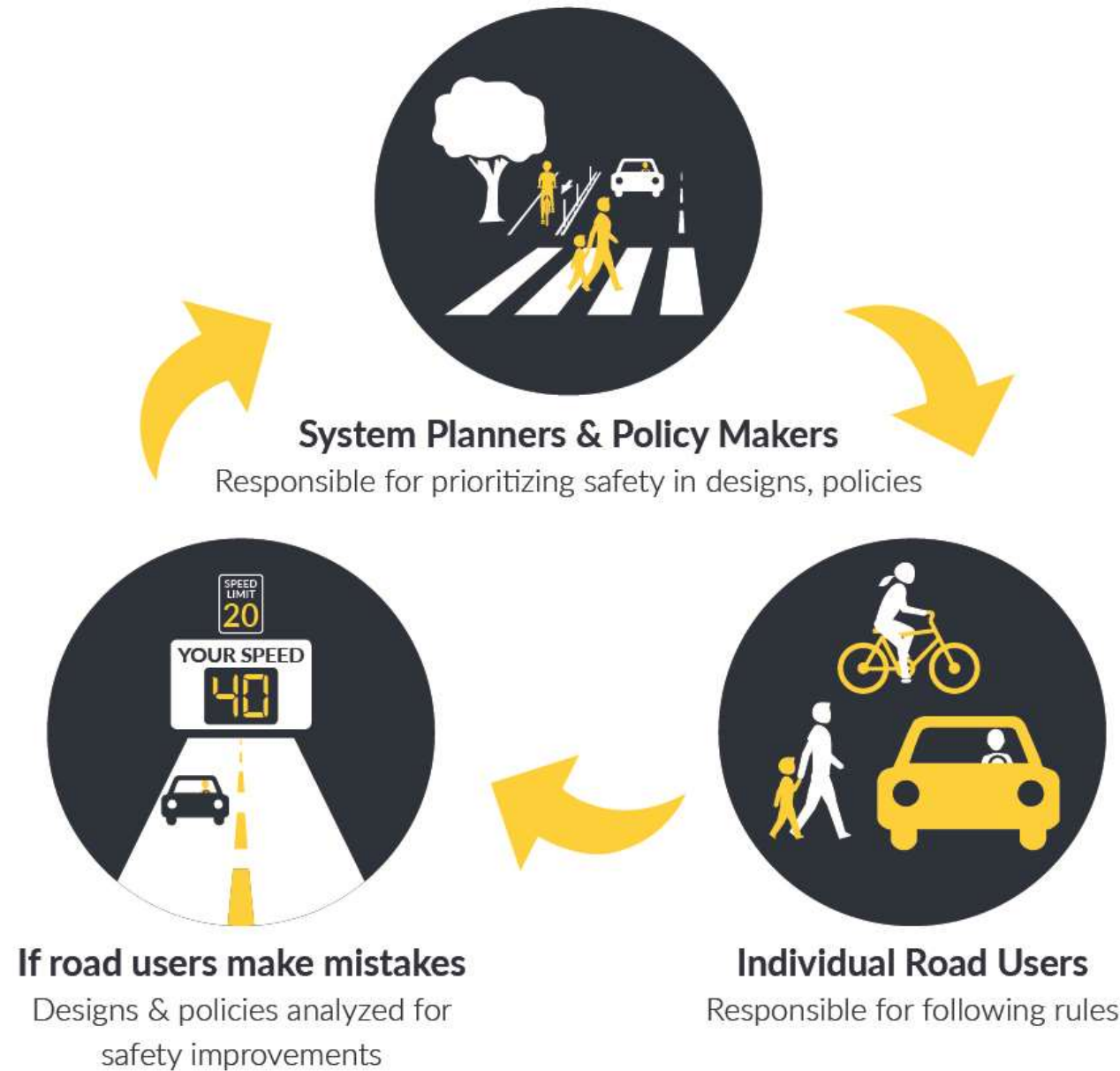
Cities that have achieved zero:

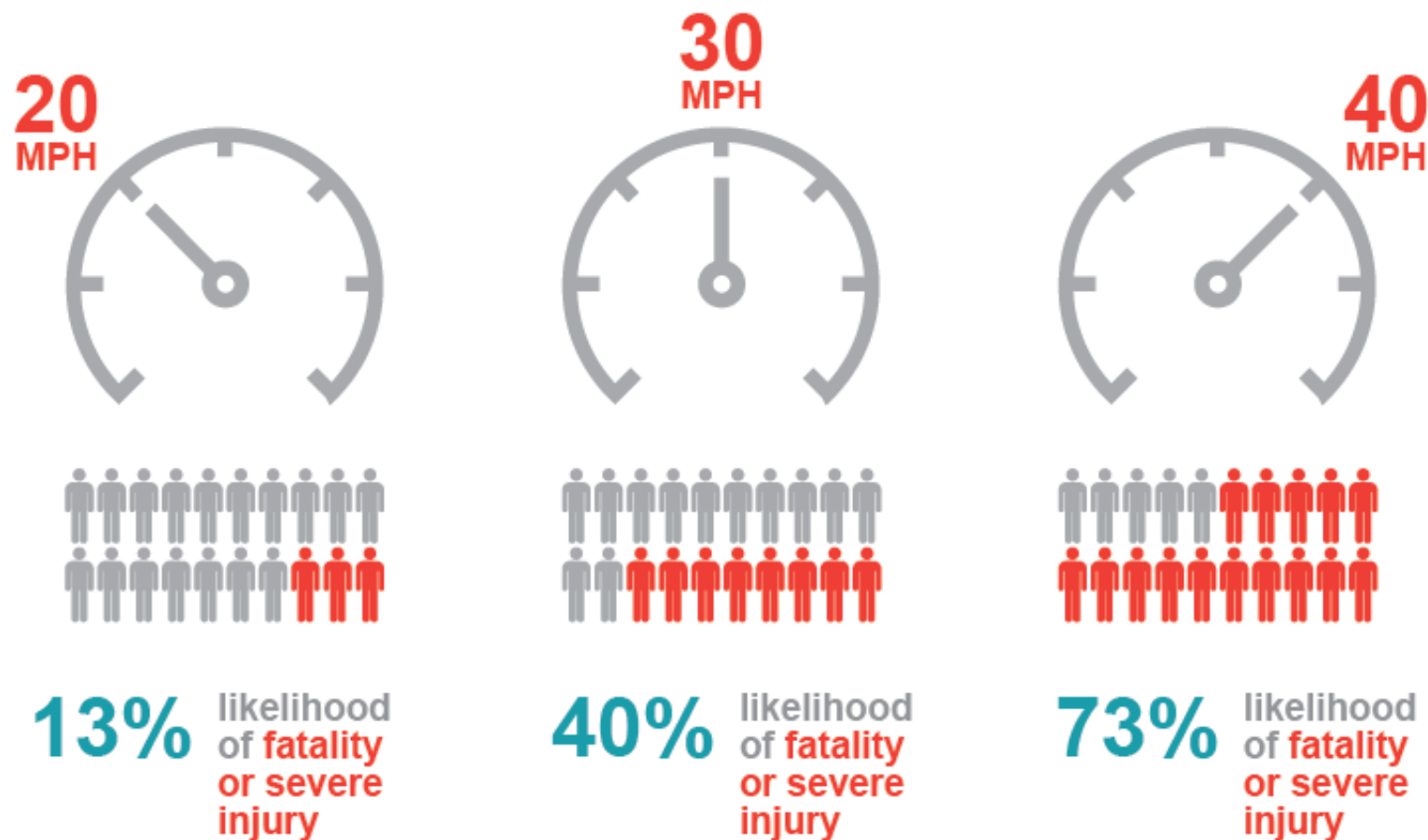
- Boulder CO
- Hoboken NJ
- Lansing MI
- Allentown PA



Fatal Crash Rate Comparison to Peer Cities, based on 2017-2020

Data Source: Safety in the City: Fort Collins 2021 Annual Roadway Safety Report, August 2022.





Source: Tefft, B.C. (2011). *Impact Speed and a Pedestrian's Risk of Severe Injury or Death (Technical Report)*. Washington, D.C.: AAA Foundation for Traffic Safety.



Severe crashes are
trending up



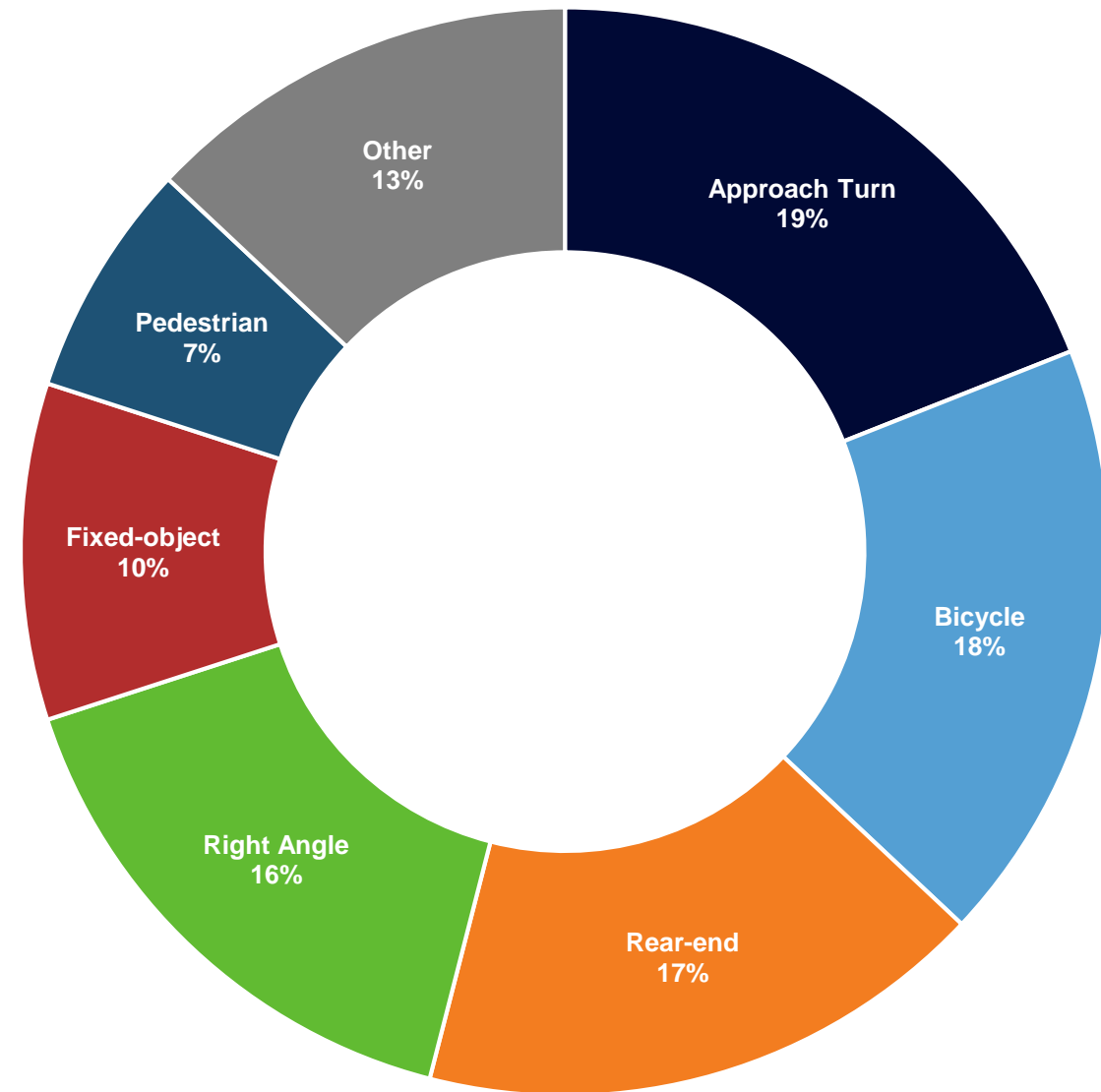
People walking, bicycling
or using a motorcycle are
disproportionately
impacted



Most high-risk crashes
occur on a small number
of streets and
intersections

SIX
crash types are
responsible for
87%
of severe
crashes

- Approach Turn
- Bicycle
- Rear-end
- Right Angle
- Fixed-object
- Pedestrian

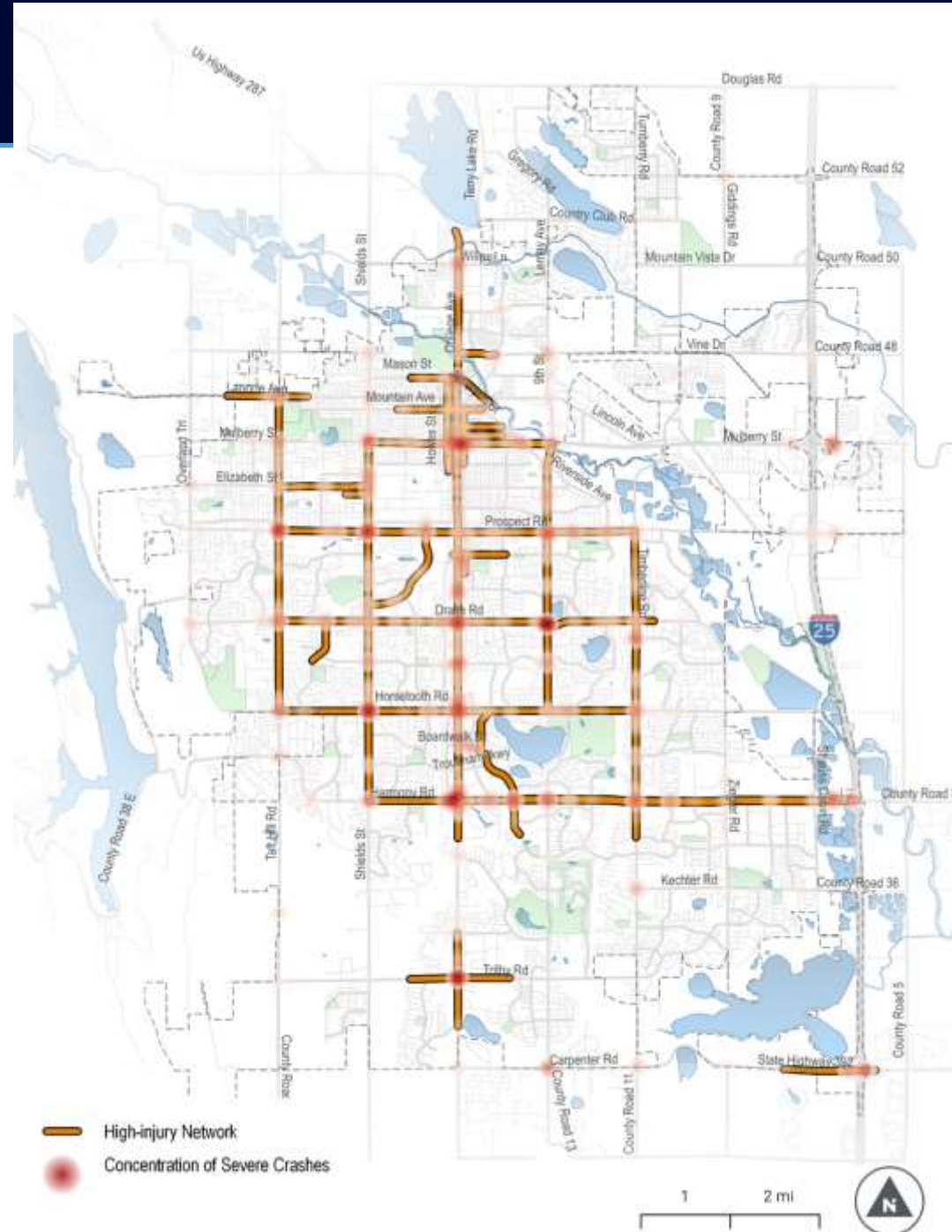


70%
of severe crashes
occurred at an
intersection

High-Injury Network

11

The HIN is
91% arterials
6% collectors
3% local



TRANSPORTATION CAPITAL PROJECTS PRIORITIZATION STUDY

City of
Fort Collins



Technical Advisory Committee

City Departments

Community Development &
Neighborhood Services
Economic Health Office
Engineering Department
FC Moves
Parking Services
Parks Department
Parks Planning & Development
Planning Department
Police Services
Streets Department
Traffic Operations
Transfort

Agencies & Organizations

Bike Fort Collins
Colorado State University
Colorado Department of
Transportation
Larimer County
Poudre School District
North Front Range
Metropolitan Planning
Organization
Poudre School District
Safe Kids Larimer County
UC Health

The Colorado Department of
Transportation (CDOT) Region 4

BICYCLE & PEDESTRIAN SAFETY STUDY

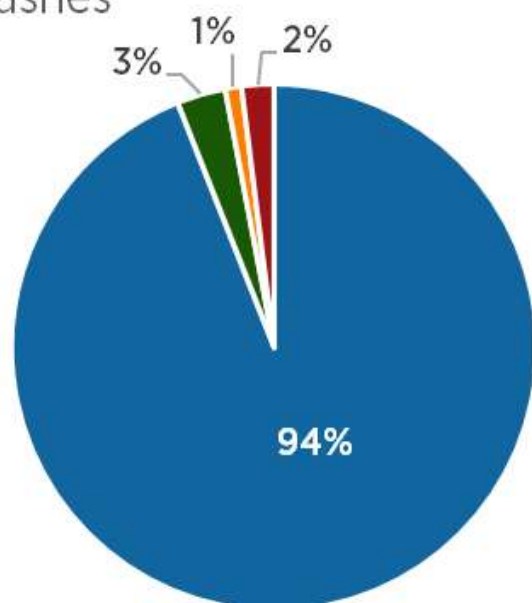
Final Report



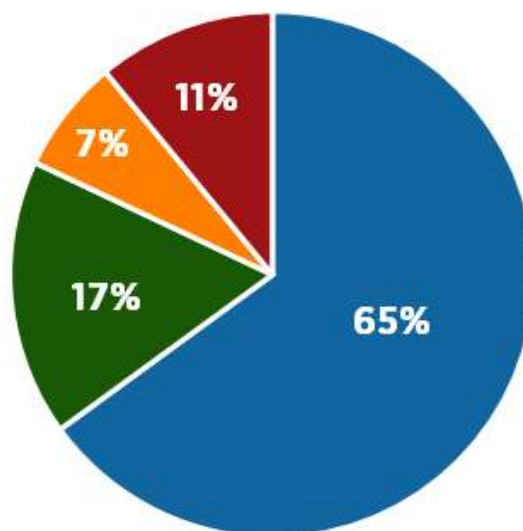
City Boards & Committees Public Review of Draft Plan

Focus on Vulnerable Road Users

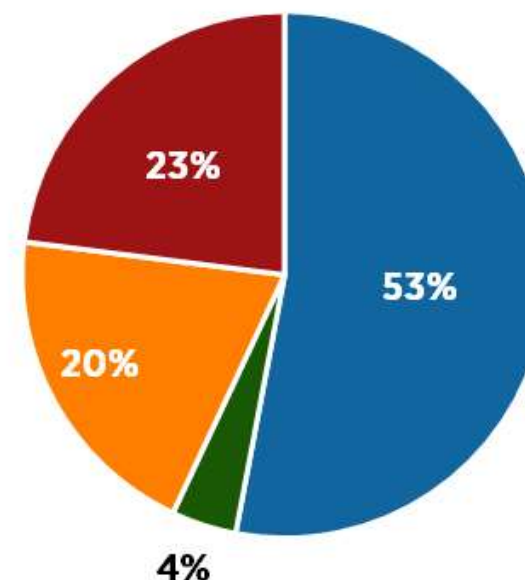
Total Crashes



Severe Crashes



Fatal Crashes



Measures to protect vulnerable road users ALSO protect people inside motor vehicles
ALL goals include actions that are beneficial to vulnerable road users

Support Mode Shift

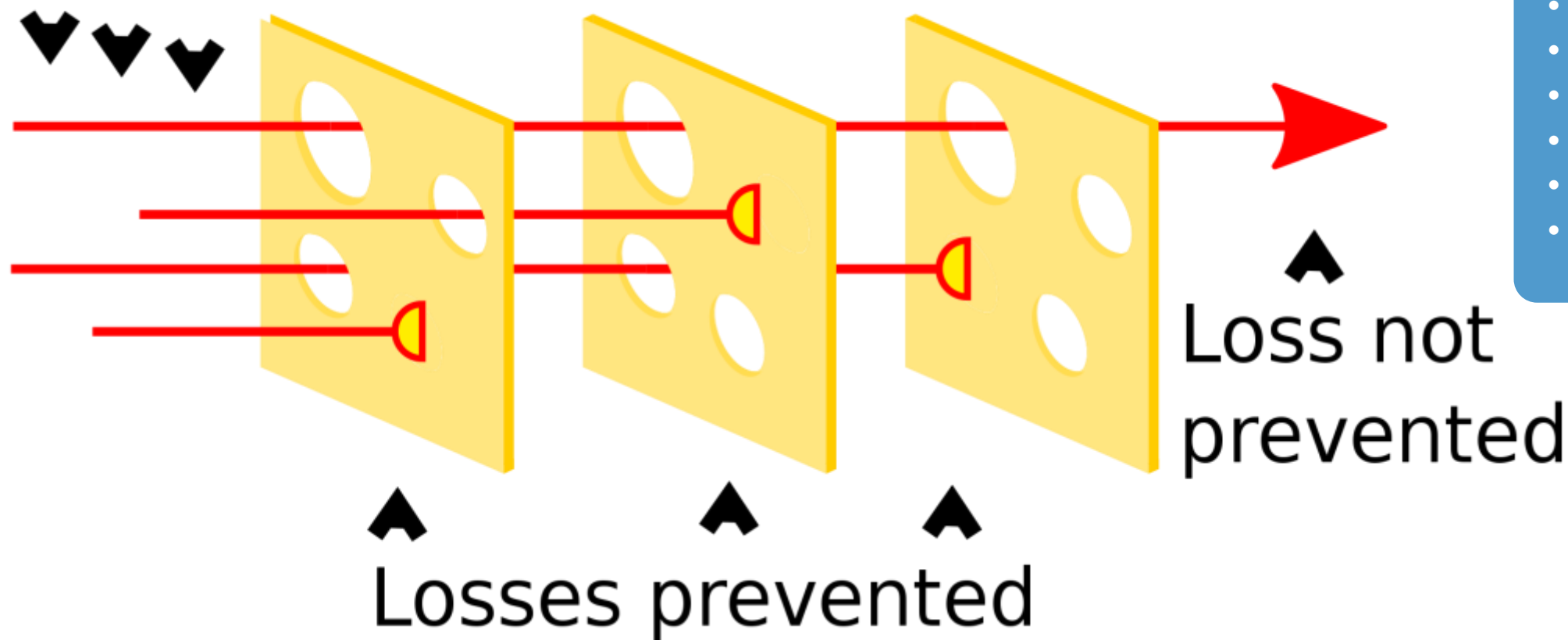
**Promote a Culture of Traffic
Safety**

**Prioritize Safer Speeds and
Multimodal Places**

**Increase Data Transparency
and Partnerships**

Center Equity

Hazards



Layers of traffic safety

- Engineering
- Mode shift
- Land use
- Traffic calming
- Traffic culture
- Enforcement
- Emergency response

Transformative Actions

Actions that will be most transformative to get Fort Collins to Vision Zero

Supporting Actions

Additional actions that fit Fort Collins' Vision Zero goals



Implement other plans



Infrastructure

Quick Build



Standards & policies

Process

Vision Zero Chicanes

Community
Opposition

Political
Reluctance

Internal
Practice

Est. November 7, 1935

Manual on Uniform Traffic Control Devices for Streets and Highways

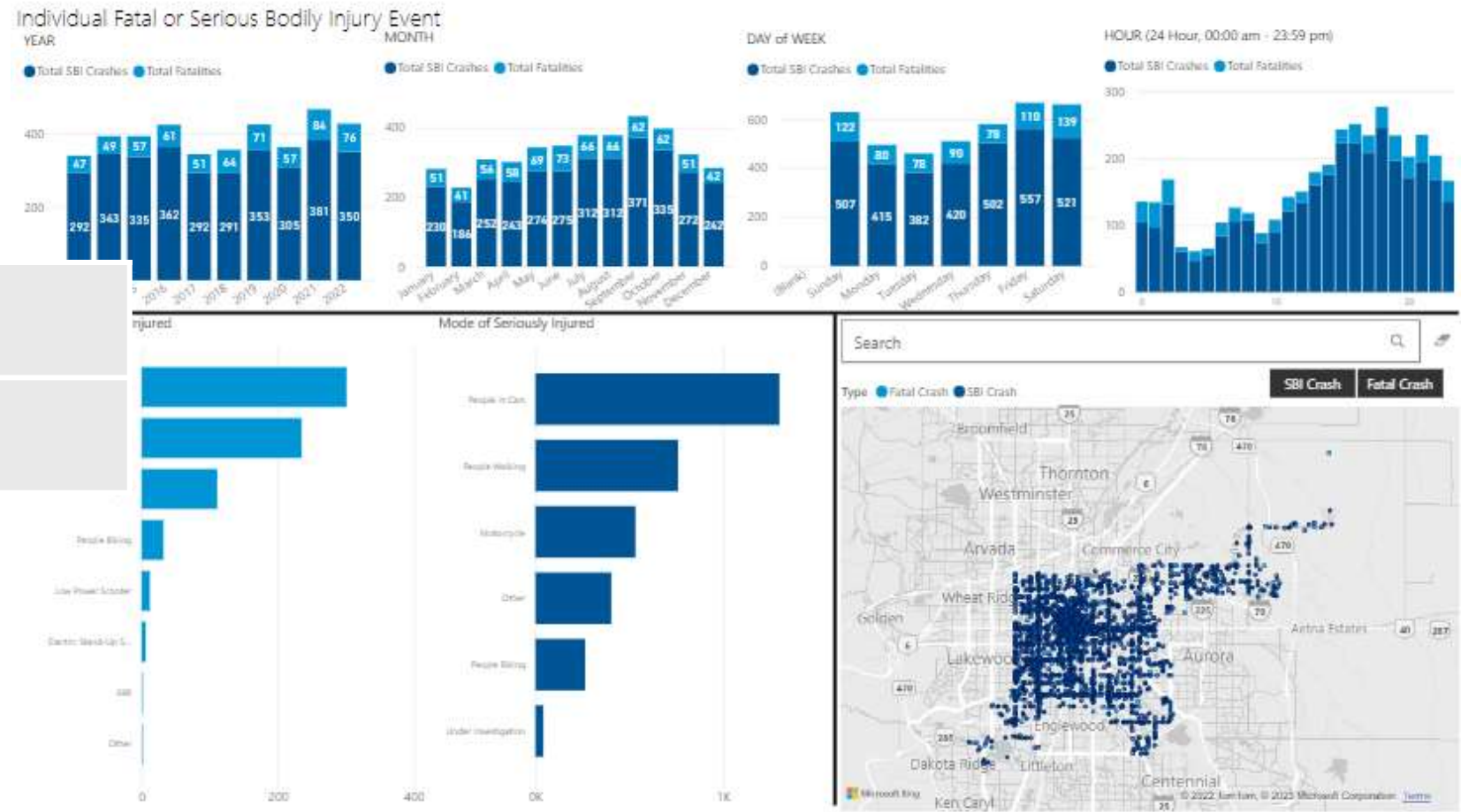


**Eleventh
Edition**

*Coming
Soon!*



U.S. Department of Transportation
Federal Highway Administration



Staff

Data

Health Equity Index

Neighborhood/Community Grants

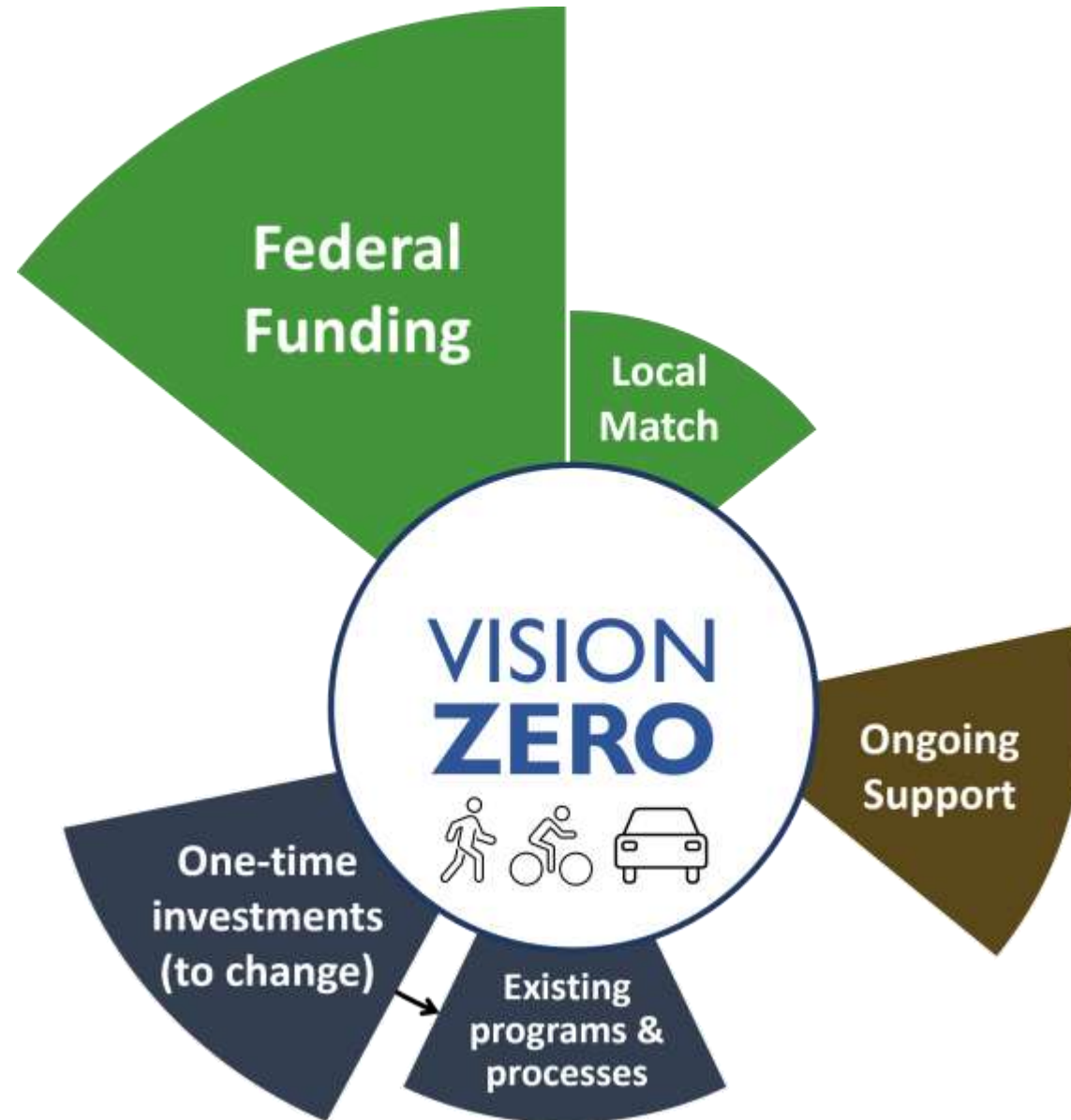


Countermeasures to address:

Top Severe Crash Types

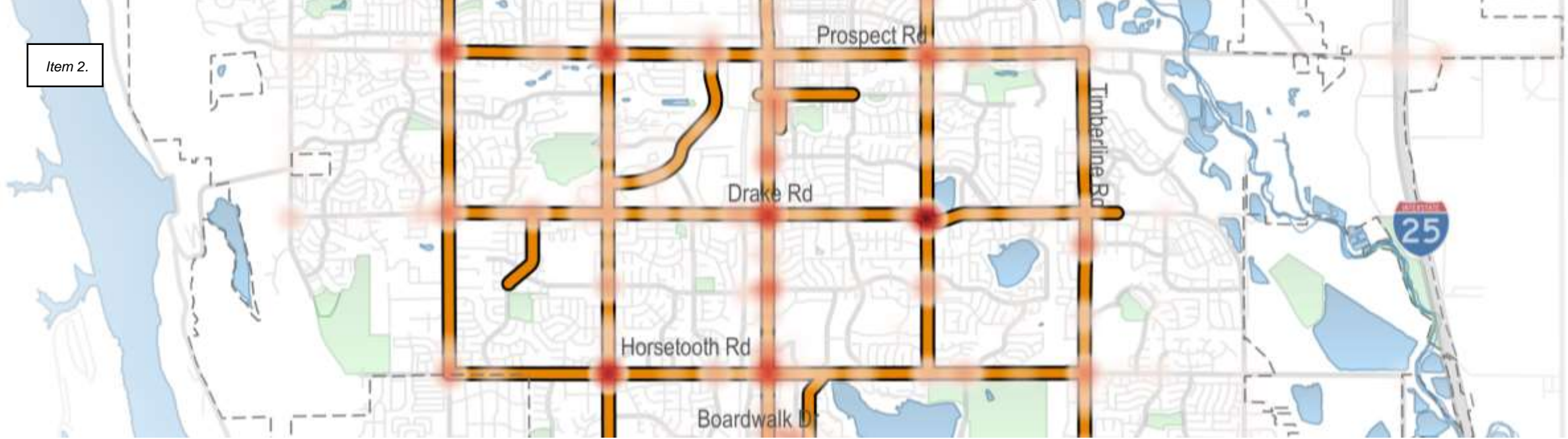
- Approach Turn
- Bicycle
- Rear-end
- Right Angle
- Fixed-object
- Pedestrian





1. Do Councilmembers support the plan's vision and goals?
2. Do Councilmembers support the plan's transformative and supporting actions?
3. What feedback do Councilmembers have on the plan's actions and implementation strategy?

Item 2.



For Questions or Comments, Please Contact:

Rachel Ruhlen

rrehlen@fcgov.com



February 14, 2023

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Paul Sizemore, CDNS Director
Meaghan Overton, Housing Manager
Caryn Champine, Director of PDT
Brad Yatabe, Senior Assistant City Attorney

SUBJECT FOR DISCUSSION

Land Use Code Housing Updates: Process and Next Steps.

EXECUTIVE SUMMARY

The purpose of this work session is to outline potential paths forward for Council's consideration of housing-related changes to the City's Land Use Code (LUC). This work session follows the repeal of Ordinance No. 114, 2022 on January 17, 2023.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Do Councilmembers support the process summary and timeline (Stages 1-4)?
2. In what ways would Councilmembers like to be directly involved in the engagement process?
3. Do Councilmembers support monthly work sessions?
4. Which potential engagement activities would Councilmembers like to see incorporated into the process?

BACKGROUND / DISCUSSION

Following the submission and certification of a petition sufficient for referendum, Council reconsidered Ordinance No. 114, 2023 at the Regular Meeting on January 17, 2023. Council voted unanimously (7-0) to repeal Ordinance No. 114, 2022, *Repealing and Reenacting Section 29-1 of the Code of the City of Fort Collins Code to Adopt the Land Development Code and Separately Codifying the 1997 Land Use Code As "Transitional Land Use Regulations"*. Council further directed staff to explore next steps to allow for additional community engagement and further refinement of housing-related code changes.

A proposed approach to engagement and refinement of housing-related code changes is outlined below and will be adjusted to align with Council direction received at this work session. While there are many variables influencing the timeline, City staff estimates the proposed process to be complete in approximately 6 months, with a new Draft LUC ready by early Summer. In addition, approximately

\$150,000 will be required for additional consultant assistance to support meeting facilitation, code drafting and testing, outreach expenses, and external legal review.

Revisions to the code will continue to support the five guiding principles confirmed by City Council in November 2021:

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

The attached graphic outlines the proposed process at a conceptual level, and details about the work proposed in each stage have been included below.

- **Stage 1 – Listening Sessions and Information Sharing (March-April 2023):** City Staff would host listening sessions, office hours and other community feedback opportunities to learn more about questions, concerns, and areas of support. City staff recommends Council consider an active role such as co-hosting and providing input about what types of outreach and input events would be most useful. Staff and consultants will prepare additional materials, as needed, to improve communication and understanding. Based on common questions from the community, the focus could be on affordable housing regulations, comparison of existing and proposed procedures, education on existing codes and the development review process, comparison of potential built outcomes by zone district, and implications for utilities. This phase could also include a postcard mailing and online survey, if desired.
- **Stage 2 – Identify Relevant Areas of Adjustments (April 2023):** Based on feedback from the community to-date and Stage 1 above, City staff would prepare a recommended scope for adjustments in creation of a new Draft LUC (using the previously adopted Land Development Code as the starting point). This scope would be confirmed at a Council Work Session and serve as the framework for subsequent stages to the process. Areas of adjustment will likely focus on (but are not limited to):
 - The name of the code document
 - The notification and review procedures for residential development
 - Where to permit housing choices and associated regulations (e.g. Accessory Dwelling Units, duplexes, triplexes)
 - The interaction between the code and private covenants
 - Affordable housing incentives and requirements
 - Size, height and form of specific housing types
 - Additional topics as directed by Council
- **Stage 3 – Prepare the new Draft LUC (May-June 2023):** Based on feedback in Stage 2, staff and consultants will prepare recommended changes to the new Draft LUC for consideration. The process to develop these changes would include Council Work Sessions, work sessions with applicable boards and commissions, technical review and testing of the code, and additional community engagement efforts. Community engagement activities could include workshops, focus groups, and similar types of opportunities. This will be an iterative process until Council determines the draft code language is ready for formal consideration. This stage is also the ideal time to evaluate progress and make adjustments if directed by Council.
- **Stage 4 – Adoption Process (July-August 2023):** City staff will bring the new Draft LUC to City Council for adoption. This will be preceded by recommendations from Planning and Zoning Commission, Affordable Housing Board, and Historic Preservation Commission.

Potential Engagement Activities for Council Consideration

The above framework can include additional components to address Council objectives and expand public outreach, if desired. Staff welcomes direction from Council on whether to incorporate the following engagement activities:

- **Monthly Council Work Session:** Council could commit monthly Work Session agenda time to offer input and adjustments to the process, concepts, and drafts. City staff would prepare topics for discussion and relevant updates for each Work Session.
- **Task Force:** Council could direct staff to form a Task Force that would meet on a set schedule during Stage 3 (May – June 2023) with facilitated conversations focused on specific code topics. Their purpose would be to explore specific topics and serve in an advisory capacity to staff and Council. Different interests would be represented to provide a balance of perspectives based upon the scope of adjustments determined in Stage 2. A Task Force could be a small (10-15) group, recruited through an application process, and selected by the City Manager with guidance from Council.
- **Postcard Mailing:** A postcard could be mailed to all City residents (property owners and tenants) to provide notification of upcoming outreach activities during Stage 1. This could be an opportunity to advertise a community survey and/or task force applications as well.
- **Community-Wide Survey:** The City could conduct an online survey during Stage 1 to gather input and assess the level of support/concern for certain policy choices.
- **Community Events:** Engagement on code topics could be integrated into planned community events in the spring and summer. Examples include Next Level Neighborhood Workshops, CityWorks 101, a planned Housing Strategic Plan Community Summit, and other events.

NEXT STEPS

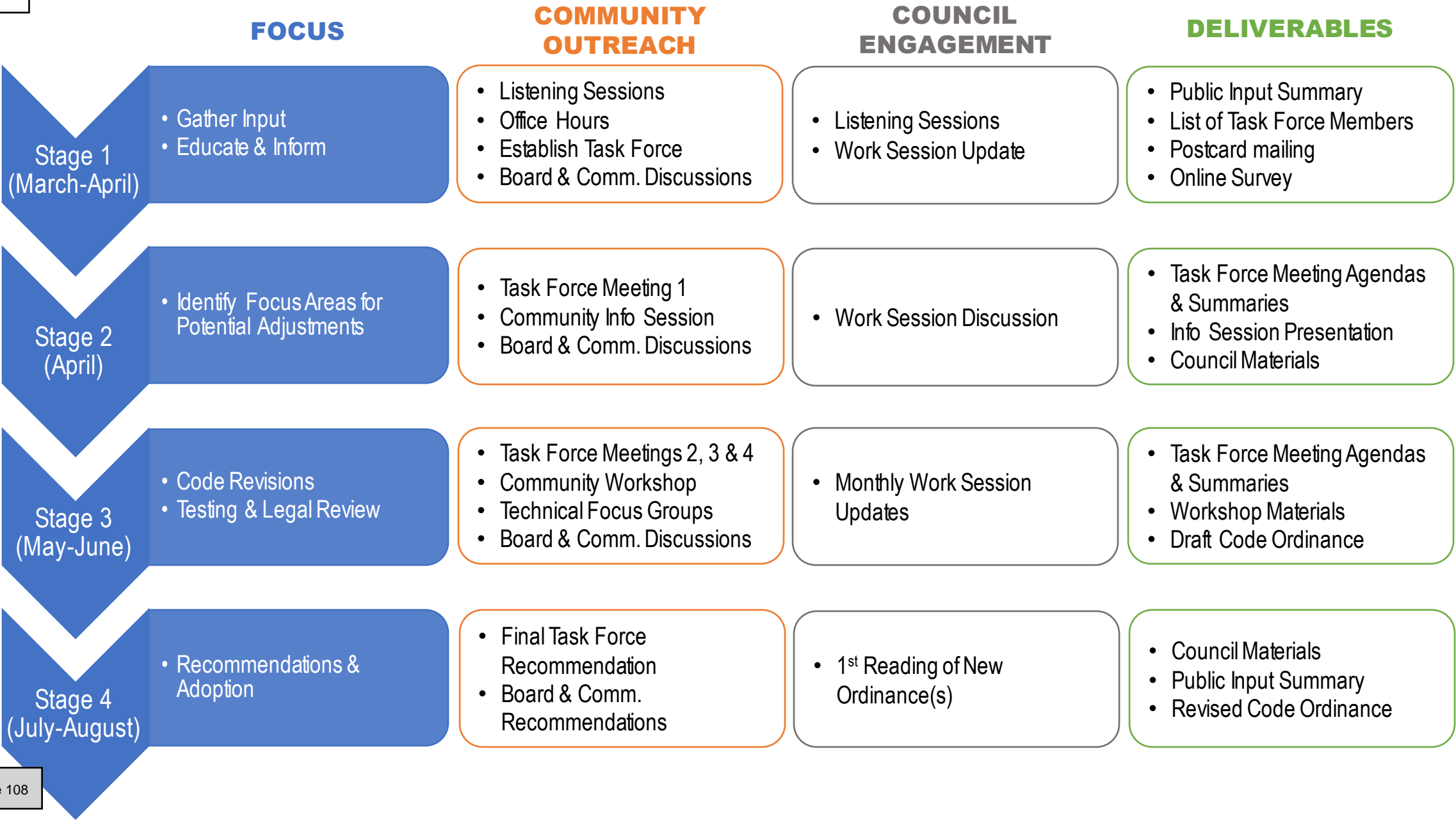
Following this work session, staff will prepare and implement a formal engagement and communications plan in alignment with Council direction. If supported, staff will also prepare an appropriation of approximately \$150,000 to resource this process.

ATTACHMENTS

1. Presentation
2. Proposed Process Graphic

EXAMPLE PUBLIC OUTREACH PLAN

Item 3.



Item 3.



Land Use Code Phase 1 Updates: Process Next Steps

Paul Sizemore | CDNS Director
Meaghan Overton | Housing Manager

February 14, 2023

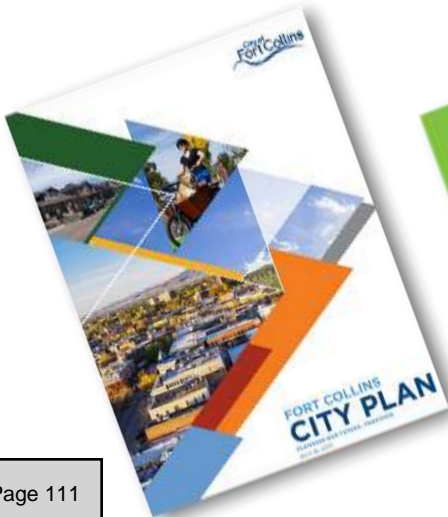
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Purpose of the Land Use Code Updates:

To Align the LUC with Adopted City Plans and Policies with a focus on:

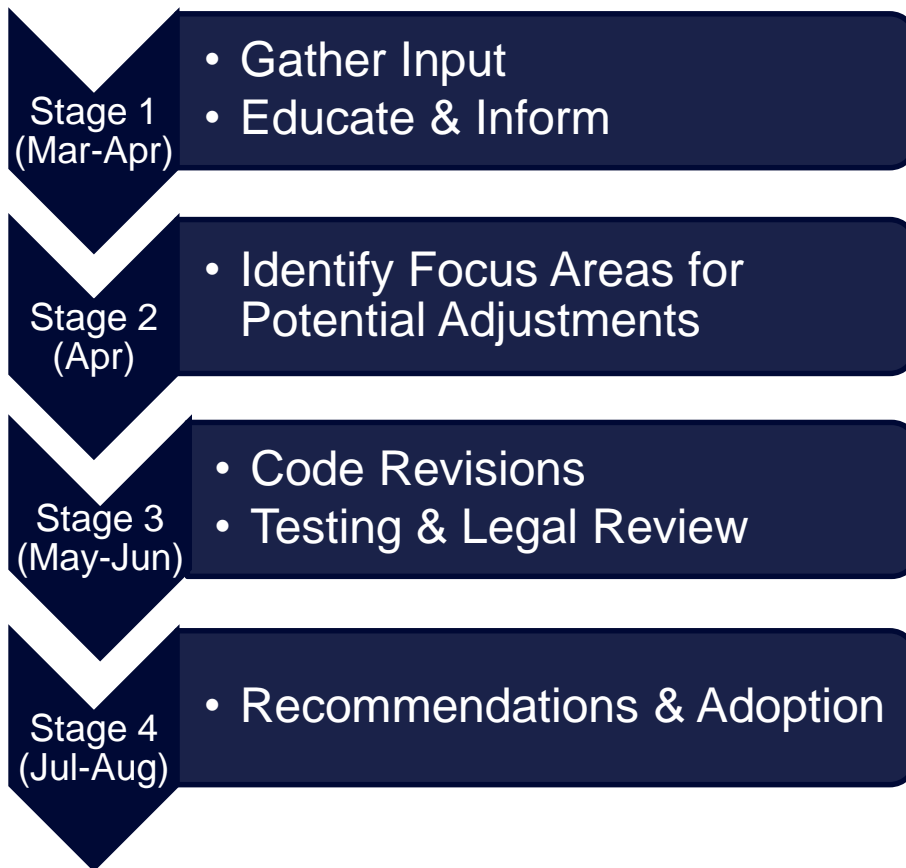
- Housing-related changes
- Code Organization
- Equity



FIVE GUIDING PRINCIPLES

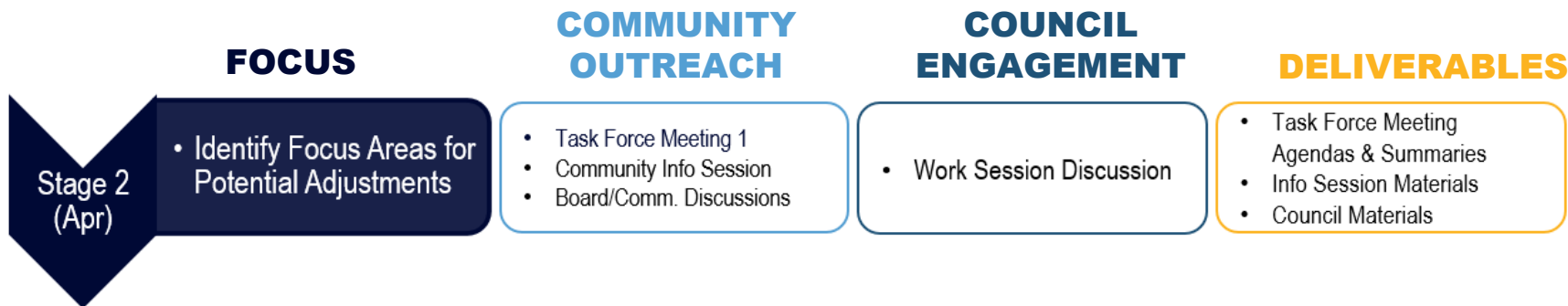
Revisions to the code will continue to support the five guiding principles confirmed by City Council in November 2021 with an emphasis on Equity.

1. *Increase overall housing capacity*
(market rate and affordable)
and calibrate market-feasible incentives for
deed restricted affordable housing
2. *Enable more affordability*
especially near high frequency
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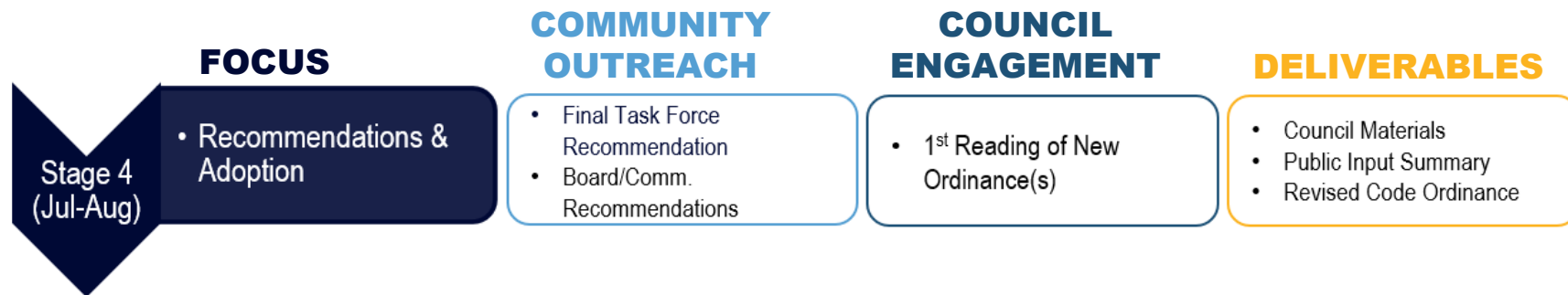
- Goal: Listen, Share, Educate
- Broad communication about process and opportunities to engage – social media, website/newsletter updates, potential postcard mailing, press release, and similar
- Listening sessions



- Goal: Identify Areas of Adjustment
- Engage with multiple audiences about how the code could be refined and improved
- Begin Task Force meetings
- Confirm scope of refinements and adjustments with Council



- Goal: Prepare the new Draft Code document
- Engage with multiple audiences to share proposed code language
- Convene technical focus groups to review code language + legal review
- Task Force meetings 2-4



- Goal: Adopt Land Use Code changes
- Communicate adoption process and timeline
- Seek Recommendations from Boards and Commissions
- Share Final Task Force Recommendation

- Monthly Council Work Sessions
- Postcard Mailing (property owners and tenants)
- Information Sessions
- Community Survey
- Incorporate into Community Events
 - Spring Housing Summit, CityWorks 101, Next Level Neighborhood workshops, etc.
- Formation of a Task Force
 - Four meetings over May and June 2023
 - Small group (10-15) focused on specific topics
 - Open application process



- Appropriation of approximately \$150,000 to resource engagement and refinement process
- Preparation of engagement and communications plan
- Update at work session in March
- Begin engagement in March 2023

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