

Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, May 13, 2025
300 Laporte Avenue, Fort Collins, CO 80521

NOTICE:

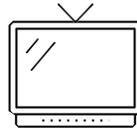
Work Sessions of the City Council are generally held on the 2nd and 4th Tuesdays of each month. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

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 48 horas de aviso previo cuando sea posible.



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





City Council Work Session Agenda

May 13, 2025 at 5:00 PM

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

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

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

Carrie Daggett
City Attorney

Kelly DiMartino
City Manager

Delynn Coldiron
City Clerk

CITY COUNCIL WORK SESSION 6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. Community Report: Visit Fort Collins 2024-2025 Update

The purpose of this item is for Visit Fort Collins to provide a yearly update on local tourism activities and outcomes.

2. Transfort Optimization Study

In 2024, Transfort and FC Moves launched the Transfort Optimization Plan to ensure Fort Collins' transit system reflects community priorities and operates within sustainable financial limits. The plan aims to balance community priorities, explore innovative options like microtransit, and incorporate lessons from peer agencies. This effort will help the City make informed, community-driven decisions about how to invest in transit for the greatest impact. The Optimization Plan will serve as a roadmap for delivering safe, reliable, and efficient transit service well into the future.

3. Council Priority Update: Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification

The purpose of this item is to provide an update on work supporting the Council Priority to Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification.

4. Civic Center Master Plan

The purpose of this item is to present proposed updates to the 2021 Civic Center Master Plan, including changes to the previously proposed site configuration and sequencing of the site components.

C) ANNOUNCEMENTS

D) ADJOURNMENT

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File Attachments for Item:

1. Community Report: Visit Fort Collins 2024-2025 Update

The purpose of this item is for Visit Fort Collins to provide a yearly update on local tourism activities and outcomes.

May 13, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council



PRESENTER

Cynthia Eichler, Visit Fort Collins President/CEO

SUBJECT FOR DISCUSSION

Community Report: Visit Fort Collins 2024-2025 Update

EXECUTIVE SUMMARY

The purpose of this item is for Visit Fort Collins to provide a yearly update on local tourism activities and outcomes.



2024 – 2025 UPDATE



Item 1.

Visit Fort Collins WEBSITE REFRESH

NEW LOOK



In 2024, we managed a website redesign & were excited to launch in record time!

The new website features an interactive map, Book > Now and increased accessibility.



WEBSITE ENGAGEMENT



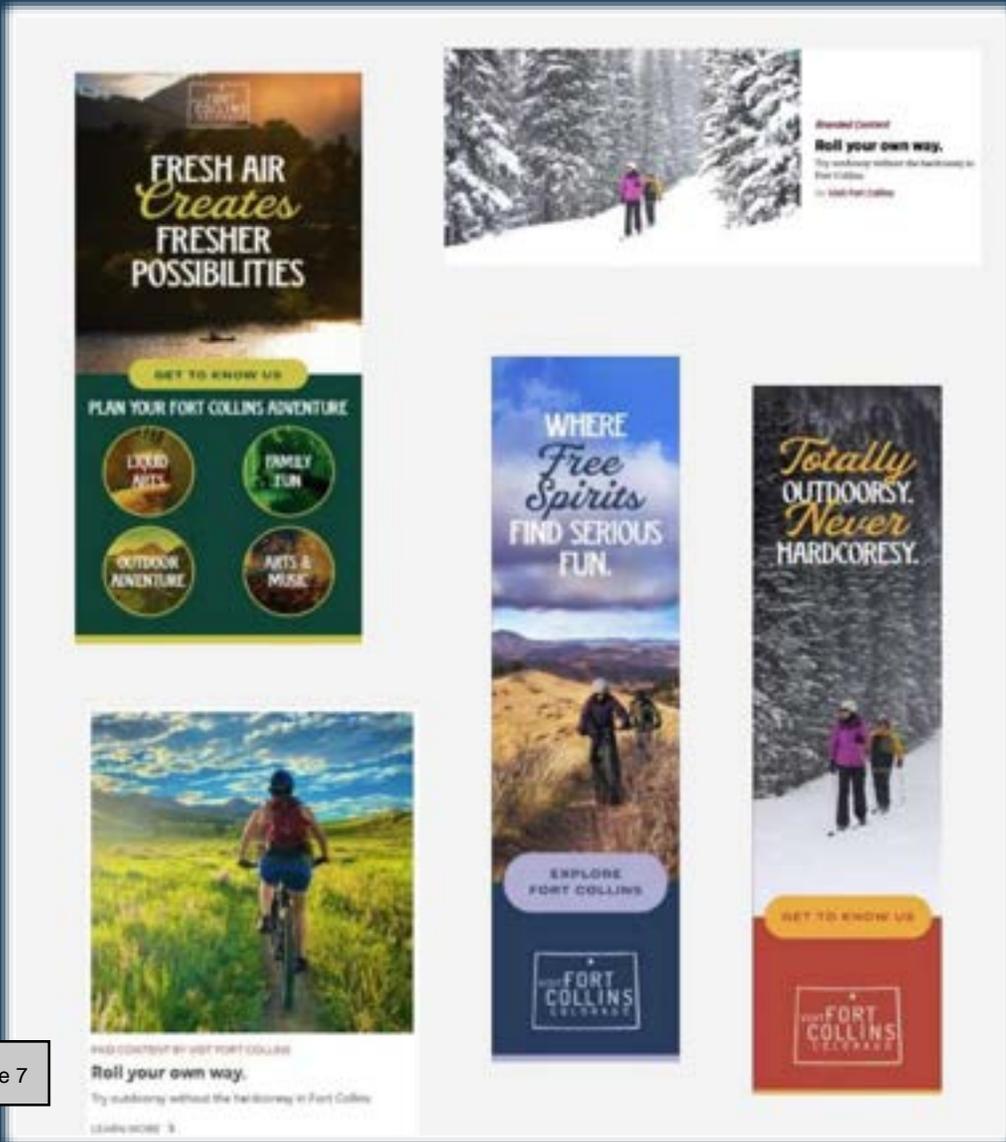
We saw overall traffic skyrocket in 2024! Our active users were up over 50%, with engaged sessions up 40% as well.

Top performing pages included Events, Events This Weekend, and our blog post, “31 Things That Will Make You Love Fort Collins”.



Visit Fort Collins

DIGITAL ADVERTISING HIGHLIGHTS



VFC paid media campaigns drove 21.6M impressions.



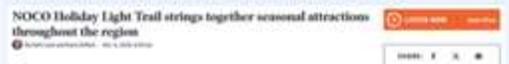
Top markets included Denver, Colorado Springs, Cheyenne, Salt Lake City, Omaha, Albuquerque-Santa Fe, Lincoln & Hastings-Kearny.

Visit Fort Collins PUBLIC RELATIONS



Public Relations

In 2024, we hosted over 35 journalists and tour operators in market to showcase everything Fort Collins has to offer! This resulted in multiple articles published in 2024!



Northern Colorado Lights Up for the Holidays with the Holiday Light Trail

MEN'S JOURNAL

The Perfect 3-Day Weekend in Fort Collins: River Rafting, Scenic Trails, and Beer Nirvana

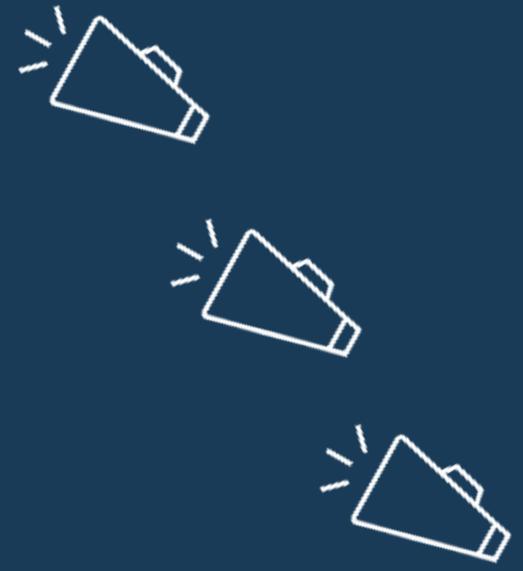
Colorado's fourth-largest city is an overlooked Rocky Mountain-adjacent gem. Here's how to soak it all in over three adventurous days.

12.3.2024 - Nov 16, 2024 2:19 PM EST



Forbes

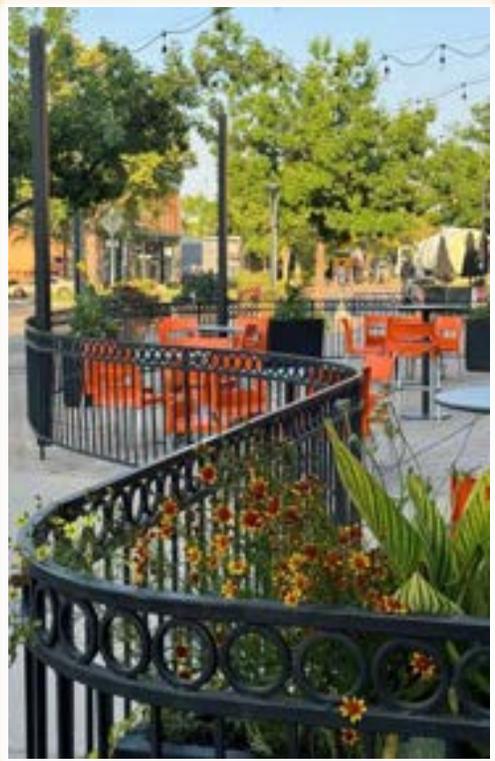
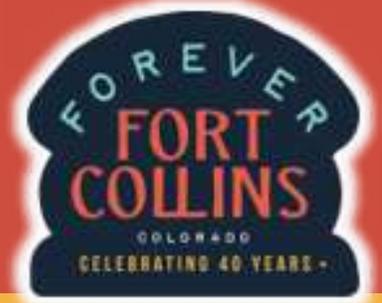
To check out more of our articles, scan this QR code!



Item 1.

Visit Fort Collins

FORT COLLINS WELCOME CENTER



Welcome Center Opening

Item 1.

Visit Fort Collins

FORT COLLINS WELCOME CENTER

VISITATION & PROGRAMMING



2025 FOCOMX

11 bands
2 industry mixers
2,500 attendees

2024 
10,000+
Guests between 3 locations

41
Events between 3 locations

2025 YTD 
6,400+
Guests at FCWC

104
Events at FCWC

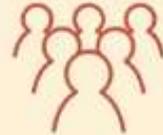
RAM TALK SERIES



2 Semesters
12 Speakers
1100+ Attendees

Visit Fort Collins SALES SUMMARY

Sales Summary



146
sales leads
sent



58
groups booked
in 2024
representing
22,704 room
nights



\$18M
direct and
\$29M
total economic
impact from
definite
bookings



25
industry trade
shows attended &
meetings held

Group Arrivals in 2024

The sales team saw 51 groups arrive in 2024, representing 11,968 room nights with an average rate of \$179/night, accounting for \$2.2 million dollars in lodging revenue alone.



ECONOMIC IMPACT OF TOURISM

- Direct Impact is up 26.9 percent from the 2019/20 Economic Impact study, an impressive gain that captures the increased number of visitors in Fort Collins over that time-period. Accounting for inflation (between 2020 and 2024), direct economic impact is still up 16.5%.
- The estimated number of jobs in the City of Fort Collins attributable to tourism is 5,359, including 4,837 jobs directly tied to the tourism industry. The number of tourism jobs was up 15.2 percent vs. 2019/20.

Economic Measure (all figures in millions except jobs)	2023/24	2019/20	Percent Change
Direct economic impact	\$283.0	\$223.0	26.9%
Secondary economic impact (indirect and induced effects)	+\$76.0	+\$61.7	23.2%
Total economic impact (Direct economic impact plus secondary impact)	\$360.0	\$285.0	26.3%
Total Jobs	5,359	4,651	15.2%
Total Labor Income	\$133.0	\$105.0	26.7%
City of Fort Collins Sales tax generated by tourism	\$7.7	\$6.3	26.7%



KEY FINDINGS



Visitors love Fort Collins! Respondents this year are both more likely to recommend Fort Collins as a leisure destination and more likely to return compared to four years ago. Day visitors on average are slightly more positive than overnight visitors.



Net Promoter Score increased sharply in 2023/24 with a score of 67 compared to 26 in 2019/20. Nearly three quarters of respondents in 2023/24 were categorized as Promoters compared to just 44% in the previous survey. Fort Collins NPS is quite positive relative to other front range cities.



Satisfaction with specific amenities in Fort Collins increased this year vs. 2019/20. Respondents are particularly happy with the cleanliness of the town, the variety of things to do and restaurant choices.



Visitors are an economic driver in Fort Collins. Direct economic impact is up 27% over 2019-20 and total impact is up over 26%. After adjusting for inflation, the direct impact is up about 16.5%. There are more than 5,300 people employed in the Fort Collins visitor economy and the City collects around \$7.7 million in sales tax from visitor spending.



Visit Fort Collins

MY HOCKEY

SHOULDER SEASON SUCCESS



Hosted two My Hockey tournaments in February & November 2024, generating a total of 1,186 room nights.



My Hockey *returned* in February 2025 with 41 traveling teams increasing to 941 room nights up from 424 in February of 2024.



Return trips are scheduled for November and December 2025.



THANK YOU!



File Attachments for Item:

2. Transfort Optimization Study

In 2024, Transfort and FC Moves launched the Transfort Optimization Plan to ensure Fort Collins' transit system reflects community priorities and operates within sustainable financial limits. The plan aims to balance community priorities, explore innovative options like microtransit, and incorporate lessons from peer agencies. This effort will help the City make informed, community-driven decisions about how to invest in transit for the greatest impact. The Optimization Plan will serve as a roadmap for delivering safe, reliable, and efficient transit service well into the future.

May 13, 2025

WORK SESSION AGENDA ITEM SUMMARY



City Council

STAFF

Kaley Zeisel, Transfort Director
Melina Dempsey, FC Moves Senior Transportation Planner

SUBJECT FOR DISCUSSION

Transfort Optimization Study

EXECUTIVE SUMMARY

In 2024, Transfort and FC Moves launched the Transfort Optimization Plan to ensure Fort Collins' transit system reflects community priorities and operates within sustainable financial limits. The plan aims to balance community priorities, explore innovative options like microtransit, and incorporate lessons from peer agencies. This effort will help the City make informed, community-driven decisions about how to invest in transit for the greatest impact. The Optimization Plan will serve as a roadmap for delivering safe, reliable, and efficient transit service well into the future.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What additional questions or feedback do Councilmembers have about the three concepts?
2. What feedback do Councilmembers have on the proposed criteria to evaluate the transit scenarios?

BACKGROUND / DISCUSSION

In late 2024, Transfort and FC Moves launched the Transfort Optimization Plan, a strategic initiative aimed at aligning Fort Collins' transit system with community needs, financial realities, and future growth. The Optimization Plan seeks to recalibrate services to balance community priorities, best practices and financial sustainability while exploring innovations such as micro-transit and post-pandemic recovery lessons from peer agencies. Budgetary constraints remain a critical factor, which are summarized in the bullets below:

- The current deficit to operate 2019 service levels today, combined with the funding needed to build out the Transit Master Plan, results in a **total gap of \$13 million annually**. A further breakdown of this funding gap is provided in the next bullets.

- Fully building out the Transit Master Plan by 2040 necessitates an additional \$15 million annually, however the passage of the dedicated transit tax is expected to provide \$5 million annually narrowing this gap to approximately \$10 million.
- Additionally, operating 2019 service levels under current conditions would require an additional \$2.7 million annually, driven by increased inflationary costs in personnel, fuel, and maintenance.

Project phases: Each project phase will be informed by prior work and build on that information to provide a clear and consistent narrative of this planning process to assist in final decision making.

Project Work Plan & Kick-Off (Sept. – Nov. 2024): Develop work plan and public involvement plan. Stakeholder kick-off meeting and project introduction to select city boards and commissions. *Complete.*

Best Practices & Literature Review (Oct. – Dec. 2024): Review peer transit agencies for pandemic recovery and microtransit best practices. *Complete.*

Background & Current Conditions (Oct. 2024 – Jan. 2025): Review Transfort's background and current conditions and compare with best practices. *Complete.*

Innovation Zone Discovery & Analysis (Jan. – Mar. 2025): Develop goals, review operational parameters, and cost/benefit analysis for microtransit. *Complete.*

Scenarios & Trade-Offs (Mar. – Jun. 2025): Develop three system alternatives for growth and adaptation under resource constraints. *In progress.*

Community Dialogue (Jun. – Aug. 2025): Engage community with scenarios and trade-offs to determine recommendations.

Summary of Work Completed to Date

As part of the foundational work of the project, several reviews and analyses were conducted.

Background & Current Conditions

A complete review of Transfort's current conditions was completed to understand recent performance, trends, best practices, organizational dynamics, ridership recovery, opportunities and challenges. The report documented the challenges to rebuild service with existing resources, current service development processes, recent system performance analysis and the financial picture for operations and capital. The review found that:

- Ridership is starting to rebound but is still significantly below 2019 levels and has not kept pace with return to service efforts.
- MAX and HORN ridership have been disproportionately impacted, declining at higher rates than other routes.
- System productivity has declined while costs have gone up.
- Operators are overall pleased with work conditions.
- Service changes are operationally difficult to implement due to internal technological limitations.

- Marketing fare free is important and showing results.

Travel Market Assessment

Using a travel market analysis tool called Replica, our team analyzed travel patterns within Fort Collins to understand what's changed between 2019 and now. Key findings included:

- Use of private auto as the primary mode has increased between 2019 and 2024.
- Transit use, biking, and walking have decreased between 2019 and 2024.
- AM and PM travel peaks that existed in 2019 have smoothed out in 2024 with travel in 2024 more concentrated and distributed between noon and 6PM.
- Trip duration has decreased between 2019 and 2024 with a higher percentage of short trips in 2024.
- Overall travel patterns are similar but show increases in travel within and between south and southeast Fort Collins as well as midtown.

Ridership Recovery Best Practices Review

Every transit agency in the country lost ridership and experienced challenges since the COVID-19 pandemic. Many agencies like Transfort continue to struggle to fully recover lost ridership to pre-pandemic levels due to a variety of factors, but many agencies have had success adapting to internal and external factors to grow ridership. This review provided information about similar-sized transit agencies in peer communities (college towns with similar demographics) that have successfully recovered ridership faster than the national average, strategies employed to bring back service, and examples of successful implementation practices.

Key findings included:

- **Demographic Alignment Drives Success:** Agencies that tailored services to specific demographic groups—such as students, low-income populations, or commuters—achieved stronger ridership recovery.
- **Flexibility Boosts Resilience:** Implementing flexible service features, such as dynamic scheduling or flex stops, allowed agencies to adapt more effectively to changing ridership demands.
- **Focus on Core Efficiency:** In most cases, agencies found that reducing service areas and prioritizing high-frequency, reliable service in key demand zones—such as university corridors or commuter routes—proved to be more effective than maintaining broad, less targeted coverage.
- **Community Engagement Is Critical:** Transparent, inclusive public engagement processes built trust, aligned services with community needs, and strengthened recovery efforts.
- **Innovative Workforce Solutions Are Essential:** Partnerships with educational institutions and creative recruitment models, like Unitrans' part-time student drivers, effectively addressed operator shortages.
- **Fare Policy Matters:** Fare-free or reduced-fare initiatives played a significant role in restoring ridership confidence, particularly for transit-dependent and underserved populations.

Microtransit Best Practices Review

A comprehensive review of microtransit best practices and an analysis of peer communities that provide microtransit services was completed to gain valuable insights about what makes microtransit succeed. We also interviewed several peer agencies and microtransit service

providers to enhance our analysis and deepen our understanding of challenges and successes related to planning and implementing microtransit programs.

Key findings included:

- Establishing clear goals at the onset of the planning process is essential
- Communicate the benefits and tradeoffs of microtransit to the public and elected officials early in the process, which may not be seen through financials
- Comingling paratransit and microtransit services increase efficiency and reduce demand for paratransit services
- Comprehensive community engagement and marketing is key to the success of microtransit services and helps drive demand
- All parties involved in the implementation of the microtransit service should be involved and informed early in the planning process
- It is important to identify long-term funding sources to sustain microtransit services past initial grant funding
- For microtransit services to be inclusive and accessible, multiple booking options such as via an app, website, and call center must be available
- Zone size greatly impacts demand, service level, and customer wait times. Example: Larger zones can result in longer wait and travels times and less wait and travel times for smaller zones.
- Microtransit can be an effective transit solution for areas with lower population density that may be hard to serve with fixed-route services
- Service reliability and regular, low wait times are important for retaining ridership

System Concepts

The project team worked with the Community and Technical Advisory Committees (CAC and TAC) to define how future Transfort system scenarios would be developed. We proposed six possible concepts that the CAC and TAC distilled down to three including:

1. **Travel Patterns.** High frequency routes for highest demand travel patterns:¹ Prioritizes a targeted number of high frequency, direct fixed routes in areas with highest amount of existing travel.
2. **Rider Demand.** Focused on rider demand / transit propensity: Prioritizes direct fixed routes with targeted high frequency to best serve areas with the highest current or anticipated rider demand, based on demographic factors or likelihood to use transit.
3. **Condensed Fixed Route + Microtransit.** Condensed fixed-route network with microtransit coverage options: Provides a more condensed fixed-route network for only the areas with a combination of highest demand and need, and microtransit coverage for low density areas.

These concepts are currently being developed into three detailed transit system scenarios which will be complete ahead of public outreach in June and July. These scenarios will provide a framework for showing the community contrasting ideas for how Transfort service could operate in the future. The scenarios will differ from each other and from how services are currently operated. However, there will be some shared commonalities. For example, there are areas with

¹ Travel refers to all modes of travel and is predominantly single-occupant vehicles (SOVs).

both high demand travel patterns and high transit demand/propensity (E.g. West Elizabeth Corridor).

In addition to the detailed scenarios, evaluation criteria are being developed to help assess the impact of each scenario. In the next stage of public engagement, each criterion and its level of impact (e.g. high, medium, low, none) will be displayed alongside each of the three scenarios. The criteria, combined with the proposed routes and level of service in each scenario, will assist the community in making informed decisions about the future of transit service. Criteria under consideration include: environmental impacts, ridership implications, equity considerations, City priorities (Land Use, 15-Minute Cities), cost effectiveness, community health impacts, and mitigation strategies to offset impacts.

As we move beyond summer outreach around these scenarios, we will then work towards building the preferred, final vision for Transfort – this vision will likely not be one of the three scenarios but will rather be a blend of elements from the three scenarios.

Public Engagement – Past and Upcoming

Central to this effort is a robust and inclusive public involvement process designed to ensure meaningful participation from diverse populations, with a particular emphasis on transit-dependent groups. This approach will help prioritize community needs and set measurable outcomes.

As mentioned above, a CAC and TAC were formed to meet at key points throughout the project to provide guidance on analyses and materials. The CAC is comprised of representatives from different organizational and community groups, whereas the TAC is comprised of City of Fort Collins staff with planning and technical expertise from FC Moves and Transfort. The CAC and TAC meetings are combined throughout the entire project. There are four key project milestones where the CAC and TAC are meeting and providing feedback:

1. Project Kickoff Meeting (Inform) – October 2024
2. Vision and Prioritization (Collaborate) – March 2025
3. Scenarios & Tradeoffs (Collaborate) – June 2025
4. Project Recommendations (Inform) – Late Summer 2025

The CAC is comprised of members from the following organizations or groups:

- Active Modes Advisory Board
- ARC of Larimer County
- Bohemian Foundation
- CARE Housing
- CSU
- DARTAC
- Front Range Community College
- Housing Catalyst
- Large Employers (e.g. Advanced Energy, Broadcom)
- NFRMPO
- PSD
- Rescue Mission
- Strong Towns
- Summit Stone Health
- Transportation Board

A summary of public engagement conducted to date

Prior to this effort, extensive public engagement was undertaken as part of the Transit Master Plan (TMP), adopted in 2019. The following high-level themes summarize the transit elements that received strong and consistent support from the public: faster and more frequent service, better multimodal connections, more regional service and willingness to invest in transit. These elements are reflected in the transit concepts developed for this study.

In summer and fall of 2024, staff conducted the first phase of engagement with the CAC and TAC, as well as a variety of Boards and Commissions including: Transportation Board, Senior Advisory Board, Disability Advisory Board, Climate Equity Committee, and Dial-A-Ride & Transit Accessibility Committee to introduce this effort and obtain high level feedback. A second meeting was held in March 2025 with the TAC and CAC to obtain input on six proposed concepts. The top three concepts selected in the engagement process are being used as guiding principles in developing three detailed transit scenarios. This stage of engagement confirmed that the priorities of the TMP are still relevant today, especially faster and more frequent service.

The next phase of public engagement

The three detailed transit scenarios, currently in development, will be ready to present to the public for feedback by the end of May. The next phase of public engagement to obtain input on the three contrasting scenarios will be extensive and concentrated throughout June. The goal is to conduct transparent, inclusive public engagement processes to build trust, and align services with community needs, and strengthen recovery efforts.

Because two key stakeholders, Colorado State University and Poudre School District are not in session during June, staff have been conducting outreach to both entities in April and May in the form of surveys, tabling at events, and social media. The surveys include questions about what is currently working with the transit system, which routes they are using, gaps and barriers using the system, questions about the West Elizabeth corridor and what service hours would best meet their needs. The surveys also include several open-ended questions so specific feedback can be provided.

This phase of engagement will be both targeted and broad-based, capturing as many people as possible in the process including both current and potential transit riders. The following groups (in alphabetical order), identified in the PIP are populations that the public involvement strategies will seek to engage but are not limited to:

- Boards and Commissions
- Business representatives
- Colorado State University
- Community members with disabilities
- Culturally diverse community members
- Fort Collins transit riders
- Latino/Hispanic and Spanish-speaking community members
- Lower-income and underserved community members
- Older adults (Ages 60+)
- Residents in Fort Collins
- Transit-dependent populations
- Transit, active modes and sustainability advocates
- Unhoused community members
- Youth/schools

Engagement has been planned in some capacity with the following organizations:

- Active Modes Advisory Board
- Chamber of Commerce – Local Legislative Affairs Committee
- City Council
- Climate Equity Committee
- Colorado State University
- Community Connectors
- Dial-a-Ride and Transit Accessibility Committee
- Disability Advisory Board
- Housing Catalyst
- Larimer County Mobility Committee
- Larimer County Office on Aging
- Lived Experience Advisory Council
- Midtown Business Improvement District
- North Fort Collins Business Association
- Poudre School District
- Senior Advisory Board
- Transportation Board

Staff cross-referenced the groups identified in the Public Involvement Plan with planned engagement efforts to ensure they were all being included in the process. In addition to targeted outreach, broad-based outreach will be conducted to capture people who live and work in Fort Collins.

Engagement Tools

A variety of engagement tools will be employed throughout the month of June to obtain feedback on the three transit scenarios. The goal is to share information about the project and direct people to the [Our City project webpage](#) where there will be a link to provide input on the scenarios. Additionally, there will be opportunities to provide input on the three scenarios verbally and on physical boards at in-person meetings and events. Specific tools being used include:

- Advertising, information sharing and survey links
 - City of Fort Collins website – [Our City project webpage](#)
 - Social media posts (Facebook, Instagram, NextDoor, etc.)
 - Physical flyers (posted at key locations such as libraries, government buildings, and at events)
 - Emails to key partners
 - Press release with links to [Our City project webpage](#)
- Open House
- Tabling at events – both project-specific and other City and stakeholder events

- Meetings
 - Boards and Commissions
 - TAC and CAC
 - Targeted groups (e.g. Chamber, Lived Experience Advisory Council (LEAC), etc.)
- Focus Group
 - Some organizations have been offered an opportunity to hold focus groups, if interested.

ATTACHMENTS

1. Presentation

Transfort Optimization Plan

Kaley Zeisel, Transfort Director
**Melina Dempsey, Sr. Transportation
Planner**

**Jessie Miller, Consultant, Fehr &
Peers**



1. Project Overview
2. Key Takeaways from Analysis
3. Transit Concept & Scenario Development
4. Next Steps



Item 2. Questions for Council

- What additional questions or feedback do Councilmembers have about the three concepts?
- What feedback do Councilmembers have on the proposed criteria to evaluate the transit scenarios?

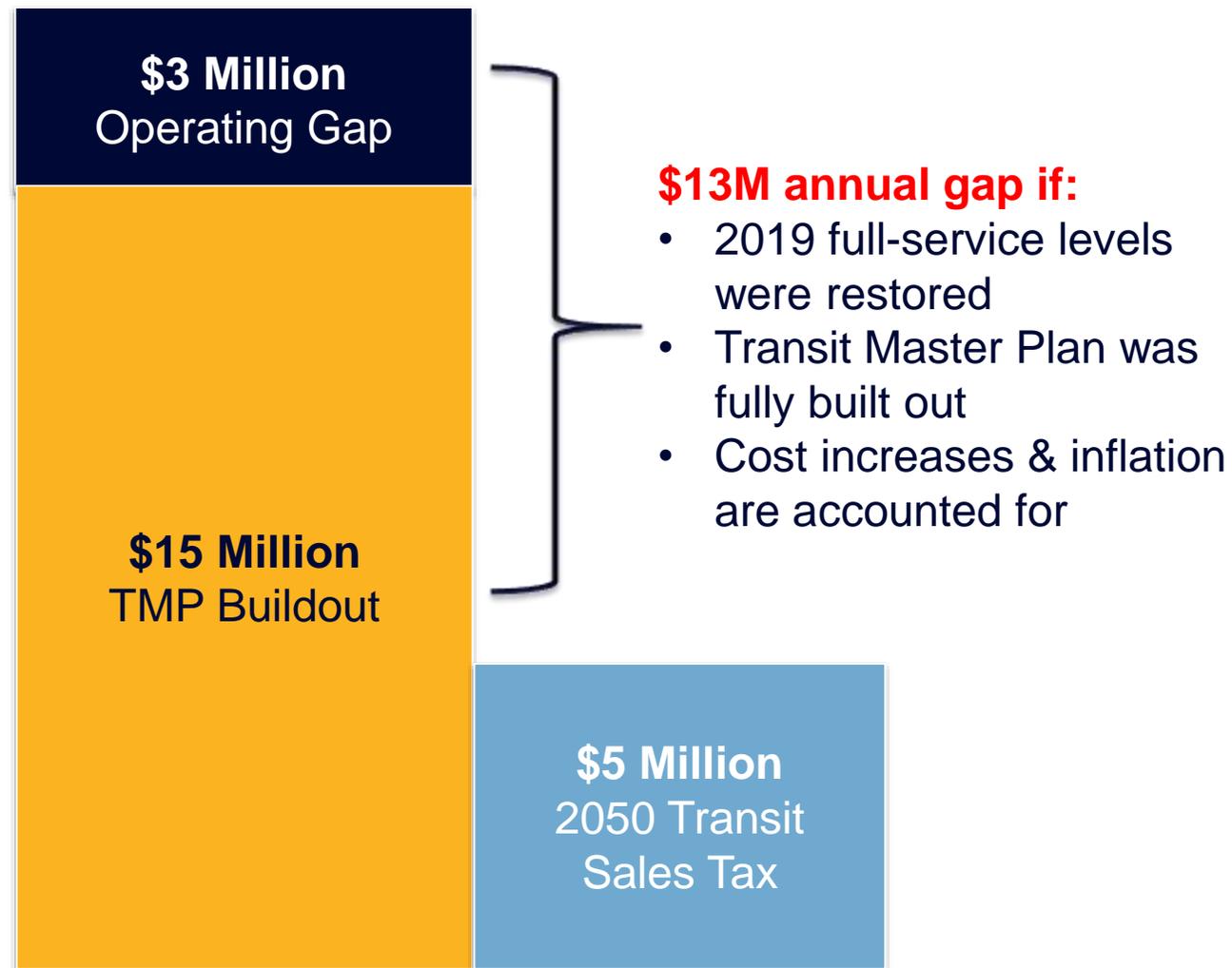


Project Overview

Item 2. Project Need

Even with 2050 Tax, there is a significant gap in available resources which requires:

- Assess ways to retool and focus service
- Frequency and coverage considerations
- Evaluation of goals and desired outcomes
- Prioritization of 2019 Transit Master Plan elements





1. Analysis

- Analyze existing conditions
- Conduct literature review of best practices
- Interview agencies with successful recovery



2. Concepts

- Develop draft concepts
- Establish initial impact criteria



3. Feedback

- Revisit TMP goals
- Gather input from CAC and TAC
- Align with Council
- Gather community feedback



4. Evaluation

- Finalize evaluation criteria
- Evaluate based on criteria metrics



5. Final Recommendation

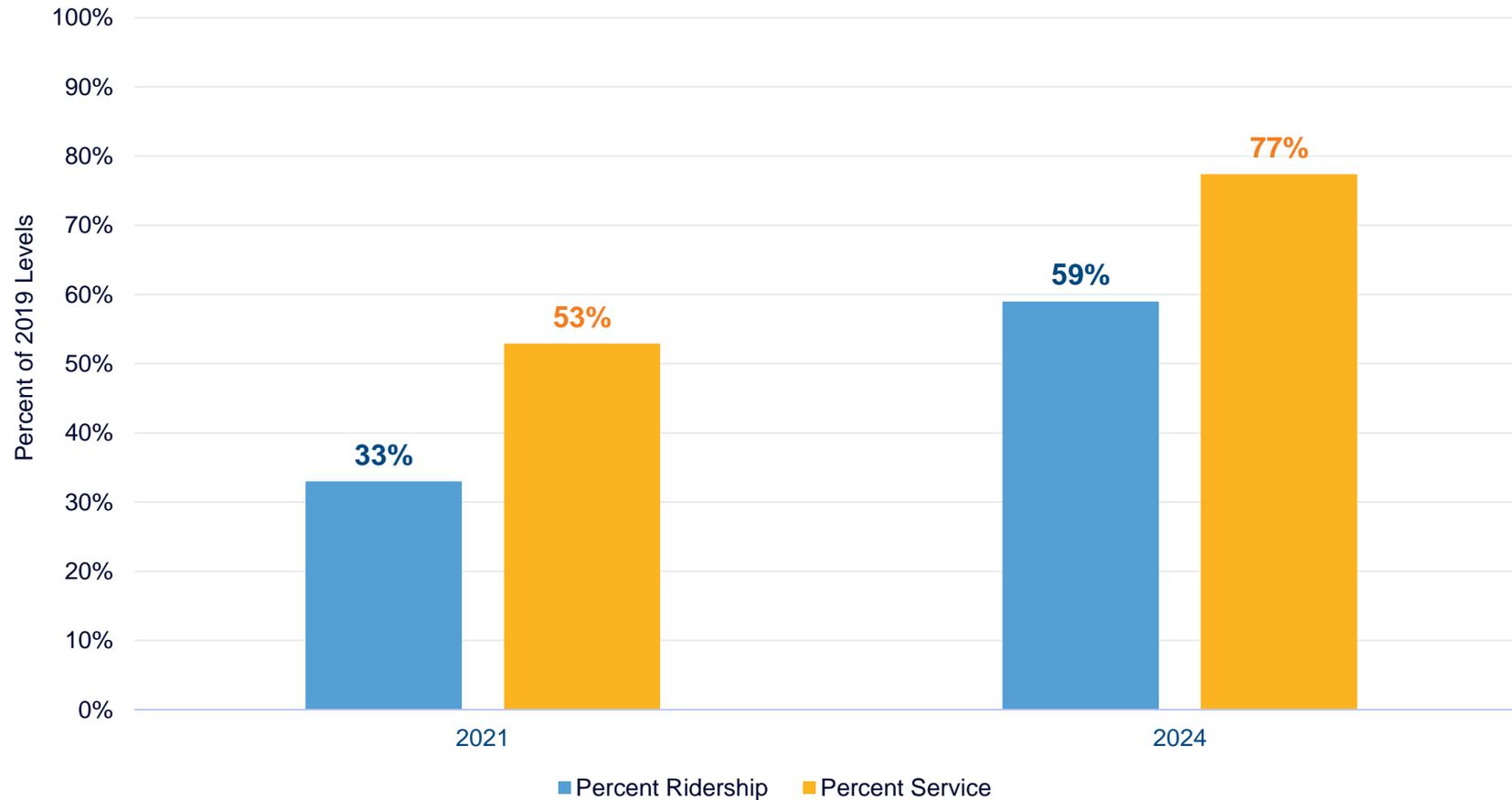


We are here!



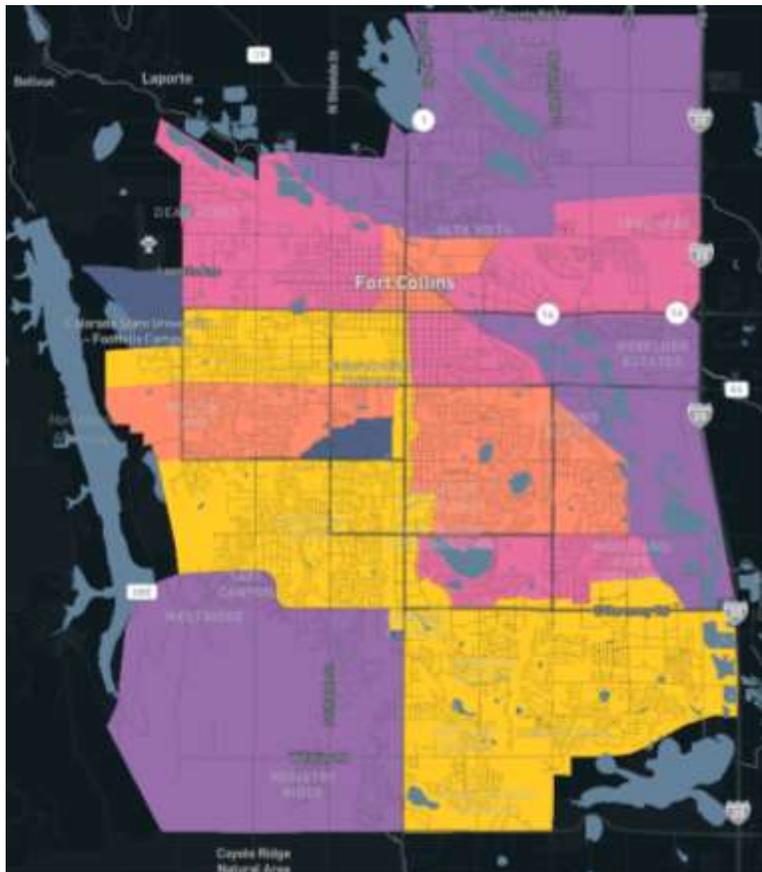
Analysis: Existing Conditions & Best Practices

Recent Ridership and Service Recovery, as Compared to Percent of 2019 Levels



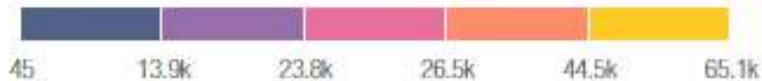
2025 is continuing to improve, with ridership at nearly 70% and service levels at 86%

Travel Demand Patterns



Trips by Origin

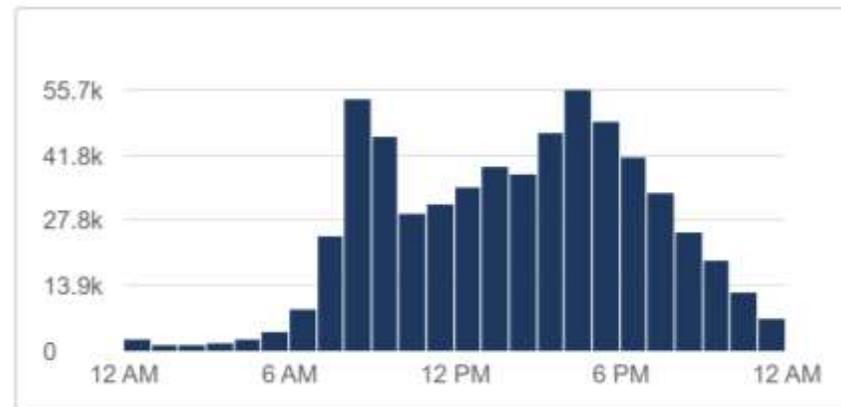
Number of trips starting in each area



Time of Day Travel Comparison

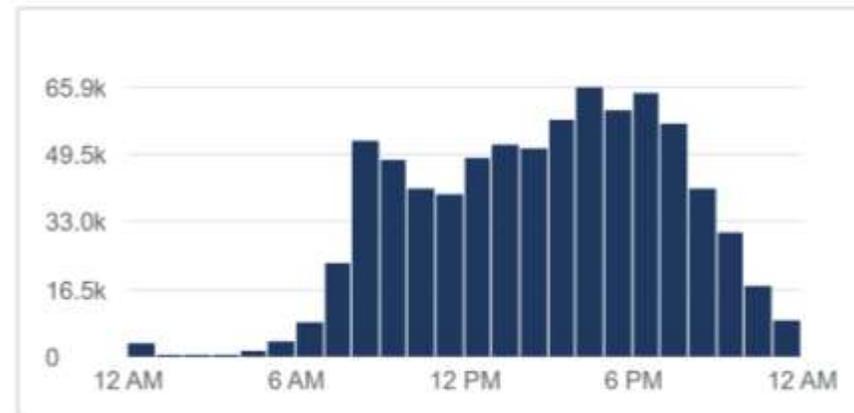
Starting Hour (In Local Time)

2019



Starting Hour (In Local Time)

2024





Zone size matters

The size of the service zone greatly impacts demand, cost, service level, and customer wait times

Keep wait times low

Consistent arrival and low wait-times are important for retaining ridership



Easier driver access

In-house drivers reduce costs, and more drivers are eligible because a CDL is not required



It is expensive

Microtransit is more expensive than fixed-route service (cost per passenger is higher)



Lessons Learned from Agencies With Successful Recovery



Increase frequencies



Maintain fare free



Engage with community



Prioritize frequent riders



Find innovative workforce solutions that retain and attract drivers



Focus on students, coupled with limited parking



Focus on core network with direct, corridor-based connections with higher frequencies

Themes

- Peer agency recovery rates range from **89% to 156%** (average 107%)
- Most peer agencies reduced their transit service area by **~6%**
- Operating funds **increased** across all peer agencies due to cost increases and service improvements
- Productivity (passengers per vehicle hour) declined by **9% to 22%** for most agencies (though, significantly increased for 2 agencies)

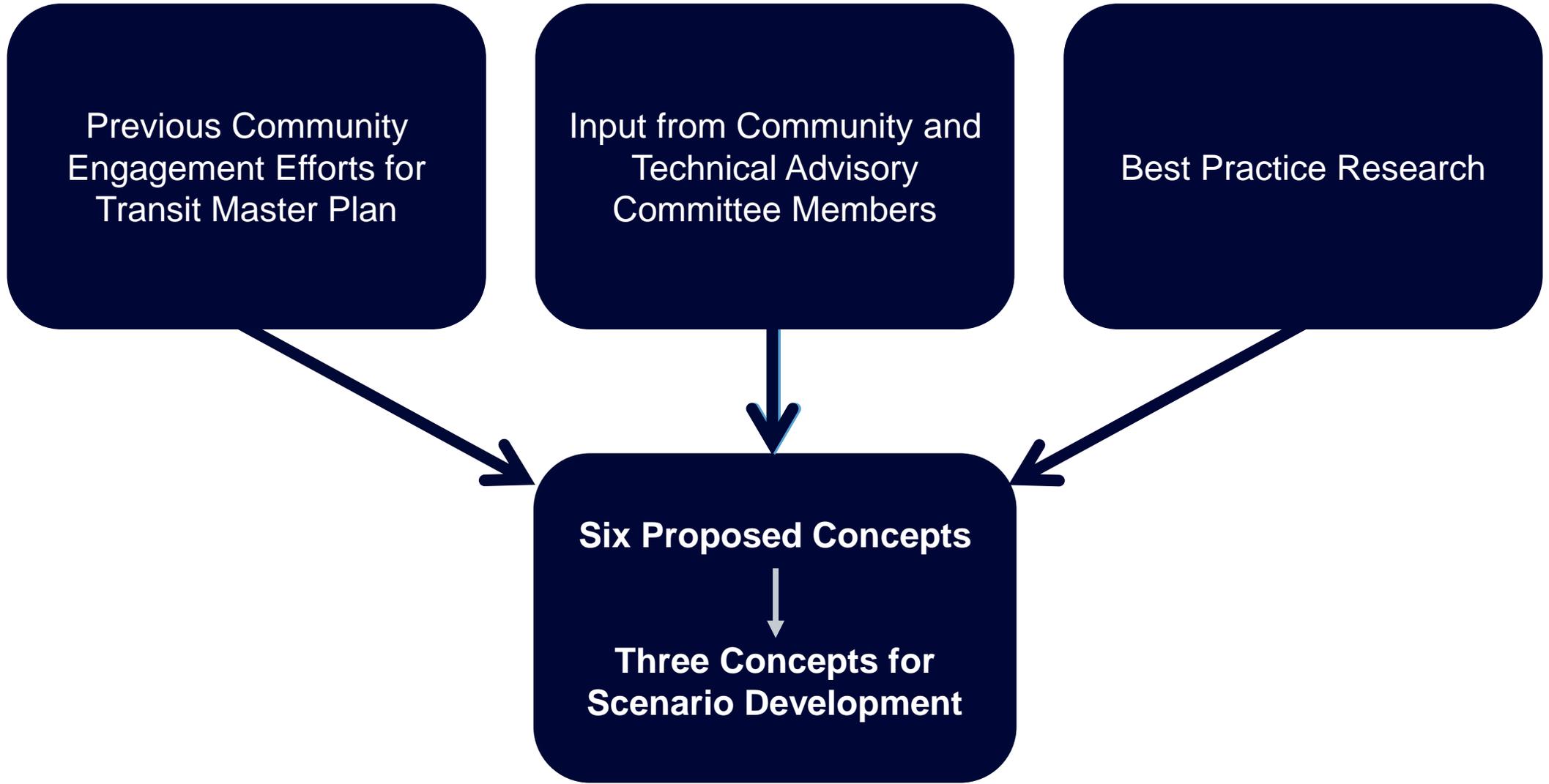


Transit Concept & Scenario Development

Initial Six Concepts

	Existing Routes	Travel Patterns	Rider Demand	Condensed with Microtransit	Coverage	Specialty-Transit
High-Frequency	Orange	Dark Green	Light Green	Light Green	Red	Red
Amount of Microtransit	Orange	Orange	Light Green	Dark Green	Light Green	Light Green
Ridership Impact	Orange	Light Green	Dark Green	Orange	Red	Red
Supportive of Best Practices	Orange	Light Green	Dark Green	Orange	Red	Red
Service Area Footprint	Orange	Red	Orange	Light Green	Dark Green	Orange
Equity Impact	Orange	Orange	Dark Green	Light Green	Red	Dark Green
Cost-Effectiveness	Orange	Light Green	Dark Green	Red	Red	Red





Final Three Concepts

	Travel Patterns	Rider Demand	Condensed with microtransit
High-Frequency	Dark Green	Light Green	Light Green
Amount of Microtransit	Orange	Light Green	Dark Green
Ridership Impact	Light Green	Dark Green	Orange
Supportive of Best Practices	Light Green	Dark Green	Orange
System Footprint	Red	Orange	Light Green
Equity Impact	Orange	Dark Green	Light Green
Cost-Effectiveness	Light Green	Dark Green	Red

Decrease, less, not supportive

Neutral, no change/impact

Some increase, improvement

Large increase, very supportive

Travel Pattern

High-frequency, direct routes on major traffic corridors

- **Key Features:**
- Emphasizes direct service on high-traffic roads
- No microtransit included
- Geared toward overall travel flow rather than individual rider needs
- **Data Sources:**
- Traffic volumes, car travel patterns, roadway networks,
- dense land uses

Rider Demand

Service for transit-reliant communities

- **Key Features:**
- Direct routes connecting the most transit-reliant populations
- Some microtransit included
- Optimized for equity and access
- **Data Sources:**
- Demographic analysis, land use, existing ridership patterns

Condensed Fixed Route + Microtransit

Limited fixed route, microtransit for lower density

- **Key Features:**
- Core network for most transit-prone areas
- Microtransit fills gaps in less dense neighborhoods
- May require more transfers but increases overall coverage
- **Data Sources:**
- Highest performing routes, land use, current ridership,
- demand indicators

The final scenario **will not be one** of these three scenarios – it will be a **blended hybrid** based on analysis and public input.

Scenarios will be analyzed considering these elements:





Next Steps



1. Analysis

- Analyze existing conditions
- Conduct literature review of best practices
- Interview agencies with successful recovery



2. Concepts

- Develop draft concepts
- Establish initial evaluation criteria



3. Feedback

- Revisit TMP goals
- Gather input from CAC and TAC
- Align with Council
- Gather public feedback



4. Evaluation

- Finalize evaluation criteria
- Evaluate based on criteria metrics



5. Final Recommendation



Next Steps

In-Person Events

- Open houses
- Intercept events
- Focus group meetings
- Boards & Commissions
- Technical Advisory Committee (TAC) meetings
- Community Advisory Committee (CAC) meetings

Hybrid & Virtual Engagement

- Online surveys with interactive maps
- Hybrid meetings in combination with in-person
- Press release with website and survey link
- Social media posts

- What additional questions or feedback do Councilmembers have about the three concepts?
- What feedback do Councilmembers have on the proposed criteria to evaluate the transit scenarios?

Concepts

Travel Pattern: High-frequency, direct routes on major traffic corridors

Rider Demand: Service for transit-reliant communities

Condensed Fixed Route + Microtransit: Limited fixed route, microtransit for lower density

Evaluation Criteria

- Environmental Impacts
- Ridership Implications
- Equity Considerations
- City Priority Alignment
- Cost Effectiveness
- Community Health Impacts
- Mitigation Strategies
- **Community Feedback**

Item 2.



Thank you!

File Attachments for Item:

3. Council Priority Update: Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification

The purpose of this item is to provide an update on work supporting the Council Priority to Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification.

May 13, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Jacob Castillo, Chief Sustainability Officer
Honore Depew, Climate Program Manager
Brian Tholl, Energy Services Director

SUBJECT FOR DISCUSSION

Council Priority Update: Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification

EXECUTIVE SUMMARY

The purpose of this item is to provide an update on work supporting the Council Priority to Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions do Councilmembers have about the elements underway in this Council Priority?
2. Does the OCF approach align with Councilmember expectations for this priority area?

BACKGROUND / DISCUSSION

The City of Fort Collins has long been a regional and national leader in efforts to improve air quality and decrease emissions contributing to climate change. In early 2024 Council established a specific Council Priority for this term to *Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification*. This update for Council and the community is shared in three parts: Context, Current Efforts, and Building to the Future.

The first section describes community-wide indicators that help inform the City's and community's efforts to reach Council-adopted goals. The second section highlights specific implementation initiatives that are driving change in key areas. And the final section summarizes how Our Climate Future (OCF) is evolving as a framework to help the City organization and the community strategically move forward together.

1) Context

Our Climate Future (OCF) is the community guide to reducing pollution and waste and adapting to the changing climate in Fort Collins, with a focus on people's day-to-day needs. OCF was adopted by Council in 2021 and continues the City's commitments to the specific data-based, timebound targets laid out in the previous Climate Action Plan, Energy Policy, and Road to Zero Waste.

The 2030 Council-adopted targets are:

1. **Cut greenhouse gas emissions by 80%** compared to 2005 levels.
2. **100% renewable electricity** from both the grid and local sources.
3. **Reach zero waste**, meaning nothing goes to landfill.

OCF uses a systems approach for solutions addressing those climate, energy, and waste goals while positively impacting the daily lives of residents and supporting community-defined priorities.

Greenhouse Gas Emissions

In addition to the 2030 goal of 80% reduction in climate pollution by 2030, Council has adopted a goal of reducing community-wide emissions 50% below baseline by 2026 and achieving carbon neutrality by 2050. In 2023, the Fort Collins community reduced community-wide greenhouse gas emissions (GHGs) 27% compared to 2005 baseline levels. Per capita emissions were down 44% over the same time period.

In the long term, electrification supports GHG reduction goals by transitioning energy loads from natural gas (methane) and petroleum to renewable sources; in the short term, electrification can lead to an increase in emissions from electricity generation until all Fort Collins electricity comes from renewable sources.

Key climate pollution reduction areas include:

- Lower community electricity use (3% decrease in electricity consumption since 2022)
- Increased local solar (36% increase in local electricity generation from 2022)
- Decrease in electricity emissions factor (lower GHGs / MWh) due to a decrease in coal at the utility scale
- Lower industrial manufacture emissions (69% reduction in emissions from 2022)
- Decreased materials going to landfill (13% decrease in tons of waste from 2021)

Air Quality

Consistently, Fort Collins' air quality measurements indicate numerous days each year deemed "unhealthy" or "unhealthy for sensitive groups", according to the Air Quality Index (AQI). The number of unhealthy days fluctuates between 5 or 6 days per year to over 30 days in a single year.

Drivers of poor air quality in our region include:

- Environmental sources (e.g., wildfires)
- Regional sources (e.g., oil & gas extraction, transportation)
- Local sources (e.g., transportation, industry, small engines)
- Indoor sources (e.g., cleaning products)

Key air pollution area of focus:

- Summertime Ozone – the North Front Range continues to violate federal health-based standards and earn "F" grades from the American Lung Association. Ozone levels are impacted by regional emissions from oil and gas, plus other local emissions. Electrification is an important strategy because vehicles and small gas engines, such as lawnmowers and leaf blowers, are a large part of the local contribution to air pollutants.

Renewable Electricity

Fort Collins electric utility customers currently receive more than half of their electricity from renewable sources, with Platte River's (PRPA) Integrated Resource Plan (IRP) helping the community reach its Council-adopted goal of 100% RE by 2030. The Our Climate Future goal is based on annual energy consumption, meaning that when the community generates more renewable electricity than is consumed, we will have met our OCF-defined goal. PRPA's Resource Diversification Policy targets operational achievement of 100% renewable electricity, meaning, all electricity generated would be from non-carbon resources. Forecasts currently identify that our consumption-based OCF goal can be met by 2030, while PRPA's generation-based goal will likely reach approximately 88% by the end of 2030.

Key statistics regarding renewable electricity:

- Between 2005 and 2023, consumption on the electric grid has advanced from 20% non-carbon (renewable) resources to 49%
- The Our Climate Future plan identifies 5% of local generation coming from local resources, with a current local distributed solar contributing approximately 3.4%

The local goal was developed as part of a larger strategy for reducing emissions from electricity use, including by driving more energy efficiency and encouraging electrification. At the time the goals were developed, Fort Collins local DERs accounted for approximately 1.5% of community electricity, and therefore the goal represented an increase of 233%. At the end of 2024, local distributed generation accounted for approximately 3.42%, and on track for achievement of the 2030 goal.

The establishment of the 5% goals was informed by an analysis of local solar rooftop potential (availability of physical space), economics – including available and/or uncertainty of tax credits and incentives, and local resources available to drive solar, including Utility incentives and available workforce. Staff have confidence the existing and forecasted Utilities budget has the right levels of incentives and infrastructure to achieve the existing goal. An expansion of the goal would likely require additional resources that we do not believe are the best use of funds at this time.

2) Current Efforts

The focus of this Council Priority has been on strategic, achievable, near-term initiatives to reduce pollution, primarily through electrification in three key areas, to help advance toward community goals during this Council term.

- A) Electrification of Buildings
- B) Electrification of Transportation/Fleet Vehicles
- C) Electrification of Small Engine Equipment

Buildings

Economic and behavioral efforts: City programs have a long history of financial and behavioral based efforts encouraging efficiency and conservation of energy in buildings, and Staff have continued to evolve voluntary programs to include electrification-based incentives and advising services. For the context of this Council priority, it's important that effort continued to prioritize efficiency ahead of electrification to minimize grid infrastructure impacts.

- Utilities residential programs have included addition of residential heat pump and heat pump water heater incentives, phase out of natural gas furnace incentives, and introduction of electric panel

upgrades incentives. Across programs, \$4.4 million in incentives were paid for community through participation in voluntary programs with Utilities.

- Utilities continues to evaluate effectiveness of the time-of-day rate structure and other behavioral program efforts such as behavioral home reports.

Regulatory efforts: Staff continue to evaluate regulatory emissions and electrification-based efforts in the context of other Council priorities as well as from a community member perspective.

- Staff are currently in 3-year cadence of updating codes and local amendments. Last updated on April 22, 2022, this code update includes alignment with new state requirements and legislation, enhancements to simplify the building energy codes framework, and potential inclusion of wildfire resiliency code requirements. Legislative efforts through the City Manager's office and the Legislative Review Committee also support bills and other legislation at the state level supporting community and Council priorities.
- The Building Performance Standards policy has been discussed with Council and is currently in a pilot phase to test the assumptions used in policy development, validate the requirements and resources required for implementation, and to continue the economic impacts and feasibility of the policy. Staff are currently working with six building owners of a diverse set of commercial properties and foresee completing this pilot effort in the summer of 2025, and plan to report back to Council with findings.

Infrastructure updates: City efforts continue to advance the existing infrastructure, and are often embedded in existing processes across City service areas.

- Utilities continue evaluating existing electric grid infrastructure and our future asset management plans to support building and transportation electrification. For example, field staff are currently upsizing distribution transformers when replacing existing infrastructure anticipating the need for additional loads.
- Staff continue to work with partners to ensure the existing and future operational technology is in place and recently completed a Utilities technology Assessment roadmap to identify a future state application landscape that best support utilities customers and City goals.
- Staff continue supporting workforce development through education and alignment with local trades and developers.

Transportation and Fleet Vehicles

In 2024 and 2025, the City has been updating the Electric Vehicle Readiness Roadmap (EVRR) to support current and future adoption of EVs in our community. This plan identifies tactics and strategies that align with the Transportation Master Plan and Active Modes Plan to advance toward City goals. The vision for the plan is Fort Collins will promote the community's adoption of electric vehicles through equitable access to charging infrastructure, engaging outreach and education, innovative policy approaches, and leading by example.

Economic and behavioral efforts: Utilities has supported community awareness and education for electric transportation options through the launch of several resources, including incentive-based and technical advising services related to electric vehicles.

- The Efficiency Works EV shopper tool allows community members to compare electric vehicles with traditional combustion engine and hybrid vehicles. This tool can be used for both personal and fleet electric vehicle exploration and shows the total cost of ownership evaluation and available incentives by eligible vehicle.

- Efficiency Works supports upfront incentives for the installation of public level 2 EV charging infrastructure
- Efficiency Works also supports fleet electrification through study-based incentives and a planner tool

Regulatory efforts: During the 2022 code adoption process, Council supported adding EV infrastructure requirements into building code, represented as percentage of parking spaces for new construction for EV capable, EV ready and EV installed categories of infrastructure. In 2025, Council will likely be presented with options and recommendations for:

- Evaluate and refine the EV charging requirements within the Building Code
- Incorporate elements of the proposed statewide EV Model Code language into the Land Use Code

Infrastructure: The EVRR includes several benchmarks for comparing existing quantity of EV charging infrastructure across communities. The study identifies that the community is close to the appropriate estimated number of level 2 chargers (147 existing public level 2 ports out of recommended 151 ports), while falling shortly behind for level 3 charging (6 existing public level 3 ports out of recommended 15 ports).

Lead By Example for EV Adoption: City of Fort Collins Fleet Vehicle Conversion continues with many new purchases of vehicles including hybrid or battery electric vehicles.

- 989 Total Vehicles, Including Police Patrol Vehicles
 - **36** Battery Electric Vehicles
 - **38** Hybrid Vehicles
- Transfort Transit Conversion
 - 57 Total Transfort Buses in Service
 - **6** Battery Electric
 - **5** Additional Battery Electric Buses Expected Delivery: Early 2026

Small Engine Equipment

The City has long supported transitions of small engine equipment to electric alternatives, especially as electric options have become more reliable. Recently, Colorado's Air Quality Control Commission adopted [Regulation 29](#) restricting the use of push/hand-held gas-powered landscaping equipment under 10 horsepower by public entities and their contractors during ozone season (June 1 through Aug 31) beginning in 2025. Public entities will be required to report their compliance to CDPHE's Air Quality Control Division on an annual basis beginning June 1, 2026. Relevant City departments are working to conform to Regulation 29, building on existing efforts towards electrification of equipment.

- Natural Areas: **80%** Electrified
- Parks: **91%** Electrified
- Other Departments actively converting and cataloguing

2050 Tax Impacts

Additionally, a 2023 voter-approved sales tax provides dedicated sustainable revenue to advance several of the above efforts and additional initiatives. In 2024 alone, nearly four million dollars in funding from the climate and air quality portion of the 2050 Tax delivered direct impacts for the Fort Collins community.

Funding was prioritized for projects that focused on transportation, buildings and electricity (primary contributors to air & climate pollution) while also improving community resilience, safety and accessibility.

2024 Outcomes from 2050 Tax Investments:

- Projects helped reduce the impact of rising energy costs, benefitting affordability, comfort and safety, especially for low income and underserved households.
- Projects that engaged with community members and small businesses helped build relationships and create opportunities for the City to learn from our community.
- Direct home improvements and loans increased climate resilience and health for residents, especially regarding increasing summer temperatures and poor air quality.
- Several projects contributed to foundational planning or research on topics including integrated community transportation systems, under-resourced community buildings, and riparian carbon sequestration and watershed health.

2024 Direct Impacts from 2050 Tax Investments:

- **75** direct home upgrades and **31** loans for residential energy efficiency, comfort and safety
- **60** residential indoor air quality assessments
- **27** sustainability workforce scholarships
- **16** grants to local food service businesses to reduce single-use plastics
- **7** electric utility carts to replace gas carts
- **3** major Active Modes infrastructure improvements for safety, connectivity and accessibility
- **3** comprehensive lighting upgrades to community centers
- Support for **140** affordable homes to go above-and-beyond code for sustainability
- Repair of community solar project, supporting **500 kW** of local solar generation

3) Building to the Future

Climate change threatens not just the environment around us but also the local economy, living costs, and human health. The ambitious Council-adopted goals and community-driven Big Moves established in Our Climate Future require bold and transformational action to achieve. Sustained, transformational change can be in tension with near-term priorities and resource constraints associated with two-year and four-year budget and election cycles.

OCF is a framework designed to help bridge that divide and guide Fort Collins toward a sustainable future while focusing on the needs of community members and putting people first. With the advent of the 2050 Tax revenue for helping achieve carbon neutrality in the next 25 years, there is an increasing need for a more comprehensive and long-term strategy to map out the effective use of local government “levers” for progress (i.e., Economic, Regulatory, Infrastructure Investment, and Behavior Change).

After several years of OCF being leveraged to coordinate, guide, and report on sustainability efforts related to the three goal areas, an evolution of the structure and systems is underway to enhance strategic implementation. Much has changed – in the City organization and the world – since OCF was developed in 2019-21. And we continue to be in a time of growth and transition that allows for OCF to become more effective, integrated and inclusive of the City’s sustainability efforts.

This work will lead to an OCF Strategic Funding Plan later this year to effectively map and resource implementation strategies with timely accountability to Council and taxpayers to meet goals, steward taxpayer funds, and report on progress.

NEXT STEPS

Staff will continue supporting electrification efforts for the City organization and the community, while partnering with PRPA to achieve 100% renewable electricity for Fort Collins. Several key Council Advisory Boards are being engaged as strategic thought partners for this work. A Council Work Session will be scheduled in Q4 to review final 2025 outcomes from this Council Priority and to discuss the OCF Strategic Funding Plan.

Staff are currently exploring a number of potential pathways to increase efficiency and curb emissions in our built environment, prioritizing a Building Performance Standards (BPS) policy framework and pilot program, and an update to the building & energy code. Staff are exploring if and how a proposal for a Large Methane User Fee (LMUF) complements the policies that are already under development to determine impact, efficacy, and timing, in addition to the trade-offs that may exist if such a policy was to be implemented.

ATTACHMENTS

1. Presentation

Council Priority Update: Reduce Climate and Air Pollution Through Best Practices, Emphasizing Electrification

Honore Depew

Climate Program Manager

Brian Tholl

Utility Services Director





Council Priority

Reduce Climate and Air Pollution Through Best Practices, Emphasizing Electrification



Our Climate Future

80% greenhouse gas emissions reduction by 2030

100% renewable electricity



City Plan

Principle ENV 2: Become a carbon neutral community by 2050 and improve the community's resilience to prepare for and adapt to the impacts of climate change.



Strategic Plan

Environmental Health 1: Implement the Our Climate Future Plan to advance the City's greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.

1. What questions do Councilmembers have about the elements underway in this Council Priority?
2. Does the OCF approach align with Councilmember expectations for this priority area?



1) OCF Context

2) Current Efforts

3) Building to the Future



Our Climate Future Context

BETTER TOGETHER

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

LIVE BETTER

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

RESOURCE BETTER

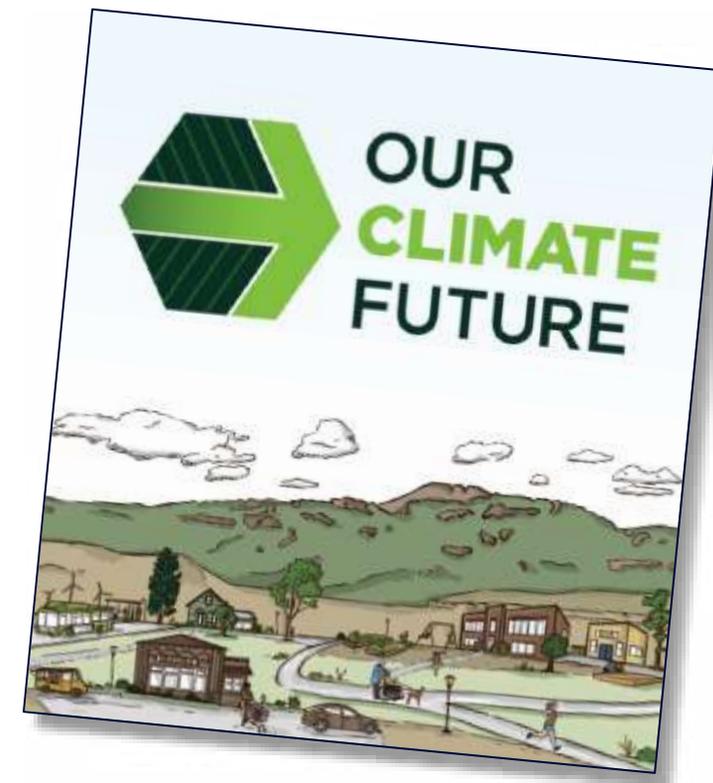
- Healthy Local Economy and Jobs
- Zero Waste Economy

BREATHE BETTER

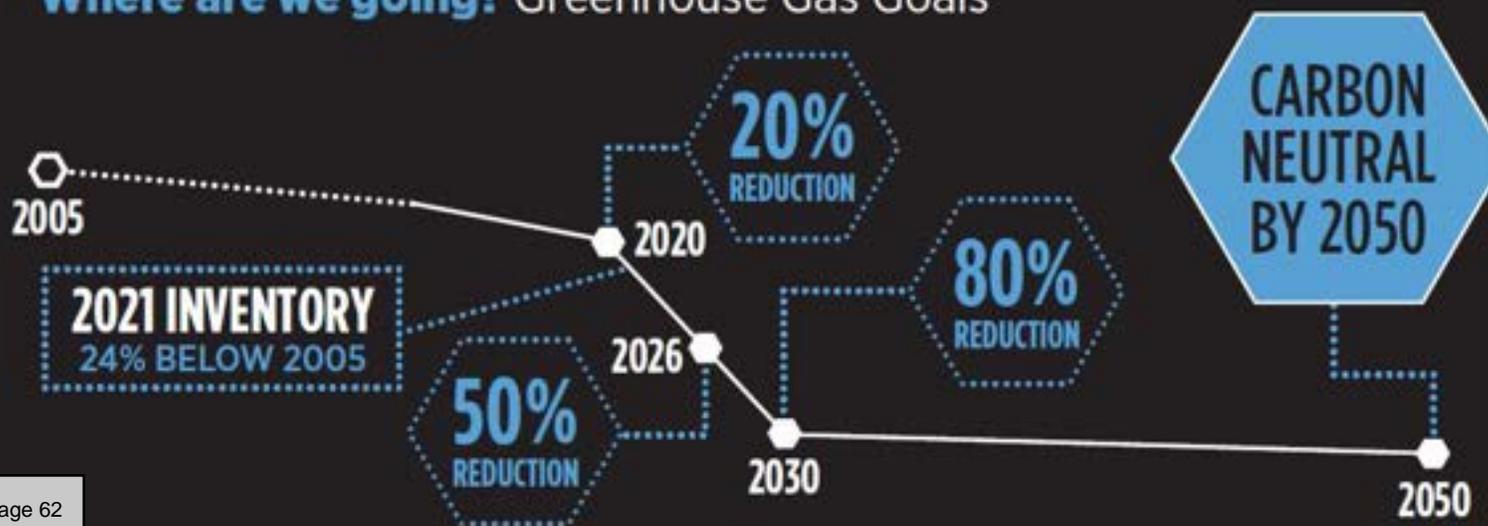
- Healthy Natural Spaces
- 100% Renewable Electricity
- Electric Cars and Fleets

Equity – Resilience – Mitigation

- Greenhouse Gas Emissions Reduction
 - 50% below 2005 baseline by 2026
 - 80% below 2005 baseline by 2030
 - Carbon Neutral by 2050
- 100% renewable electricity by 2030
- Zero waste, or 100% landfill diversion, by 2030



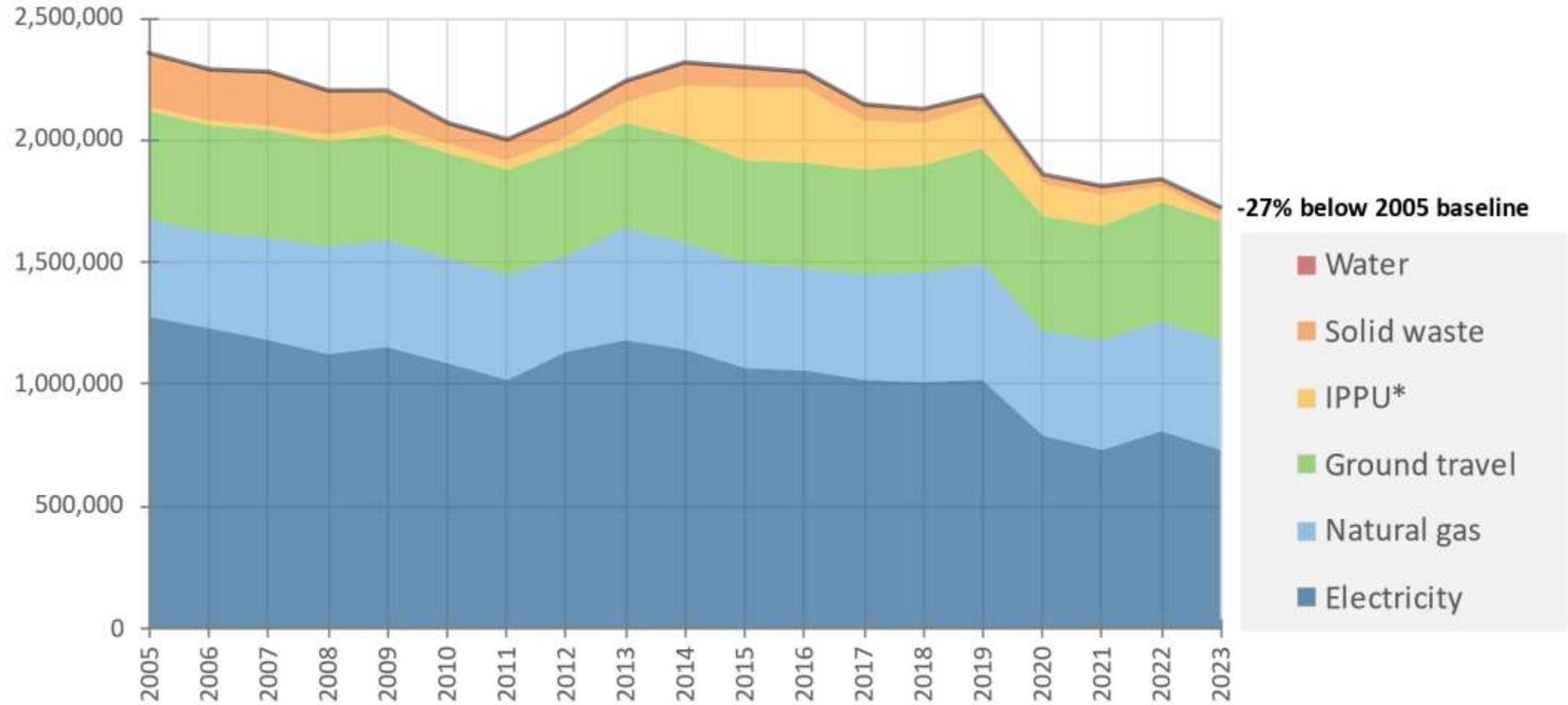
Where are we going? Greenhouse Gas Goals



Community Greenhouse Gas (GHG) Inventory

Community GHG Emissions

Annual MTCO₂e

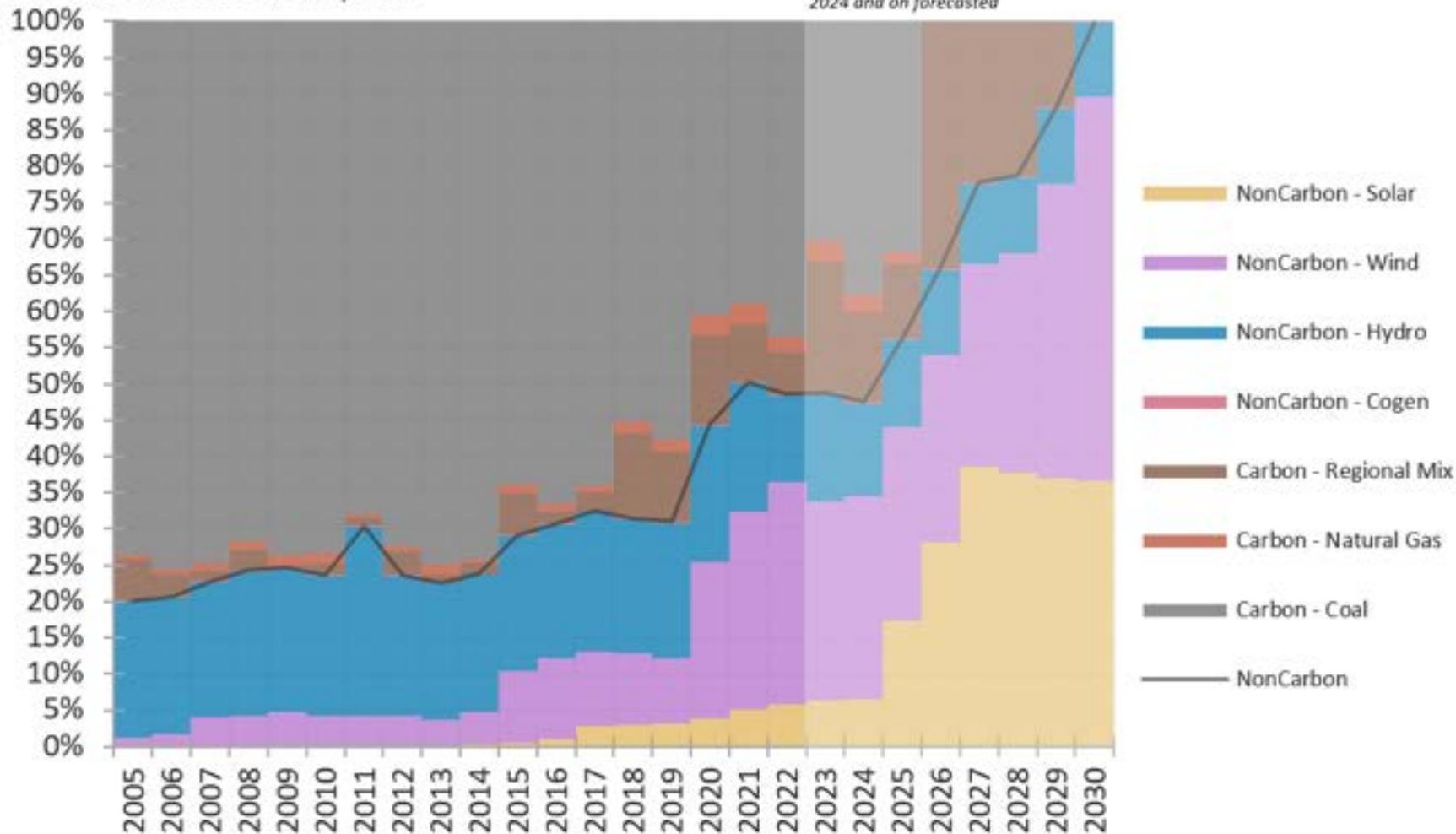


Pathways to Progress (2030 OCF Renewable Electricity Goal)

Community Electricity Consumption by Resource

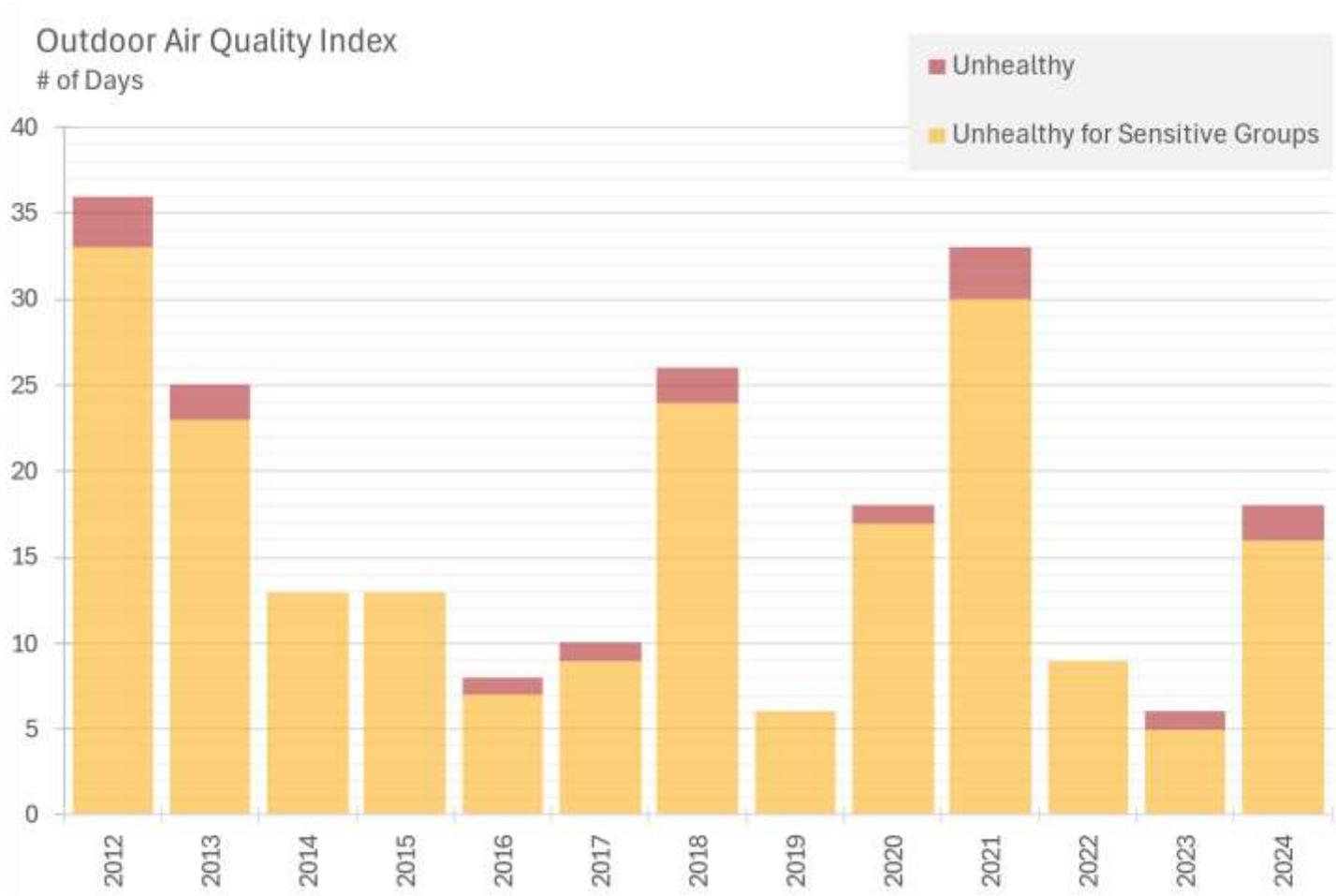
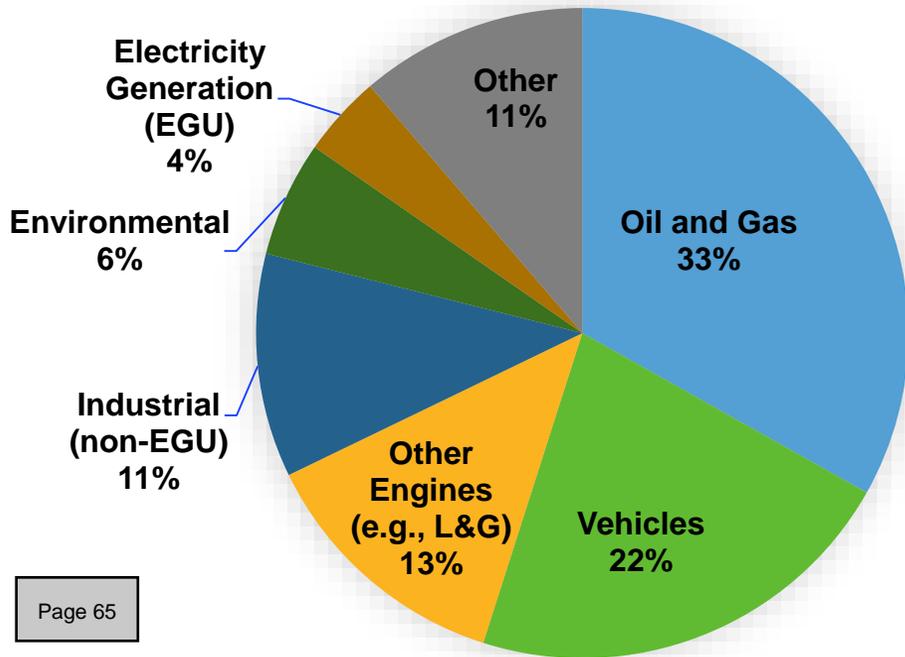
Percent of Total Consumption

2024 and on forecasted



Drivers of poor air quality:

- Environmental sources (e.g., wildfires)
- Regional sources (e.g., oil & gas extraction, transportation)
- Local sources (e.g., transportation, industry, small engines)
- Indoor sources (e.g., cleaning products)



AQ Index: Monitor ozone (O₃) and particulate matter (PM_{2.5}), plus special studies for Hazardous Air Pollutants (HAPS, such as benzene)

\$4M funded 16 projects
across 8 OCF Big Moves

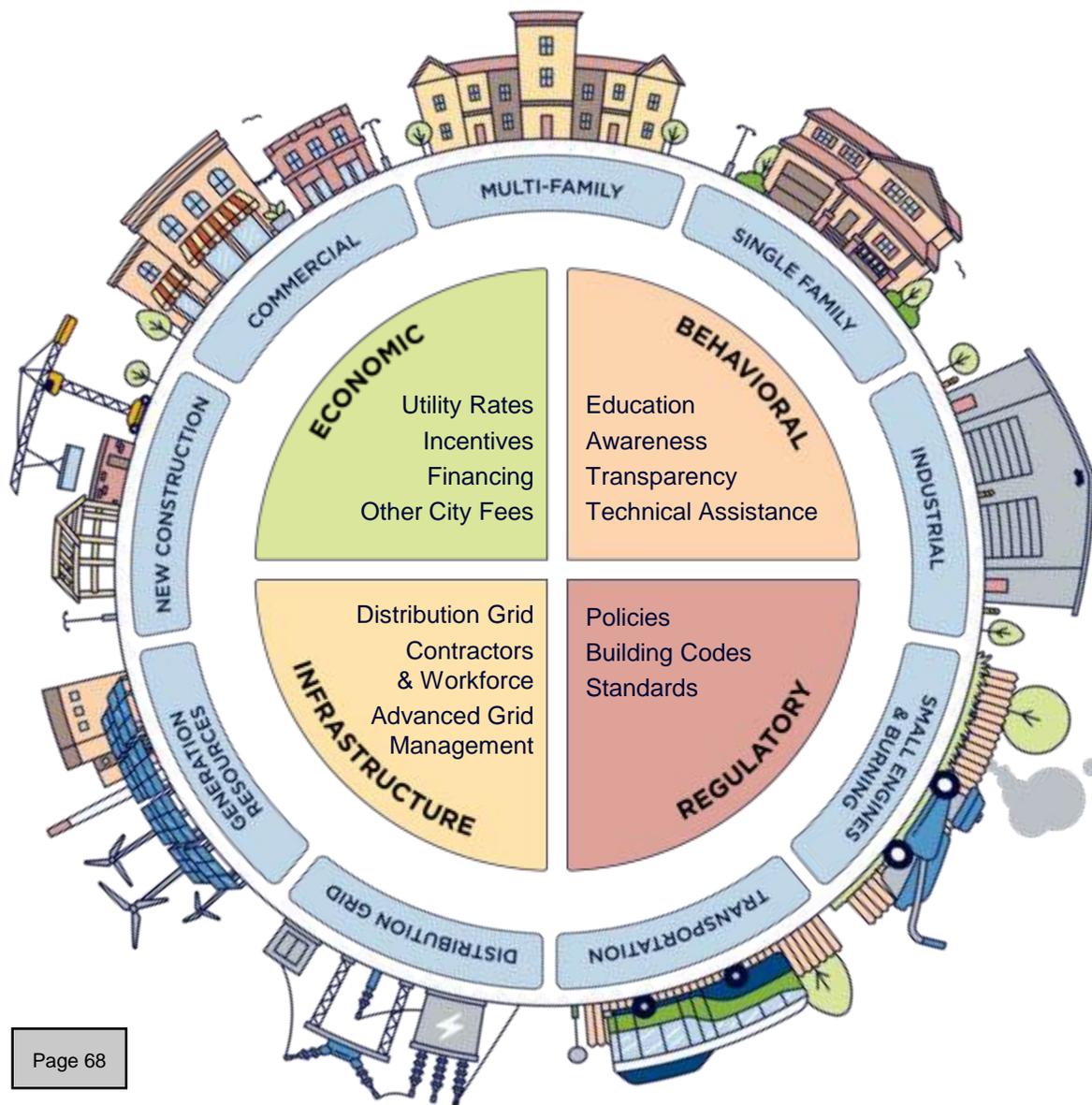
Focus on **transportation, buildings and electricity** (primary contributors to air & climate pollution) and improving community **resilience, safety and accessibility**

Leading by Example:
City efficiency, renewables and electrification

- **75** direct home upgrades and **31** loans for residential energy efficiency, comfort and safety
- **60** residential indoor air quality assessments
- **27** sustainability workforce scholarships
- **16** grants to local food service businesses to reduce single-use plastics
- **7** electric utility carts to replace gas carts
- **3** major Active Modes infrastructure improvements for safety, connectivity and accessibility
- **3** comprehensive lighting upgrades to community centers
- Support for **140** affordable homes to go above-and-beyond code for sustainability
- Repair of community solar project, supporting **500 kW** of local solar generation



Current Efforts



Areas of Influence

- Economic Drivers
- Regulations & Policy
- Infrastructure Investments
- Behavior Change (Education)

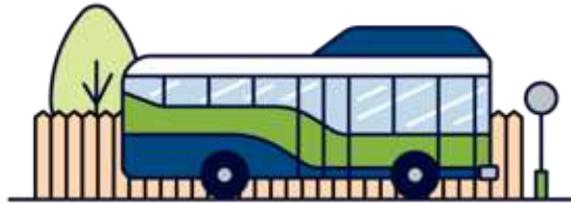
The City of Fort Collins has four key tools to drive community progress to electrification and decarbonization.

A balanced and strategic approach supports:

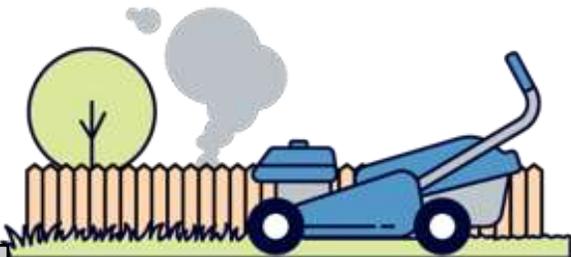
- Customer service
- Achievement of goals
- Triple-bottom line benefits



Electrification of Buildings



Electrification of Transportation/Fleet Vehicles



Electrification of Small Engine Equipment

Current Building Efforts



Economic & Behavioral

Enhance incentive and educational initiatives for efficiency, electrification and grid Flexibility efforts

- \$4.4M incentive based programs framework in '24

Evaluate rates and fees framework to eliminate barriers

- Time of Day Utility rates and electric capacity fee evaluation

Regulation & Policy

Development of Building Performance Standards framework

- Pilot underway supporting policy development

Zero carbon building code framework, new construction

- 2025 work session and/or adoption

Infrastructure Investments

Investments in Virtual Power Plant (VPP) efforts

- \$ Incentive based programs framework
- Operational technology enhancements

Distribution planning enhancements

- Support electrification through asset management



Economic & Behavioral

Supporting community education and awareness on electric transportation options

- Supporting alternative electric transportation options
- EV ownership and charging availability
- EV Readiness Roadmap Update to be published soon

Regulation & Policy

Evaluation of EV infrastructure in Building code

- Optimize EV infrastructure requirements in new development

Infrastructure Investments

Electrification of fleet vehicles

- 74 out of 989 Vehicles are EV or Hybrid
- SMART Grant implementation

Electrification of Transit Vehicles

- 6 Electric Buses in Service
- 5 Additional expected delivery by Early 2026

Current Small Engine Equipment Efforts



Economic & Behavioral

Promoting clean air benefits within municipal operations

- Regional rebates for electric lawn and garden equipment

Regulation & Policy

Compliance with CDPHE Regulation 29

- Municipal operations on track for compliance, Summer 2025
- Electrification underway for all relevant departments

Infrastructure Investments

Electrification of gas-powered landscape equipment

- Natural Areas: 80%
- Parks: 91%
- Other Departments actively converting and cataloguing

Electrification of Utility task vehicles

- 7 utility carts replaced
- 2050 Tax supported

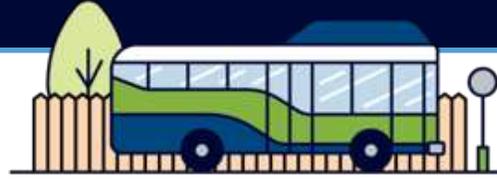


Building Electrification

- Continue incentive development using enterprise and 2050 Tax
- Implement 2028 and 2031 Building Energy code implementation

Lead by Example:

- Continue to seek grant funds for municipal operations

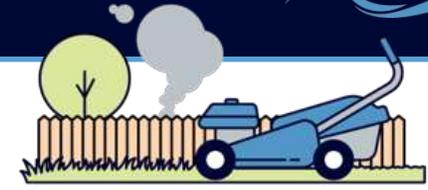


Transportation/Fleet

- Publish and begin implementation for EV Readiness Roadmap
- Revisit LUC/building code requirements for EV infrastructure; evaluate alignment with State

Lead by Example:

- Implement and operationalize SMART grant



Small Engines

- Continued Engagement with relevant City Departments to prepare for compliance

Lead by Example:

- Compliance with Regulation 29

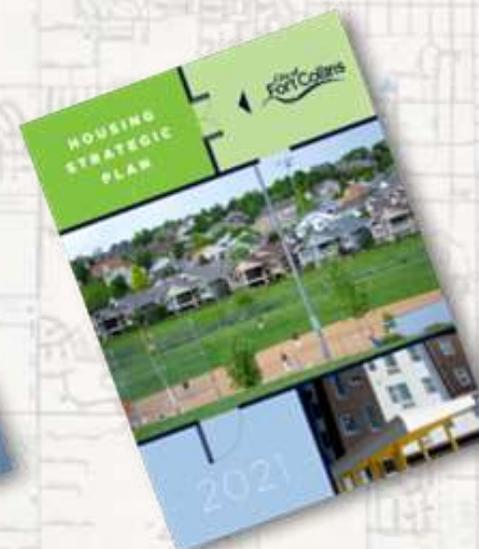
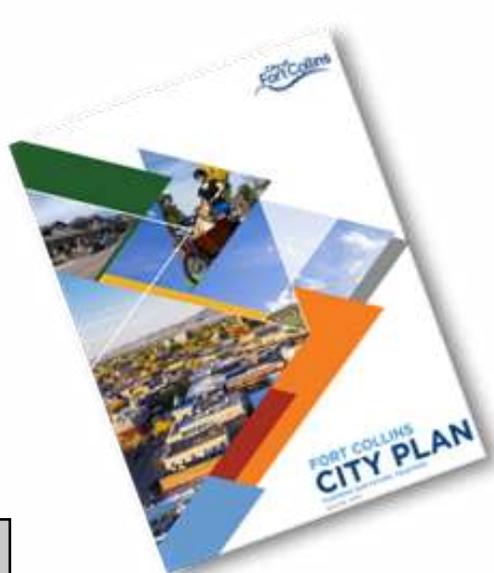
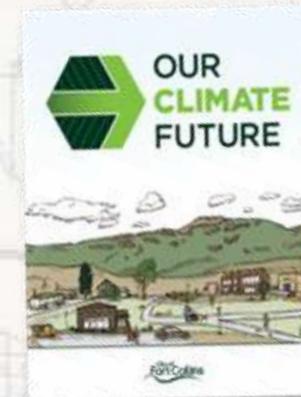
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Building to the Future

Climate Future Strategic Alignment

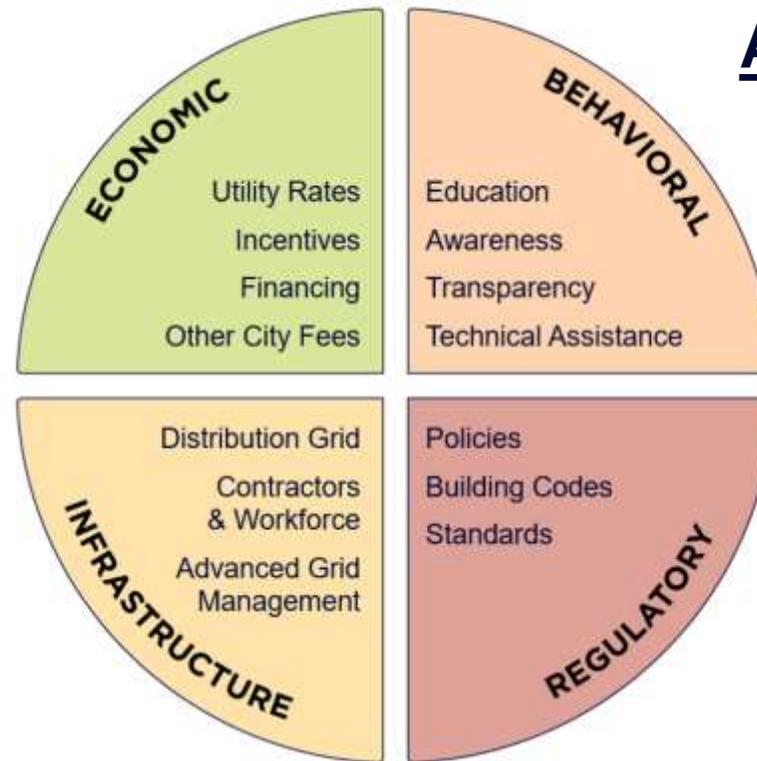
Strategic Objective ENV 1: Implement the Our Climate Future Plan to advance the City’s greenhouse gas, energy and waste goals; reduce air pollution; and improve community resilience.



How do we achieve medium- and long-term goals for our community when commitments to transformational change can be in tension with near-term priorities and resource constraints of two-/four-year budget and election cycles?

Our Climate Future as Strategic Framework:

Goals, Vision & Implementation



Areas of Influence

- Economic Drivers
- Regulations & Policy
- Infrastructure Investments
- Behavior Change (Education)

Process

- Gaps assessment to better understand organizational needs; peer city research
- Assessment of current revenue streams, funding priorities, and sequencing

Outcomes

- Enhanced Our Climate Future Framework
 - More **effective and inclusive** of the City's sustainability efforts (e.g., air quality)
 - Aligned & integrated with **municipal sustainability & adaptation** efforts
 - Coordinated planning, implementation, and storytelling
- Strategic Funding Plan
 - Strategy and guidance document with 25-year time horizon (to 2050)
 - High-level vision and **guidance in the med/long term**
 - Clarity and focus for **implementation strategy in the near term**

OCF Strategic Refresh & Funding Plan: Project Timeline



1. What questions do Councilmembers have about the elements underway in this Council Priority?
2. Does the OCF approach align with Councilmember expectations for this priority area?

File Attachments for Item:

4. Civic Center Master Plan

The purpose of this item is to present proposed updates to the 2021 Civic Center Master Plan, including changes to the previously proposed site configuration and sequencing of the site components.

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Sylvia Tatman-Burruss, Sr. Policy & Project Manager
Ginny Sawyer, Lead Policy & Project Manager

SUBJECT FOR DISCUSSION

Civic Center Master Plan

EXECUTIVE SUMMARY

The purpose of this item is to present proposed updates to the 2021 Civic Center Master Plan, including changes to the previously proposed site configuration and sequencing of the site components.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions/suggestions do Councilmembers have regarding the Master Plan and the proposed next steps on the Parking Garage?

BACKGROUND / DISCUSSION

Civic Center Planning History

The Civic Center Master Plan is a dynamic document created to respond to changing conditions while providing a vision and guidelines for future buildings, renovations, and place making activity in the civic core.

In 1996, Council adopted, by Resolution 1996-86, the Civic Center Master Plan, as an amendment to the Downtown Plan, which was an element of the City's Comprehensive Plan; the 1996 Civic Center Master Plan was prepared in cooperation with Larimer County to guide the development of a twelve-block area of downtown. In 2014, specific planning for City buildings on two blocks within the Civic Center Master Plan area was set forth in the Block 32/42 Civic Center Vision Plan.

In 2021, Council funded an update to the 2014 Civic Center Vision Plan, called the Civic Center Master Plan (the "CCMP"), which focused planning on two blocks (rather than the twelve block area of the 1996 plan). The CCMP created a long-term plan for the future facilities and amenities as well as current buildings, including the Municipal Court. Council adopted the CCMP, by Resolution 2021-105, as an amendment to the 2017 Downtown Plan and the 2019 City Plan, finding that the CCMP was a capital improvements plan for purposes of general government capital expansion fee revenues for purposes of Section 7.5-31 of the City Code.

In addition to the Municipal Court expansion, the Civic Center Master Plan also includes several other components, including a proposed parking garage on Cherry Street, moving the Downtown Parks Shop, relocating CityCare and the Wellness Center, and design and construction of a new City Hall facility. The purpose of the CCMP is to consolidate City services for better customer service, create more expansive and vibrant public spaces, and create a more collaborative environment for City staff.

Goals and Guidelines

The current CCMP outlined several goals and guidelines:

- **World Class Leadership:** become a point of community pride in performance, innovation, and regenerative design that set an example for the private sector in its reflection of Fort Collins' character and culture while being good stewards of City of Fort Collins taxpayer dollars.
- **Vibrant Community Spaces:** contribute nature and ecology to the City while establishing places for public engagement that promote social and individual health, safety and accessibility for all.
- **Resilient design:** create lasting quality that is climate adaptive, accommodates growth, flexibility, and a universal community.
- **Intuitive organization:** support and activate site connectivity externally and create a collaborative environment internally.
- **Enhance the civic heart:** promote physical embodiment of the City's mission and plan that meets immediate needs; establish a vision that can be invested in and realized.

While these were adopted with the CCMP in 2021, these might shift today to focus on moving from complexity to simplicity in customer service and service access, enhancing wayfinding throughout the City campus, and enhancing public engagement and public facilities access

Municipal Court and Civic Center Components

The Municipal Court was housed in the County Justice Center from 2000, when the building opened, until 2007, when County space capacity demands necessitated that the Municipal Court be moved into the 215 North Mason Street building. The area of the 215 North Mason Street building in which the Court was moved was not designed or constructed for purposes of the administration and conduct of a municipal court. Therefore, the area in the 215 North Mason Street building used by the Municipal Court has had numerous retrofits over time to accommodate security, functionality, and user experience.

On May 1st, 2025, staff recommended approval of 3 forthcoming ordinances, scheduled for a regular Council meeting on May 20th for first reading. These include funds to relocate Parking Services from 215 Mason to space within the Civic Center Parking Garage and subsequently expand the Municipal Court to meet growing demands.

Parking Garage and Project Components

Parking demand within the downtown area and on the City's main campus has grown, especially since employees have returned to the office and staff numbers have grown. Growing pressure within the Municipal Court due to increased caseloads has also put pressure on the surface parking lot north of 215 Mason. There is also a growing need for fleet vehicle storage and accessibility. Staff are exploring a public/private partnership with a housing developer who has proposed a residential building along Cherry Street. Proposed components of this partnership include:

- City owns and operates entire facility

- Lease spaces to partner on a long-term basis
- Proposing approximately 600 parking spaces
- Spaces available for fleet vehicles, public parking, and leased spaces from adjacent residential development

Rationale

- Growing demand for parking, including municipal court visitors and staff, museum of discovery staff and visitors, growing City staff demands, and growing fleet vehicle storage needs.
- Providing parking within garages allows for greater on-street multi-modal facility design and execution.
- Parking structure can serve long-term needs as development density increases within the area.

Potential Partnership

A public/private partnership is being explored with a housing developer who is developing a residential project directly to the east. The proposed terms include:

- Developer is requesting 100-125 stalls be leased on a long-term basis
- City will own and operate the entire facility

Civic Center Master Plan Components

Realization of the Civic Center Master Plan is a long-term process that includes several interlocking components and steps. Those currently include:

- Parking Services move from 215 Mason to the Civic Center Parking Garage
- Municipal Court expansion within 215 Mason
- Cherry Street Parking Structure
- Trolley Car Barn renovation/stabilization (through CCIP funds)
- Downtown Park Shop relocation (through CCIP funds)
- New City Hall
- New Municipal Court facility

NEXT STEPS

- Staff will finalize a Memorandum of Understanding (MOU) with proposed partner and draft an Ordinance for Council consideration.
- Begin an internal engagement process for fleet parking needs and coordination.
- Explore and finalize proposed funding sources and timeline.
- RFP for design
- Upon 50% design, full extent of construction costs will be known.

ATTACHMENTS

1. Presentation



Civic Center Masterplan

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What questions/suggestions do Councilmembers have regarding the Master Plan and the proposed next steps on the Parking Garage?



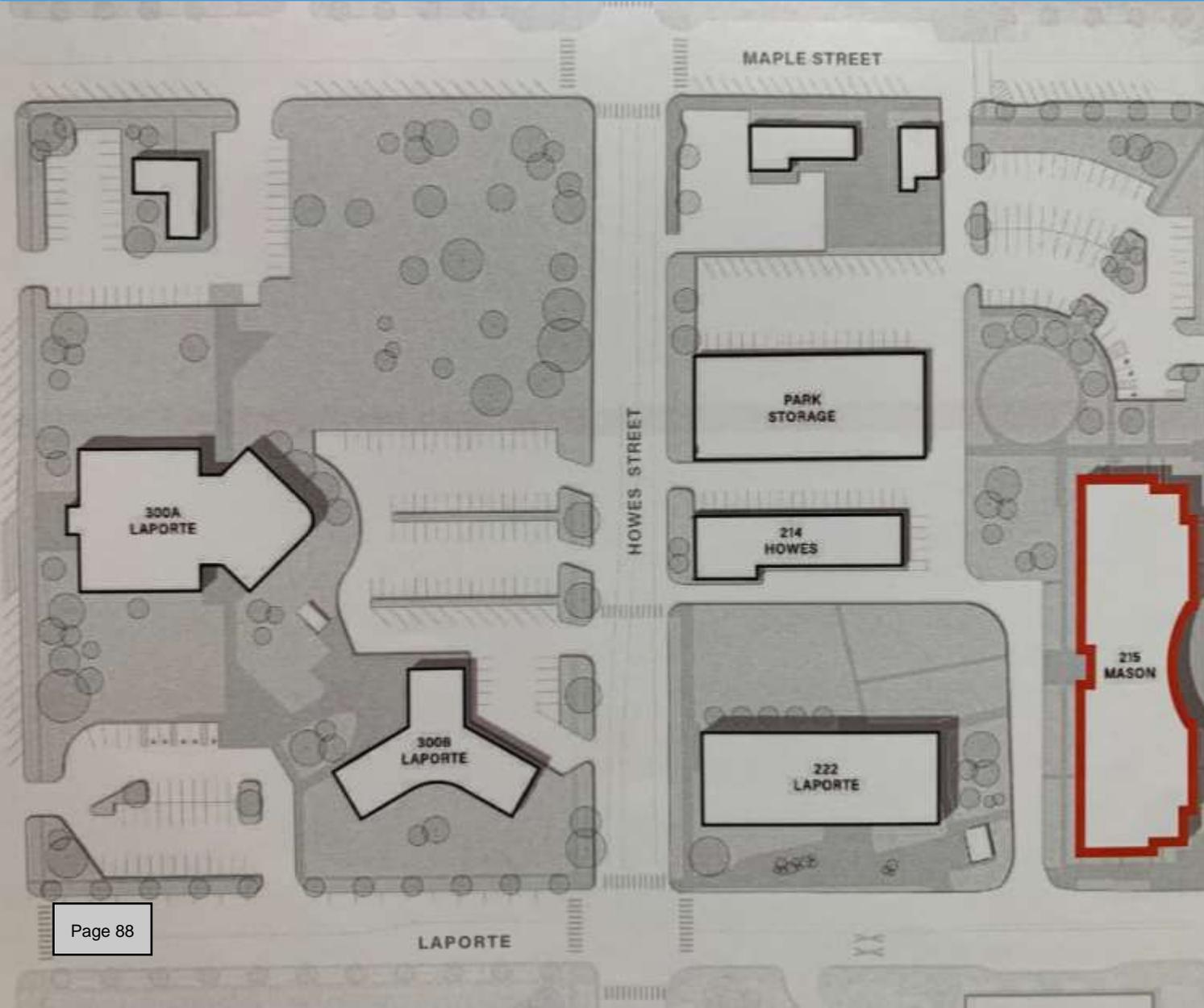
Civic Center Master Plan

- 1996: First Downtown Master Plan
- 2014: Block 32/42 Civic Center Vision Plan
- 2021: Civic Center Master Plan
- Municipal Court expansion addressed in the Civic Center Master Plan

- **From November 2021:**

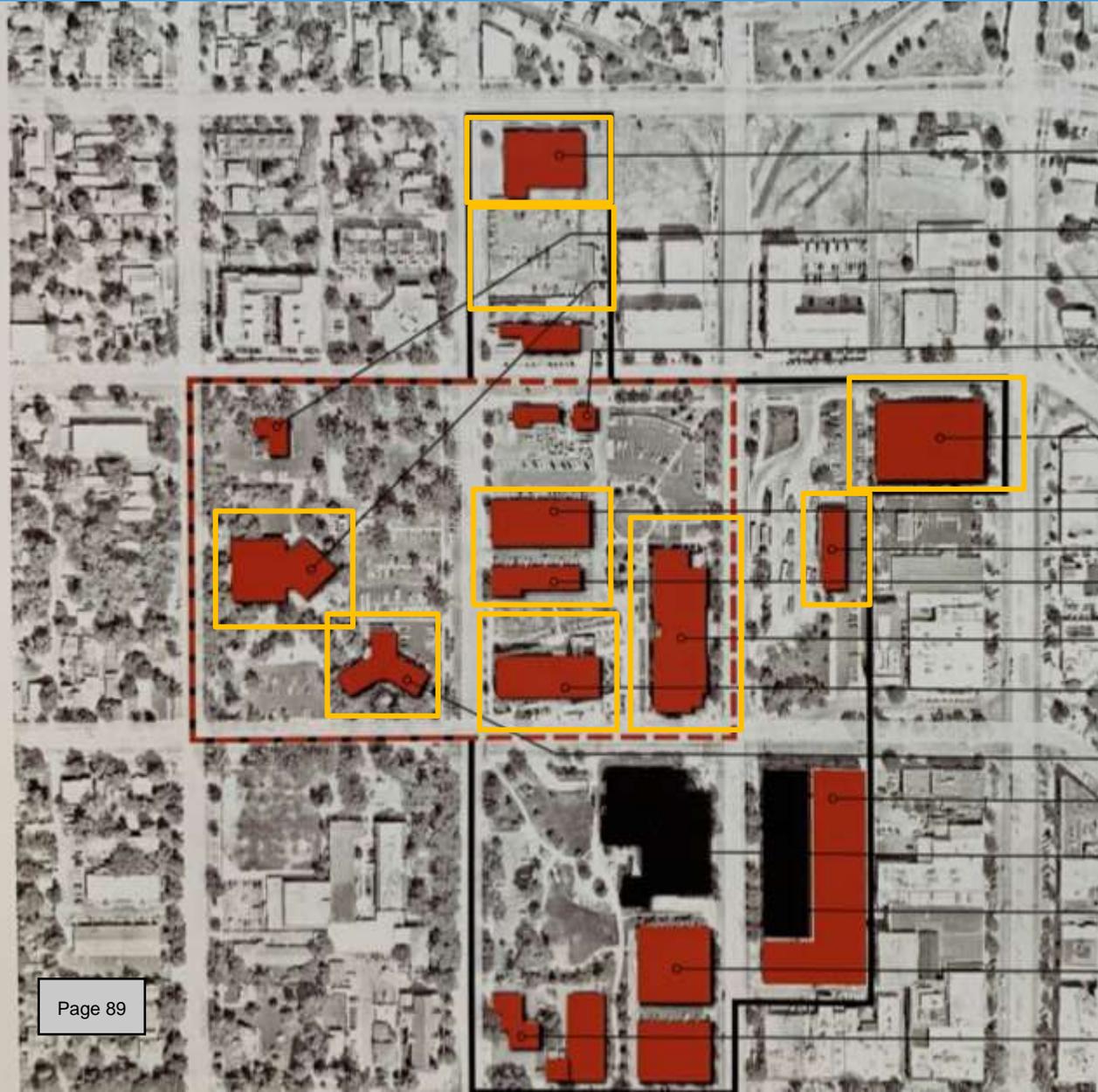
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Item 4. Current Civic Center Campus



- 215 Mason currently houses Municipal Court and Parking Services
- May 1st Council Finance presentation included recommendation for 3 Ordinances (May 20th full Council)
- Move Parking Services to Civic Center Parking Garage
- Renovate first floor of 215 Mason for Municipal Court expansion

Item 4. City Owned Properties



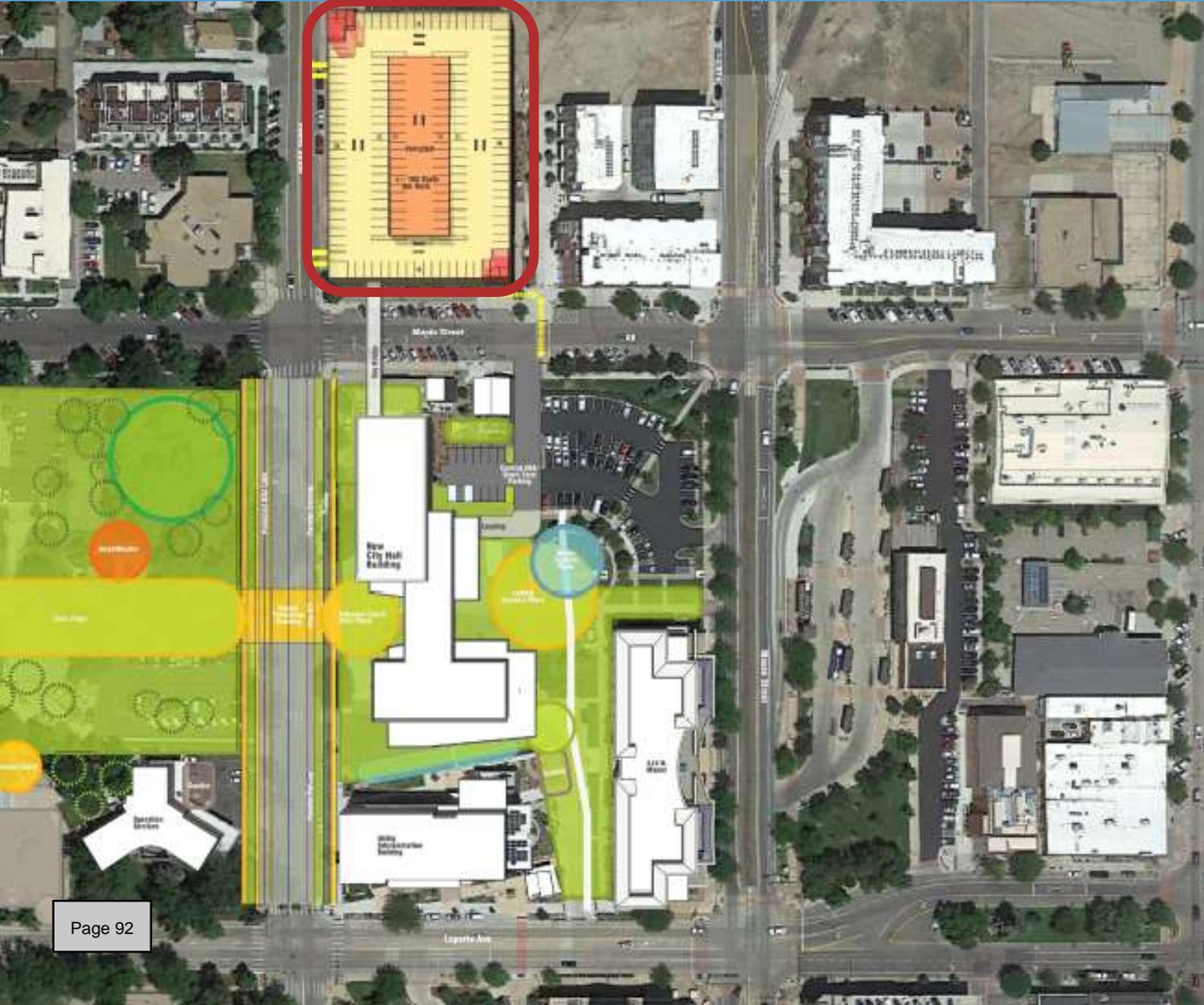
- Current surface lot for City vehicles
- Trolley Car Barn
- City Hall
- Operations Services
- Downtown Parks Shop
- Wellness Annex and CityCare
- 222 Laporte
- 215 Mason
- 281 North College
- Transit Center

- **Centralize Services**
- **Improve Customer Experience**
- **Improve Wayfinding**
- **Reinforce Sustainability Goals**
- **Improve and Expand Local Cultural Experiences**
- **Increase Civic Transparency & Accessibility**





Parking Garage proposal



Cherry Street Parking Garage

- Locate the garage on the current fleet surface parking lot (south of Trolley Car Barn)
- 600 spaces
 - Fleet vehicles
 - Public Parking
 - Potential public/private partnership
- Utilize debt financing



Rationale

- Capacity needs
- Reinforcing Council goals, active modes and climate
- Moving cars off streets to move toward more active mode support
- Long-term planning for increased complexity and customer needs

Potential Partnership

- Developer is requesting 100-125 stalls
- Proposing the City owns and operates
- Lease spaces to the development

First Moves

- Parking Services Move
- Municipal Court Expansion
- Cherry Street Parking Structure

Mid-Term

- Trolley Barn renovation/stabilization (Proposed CCIP)
- Downtown Park Shop Move (Proposed CCIP)

Long-Term

- New Municipal Building/City Hall
- Municipal Court

- Develop partnership agreement and draft accompanying Ordinance for Council review
- Internal engagement for parking needs
- Exploration of funding and sequencing
- Utilize appropriated funding for design through an RFP process
- Upon 50% design, more will be known about the full extent of construction costs



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What questions/suggestions do Councilmembers have regarding the Master Plan and the proposed next steps on the Parking Garage?

