

Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, May 27, 2025
300 Laporte Avenue, Fort Collins, CO 80521

NOTICE:

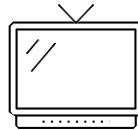
Work Sessions of the City Council are generally held on the 2nd and 4th Tuesdays of each month. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

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.

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 970.221.6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide 48 hours' advance notice when possible.

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



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





City Council Work Session Agenda

May 27, 2025 at 6:00 PM

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

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

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

Carrie Daggett
City Attorney

Kelly DiMartino
City Manager

Delynn Coldiron
City Clerk

CITY COUNCIL WORK SESSION 6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. Civic Assembly Recommendations on Hughes Site Uses

The purpose of this item is for delegates from the recently convened Civic Assembly to share their recommendations and experiences with Council.

2. Community Capital Improvement Tax Renewal

The purpose of this item is to provide an update on the development of a proposed package of projects for the capital tax renewal and work towards a final Council recommendation for a ballot referral.

3. Council Priority: Pursue an Integrated Approach to Economic Health

The purpose of this work session is to provide a comprehensive update on Council Priority #3: Pursue an Integrated, Intentional Approach to Economic Health. The update includes 2024 accomplishments, 2025 work plan highlights and discussion of emerging challenges, strategic alignment and opportunities to strengthen the City's role in supporting economic resilience and inclusive prosperity.

Economic health in Fort Collins is not the responsibility of a single department or sector. It is the result of strong relationships, collaborative governance, intentional strategy and sustained investment. As the city navigates a rapidly changing environment shaped by workforce transitions, technological disruption, climate policy and affordability pressures, this Council Priority serves as a critical framework to ensure the local economy delivers tangible benefits to the entire community.

Staff will provide an overview of the City's integrated approach and preview how cross-sector efforts are supporting a healthy, equitable and resilient economy. Council feedback will help shape future direction and inform prioritization, policy development and resource allocation through the remainder of 2025 and beyond.

C) ANNOUNCEMENTS

D) ADJOURNMENT

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

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

File Attachments for Item:

1. Civic Assembly Recommendations on Hughes Site Uses

The purpose of this item is for delegates from the recently convened Civic Assembly to share their recommendations and experiences with Council.

May 27, 2025

WORK SESSION AGENDA

ITEM SUMMARY

City Council



STAFF

Rupa Venkatesh, Assistant City Manager
Ginny Sawyer, Senior Policy and Project Manager

SUBJECT FOR DISCUSSION

Civic Assembly Recommendations on Hughes Site Uses

EXECUTIVE SUMMARY

The purpose of this item is for delegates from the recently convened Civic Assembly to share their recommendations and experiences with Council.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions do Councilmembers have regarding the Civic Assembly process?
2. What questions do Councilmembers have for the Civic Assembly delegates?
3. Do Councilmembers have thoughts on next steps as it relates to the Council priority to develop a Hughes Site Master Plan?

BACKGROUND / DISCUSSION

One of the identified 2024-2026 Council priorities is to develop a Hughes Site Master Plan by engaging in an inclusive process to determine desired future uses on the site. In addition, another priority is to make government more accessible, approachable and fun by providing opportunities to connect with local government and community in meaningful ways. Therefore, staff recommended the utilization of a civic assembly process as one engagement tool in developing the site plan.

On August 20, 2024, Ordinance No. 106 was passed by Council on second reading to appropriate \$150,000 to Healthy Democracy (HD), a nonprofit organization specialized in implementing civic assemblies across the country.

Twenty delegates were randomly selected from across Fort Collins. This cohort was designed to reflect the city's demographic diversity in terms of age, Council district, housing status, household income, and educational attainment. Comparative data for the Fort Collins population, the initial respondent pool, and the final civic assembly delegates are shown in the attached presentation (Attachment 3).

The assembly convened for two full weekends: April 12-13 and May 3-4 to answer the following question: "Informed by the diverse needs of our community, what use of the Hughes site will contribute most

effectively to Fort Collins' long-term vitality and meet the requirements outlined in the 2021 ballot measure?"

The Civic Assembly process was designed to be transparent, informed, and collaborative. The weekends were structured as follows:

1. *Learning & Information Gathering*: Delegates heard from 9 different presenters the first weekend, as selected by the Information Committee, in order to understand the history, context and various perspectives on the Hughes site. The delegates also received reports from previous public engagement efforts. Following the initial weekend, the delegates extended invitations to several presenters, including some from the first session, to return. These individuals participated as panelists in focused working groups on the first day of the subsequent weekend. Attachment 2 contains a comprehensive list of participants from both weekends.
2. *Deliberation & Discussion*: Over the course of the two weekends, facilitated discussions were held in small groups and the larger plenary session to explore potential site uses, weigh trade-offs, and long-term impacts.
3. *Recommendation Development*: This primarily happened during the last weekend and through consensus-building, the Assembly produced their final report of recommendations (Attachment 1).
4. *Presentation to City Council*: The purpose of this Work Session is a presentation to Council, providing an opportunity for direct engagement and questions with a selection of delegates.

The videos and documents from this process are located on the Future of Hughes project page: <https://ourcity.fcgov.com/future-of-hughes>.

NEXT STEPS

Next steps will be determined by Council feedback from this Work Session.

ATTACHMENTS

1. Hughes Civic Assembly Final Report
2. Assembly Presenters and Panelists
3. Presentation

Hughes Civic Assembly – Fort Collins, Colorado

Final Report

Initial release: May 4, 2025. Revised: May 9, 2025, to include further explanatory text, detailed voting results, and Part 2.

*The following Recommendations were created and prioritized by the Delegates of the 2025 Hughes Civic Assembly. The Assembly addressed the following question: **Informed by the diverse needs of our community, what use of the Hughes site will contribute most effectively to Fort Collins' long-term vitality and meet the requirements outlined in the 2021 ballot measure?***

The Recommendations below were written by the Assembly after 30 hours of in-person deliberation between April 12 and May 4, 2025. Delegates to the Assembly were randomly selected from across Fort Collins, reflecting a microcosm of the city in terms of age, City Council district, housing status, household income, and educational attainment.

The primary partners on this project were: the City of Fort Collins, the Center for Public Deliberation at Colorado State University, Healthy Democracy, the American Public Trust, and the Local Policy Lab. The official recipient of the Assembly's work, reflected in this Final Report, is the Fort Collins City Council.

The Recommendations in this report were written and sorted by the Assembly into three categories:

- **Concepts** (high-level ideas, values, or proposals)
- **Major Uses** (specific site uses, activities, or services)
- **Minor Elements** (small features, attributes, or details)

In addition to their primary text, some Recommendations include sub-bullets with additional specifications, constraints, needs, or other details.

Delegates chose from among four voting options for each potential Recommendation:

- Strongly agree
- Somewhat agree
- Neutral / don't know
- Disagree

Not all voters may have voted on each Recommendation. Recommendations in each section of this Report are ordered by their total level of overall agreement (i.e., "strongly agree" + "somewhat agree").

Part 1 of this Report contains: Recommendations that achieved supermajority (at least 75%) support ("strongly agree" + "somewhat agree") among the 19 Delegates who voted on the final day of the Assembly.

Part 2 of this Report contains: Proposed Recommendations that received work through the final day of the Assembly but did not achieve supermajority support from the Assembly in its final vote.

This Report is composed exclusively of the words of Delegates themselves, with no additions, deletions, or edits by staff – with two exceptions:

1. The headings and explanatory text (in italics) in this document were written by Healthy Democracy staff.
2. Four spelling errors were detected by software and corrected.

Part 1: Supermajority Recommendations

Concepts

- Indigenous use (100% support)
 - More detail: Provide opportunities for leasing/permitting with appropriate spaces.
 Strongly agree: 18 Somewhat agree: 1 Neutral / don't know: 0 Disagree: 0
- Minimize Light Pollution (100% support)
 - More detail: Provide opportunities for leasing/permitting with appropriate spaces.
 Strongly agree: 16 Somewhat agree: 3 Neutral / don't know: 0 Disagree: 0
- Indigenous groups should be consulted in each step of the development of the entire property. (95% support)
 - More detail: ie artifact collection, ceremony over site, plant collection and land rehabilitation/stewardship, formal tribal consultation
 Strongly agree: 15 Somewhat agree: 3 Neutral / don't know: 1 Disagree: 0
- Multiple experts advise that this land will not heal itself. Work will need to be done to help restore it, simply leaving it as-is is not a realistic option for rehabilitation. (89% support)
 - More detail: This is supported by the Bird Conservancy, RMRP, High Plains Environmental Center, and other environmental groups we have heard from.
 Strongly agree: 16 Somewhat agree: 1 Neutral / don't know: 0 Disagree: 1
- No off-leash dogs allowed in site areas that are not designated as dog parks (89% support)
 - More detail: This is supported by the Bird Conservancy, RMRP, High Plains Environmental Center, and other environmental groups we have heard from.
 Strongly agree: 13 Somewhat agree: 4 Neutral / don't know: 1 Disagree: 0
- Multi-use (89% support)
 - More detail: Combination of bike park, open spaces, natural area, trails and conservation/education features.
 Strongly agree: 12 Somewhat agree: 5 Neutral / don't know: 0 Disagree: 2
- How structures will be built (89% support)
 - More detail: City will consult with land use experts, planners, architects and designers for the optimal location of site features.
 Strongly agree: 10 Somewhat agree: 7 Neutral / don't know: 1 Disagree: 0
- Restorative natural habitats features (89% support)
 - More detail: Features and elements that are manmade or naturally-occurring to help restore the site to its natural state. Can be tied to educational or conservation site features.
 Strongly agree: 12 Somewhat agree: 5 Neutral / don't know: 0 Disagree: 2
- Outdoor Education Facility (89% support)
 - More detail: Free interpretive signage and trails that include information on the history and use of the land, native species, and restoration).
 Strongly agree: 13 Somewhat agree: 4 Neutral / don't know: 0 Disagree: 1
- Designate a portion of the site for cultural/educational opportunities with emphasis on indigenous voices (79% support)
 - More detail: Provide opportunities for leasing/permitting with appropriate spaces.
 Strongly agree: 14 Somewhat agree: 1 Neutral / don't know: 0 Disagree: 1

Major Uses

- Creation and use of outdoor community spaces (95% support)
 - More detail: Day use only; no speaker system; using natural design if possible; for example: ceremony, education, community theater, fields, pavilions, gardens to hold meetings, events, and celebrations, etc. Large amount of space and buffering.

Strongly agree: 15 Somewhat agree: 3 Neutral / don't know: 0 Disagree: 1
- Natural area (portion of the site) (89% support)
 - More detail: Includes features for restorative natural habitats. Connecting trails to Maxwell and Pine Ridge.

Strongly agree: 10 Somewhat agree: 7 Neutral / don't know: 1 Disagree: 1
- A portion of the site set aside to educate and inform about the historical and cultural practices of indigenous people (89% support)
 - More detail: Outreach to Indigenous groups would better inform site development. The goal of this would be the preservation and continuation of the indigenous cultural and historical practices.

Strongly agree: 15 Somewhat agree: 2 Neutral / don't know: 0 Disagree: 2
- Multi-use center for public gatherings, wildlife rehabilitation (i.e. wildlife hospital facility), learning and education, and Indigenous cultural representation (79% support)
 - More detail: This is a reasonably-sized shared space where building(s) would reside in one location and not distributed throughout the 164+ acres. Constraints: Prioritize area where the current land is most degraded. Include educational component.

Strongly agree: 14 Somewhat agree: 1 Neutral / don't know: 0 Disagree: 4

Minor Elements

- Lighting impacts should be minimal at structures in evening to adhere to dark skies principles and OSHA standards. (100% support)

Strongly agree: 13 Somewhat agree: 6 Neutral / don't know: 0 Disagree: 0
- Local indigenous leaders should be consulted regarding the use and preservation of the twin Cottonwood trees on the site (100% support)
 - More detail: The frisbee golf 18th hole would need to be relocated

Strongly agree: 14 Somewhat agree: 5 Neutral / don't know: 0 Disagree: 0
- Include dog waste stations with bags / waste cans throughout the cite. (89% support)
 - More detail: Throughout Hughes have dog waste stations with bags / waste cans.

Strongly agree: 11 Somewhat agree: 6 Neutral / don't know: 1 Disagree: 0
- Multi-use trails (89% support)
 - More detail: Can accommodate natural use features and incorporates multi-modal activities.

Strongly agree: 10 Somewhat agree: 7 Neutral / don't know: 2 Disagree: 0
- Expanded transit to Hughes area (84% support)

Strongly agree: 5 Somewhat agree: 11 Neutral / don't know: 0 Disagree: 0
- Bus service (79% support)

Strongly agree: 4 Somewhat agree: 11 Neutral / don't know: 0 Disagree: 0

- Accessibility (79% support)

Strongly agree: 9

Somewhat agree: 6

Neutral / don't know: 0

Disagree: 0

- Trails connecting to the Maxwell + Pineridge natural areas (79% support)

Strongly agree: 12

Somewhat agree: 3

Neutral / don't know: 2

Disagree: 0

Part 2: Proposed Recommendations (Did Not Reach Supermajority)

Major Uses

- Conservation/cultural/educational center (74% support)

- More detail: Being aware of impacts on neighborhood, minimal nighttime lighting. Will be a permanent structure that will take into account height/lighting/fitting into surrounding aesthetics. Includes features for restorative natural habitats.

Strongly agree: 14

Somewhat agree: 0

Neutral / don't know: 0

Disagree: 5

- Bike park (portion of the property) (47% support)

- More detail: Take advantage of the natural topography when possible. Daylight use only.

Strongly agree: 8

Somewhat agree: 1

Neutral / don't know: 9

Disagree: 1

- No permanent buildings (26% support)

- More detail: Restrooms and shade structures are exempt

Strongly agree: 4

Somewhat agree: 1

Neutral / don't know: 2

Disagree: 12

- Single-use natural area. (16% support)

- More detail: Restore site as deemed by the Natural Areas Department. Includes features for restorative natural habitats.

Strongly agree: 1

Somewhat agree: 2

Neutral / don't know: 0

Disagree: 16

Minor Elements

- Consider keeping or moving the sledding and disc golf features. (42% support)

Strongly agree: 6

Somewhat agree: 2

Neutral / don't know: 10

Disagree: 1

Presenter Schedule

Saturday, April 12 | 12:50 - 2:15pm

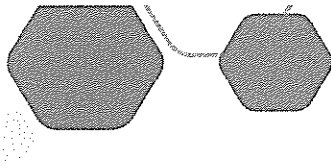
- **Carin Avila**, Rocky Mountain Raptor Center
- **Tammy VerCauteren**, Bird Conservancy of the Rockies
- **Ron Hall**, First People's Conservancy Center
- **Chris McCullough**, Fort Collins Running Club

Sunday, April 13 | 10:35 - 11:35am

- **Becca Windell**, Warner College of Natural Resources, Colorado State University
- **Ross Cunniff**, Preserve Fort Collins

Sunday, April 13 | 12:45 - 2:10am

- **Kenny Beardon & Kevin Krause**, Overland Mountain Bike Association
- **Stephanie Watson Lewis**, BIPOC Alliance
- **Eliza Lopez, Kathryn Dubiel, Melissa Rosas**, PATHs



May 3 Working Group Panelists

City of Fort Collins

- **Dean Killinger**, *Community Services Director*, City of Fort Collins
- **Katie Donahue**, *Director, Natural Areas*, City of Fort Collins
- **Sylvia Tatman-Burruss**, *Sr. Policy and Project Manager*, City of Fort Collins
- **Rupa Venkatesh**, *Assistant City Manager*, City of Fort Collins

Ecology & Wildlife

- **Becca Windell**, *Biologist, PhD Student*, Colorado State University
- **Carin Avila**, *Executive Director*, Rocky Mountain Raptor Program
- **David Anderson**, *Director and Chief Scientist*, Colorado Natural Heritage Program
- **Tammy VanCauteren**, *Executive Director*, Bird Conservancy of the Rockies

Indigenous Community

- **Christinia Eala**, *Director*, TiyoSpaye Winyan Maka
- **Crystal Bearing**, *Northern Arapaho Tribe*, Trillium Family Foundation
- **Ron Hall**, *President*, First People's Community Center

Multi-Use & Planning

- **Andre Dunn**, *Intern Extraordinaire*, TiyoSpaye Winyan Maka
- **Angela Milewski**, *President*, BHA Design
- **Kenny Beardon**, *Executive Director*, Overland Mountain Bike Association
- **Taylor Calmus (Dude Dad)**, *Community Member*, Overland Mountain Bike Association
- **Randy Shortridge**, *Architect/Urban Designer*, laulworkshop

Civic Assembly Recommendations

**Addressing Council Priority
to develop a Hughes Site
Master Plan**



01

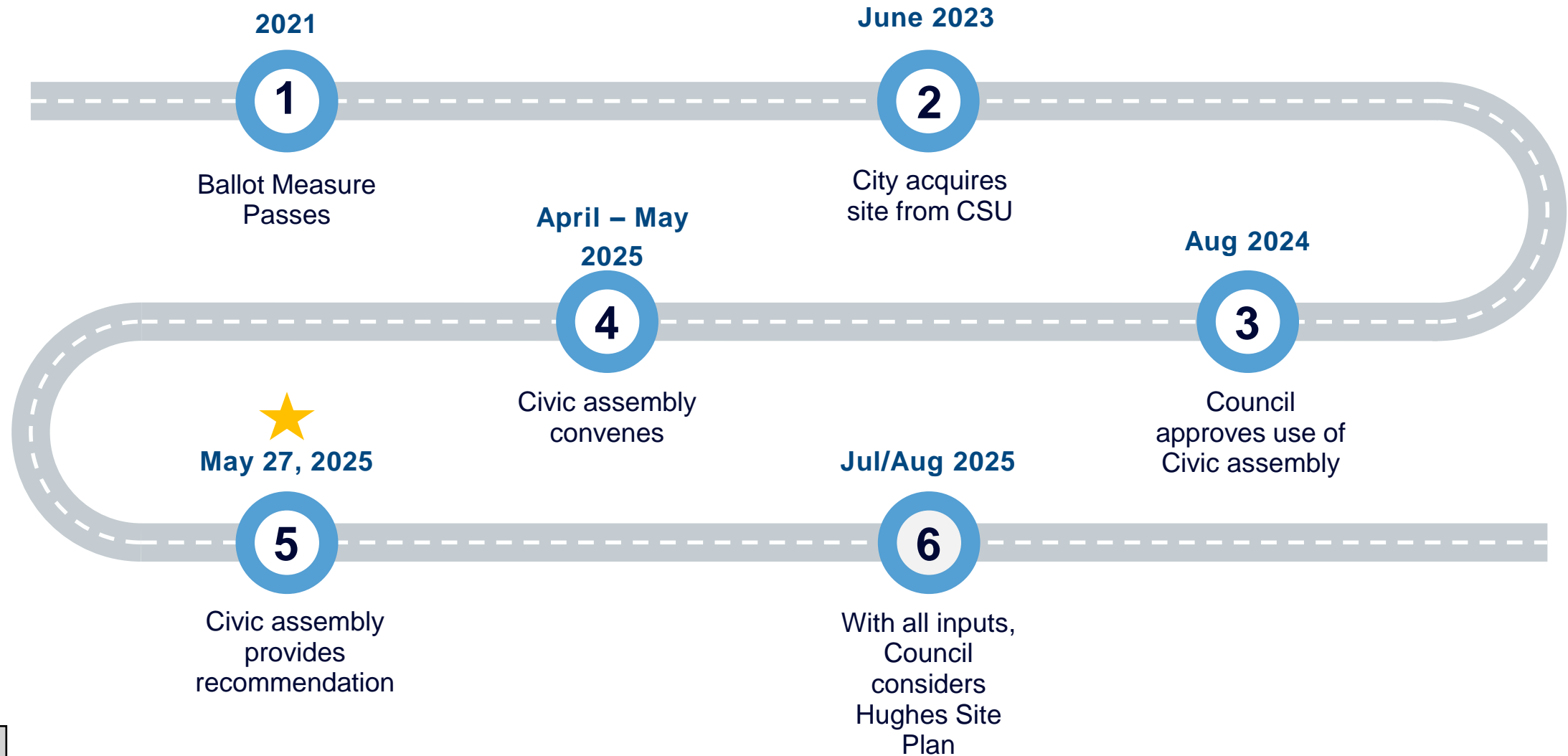
What questions do Councilmembers have regarding the Civic Assembly process?

02

What questions do Councilmembers have for the Civic Assembly delegates?

03

Do Councilmembers have thoughts on next steps as it relates to the Council priority to develop a Hughes Site Master Plan?





“Informed by the diverse needs of our community, what use of the Hughes site will contribute most effectively to Fort Collins’ long-term vitality and meet the requirements outlined in the 2021 ballot measure?”

o Weekend Process





- 15,000 randomly selected households received invitations.
- Assembly mirrors city's demographics based on 2023 census.
- Some protected classes excluded from selection criteria (legal)

Council District	% of FC pop.	% of all responses	% of CA (# of ppl)
1	16.7	19.4	15 (3)
2	16.7	13.3	15 (3)
3	16.7	10.3	5 (1)
4	16.7	20.9	15 (3)
5	16.7	18.6	25 (5)
6	16.7	17.5	25 (5)

Microcosm of Fort Collins community: Assembly Demographics



Age Range	% of FC pop.	% of all responses	% of Civic Assembly (# of ppl)
16-24	28.2	6.1	25 (5)
25-34	20.8	19.8	20 (4)
35-44	14.8	21.7	20 (4)
45-54	11	18.6	15 (3)
55-64	11	14.8	5 (1)
65-74	8.6	11.8	5 (1)
74+	5.7	7.2	10 (2)

Housing Status	% of FC pop.	% of all responses	% of CA (# of ppl)
Own	57.7	65.4	55 (11)
Rent	42.7	33.8	40 (8)
Unhoused	0.2	0.8	1 (5)

Microcosm of Fort Collins community: Assembly Demographics



Educational Attainment	% of FC pop	% of all responses	% of CA (# of ppl)
Some schooling; no diploma	5.2	2.3	10 (2)
High school diploma or equivalent	15.7	2.7	10 (2)
Some college or Associate's degree	31.9	14.1	25 (5)
Bachelor's degree or higher	47.2	81.0	55 (11)

Household Income (per yr)	% of FC pop	% of all responses	% of CA (# of ppl)
<\$25k	9.5	7.2	15 (3)
\$25k-\$49,999	12.8	12.5	10 (2)
\$50k-\$99,999	25.8	26.2	25 (5)
\$100k-\$199,999	32.9	39.9	35 (7)
>\$200k	19.0	14.1	15 (3)



- Diversity of opinions, experience
- Ability to disagree and deliberate respectfully
- Genuine curiosity and learning from panels, presentations, and one another
- Appreciation for recommending and not deciding
- Understood weight of considering Fort Collins residents as a whole, not individual desires

Super Majority Outcomes Included:

- Property should be utilized for multiple uses
- Indigenous consultation, support, and opportunities should be included
- Natural habitats should be restored throughout use development as possible
- Outdoor education and interpretation should be included
- Community gathering space(s)
- Minimize light pollution
- Include trail connections to Maxwell and Pineridge



Item 1. Why Multi-Use?



- Meets 2021 ballot language
- Site is so large, single-use would not benefit the community as a whole
- Site will need help to re-habilitate; multi-use spreads cost and responsibility
- Serves the greatest number of people
- Win/Win for community and Natural Areas/connections
- Numerous groups willing to collaborate for an integrated property (indigenous, education, natural rehabilitation, bike use, disc golf, sledding)

- Democratic process
- Everyone came with good intentions and faith in the process
- Hard to hear some of the community chatter making assumptions about assembly members & process
- Honored and humbled to be part of process
- Learned so much



01

What questions do Councilmembers have regarding the Civic Assembly process?

02

What questions do Councilmembers have for the Civic Assembly delegates?

03

Do Councilmembers have thoughts on next steps as it relates to the Council priority to develop a Hughes Site Master Plan?

File Attachments for Item:

2. Community Capital Improvement Tax Renewal

The purpose of this item is to provide an update on the development of a proposed package of projects for the capital tax renewal and work towards a final Council recommendation for a ballot referral.

May 19, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Ginny Sawyer, Policy & Project Manager
Joe Wimmer, Director, Utilities Finance

SUBJECT FOR DISCUSSION

Community Capital Improvement Tax Renewal

EXECUTIVE SUMMARY

The purpose of this item is to provide an update on the development of a proposed package of projects for the capital tax renewal and work towards a final Council recommendation for a ballot referral.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions do Councilmembers have regarding current proposed projects and package?
2. What additional information or changes do Councilmembers need prior to bringing forward ballot language?

BACKGROUND / DISCUSSION

The current Community Capital Improvement Program (CCIP) tax will expire on December 31, 2025. Staff have been working with Council and the community to create a package to offer voters as a renewal in November 2025 for a tax that would run from January 1, 2026, to December 31, 2035.

Key attributes of this renewal include the long history of utilizing this tax for community good, a renewal does not increase taxes, and this tax and other dedicated taxes are not applied to grocery purchases.

The proposed package differs from previous packages to reflect current economic uncertainties. The package aims to create a balance between flexibility to best leverage dollars and opportunities and offering residents certainty of how dollars will be utilized.

Staff were last at Council Finance Committee in March 2025 and presented to the full Council in November 2024. Future Council touchpoints include:

- July 8, 2025 Work Session
- July 15 or August 19, 2025 ballot referral (to be scheduled)

PROPOSED PACKAGE

Since mid-2024, staff has been creating, culling, and refining a potential project list. Projects are generated through existing masterplans, known items of community interest, and consideration of Council priorities. Project consideration and rationale have included:

- Looking at historical funding and ability to leverage dollars. This is especially true in the transportation area as dedicated revenue helps create local match dollars for grant programs.
- Looking at current unpredictability in inflation and grant availability, efforts have been made to balance a level of flexibility and a degree of certainty for project outcomes. Examples of this include combining some of the fund buckets around outcomes (i.e. Bicycle Infrastructure and Overpass/Underpass Program) to allow for opportunity-based project selection.
- Looking for opportunities to respond to community feedback for both amenities and improvements. Examples here include pickleball courts, trail development, and investments at Lee Martinez Farm.
- Looking to advance Council priorities and community values including affordable housing, climate goals, and environmental enhancements.

The original project list at requested funding amounts was approximately \$160M. Tax revenue from 2026-2035 is estimated at \$110M. Staff have worked with project teams and utilized community feedback to scale and refine projects to fit within estimated revenue, including anticipated inflation.

PROJECT RATIONALE AND DETAILS

Ongoing Capital Programs-Transportation/Engineering

The Transportation/Engineering portion of this package is less than the previous package, however, an effort has been made to add flexibility and maintain sufficient dollars to support needed improvements.

Arterial Intersections & Streetscapes- \$12M

This is a combination of two on-going programs: arterial improvements and streetscape projects. These have been combined to allow greater flexibility in project selection. Projects are rated through the Transportation Capital Improvement Plan and influenced by development and leveraging opportunities. The Downtown Development Authority has indicated they may be interested in contributing \$1M to the Willow Street project depending on the timing.

Bicycle Infrastructure & Overpass/Underpass Program \$11M

This is the combination of two previous package programs: Infrastructure and over/underpass. These have also been combined to enhance flexibility and leveraging opportunities. This funding bucket supports the Active Modes Plan, Vision Zero, and 15-minute city goals.

Pedestrian Sidewalk Program \$14M

This is a continued program that supports implementing and completing ADA compliant sidewalk network throughout the city.

Transit Bus Stop Upgrades and Bus Replacement \$3M

This is a continued program supporting transit infrastructure and bus replacement. These dollars have traditionally been heavily leveraged.

Strategic Trails Implementation \$2.5M

This is a new program to the capital tax. Following the completion of the Strategic Trails Masterplan, adding dollars to implement will help leverage the more traditional funding streams such as Conservation Trust dollars.

Housing - Affordable Housing Fund \$10M

The previous package was the first time dollars have been allocated to housing. The success and utilization of those dollars along with the on-going housing priority supports the reflection of more than doubling these amounts in the proposed package. Staff continue to explore ways to make these dollars revolving and sustainable to support housing beyond the life of the tax.

Original thoughts included bonding against the tax which would generate \$7.5M upfront. Further discussions are considering all cash options which up the investment to the full \$10M. Staff continue to work with housing partners and staff to understand the opportunities and to balance the tradeoffs, including potential delay to other projects if large dollar amounts go to housing in the first year of collection.

Parks & Recreation

Recreation Replacement of Mulberry Pool \$10M

These project dollars represent a significant placeholder/contribution to a future facility. Mulberry Pool is near end-of-life and while these dollars won't cover a replacement they will facilitate leveraging and advancement of a future facility.

Outdoor Pickleball Complex/Courts \$4M

There is a high demand for additional pickleball courts in the community. Based on outreach and a feasibility study, these dollars will help create an outdoor 12-court complex for the public. Additional court creation could occur through fundraising efforts.

Dog Parks \$0M

Additional dog parks were added during initial package creation based on recommendations in the Recreation masterplan. Following outreach and Council input these are no longer included in the recommended package.

Community Bike Park \$5M

These dollars are intended to support the recent feasibility study and could be used for land acquisition and/or design and build of a community bike park.

Lee Martinez Farm Renovation and Facility Expansion \$1M

These dollars will support enhancements at the Farm including ADA accessibility and the addition of a pavilion/shelter.

Downtown Parks Shop \$7.9M

A new parks shop will support two park district maintenance teams in safe and efficient proximity to maintenance areas. The relocation of the current shop will also facilitate the future Civic Center masterplan.

Cultural Amenities

Downtown Trolley Building \$6.8M

The historic downtown trolley building is an under-utilized public amenity. Stabilizing the building through the use of these dollars will help advance a public process and ultimate partnership to activate the building for public good.

Children's Garden and Event Infrastructure Upgrades \$1.3M

The Children's Garden was the original garden and was created more than 20 years ago. Updating and enhancing this garden will enhance the learning and interactive opportunities while also addressing maintenance issues. Additional garden enhancements could also be achieved through Friends of the Garden fundraising efforts.

Nature and Environment

River/Accessibility Projects \$8M

These project dollars can leverage planned work and funding from stormwater, parks, and natural areas. The area north of river will likely see development in the coming years and enhancing the access from north to south for both recreation, nature experience, and transportation will benefit residents of the area and provide an opportunity for river enhancement and protection in the area. Focus in the area will also be informed by any potential mitigation efforts from the Northern project.

Timberline Recycling Center Improvements \$1M – *reduced due to grant funding*

This project has been reduced due to grant funding being secured. Upgrades will include the installation of a fire hydrant and a restroom along with accessibility and safety improvements.

Construction Waste Diversion Equipment Replacement \$2.2M

The City has been able to recycle/reuse significant amounts of concrete, asphalt, soil, and tree material at the Hoffman Mill Crushing Facility. This work requires specialized heavy equipment that is in need of replacement. These dollars will allow for that needed replacement.

Nature in the City (NIC) \$3M

This is a continuing fund that supports projects that create native and naturalized landscapes throughout the community.

PUBLIC OUTREACH

Since January, staff have been engaging both resident groups and Boards and Commissions. This includes a presence at State of the City, Rotary clubs, Leadership Fort Collins, Fort Collins Chamber groups, Friends of the Gardens, CityWorks 101, and the following Boards/Commissions:

- Affordable Housing Board
- Youth Advisory Board
- Natural Resources Advisory Board
- Land Conservation & Stewardship Board
- Parks & Recreation Board

- Transportation Board
- Disability Advisory Board (scheduled June 16)
- Economic Advisory Board
- Senior Advisory Board
- Downtown Development Authority
- Human Relations Commission

Many of these groups were offered a basic survey (or directed to the website) to select the top three projects they felt added the most and the least community benefit.

The top 3 selections for **most** community benefit were: Affordable Housing, Bike Infrastructure and Pickleball.

The top 3 selections for **least** community benefit were: Bike Park, Dog Parks, and Pickleball.

NEXT STEPS

Staff are scheduled to come back to the full Council at the July 8, 2025 work session if needed. Ballot referral should happen on either July 15 (preferred) or August 19, 2025.

ATTACHMENTS

1. Proposed Package Ten-Year Summary
2. Presentation

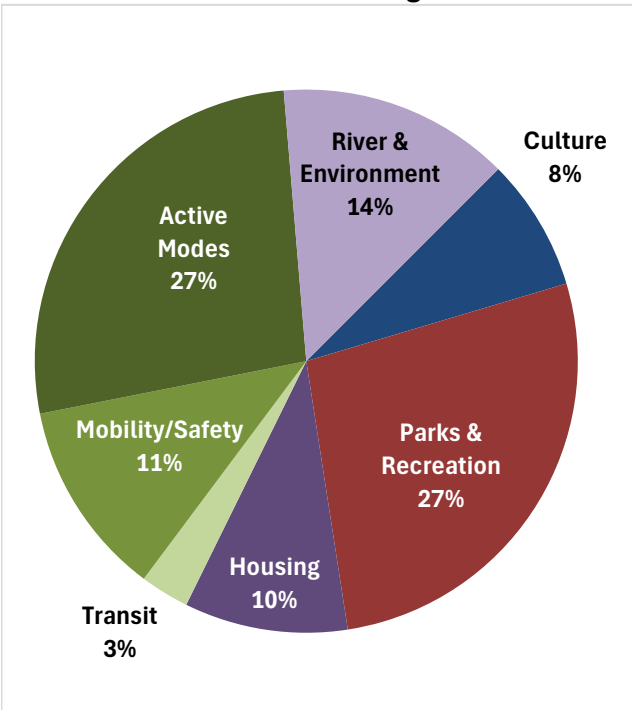
2026-2035 QUARTER CENT CAPITAL TAX RENEWAL Draft Project Package

May 2025 Draft Proposal - Council Work Session

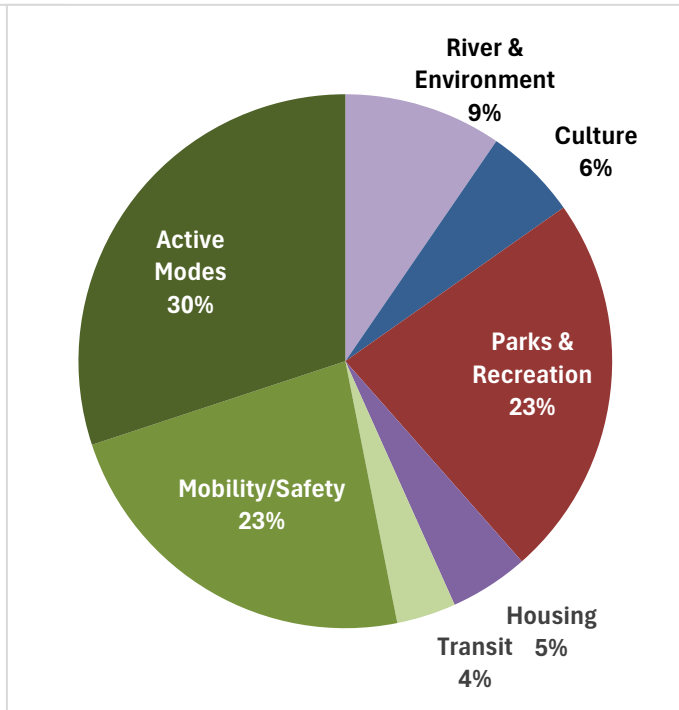
Package Objectives

- Mitigate level of service impacts for established capital programs
- Advance strategic plans and Council priorities
- Prioritize projects with optimal funding strategies and funding source leveraging
- Develop a compelling project package informed by community input

2026-2035 Draft Package



2016-2025 CCIP



Commitment to infrastructure level of service

This project package maintains the level of funding for many ongoing programs established in the previous 10-year Community Capital Improvement Program sales tax. The category splits also closely align with the previous cycle having approximately half of total funding towards transportation-related projects, continuing investment in Poudre River projects and recreational facilities.

Council priority advancement through capital projects

- Operationalize City resources to build and preserve affordable housing
- Advance a 15-minute city by accelerating our shift to active modes
- Accelerate zero waste infrastructure and policies
- Reduce climate pollution and air pollution through best practices, emphasizing electrification

Projects advancing Council Priorities are emphasized with a package that strongly supports the City's 15-minute city infrastructure with bicycle, pedestrian, and intersection improvements. Affordable housing capital fund is proposed to increase from \$4M (2016-2025) to \$10M (2026-2035). Projects at Hoffman Mill Crushing Facility and Timberline Recycling Facility are aligned with zero-waste and climate pollution goals.

Project strategic financing

Capital tax funds have historically been highly leveraged as local match dollars for state and federal project funding. The transportation, active modes, and transit programs are recommended for funding to continue this leveraging effect. Other projects included in the package may have local partners involved in the early project development, and/or have likelihood for strong philanthropic partnerships

Project funding source leveraging estimates:

- Arterial Intersection & Streetscape Program - 2:1
- Bicycle Infrastructure & Overpass/Underpass - 2:1
- Pedestrian Sidewalk Program - 1:1
- Transfort Bus Replacement & Bus Stops - 4:1

2026-2035 QUARTER CENT CAPITAL TAX RENEWAL
Draft Project Package - May 2025 Council Work Session

		Dept. Requested	Scaling	Proposed	Inflationary Adj. Plus O&M	
Project Name		10-yr total (2024 \$)	Percentage	10-yr total (2024 \$)	10-yr total	Notes
Transportation	Arterial Intersection Improvement & Streetscapes Program	\$ 16,000	75%	12,000	13,540	Last package \$6M arterials and \$7M streetscapes Linden/Willow
	Bicycle Infrastructure & Overpass/Underpass Program	\$ 20,000	55%	11,000	13,824	Last package \$11M
	Pedestrian Sidewalk Program	\$ 16,000	88%	14,000	17,594	Last package \$14M
	Recreational Paved Trails	\$ 10,000	25%	2,500	3,124	1/4 mile/year. Anticipated high community appeal
Housing	Transfort Bus Replacement & Stop Enhancements	\$ 6,000	50%	3,000	3,531	Last package \$3M
	Affordable Housing Capital Fund	\$ 10,000	100%	10,000	10,000	Last package \$4M. Recommended \$10M for RLF establishment
	Community Bike Park	\$ 5,000	100%	5,000	6,361	Feasibility study in progress
Parks & Rec	Downtown Park Shop	\$ 7,900	100%	7,900	9,787	\$7.9M minimum viable funding amount
	Lee Martinez Farm Renovation & Expansion	\$ 1,000	100%	1,000	1,307	Shelter/pavilion & ADA improvements
	Mulberry Pool Recreational Replacement	\$ 10,000	100%	10,000	12,489	Capital tax share only - minimum contribution to future facility
Culture	Pickleball Outdoor Complex & Courts	\$ 4,000	100%	4,000	4,000	Additional courts and potential philanthropic contribution
	Gardens on Spring Creek - Garden & Infrastructure	\$ 5,200	25%	1,300	1,699	Partial funding for garden or infrastructure improvements
	Historic Trolley Building Renovation	\$ 6,800	100%	6,800	10,714	Two-phase approach for renovation & repurposing
Nature & River	Construction Waste Diversion Equipment	\$ 2,200	100%	2,200	2,489	5/5 requested equipment replaced
	Poudre River North - Access, Parks, and Trails	\$ 8,000	100%	8,000	11,680	Capital tax share only, stormwater, natural areas not included
	Nature in the City	\$ 3,000	100%	3,000	3,522	Last package \$3M. Program scalable to \$1.5M
	Timberline Recycling Center Improvements	\$ 1,000	100%	1,000	1,708	Recent scope change - awarded grant funding
Total				\$ 102,700	\$ 127,369	\$127,500 forecasted 2026-2035 total revenue
Unfunded Projects						
	Dog Parks	\$ 2,500	100%	2,450	3,577	\$2.5M two dog parks
	Public Transit Major Capital	\$ 16,000	100%	16,000	23,360	Multiple potential uses
Total				\$ 18,450.00	\$ 26,936.44	

Quarter Cent Capital Tax - Project Summary

Project Title: **Arterial Intersection Improvement & Streetscape Program**

Previous Capital Tax Funding: **\$13,008,000**

New Capital Tax Funding: **\$12,000,000**

Arterial Intersections **\$6,000,000**

Streetscapes **\$7,008,000**

Department: **Engineering**

Project Location: **City-wide**

Strategic Outcome: **Transportation & Mobility**

Type: **Repair/Replace**

Strategic Objective: T&M 1 - Make significant progress toward the Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

Project Description:

This project will provide an annual fund for improvements to arterial intersections with safety improvements for all travel modes. This funding has allowed City staff to provide needed design, local match for grants, and construction funding, for previous major arterial intersection improvements. This program will be focused on implementing the transportation infrastructure required to support our Vision Zero action plan, as the arterial intersection improvements are located on our High Injury Network. From our 10-year Transportation Capital Improvement Program (TCIP), notable planned projects include:

- Shields and Prospect Intersection Improvements
- Shields and Horsetooth Intersection Improvements
- Drake and Lemay Intersection Improvements
- College and Drake Intersection Improvements
- Shields Corridor, Taft Hill Corridor, and N. Timberline Corridor

The program is proposed to expand to encompass streetscape improvement projects for 2026-2035. Previous streetscape projects funded by the capital tax include Linden Street Renovation (2021) and Willow Street Renovation (2019). Due to the 10-year project timeline and uncertain project viability for potential upcoming streetscape projects, individual projects are not proposed for standalone project scheduling in the tax package. Streetscape projects will create better urban design corridors, expanding the feel of Old Town as accomplished by the previous streetscape renovations. This program is planned to contribute to one or more of the following identified streetscape projects.

- Willow Street (Linden to Lincoln)
- Jefferson Street (College to Linden)
- Jefferson Street (Linden to Mountain)
- Midtown Streetscape - College (Drake to Boardwalk)

Financial Narrative, Scalability, and Timing:

Capital tax funding has historically been leveraged for local match of state and federal capital project grants. Project are typically funded by a mixture of funding sources comprised of dedicated capital tax funds, General Fund Reserves, TCEF, additional state and local matching funds. Consistent year-to-year funding amounts is preferred to assist PDT in planning for project planning and grant matching.

Full streetscape renovation projects are estimated at \$5.0 - \$7.5M. The proposed funding amount anticipates \$6.0M of the program would be contributed to streetscape projects over the ten years of the tax.

Project Funding Source	10 year total
Capital Sales Tax	\$12,000,000
Funding Leveraging	
State & Federal	\$24,000,000

Source of Estimate: **City Engineering**

Quarter Cent Capital Tax - Project Summary

Project Title: **Bicycle Infrastructure & Overpass/Underpass Program**

Previous Capital Tax Funding: **\$11,000,000**

New Capital Tax Funding: **\$11,000,000**

Bicycle Infrastructure **\$5,000,000**

Overpass/Underpass **\$6,000,000**

Department: **Engineering**

Project Location: **City-wide**

Strategic Outcome: **Transportation & Mobility**

Type: **New and Repair/Replace**

Strategic Objective: T&M 1 - Make significant progress toward the Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins

Project Description:

This project will provide an annual fund to construct bicycle infrastructure as recommended in the Active Modes Plan (AMP). This includes linear facility improvements such as buffered and separated bike lanes as well as spot treatments or crossing improvements such as bike/ped signals and protected intersections. Projects have been prioritized using the outcomes-based evaluation measures of network connectivity, access to transit, safety and comfort, and health and equity, with an emphasis on Safe Routes to Schools. This fund will combine the previous CCIP Bicycle Infrastructure Improvements and CCIP Bike/Ped Grade Separated Crossing Funds. Therefore, this fund will also fund pedestrian underpass projects that align with the AMP and the Strategic Trails Master Plan, as well as aligns with our Vision Zero action plan.

Notable Active Modes Plan future projects include:

- Shields St. separated bike lanes (Mulberry St. to Hilldale Dr.)
- Taft Hill Rd. separated bike lanes (Laporte Ave. to Horsetooth Rd.)
- Lake St. separated bike lanes (Shields St. to Mason Trail)
- Willox Ln. sidepath (College Ave. to Shields St.)
- Boardwalk Dr. buffered bike lanes (JFK Pkwy to Harmony Rd)
- Putnam Elem bike/ped crossing improvement (Laporte/Roosevelt)
- Olander Elem bike/ped crossing improvements (Horsetooth/Arizona and Horsetooth/Platte)
- Johnson Elem/Webber Middle bike/ped crossing improvements (Taft Hill/Imperial and Taft Hill/Brixton)
- Tavelli Elem bike/ped crossing improvements (Lemay/Wilcox)
- Irish Elem bike/ped crossing improvements (Vine/Irish)
- Leshner Middle/PSD Global bike/ped crossing improvements (Prospect/Stover)
- Fort Collins HS bike/ped crossing improvements (Horsetooth/Kingsley)

Notable grade separated crossings from Strategic Trails Plan include:

- Power Trail connection to Caribou Drive
- Power Trail connection to Nancy Gray Drive
- Linden Street and Poudre River Trail

Financial Narrative, Scalability, and Timing:

Capital tax funding has historically been leveraged for local match of state and federal capital project grants. Project are typically funded by a mixture of funding sources comprised of dedicated capital tax funds, General Fund Reserves, TCEF, additional state and local matching funds. Consistent year-to-year funding amounts is preferred to assist PDT in planning for project planning and grant matching.

Project Funding Source	10 year total
Capital Sales Tax	\$11,000,000
Funding Leveraging	
State & Federal	\$22,000,000

Source of Estimate: **City Engineering, FC Moves**

Quarter Cent Capital Tax - Project Summary

Project Title: **Pedestrian Sidewalk Program**

Previous Capital Tax Funding: **\$14,000,000**

New Capital Tax Funding: **\$14,000,000**

Department:	Engineering	Project Location:	City-wide
Strategic Outcome:	Transportation & Mobility	Type:	New and Repair/Replace
Strategic Objective:	T&M 1 - Make significant progress toward the Vision Zero goal to have no serious injury or fatal crashes for people walking, biking, rolling or driving in Fort Collins		

Project Description:

This project will provide an annual fund for construction of missing and ADA deficient sidewalks to complete the build out of the City network as well as pedestrian crossing improvements recommended in the Active Modes Plan. This funding provides approximately 1.5 to 2 miles of new sidewalk per year. This includes new sidewalk and combined bike/pedestrian path segments in areas of the City where sidewalks and/or bike lanes do not exist currently, or replacement is needed due to not meeting ADA width requirements. Priority is given to areas near schools to advance the Safe Routes to School Program, as well as along arterial roads. This program aligns with and helps execute our Active Modes Plan, as well as our Vision Zero action plan, and can provide local match for grants in support of AMP focused capital projects as needed.

Notable previous improvements accomplished by the program were along arterial corridors such as Prospect Rd, Drake Rd, Harmony Rd, and Kechter Rd. The program built approximately 20 miles of new sidewalk in the last 10 year period.

The next ten years will provide sidewalk connections along our arterial road network in areas of the City where we are continuing to final buildout, such as Kechter Road, Trilby Road, Mountain Vista Dr, Vine Dr, and continuing needed work along Prospect and Drake. The total miles of sidewalks needed for existing network build out is approximately 50 miles, and the next ten years will provide 20 miles of new sidewalk, which forecasts total buildout at year 2050.

Financial Narrative, Scalability, and Timing:

Capital tax funding has historically been leveraged for local match of state and federal capital project grants. Project are typically funded by a mixture of funding sources comprised of dedicated capital tax funds, General Fund Reserves, TCEF, additional state and local matching funds. Consistent year-to-year funding amounts is preferred to assist PDT in planning for project planning and grant matching.

Project Funding Source	10 year total
Capital Sales Tax	\$14,000,000
Funding Leveraging	
State & Federal	\$14,000,000

Source of Estimate: **City Engineering**

Quarter Cent Capital Tax - Project Summary

Project Title: **Recreational Paved Trails - Strategic Trails Plan Implementation**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$2,500,000**

Department:	Parks	Project Location:	City-wide
Strategic Outcome:	Culture & Recreation	Type:	New
Strategic Objective:	C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues		

Project Description:

Trails are the highest rated Community Services amenity (93%) in the 2024 City of Fort Collins Community Survey (Figure 19: Ratings of Parks, Recreational, and Cultural Programs and Facilities Compared by Year). The Park Planning & Development team is updating the City's Strategic Trails Plan (STP) which will provide a framework for the future planning, design, maintenance, and preservation of the recreational paved trail system. The Strategic Trail Plan is currently in phase III of public outreach and will be completed in mid-2025.

Paved trails cost approximately \$1 million per linear mile to build. Additional annual funding for STP implementation will support the current Conservation Trust Funds and expedite delivery of this valued amenity as developed by the plan. Planning efforts are underway through the 2025-26 budget for the northeast and western Fort Collins, where proposed trails are poised to connect a rapidly developing area with limited walking and biking infrastructure. Funding would expedite trail development in these focus areas if opportunities are available.

Financial Narrative, Scalability, and Timing:

Additional funds will expedite trail delivery, as currently funded by Conservation Trust Fund revenue. Consistent year-to-year funding amounts are preferred to assist in planning for project planning and grant matching.

Additional trail miles will impact ongoing operating costs with operating & maintenance (O&M) funding requested from the capital tax at \$10k per year.

Project Funding Source	10 year total
Capital Sales Tax	\$2,500,000
Conservation Trust Fund	\$20,000,000

Source of Estimate: **2024 Strategic Trails Plan**

Quarter Cent Capital Tax - Project Summary

Project Title: **Transfort Bus Replacement & Stop Enhancements**

Previous Capital Tax Funding: **\$3,000,000**
 Bus Replacement **\$2,000,000**
 Bus Stop Improvements **\$1,000,000**

New Capital Tax Funding: **\$3,000,000**

Department: **Transfort** Project Location: **City-wide**
 Strategic Outcome: **Transportation & Mobility** Type: **New and Repair/Replace**
 Strategic Objective: T&M 2 - Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving

Project Description:

Transfort maintains and improves 418 bus stops throughout Transfort's service area, of those, approximately 150 bus stops will need replacement and updated amenities over the next 10 years. Transfort operates 53 buses in service, and will have at least 30 buses, including eight articulated MAX buses, reach the end of useful life in the next 10 years. The previous 10-year CCIP tax funding of \$3M provided for Transfort's local match leveraging of \$12M in federal funds. These funds purchased 14 bus replacements and will complete ADA improvements at 240 bus stops. Funding also went toward the purchase of needed amenities including 25 shelters, and approximately 90 benches and trash cans.

The next 10 years of capital sales tax funding will assist Transfort in replacing buses on a regular schedule to meet a goal of 0% of vehicles are past Transfort's useful life benchmark. To align with Our Climate Future, Transfort has adopted a goal to purchase Zero Emission Vehicles for all future bus replacements. A portion of funds may also be used toward the procurement of smaller or alternative vehicles, as a result of the ongoing 2024 Optimization & Microtransit Planning study. Capital sales tax funding will also be used to purchase additional enhancement amenities for bus stops, continuing to add needed shelters to stops, and to maintain Transfort's existing bus stops in a state of good repair for future riders.

Financial Narrative, Scalability, and Timing:

Historically, Transfort has utilized all of its capital tax bus replacement funding to leverage federal grant dollars at a typical match rate of 80% federal / 20% local dollars to purchase vehicles and complete bus stop upgrades. Having guaranteed and consistent funding available assists Transfort in submitting strong federal and state grant applications that are more likely to be considered and awarded for funding.

Project Funding Source	10 year total
Capital Sales Tax	\$3,000,000
Funding Leveraging	
State & Federal	\$12,000,000

Source of Estimate: **Transfort**

Quarter Cent Capital Tax - Project Summary

Project Title: **Affordable Housing Capital Fund**

Previous Capital Tax Funding: **\$4,000,000**

New Capital Tax Funding: **\$10,000,000**

Department: **Social Sustainability**

Project Location: **City-wide**

Strategic Outcome: **Neighborhood & Community Vitality**

Type: **Fund/Program**

Strategic Objective: NCV 1 - Increase housing supply, type, choice, and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford

Project Description:

The Affordable Housing Capital Fund is intended to provide a flexible source of funding for development or rehabilitation of one or more public or private housing projects. The Affordable Housing Capital Fund is intended to provide additional funding that will either address a critical funding gap or accelerate a project's construction timeline. While timing and use of the Housing Fund is intentionally flexible, funds will be used in one of three ways for qualifying projects:

- Low-interest revolving loans
- Fee credits
- Direct subsidy

These funds may not fund day-to-day operational costs, rent payments, or other non-capital costs.

The Housing Strategic Plan (2021, pg. 67) also includes several guiding principles that apply to allocation of Housing Fund resources:

- Focus direct investment on the lowest income levels
- Be agile and adaptive
- Expect and label tensions, opportunities, and tradeoffs

Financial Narrative, Scalability, and Timing:

Capital tax funding has historically been used as "first in" or "last in" funding for qualifying projects, representing under 5% of total funding for any previously-funded housing project. Total funds allocated to affordable housing (\$2-3 million/year from all sources) have remained consistent for the last 10+ years, while the cost to build one unit of affordable housing has increased more than 65% over the last 5 years. To date, the Housing Fund has not included any loan activities, though this is being explored as an option to better leverage limited dollars.

There is some administrative cost (staff time) associated with administration and monitoring of Housing Fund activities. If a low-interest revolving loan program is pursued, contracting with an outside agency may be necessary to most efficiently administer the program.

Project Funding Source	10 year total
Capital Sales Tax	\$10,000,000

Source of Estimate: **Social Sustainability/Financial Services**

Quarter Cent Capital Tax - Project Summary

Project Title: **Community Bike Park**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$5,000,000**

Department:	Parks	Project Location:	City-wide
Strategic Outcome:	Culture & Recreation	Type:	New Asset
Strategic Objective:	C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues		

Project Description:

Implement the first phase of a community bike park based on feedback gathered in the Bike Park Feasibility Study. The feasibility study, currently underway, includes an evaluation of potential bike park locations, associated capital and ongoing costs, identification of park amenities and features, and a community engagement process.

Financial Narrative, Scalability, and Timing:

Timing for construction of the bike park is dependent on completion of the bike park feasibility study. \$500k of the project cost is estimated for potential real estate acquisition. Capital tax funds are considered a portion of total funding needed for the project, dependent on location and scale.

Operating and maintenance costs could include the need for an additional Worker 1 position, hourly support, and supplies estimated at \$150,000 per year.

Project Funding Source	10 year total
Capital Sales Tax	\$5,000,000

Source of Estimate: **Park Planning & Development**

Quarter Cent Capital Tax - Project Summary

Project Title: **Downtown Park Shop**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$7,900,000**

Department:	Parks	Project Location:	Old Town (TBD)
Strategic Outcome:	Culture & Recreation	Type:	New Asset
Strategic Objective:	HPG 4 - Incorporate a management strategy for all new and existing City assets that addresses deferred maintenance and accessibility		

Project Description:

The Parks Department has been built on a district model for maintenance activities. The importance of the maintenance shops being located and constructed in close proximity to the areas of responsibility is paramount in the downtown district. The City's approach of getting into the downtown early and disappearing into the landscape leaving behind a well-groomed landscape can only be achieved when the support of a maintenance shop is in close proximity. The current downtown site is located in a refurbished commercial warehouse which is near the end of its useful life. This building is also scheduled to go away with the build-out of the current Civic Center Master Plan. Providing a new facility in the downtown area will house not only the local support staff but also the crews which support the horticultural areas around our facilities, throughout the public areas and trail systems. Two districts will work out of this facility providing efficient operations in a timely manner to the public.

Financial Narrative, Scalability, and Timing:

The cost of this new downtown park shop is based off the recently completed East District Community Park Shop which is a 6,500 SF office/shop located on 3.5 acres which has a yard for equipment and landscaping maintenance. The new facility being operational by the end of 2028 would allow for the advancement of the Civic Center Campus and Master Plan.

Project Funding Source	10 year total
Capital Sales Tax	\$7,900,000
Capital Expansion Fee	-
	\$7,900,000

Source of Estimate: **Park Planning & Development**

Quarter Cent Capital Tax - Project Summary

Project Title: **Lee Martinez Farm Pavilion & Improvements**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$1,000,000**

Department: **Recreation**

Project Location: **Lee Martinez Park**

Strategic Outcome: **Culture & Recreation**

Type: **New and Repair/Replace**

Strategic Objective: C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community

Project Description:

The Farm at Lee Martinez Park was opened to the public in July of 1985. The Farm will be celebrating its 40th anniversary in 2025. As the community has grown, so has the demand for programs at the Farm. This project funds enhancements at the Farm by expanding inclusive outdoor recreation opportunities including a shelter space, ADA upgrades, and additional education features.

Financial Narrative, Scalability, and Timing:

Project has been scaled to the minimum viable amount (\$1.0M) for completion of scope to include shelter/pavilion. Timing of project year is flexible across capital tax timeline.

Project Funding Source	10 year total
Capital Sales Tax	\$1,000,000

Source of Estimate: **Parks Planning & Development, Recreation**

Quarter Cent Capital Tax - Project Summary

Project Title: **Mulberry Pool Recreational Replacement**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$10,000,000**

Department: **Recreation**

Project Location: **TBD**

Strategic Outcome: **Culture & Recreation**

Type: **New and Repair/Replace**

Strategic Objective: C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues

Project Description:

Opened in 1974 after renovating the former Lincoln Jr. High, the 50-year-old aquatic facility is functionally obsolete and should be rebuilt to meet the current and future needs of the Fort Collins community.

A new modern facility would better serve the growing needs of Fort Collins. These funds are intended as a contribution to a new facility as additional revenue, partnerships, and leveraging will also be necessary.

Financial Narrative, Scalability, and Timing:

The recreational replacement facility will require additional funding beyond the \$10,000,000 proposed to be contributed by the capital sales tax. Future scope definition efforts will better refine funding identification and ongoing operations & maintenance cost requirements.

Project Funding Source	10 year total
Capital Sales Tax	\$10,000,000
2050 Tax	-
Other	-
	\$10,000,000

Source of Estimate: **Recreation**

Quarter Cent Capital Tax - Project Summary

Project Title: **Pickleball Outdoor Complex and Courts**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$4,000,000**

Department:	Parks	Project Location:	Fossil Creek Community Park, City-wide
Strategic Outcome:	Culture & Recreation	Type:	New Asset
Strategic Objective:	C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues		

Project Description:

For the third year in a row, pickleball is the fastest-growing sport in America, having grown 51.8% last year and an incredible 223.5% in three years (2024 Topline Participation Report) . Ensuring facilities and programs continue to respond to changing user needs is an action related to the Parks and Recreation Plan goal of providing equitable access to recreational experiences. The Parks and Recreation Plan (p175) calls for thirteen additional pickleball courts by 2040. A pickleball complex feasibility study is underway to determine if a community park site can close the gap in the short-term while waiting for future community parks to be built. Based on the Pickleball Complex Open House and additional community feedback, there is a large amount of support for the pickleball complex at Fossil Creek Community Park. Noise impacts remain one of the highest concerns and Park Planning and Development is in studying the issue with an independent, third-party acoustical engineer to evaluate noise impacts in greater detail. Implementation of the feasibility plan, building a 12-court complex, would cost approximately \$4m. Project funding may also support new and existing pickleball courts at parks city-wide.

Financial Narrative, Scalability, and Timing:

Recreation revenue will be added as the new amenity is programed. The new complex will need ongoing maintenance and utility costs estimated at \$10,000 per year.

Project Funding Source	10 year total
Capital Sales Tax	\$4,000,000

Source of Estimate: **Park Planning & Development**

Quarter Cent Capital Tax - Project Summary

Project Title: **Gardens on Spring Creek (GOSC) - Children's Garden and Infrastructure Upgrades**

Previous Capital Tax Funding: **\$2,385,000**

New Capital Tax Funding: **\$1,300,000**

Department:	Cultural Services	Project Location:	Gardens On Spring Creek - 2145 Centre
Strategic Outcome:	Culture & Recreation	Type:	New and Repair/Replace
Strategic Objective:	C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community		

Project Description:

For twenty years, The Children's Garden at the Gardens has been a beloved destination, offering family-friendly activities and fostering cherished memories for our community. With its wide variety of inviting spaces designed for children to explore, learn, and grow, the garden has become one of GOSC's most popular attractions, serving both daily visitors and as a hands-on classroom for our youth summer camps. However, after two decades of service, the garden is beginning to show signs of wear.

This comprehensive renovation will not only rejuvenate the garden but will also integrate the latest educational practices, ensuring the space remains both relevant and impactful for future generations. We will address critical challenges such as drainage and long-term maintenance, creating a sustainable, high-functioning environment that enhances the garden's longevity and usability.

As part of this project, we're inviting the community to share their ideas and feedback. This will allow us to create a space that truly reflects the diverse cultural values of our residents and reaches a wider audience, strengthening the bond between our garden and our growing community. Additionally, we're focusing on the mental health benefits of nature, with the goal of offering a healing and enriching environment for play that will serve Fort Collins and the surrounding region.

In addition to the garden improvements, significant updates to the event infrastructure will help the Gardens keep pace with the increased attendance following its expansion in 2019. Key updates will include expanded restroom facilities, long-term solutions to parking challenges, reimagined propagation spaces for sustainable plant care, and enhancements to ensure full ADA accessibility, making the Gardens more welcoming and functional for all.

Financial Narrative, Scalability, and Timing:

- Design documents for Children's Garden: \$470k
- Design documents for parking, restroom, and ADA improvements: \$650k
- Children's Garden Construction: \$2.5M to \$3.5M for construction of the new 1.1 acre garden
- Greenhouse space repurposing: \$700k to \$1.15M for addition / remodel of current structure into indoor learning space
- New Greenhouse: \$500k to \$1.0M

The project is positioned as a likely candidate for philanthropic support, and would need other funding sources identified in addition to the capital sales tax to complete the full scope identified.

Project Funding Source	10 year total
Capital Sales Tax	\$1,300,000

Source of Estimate: **Gardens on Spring Creek / Operation Services**

Quarter Cent Capital Tax - Project Summary

Project Title: **Historic Trolley Building Renovation**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$6,800,000**

Department: **Operations Services/Cultural Services**

Project Location: **330 North Howes Street**

Strategic Outcome: **Culture & Recreation**

Type: **Repair/Replace**

Strategic Objective: **C&R 1 - Make City arts, cultural and recreational programming more inclusive to reflect the diversity of our community**

Project Description:

This funding would be utilized to stabilize the historic downtown trolley building. This building currently houses the Museum of Discovery's object artifacts and other miscellaneous storage. Stabilizing the building for future use is a first step towards maintaining and opening the space for greater public use. Funding in this offer includes temporary storage of the artifacts. In 2017, the Downtown Master Plan identified the historic Downtown Trolley Building as high potential for a community-centered use.

Financial Narrative, Scalability, and Timing:

Phase I

\$1.5M - \$2.0M building exterior restoration based on recent building condition assessment. Includes structural repairs, tuck-point masonry, and repairs to roof.

Phase 2

\$3.5 - \$4.8M dependent on future-determined use of building. Includes high-level estimate for all interior construction, utilities, fixtures and finishes.

Funding from the capital sales tax is needed for the relocation of existing museum artifacts, which must occur before the renovation can begin.

Contribution to operating and maintenance costs may also be necessary depending on the final use of the facility.

Project Funding Source 10 year total

Capital Sales Tax **\$6,800,000**

Source of Estimate:

2024 Building Condition Study/Ops Services

Quarter Cent Capital Tax - Project Summary

Project Title: **Construction Waste Diversion Equipment**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$2,204,000**

Department: **Streets Department**

Project Location: **1380 Hoffman Mill Road**

Strategic Outcome: **Environmental Health**

Type: **Repair/Replace**

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

Project Description:

This funding request seeks to proactively address equipment to support the current and future levels of recycling at the Hoffman Mill Crushing Facility, which is a lesser-known City facility that has a significant impact on recycling rates in our community. It would take 3.5x the recycling generated by all households and businesses in Fort Collins to equal the amount of concrete, asphalt and soil recycled at the Hoffman Mill Crushing Facility in 2023!

The Hoffman Mill Crushing Facility is crucial to make progress toward Fort Collins' adopted goal of zero waste by 2030 and the Council Priority to Accelerate Zero Waste Infrastructure and Policies. It is admired by other communities working toward zero waste.

Not only does it recycle a vast amount of material, but the Hoffman Mill Crushing Facility also saves the City money by preventing costly landfilling of these heavy materials. With such a high volume of material being processed at the site, equipment breakdowns can severely impact the amount of material the site can recycle, which is why this project focuses on proactive equipment replacement.

In addition to recycling concrete, asphalt and soil from the municipality and the community, Hoffman Mill also works with the City's Parks and Natural Areas Departments to compost the yard trimmings their work generates. This project facilitates the expansion of the existing composting program, enhancing its scope and capacity.

Financial Narrative, Scalability, and Timing:

The timing of equipment replacement is flexible and scalable with competitive vendor pricing. Current Hoffman Mill operations are supported by fee revenue generated by the sale of outbound materials; The additional capital sales tax funding is needed to support the purchase of large capital replacements. Equipment is listed in order of priority:

1 - Dirt Screener \$220,000 (Composting)

2- Impactor/Crusher \$695,000

3 -D7 Dozer \$648,000

4 - Backhoe \$118,00

5 -200D Excavator \$523,000

Project Funding Source 10 year total

Capital Sales Tax **\$2,204,000**

Source of Estimate:

Streets Department

Quarter Cent Capital Tax - Project Summary

Project Title: **Poudre River North - Access, Parks, and Trails**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$8,000,000**

Department:	Parks	Project Location:	Poudre River Area, Legacy Park to Soft Gold
Strategic Outcome:	Culture & Recreation	Type:	New and Repair/Replace
Strategic Objective:	C&R 2 - Implement criteria and prioritization to manage assets and replace equipment that will revitalize parks and recreational facilities, as the planned build out of the parks and trails systems continues		

Project Description:

This funding is proposed to leverage planned and future activity in the area focused on cross-departmental efforts that support ecological functions, recreation, and community safety. This project builds on anticipated stormwater and floodplain improvements for the North College community and will support further river health and riparian habitat priorities. Overall goals include improving access to the Poudre River for neighborhoods to the north and would include habitat, user experience and accessibility improvements.

The specific location and scope of the project are presently under review and is anticipated to include the area of Soft Goft Gold Park, Hickory Trail, Legacy Park, and Rivers Edge Natural Area.

Financial Narrative, Scalability, and Timing:

Project will require capital improvement plan and funding source coordination between Parks Planning & Development, Stormwater Utility, and Natural Areas. Consideration of capital expansion fees as project funding source.

Operating cost impact will be dependent on projects selected for construction and scale, and is estimated at \$15k-\$20k per year.

Project Funding Source	10 year total
Capital Sales Tax	\$8,000,000
Stormwater	-
Natural Areas	-
Capital Expansion Fees	-
	\$8,000,000

Source of Estimate: **2014 Downtown River Master Plan, PP&D**

Quarter Cent Capital Tax - Project Summary

Project Title: **Nature in the City**

Previous Capital Tax Funding: **\$3,500,000**

New Capital Tax Funding: **\$3,000,000**

Department:	Natural Areas	Project Location:	City-wide
Strategic Outcome:	Environmental Health	Type:	New and Repair/Replace
Strategic Objective:	ENV 3 - Expand, restore and maintain the Natural Areas land portfolio to improve habitat conditions across the community and ensure equitable access to nature		

Project Description:

As Fort Collins grows, Nature in the City (NIC) projects provide opportunities for people to interact with and become stewards of their surrounding environment. NIC projects build familiarity with and acceptance of native plantings and naturalized landscapes, with each project helping bring nature closer to the places our community lives, works, learns, and plays. These projects increase wildlife values by creating stronger connectivity between larger patches of urban habitat, such as natural areas and City parks. By funding both internal City efforts and public/private partnerships, the community integrates diverse, native landscapes from the center of Fort Collins to the edges of the Growth Management Area. City-led projects typically address the need to replace existing, resource-intensive and low habitat value landscapes with more diverse and efficient landscapes that help demonstrate how the City organization is working to achieve the same standards being asked of the community. Community-led projects support efforts to extend naturalized landscapes throughout the community. Nature in the City supports numerous current City plans including: 2024 Strategic Plan, City Plan, Our Climate Future, and the Natural Areas Urban Zone Plan, as well as the forthcoming Water Efficiency Plan and Natural Areas Strategic Framework.

Financial Narrative, Scalability, and Timing:

Nature in the City invests in City-led and community-led projects through an annual review of project proposals. Projects may submit for design/planning funds, as well as construction/implementation funding. While the number and scope of projects vary from year to year, annual investment will be generally consistent between 2026-2035.

Native habitat projects take between 3-10 years to establish and stabilize, depending on scale and focus. During this period, projects benefit from support ranging from soil amendments to replanting of challenging areas. Previous CCIP funding of NIC dedicated \$500,000 (2026-2030) to support operating costs over five years following construction and implementation. For 2026-2035, operating costs will be addressed by the capital tax annual allocations.

Project Funding Source	10 year total
Capital Sales Tax	\$3,000,000
General Fund	\$1,200,000
	\$4,200,000

Source of Estimate: **Nature in the City Program Staff**

Quarter Cent Capital Tax - Project Summary

Project Title: **Timberline Recycling Center Improvements**

Previous Capital Tax Funding: **\$0**

New Capital Tax Funding: **\$1,000,000**

Department: **Streets Department**

Project Location: **1903 S. Timberline Rd.**

Strategic Outcome: **Environmental Health**

Type: **New and Repair/Replace**

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

Project Description:

The Timberline Recycling Center (TRC) is a well-utilized community resource and hub of recycling in Fort Collins. Our City's waste diversion efforts rely on both innovative recycling solutions and the infrastructure to support them. The Timberline Recycling Center, experiences high utilization, serving over 400 visitors per day. As demand increases, ensuring the site remains safe, accessible, and functional is a priority. This project includes a fire hydrant to enhance safety around flammable materials and a restroom facility to improve accessibility for both customers and on-site staff. These enhancements will create a safer and more customer focused experience for residents.

By investing in improved infrastructure, these enhancements will reinforce Fort Collins role as a steward of waste diversion and sustainability. Strengthening recycling operations will not only advance the City's Zero Waste goals but also create a more resilient, cost-effective, and environmentally responsible waste management system for the future.

Financial Narrative, Scalability, and Timing:

1. Site changes to increase safety: \$313,908

- Installation of a Fire Hydrant.

2. Additional site improvements to provide a restroom \$667,275.00

- Provide a heated vault style restroom with running water and flushing toilets.

- Installation of a Water Meter.

- Installation of restroom may be less expensive if fire hydrant/water line is installed with site improvement.

Site designs for the requested improvements have been completed. Timeline for project completion will depend on several factors, including permitting, procurement, contractor availability, and seasonal construction constraints.

Project Funding Source	10 year total
Capital Sales Tax	\$1,000,000
Funding Leveraging	
State & Federal	\$300,000

Source of Estimate: **Streets Department**

Capital Sales Tax $\frac{1}{4}$ - cent Renewal

Council Finance Committee

Ginny Sawyer - Lead Policy and Project Manager
Dean Klinger, Community Services Director
Joe Wimmer – Utilities Finance Director

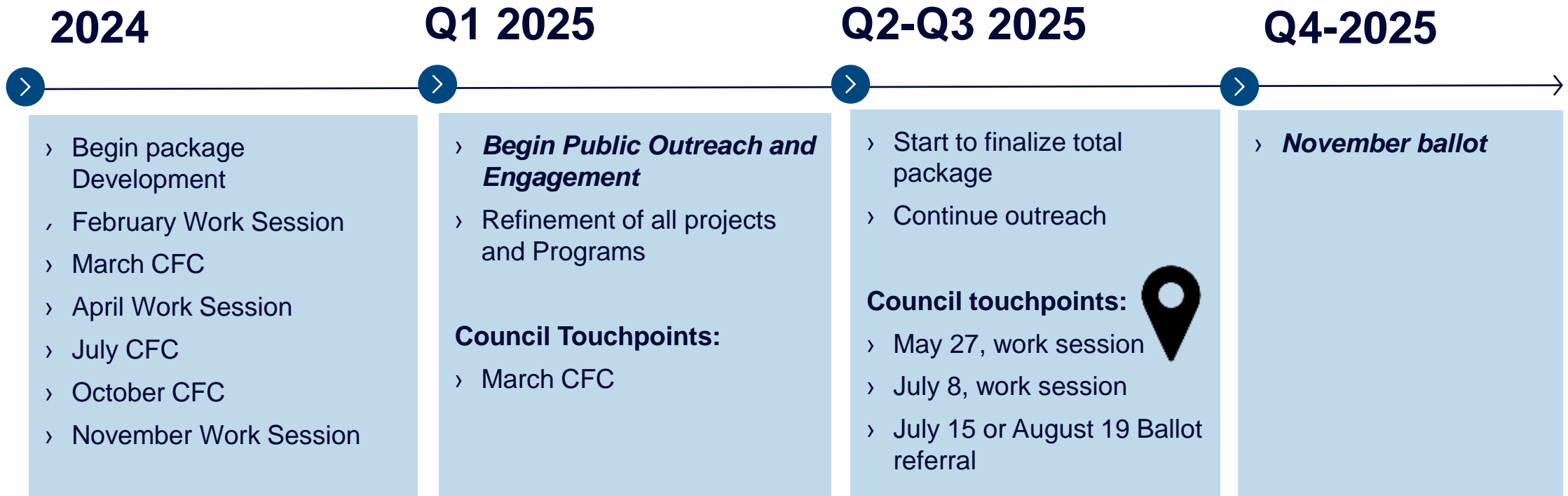


01

What questions do Councilmembers have regarding current proposed projects and package?

02

What additional information or changes do Councilmembers need prior to bringing forward ballot language?







2026-2035 Proposed Projects



1/4 Cent Tax Revenue

- \$11M annual revenue (2024)
- \$110M total revenue 2026-2035 (2024)

Draft Project Package

- \$103M total projects (2024)

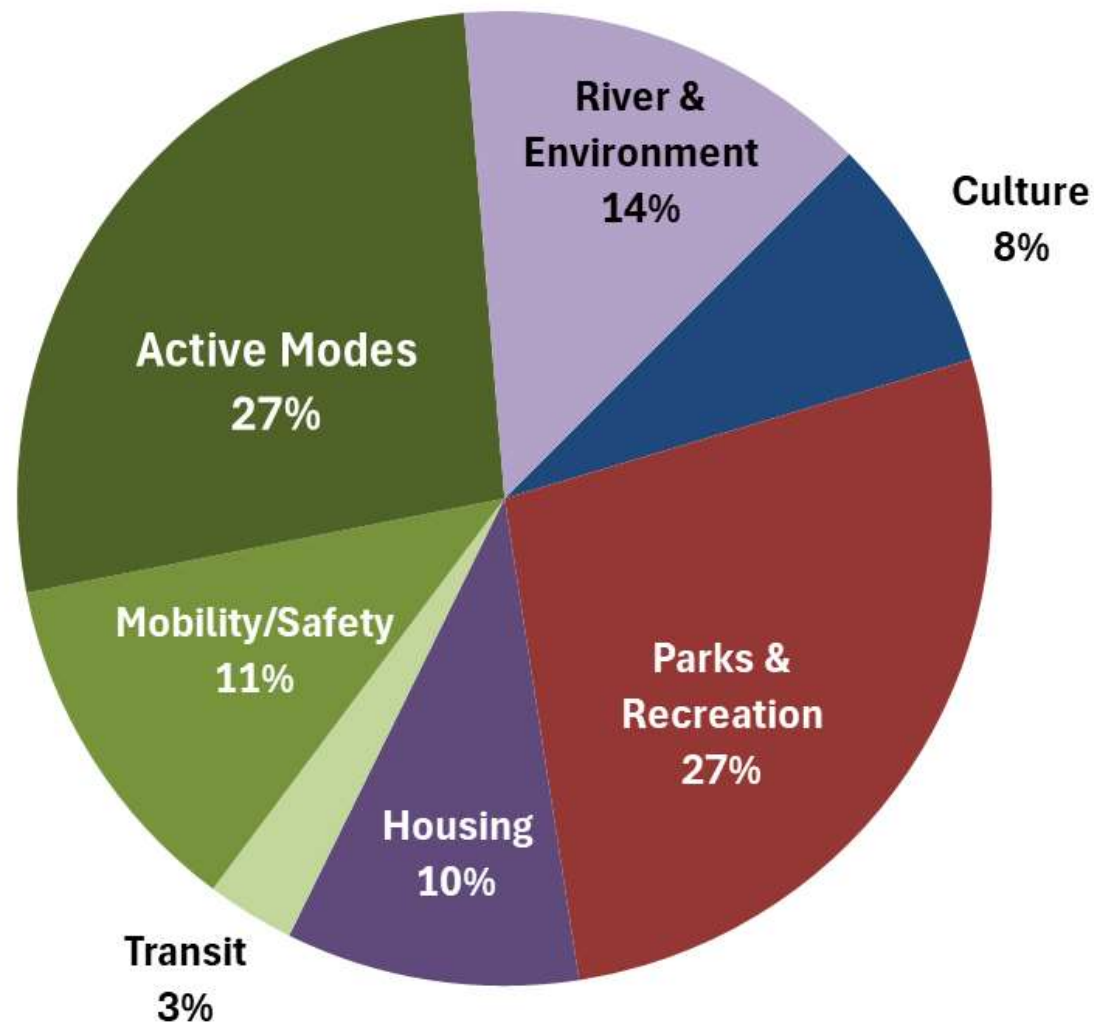


Chart represents draft package (\$103M)

Comprehensive Project List



Culture

- Children's Garden and Event Infrastructure
- Historic Trolley Building Renovation



Parks & Recreation

- Community Bike Park
- Downtown Parks Shop
- Lee Martinez Farm Renovation
- Mulberry Pool Recreational Replacement
- Pickleball Complex & Courts (outdoor)



Mobility/Safety

- Arterial Intersection Improvement & Streetscape Program



Active Modes

- Bike Infrastructure and Overpass/Underpasses
- Pedestrian Sidewalk Program
- Recreational Paved Trails Program



Housing

- Affordable Housing Capital Fund



Transit

- Transfort Bus Replacement & Stop Enhancements



Nature & River

- Poudre River North – Access, Parks & Trails
- Nature in the City



Zero Waste Infrastructure

- Timberline Recycling Center Improvements
- Construction Waste Diversion Equipment



Arterial Intersection Improvement Program \$12M

- Shields and Prospect Intersection Improvements
- Shields and Horsetooth Intersection Improvements
- Drake and Lemay Intersection Improvements
- College and Drake Intersection Improvements
- Shields, Taft Hill, and N. Timberline Corridors
- At least one streetscape project

Bicycle Infrastructure & Overpass/Underpass Program \$11M

- Numerous bike lane and safe route to School projects
- Potential grade separated crossings:
 - Power Trail connection to Caribou Drive
 - Power Trail connection to Nancy Gray Drive
 - Linden Street and Poudre River Trail



Pedestrian Sidewalk Program \$14M

- Funding for construction of missing and ADA deficient sidewalks.
- Provides approximately 1.5 to 2 miles of new sidewalk per year.
- Priority is given to areas near schools to advance the Safe Routes to School Program.

Transfort Bus Replacement & Stop Enhancements \$3M

- Approximately 150 bus stops will need replacement and updated amenities over the next 10 years.
- At least 30 buses, including eight articulated MAX buses, reach the end of useful life in the next 10 years. The previous 10-year capital tax funded \$3M towards Transfort's local match to leverage \$12M in federal funds.

Recreational Paved Trails \$2.5M

- Paved trails cost approximately \$1 million per linear mile to build.
- Additional annual funding through the capital tax will leverage Conservation Trust Funds and expedite Strategic Trail Plan implementation.



Affordable Housing Capital Fund \$10M

- Revolving Loan Fund start-up
- Bonding against the sales tax to create \$7.5M in available funds

Program	2005-2015	2016-2025	2026-2035
Housing		Affordable Housing Fund \$4M	Affordable Housing Fund \$10M
	\$0M	\$4M	\$10M (\$10M requested)

- **Mulberry Pool Recreational Replacement \$10M**
- **Outdoor Pickleball Courts \$4M**
- **Dog Parks \$0M**
- **Community Bike Park \$5M**
- **Lee Martinez Farm Renovation and Expansion \$1M**
- **Downtown Parks Shop \$7.9M**



- **Downtown Trolley Building \$6.8M**
- Building has been identified in the Downtown Masterplan as asset for community centered use
 - Currently houses object artifact collection and other storage



Children's Garden and Event Infrastructure Upgrades \$1.3M

- A comprehensive renovation will rejuvenate the space to better align with current learning theory, and to address drainage and maintenance issues.



Program	2005-2015	2016-2025	2026-2035
Parks & Culture	Lincoln Center \$5M Park Upgrades \$1.5M Senior Center \$4M MOD \$6M	Carnegie \$1.7M SECC \$14M White Water Park \$4M Gardens \$2M Club Tico \$250k	Mulberry Pool \$10M (\$10M) Dog Parks \$0 (\$2.5) Pickleball \$4M (\$4M) Bike Park \$5M (\$5M) Lee Martinez \$1M (\$1M) Parks Shop \$8M (\$8) Trolley Barn \$7M (\$7M) Gardens \$1.3M (\$5.5M)
	\$16.5M	\$24M	\$36.3M (\$43M requested)

- **River/Accessibility Projects \$8M**
 - Looking at Lee Martinez and Legacy Park area to College
 - Focus on access for neighborhoods north of the river and river health – expanded scope to include Hickory Trail and Soft Gold Park
- **Timberline Recycling Center Improvements \$1M – *reduced due to grant funding***
 - ADA accessibility through ramps and walkways.
 - Expanded access to recycling bins to meet demand.
- **Construction Waste Diversion Equipment Replacement: \$2.2M**
 - Five pieces of heavy machinery that support the Crushing and Recycling Facility.
 - In 2023, this facility processed approximately 138,000 tons of concrete and asphalt for reuse and diverting this material from the landfill.
- **Nature in the City (NIC): \$3M**
 - City-led projects replace existing, resource-intensive and low habitat value landscapes with more diverse and efficient landscapes.
 - Community-led projects support efforts to extend naturalized landscapes throughout the community.

Program	2005-2015	2016-2025	2026-2035
River & Environment		Nature in the City Fund \$3M	River Accessibility \$8M (\$8M) Timberline Recycling Improvements \$1M Waste Diversion Equipment \$2.2M (\$2.2M) Nature in the City \$3M (\$3M)
	\$0M	\$3M	\$14.2M (\$14.2M requested)

Draft Project Package

Project Name	10-yr total (2024\$)
Pedestrian Sidewalk Program	14,000
Arterial Intersection Improvement & Streetscapes Program	12,000
Bicycle Infrastructure & Overpass/Underpass Program	11,000
Affordable Housing Capital Fund	10,000
Mulberry Pool Recreational Replacement	10,000
Poudre River North - Access, Parks, and Trails	8,000
Downtown Park Shop	7,900
Historic Trolley Building Renovation	6,800
Community Bike Park	5,000
Pickleball Outdoor Complex & Courts	4,000
Nature in the City	3,000
Transfort Bus Replacement & Stop Enhancements	3,000
Recreational Paved Trails	2,500
Construction Waste Diversion Equipment	2,200
Gardens on Spring Creek - Garden & Infrastructure	1,300
Lee Martinez Farm Renovation & Expansion	1,000
Timberline Recycling Center Improvements	1,000
Total	\$ 102,700

- Finalize package
- Refer to 2025 ballot



01

What questions do Councilmembers have regarding current proposed projects and package?

02

What additional information or changes do Councilmembers need prior to bringing forward ballot language?

File Attachments for Item:

3. Council Priority: Pursue an Integrated Approach to Economic Health

The purpose of this work session is to provide a comprehensive update on Council Priority #3: Pursue an Integrated, Intentional Approach to Economic Health. The update includes 2024 accomplishments, 2025 work plan highlights and discussion of emerging challenges, strategic alignment and opportunities to strengthen the City's role in supporting economic resilience and inclusive prosperity.

Economic health in Fort Collins is not the responsibility of a single department or sector. It is the result of strong relationships, collaborative governance, intentional strategy and sustained investment. As the city navigates a rapidly changing environment shaped by workforce transitions, technological disruption, climate policy and affordability pressures, this Council Priority serves as a critical framework to ensure the local economy delivers tangible benefits to the entire community.

Staff will provide an overview of the City's integrated approach and preview how cross-sector efforts are supporting a healthy, equitable and resilient economy. Council feedback will help shape future direction and inform prioritization, policy development and resource allocation through the remainder of 2025 and beyond.

May 27, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

SeonAh Kendall, Director, Economic Sustainability
Jacob Castillo, Chief Sustainability Officer
Tyler Menzales, Sr. Manager, Economic Sustainability

SUBJECT FOR DISCUSSION

Council Priority: Pursue an Integrated Approach to Economic Health

EXECUTIVE SUMMARY

The purpose of this work session is to provide a comprehensive update on Council Priority #3: Pursue an Integrated, Intentional Approach to Economic Health. The update includes 2024 accomplishments, 2025 work plan highlights and discussion of emerging challenges, strategic alignment and opportunities to strengthen the City's role in supporting economic resilience and inclusive prosperity.

Economic health in Fort Collins is not the responsibility of a single department or sector. It is the result of strong relationships, collaborative governance, intentional strategy and sustained investment. As the city navigates a rapidly changing environment shaped by workforce transitions, technological disruption, climate policy and affordability pressures, this Council Priority serves as a critical framework to ensure the local economy delivers tangible benefits to the entire community.

Staff will provide an overview of the City's integrated approach and preview how cross-sector efforts are supporting a healthy, equitable and resilient economy. Council feedback will help shape future direction and inform prioritization, policy development and resource allocation through the remainder of 2025 and beyond.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Are there other things Council is hearing from the community about the economic health of Fort Collins that we should be considering?
2. Does the work plan align with Council expectations?
3. What additional strategies would Council like staff to explore?

BACKGROUND / DISCUSSION

Economic Health: Why It Matters

A thriving, resilient economy supports every aspect of life in Fort Collins—from affordability and opportunity to innovation and sustainability. Economic health, however, does not occur by accident. It requires intentionality: engaging a broad spectrum of businesses and workers, addressing systemic barriers, and adapting to evolving realities. This Council Priority reflects the belief that inclusive prosperity cannot be siloed; it requires collaboration, shared accountability and long-term thinking.

While many communities focus either on small and Main Street businesses or on primary employers, Fort Collins recognizes the importance of supporting both. Small businesses are essential to the city's identity, innovation and job creation. Primary employers, meanwhile, generate significant economic output, bring new dollars into the community and play a critical role in advancing clean tech and bioscience goals.

Staff have been tasked with five strategic priorities:

1. Expand Business Retention and Expansion Program to Include Attraction (BREA)

Business attraction efforts are focused on growing sectors that align with Fort Collins' values—not on driving population growth for its own sake. The City targets companies in clean tech, biosciences and other innovation industries that offer high-wage jobs, support economic mobility and invest in sustainability.

Headquarter Visits

- Two visits planned in 2025 with companies headquartered outside Fort Collins
- Focus on nurturing relationships, identifying opportunities for collaboration and alignment, exploring expansion potential and addressing long-term risk factors

SelectUSA Representation

- Invited by the State of Colorado to represent Fort Collins at the 2025 SelectUSA Investment Summit
- Focused meetings scheduled with site selectors in clean tech and bioscience

Shared Business Visits

- Proactive, coordinated outreach and engagement to minimize fatigue and maximize value.
- Ongoing collaboration with the Fort Collins Area Chamber, Larimer County Economic & Workforce Development, Fort Collins Utilities, Sales Tax and City Manager's Office.

Economic Roundtable

- Quarterly convening of business leaders co-facilitated by the Fort Collins Area Chamber, Larimer County Economic and Workforce Development, and the City's Economic Health Office
- Enables two-way communication to support open dialogue, shared understanding and informed decision-making

Northern Colorado Regional Economic Development Initiative (NoCO REDI) Marketing Strategy

- Regional collaboration among economic developers to share insights and address common challenges

- City staff supporting a shared Northern Colorado brand that highlights regional advantages while honoring local identity

Aligning with Colorado Office of Economic Development & International Trade (OEDIT).

- Strengthened relationships help ensure OEDIT's efforts reflect Fort Collins' economy, priorities and community ethos
- Supports alignment between state-led attraction efforts and local business needs

2. Understand Barriers to Business to Support Small Businesses

This work supports small businesses by improving access to resources and creating systems that are clear and easy to navigate. The goal is to ensure every entrepreneur knows where to go for help—and can get it without unnecessary hurdles.

Barriers to Business Study

- Partnered with the Institute for Justice / Cities Work to study Fort Collins' business-friendliness
- Focused on City processes, including research, benchmarking and stakeholder interviews
- Recommendations will aim to simplify, expedite and reduce the cost of doing business
- Findings expected by the end of Q2

Policy and Structural Shifts for a Good Business Environment

- Advocate for land use policies that increase predictability, reduce costs and streamline processes for small businesses
- Ensure internal code enforcement practices reflect real-world small business experiences by elevating their voices in implementation conversations
- Collaborate with Transportation Planning to embed economic vitality into all project planning and execution
- Collaborating with Sales Tax, Building, Planning and Zoning to ensure businesses understand and meet certificate of occupancy requirements during the licensing process, improving compliance and reducing future issues

NOCOBiz Connect (NBC)

- NOCOBiz Connect empowers businesses through resources, free technical assistance, education and networking aligned with climate action, equity and economic priorities.
- In 2024, engaged 306 businesses - 78 of which actively participated - and conducted 20 sustainability assessments.
- Hosted 16 events with 483 attendees and reached 937 additional individuals through outreach
- Developed a Triple Bottom Line resource database with over 152 listings.
- Now expanding to Wellington and Berthoud through a new partnership with Larimer County to provide place-based, bilingual support for sustainable local business growth.

Small Business Outreach and City Manager's Office Visits

- The Multicultural Business and Entrepreneurship Center (MBEC) continues to support the most underrepresented and underserved businesses in navigating the complex business startup world and has expanded to include Business Retention and Expansion to support Fort Collins small business community.
- The Economic Health Office facilitates visits with the City Manager's Office to reinforce consistent Citywide support for small businesses.

Capital Projects

- Provide proactive support to small businesses affected by City infrastructure and safety projects to safeguard business continuity and minimize disruption during major capital construction
- Collaborate with City Transportation Planning to ensure current and future economic vitality is a core consideration in all project planning and implementation

Place-Based Assessment

- Work with Planning to create opportunities to continue to support the most relevant Place-Based Assessment Findings
- Code changes that reduce barriers to commercial, mixed-use and multi-unit residential development are likely to be most impactful in areas of Fort Collins where markets are strongest.
- In areas with average and weaker markets, public/private partnerships and next level planning may be needed to encourage significant change.

Community Kitchen

- Business engagement and MBEC client feedback revealed strong demand for a commercial kitchen and/or commissary space
- Options are currently limited and cost-prohibitive
- The Economic Health Office is exploring a partnership with Denver-based Mi Casa to assess the viability of a City-run commercial kitchen with incubator or accelerator programming

Procurement Initiative

- Partnered with Larimer County Economic and Workforce Development and the New Growth Innovation Network (NGIN) to explore equitable procurement practices
- The initiative is being adopted at the County level; City staff have paused pursuit pending internal support and direction

Emergency Preparedness Toolkit

- Collaborating with Emergency Preparedness staff to develop a toolkit specifically for businesses
- Designed to help businesses prepare for and respond to disruptions that could impact economic stability

3. Utilizing Business Data and Research in Policy and Business

This work focuses on leveraging available economic data to support business retention, expansion and attraction efforts. It also informs policy decisions, improves efficiency, supports resource allocation and identifies emerging challenges and opportunities across the Fort Collins economy.

Job Quality Access Tool:

- Developed in partnership with TIP Strategies
- Maps access to high-quality jobs by income, race/ethnicity and geography
- Beta version expected in Q3 2025

Regional Labor Force Update:

- Produced in collaboration with the Fort Collins Area Chamber of Commerce and Larimer and Weld County partners
- First update since 2017
- Includes labor participation trends, wage growth and skills gaps
- Intended to guide future workforce strategy and initiatives

Regional Business Climate Survey

- Co-leads regional data initiatives through the NoCO REDI network
- Includes business surveys, updated economic profiles and regional marketing materials
- Compiles and reports on the Larimer and Weld County business climate twice per year

Retail Analysis

- Leading a citywide retail analysis to support data-informed policy guidance
- Aims to align economic development goals with other strategic initiatives such as the 15-Minute City concept
- Enhances cross-departmental coordination to ensure outcome-driven implementation

Labor Force Dashboard

- Supporting the Recovery team in the creation of a labor force dashboard
- Aggregates commonly requested metrics for Fort Collins, Larimer County and the U.S.
- Provides a shared data resource for City staff to reference and communicate consistently

4. Support and Accelerate Workforce Training Programs

We partner with workforce agencies and industry to fill skills gaps, promote economic mobility, and ensure workers can access quality jobs.

LIGHTR Grant (2024)

- \$50,000 available to small businesses; \$36,000 awarded to-date
- 50+ employees trained in a broad swath of industries (Welders, general contractors, counselors, event venue, salon)
- Administered jointly with Larimer County Economic and Workforce Development

Sector Partnerships

- Active support for healthcare, hospitality, construction, clean energy, and bioscience.
- Participation in monthly convenings to match training to employer demand.

NoCo Works

- Continued development of one-stop regional workforce website.
- SourceLink platform soft-launched in Q2 2025.

5. Coordinate and Leverage Economic Opportunities in Innovation

We are actively positioning Fort Collins as a hub for mission-driven innovation, with a focus on sectors that create good jobs and solve real problems.

NoCo BioComm:

- Regularly convenes over 50 stakeholders in the bioscience sector
- Group skews younger and includes increased gender and cultural diversity

Innovation Ecosystem Partnerships:

- Collaborates regularly with regional partners including Colorado State University (CSU), CSU Strata, Innosphere Ventures, OEDIT and the Colorado Bioscience Association
- Pursues joint grant proposals and shared infrastructure efforts, including the Circular Economy Collaboratory, NSF Colorado-Wyoming Climate Resilience Engine and EDA-designated Quantum Tech Hubs

Federal & State Investment:

- Supporting implementation of the NSF Colorado-Wyoming Engine with a focus on workforce readiness and alignment
- Exploring Department of Energy and Environmental Protection Agency climate-tech funding opportunities aligned with Our Climate Future

Our Climate Future Integration:

- Leveraging innovation as a tool to achieve sustainability, climate and equity goals
- Aligning City investments with long-term economic opportunity outcomes

Monitoring & Curiosities

Staff are actively tracking key indicators and community sentiments that may influence the local economy and require adaptive responses.

Sales and Use Tax Revenue:

- Observing year-over-year softening across multiple categories, particularly in retail and hospitality
- Anecdotal reports suggest consumer pullback tied to inflation and rising costs of living

Federal and State Policy Shifts:

- Monitoring changes in trade, labor and environmental regulations that may affect key industries
- Anticipating potential impacts from proposed tax credit programs and federal funding opportunities

Business Owner Mental Health & Burnout:

- Reports from resource partners and BRE visits indicate elevated levels of fatigue, stress and anxiety among small business owners
- Challenges are particularly acute for owners managing complex regulations, staffing shortages and ongoing economic uncertainty

Restaurant Sector Profit Margins:

- Industry benchmarks and local reports show average margins hovering around 2%, raising concerns about long-term viability
- Businesses cite rising food costs, labor expenses and customer price sensitivity as top challenges

Questions of Economic Confidence and Community Morale:

- Increasing feedback from business owners and residents questioning whether Fort Collins remains a place where entrepreneurship and innovation are truly accessible
- MBEC appointments have slowed, suggesting hesitation among entrepreneurs to launch or grow businesses in the current climate
- Staff are exploring ways to better highlight success stories and celebrate business resilience to help foster optimism and a shared sense of purpose

NEXT STEPS

Staff will continue implementing the 2025 Economic Health work plan while refining performance measures and deepening partnerships with community and regional stakeholders. Several strategic initiatives - including the Job Quality Access Tool, labor force analysis, and entrepreneurial ecosystem improvements - will deliver key insights to inform policy and investment decisions later this year.

Staff will also support cross-departmental efforts to align economic health with broader City goals related to land use, climate action, equity, and infrastructure. Council feedback from this session will guide prioritization and resource alignment through the remainder of 2025.

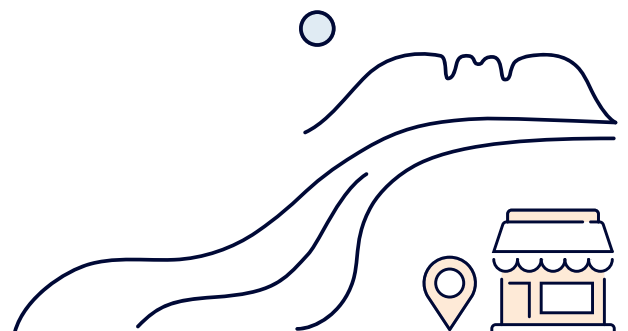
ATTACHMENTS

1. Economic Health Strategic Plan
2. Presentation



ECONOMIC HEALTH STRATEGIC PLAN

2023



Fort Collins is at a time of transformation and can no longer rest on our laurels and take for granted the unique reasons people choose to live and/or work here. In recent decades, Fort Collins experienced steady population growth, while business and household income growth lagged. Strategic plans are meant to be forward looking, while also underpinning resiliency. Fort Collins has not been immune to impacts from climate change, COVID-19, political divide, and racial injustice.

There is no one-size-fits-all approach, and as we look to the future, Fort Collins' economic health strategy must be a pragmatic, people-centered approach grounded in economic competitiveness, racial equity, and climate action. **We will NOT achieve racial and social equity or climate action goals without economic inclusion and growth. AND that growth will be neither as robust nor as durable without understanding the impacts of affordable housing, childcare, air quality, and climate emergency on our community.** Strategic, intentional management of projected growth that is **economically prosperous, socially equitable, and environmentally sustainable** can be achieved. Why the words “strategic, intentional management of projected growth?” As mentioned above, Fort Collins has experienced steady population and job growth, while businesses and household income growth have lagged. A vibrant economy is the result of deliberate choices and actions that aims to improve the economic well-being (through quality jobs, safe and stable housing, support of startups to legacy-owned businesses, etc.) and quality of life for our community.

Although this plan cannot address every economic challenge facing Fort Collins, by leading with a people-centered approach, it can position Fort Collins residents and businesses for a more resilient and prosperous future.

Language matters. The importance of language is critical when discussing race, ethnicity, gender, sexual orientation, and gender identity. In this context, the usage of the terms like “BIPOC” (Black, Indigenous, and People of Color) is more descriptive than people of color while also acknowledging that people of color face varying types of discrimination and prejudice. Although terms like “marginalized” and “minority” might be factually correct, it lacks the people-first approach, while also carrying a suggestion of being “less than.” A “people-first” approach acknowledges that every individual and community is unique, diverse, and with different lived experiences that contribute to our community. Our intention is not to be exclusionary or label but to acknowledge the disparities, systemic racism, and prejudices that BIPOC and women have historically endured.



VISION STATEMENT

Fort Collins is a healthy, equitable, and resilient community where people and businesses can thrive.

THE UPDATED ECONOMIC HEALTH STRATEGIC PLAN AIMS TO:

1. Redesign economic health to positively address environmental, social, and economic resilience within Fort Collins.
2. Evaluate and develop a “both/and” approach to supporting Main Street businesses (locally owned that provides goods and services in Fort Collins) and Primary Employers (businesses that generate over half their revenue from outside the City and bring new dollars into the community).
3. Assist in the development, access, and resilience of specific programs to support historically underserved businesses in the community (such as BIPOC, women, low-income, and veteran-owned).
4. Redefine the City’s role in supporting workforce development that supports diverse job opportunities for the community.
5. Reaffirm the City’s commitment to equity and inclusion leading with race and applying it to economic resilience.
6. Champion the role of innovation in designing and scaling solutions to address local and global challenges and opportunities in climate and life sciences.

GUIDING PRINCIPLES

The guiding principles play a vital role throughout the plan, ensuring alignment with values and vision, aiding decision making, and maintaining consistency and accountability. Each of the outcome areas in the plan is directly linked to one of the guiding principles, establishing them as the plan’s foundation. This approach ensures that all actions and direction taken are purposeful, consistent, and in line with long-term success.

- **Sustainability** - Enhance the social, economic and environmental resiliency of our community, and the City organization, for present and future generations. Where opportunities for all to participate in the success of our economy, to act to address the needs of our most vulnerable community members, to prepare for disruptive events and to mitigate our impacts on the environment.¹ Where everyone can afford to live and work in Fort Collins, ensuring good quality jobs, education for the future, and housing affordability.
- **Community Belonging** - Create a sense of belonging and inclusion, integrating principles of diversity, equity, inclusion, and access (DEIA) to support the retention of diverse talent, as well as small businesses that make our community uniquely Fort Collins. We strive to provide equitable access to opportunities, services and resources, and to create an inclusive environment for all members of our community.¹
- **Adaptation** - Ability to learn, prepare for uncertainties, act responsively and move forward with resilience toward recovery and renewal.

¹ Fort Collins City Plan, 2019

4-YEAR SMART GOALS

People success and business success is **community success**, there is not either/or in this scenario. We envision a place where our community has economic choice for upward mobility and wealth generation to create a resilient, sustainable future. With these factors in mind, we have identified fundamental goals.

These goals serve as the plan's fundamental, overarching outcomes the Economic Health Strategic Plan hopes to achieve. All focus areas in the plan are designed to contribute to the achievement of these central goals. In essence, the focus areas are like the building blocks that collectively work towards realizing these four fundamental SMART (specific, measurable, achievable, relevant, time-bound) goals:

- Goal 1:** Increase business owner representation to match Fort Collins metropolitan statistical area demographics.
- Goal 2:** Increase overall business survivability longer than five years from 45% to 50%.
- Goal 3:** Add 1,800 new jobs in targeted, traded sectors (e.g. life science and climate technology).
- Goal 4:** Increase representation in employment within targeted, traded sectors (e.g. life science and climate technology).

BACKGROUND

The Economic Health Strategic Plan intersects with and takes inspiration from existing City of Fort Collins community plans:

- **Resilient Recovery Plan** – a community plan to guide long-term response and rebuilding from the COVID-19 pandemic.
- **Fort Collins City Plan** – comprehensive plan that guides how the community will grow and travel in the next 10-20 years.
- **Our Climate Future** – a plan to simultaneously address climate, energy, and waste goals while improving our community's equity and resilience.
- **Housing Strategic Plan** – a vision that everyone in Fort Collins has healthy, stable, housing they can afford.
- **Equity and Inclusion Plan** – a plan to address and further embed equity and inclusion into City processes and projects.

* RESILIENCY

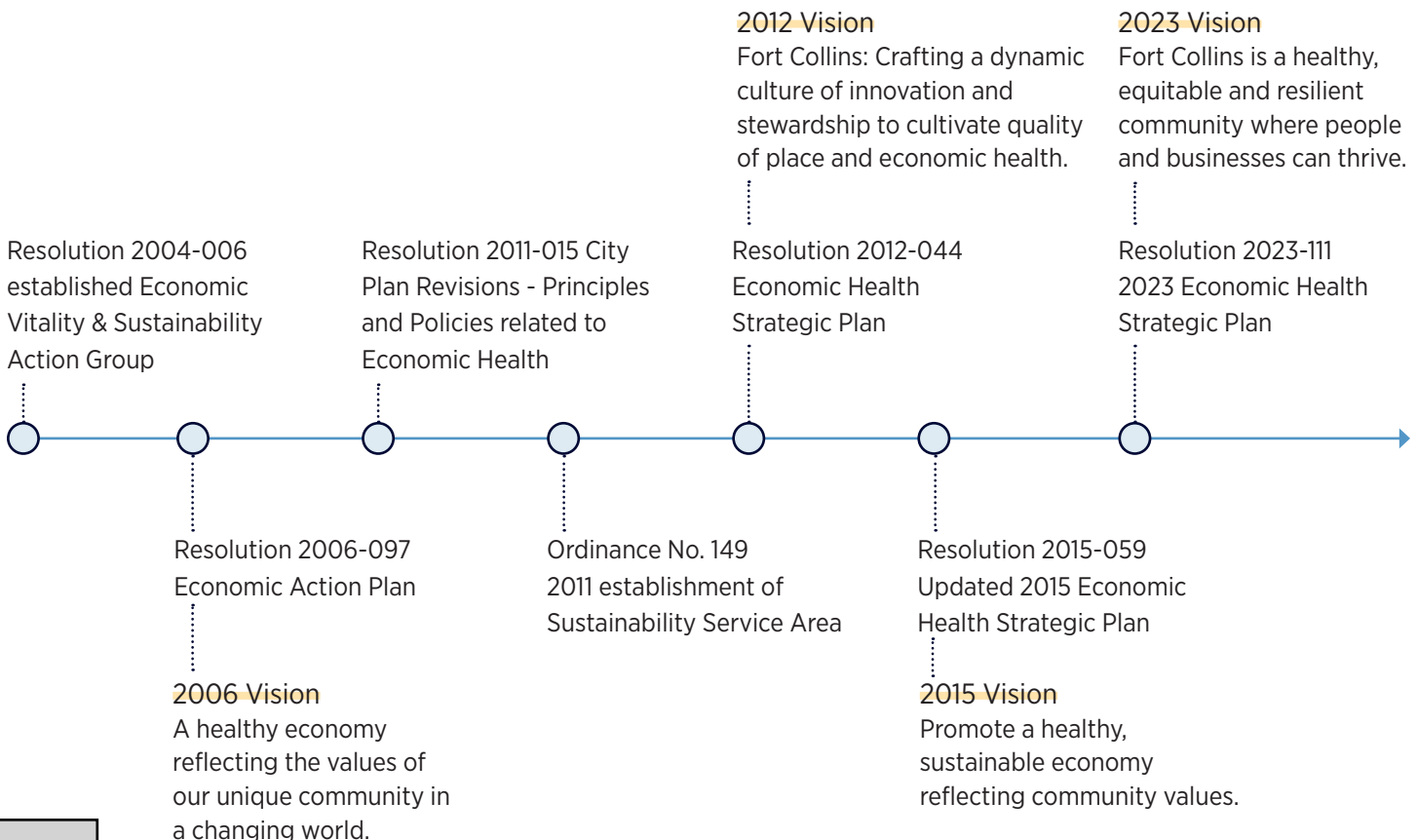
The *Our Climate Future Plan* defines resiliency as the capacity to prepare our human and natural systems to respond and adapt to changes and disruptions of various scales that affect our ability to thrive. Taking that one step further for this body of work, the Economic Development Administration defines economic resilience as the ability to bounce back from shock, disruption, or stress.

WHY A REVISIT?

Prior to this plan, the City focused on business retention and expansion (BRE) of primary employers, as well as incubation efforts (previously known as “Grow Your Own” in the 2015 Economic Health Strategic Plan) through partnerships with Larimer Small Business Development Center, the Fort Collins Area Chamber of Commerce, Downtown Development Authority, Downtown Creative District, Visit Fort Collins, and Innosphere Ventures. In recent years, the Multicultural Business & Entrepreneur Center (MBEC) was developed to provide multilingual business support for our entrepreneurs and small businesses.

We cannot turn a blind eye to the fact that other communities’ strategy is to attract Fort Collins companies to their community because of the benefits these primary employers provide (good quality jobs, capital investments to their business and community, tax base, community support). Eighty percent of new jobs and capital investments come from companies that already exist in the community. However, in order to meet community goals such as those around circular economy in Fort Collins, we must be intentional in a plan to market and support supply chain businesses and partners that would benefit from existing Fort Collins businesses waste and byproducts for reuse and a sharing economy. This is not about incentivizing companies to Fort Collins but shaping our economic resilience by intentionally sharing and aligning our community values and goals with new businesses exploring locations.

TIMELINE OF EHO AND ADOPTION OF THE ECONOMIC HEALTH STRATEGIC PLANS



FOCUS AREAS

Each outcome tied to these objectives has significance in ensuring a healthy, equitable, and resilient Fort Collins economy:

- **Approach Business Retention, Expansion and Attraction Thoughtfully**, helping targeted Primary Employers stay and grow in Fort Collins while ensuring community-wide economic stability and employment opportunities;
- **Ensure Small Businesses Thrive**, supporting our vital “Main Street” businesses contribute to both the character and economic resilience of Fort Collins;
- **Support Talent and Workforce**, ensuring all businesses have access to good talent and people, while community members have access to good jobs and employers; and
- **Re-position Innovation**, fostering the life science and climate tech cluster ecosystems while championing sustainable businesses and a local circular economy.

These four focus areas exist because a healthy economy is **interconnected and cannot be achieved in a silo**. Uniquely Fort Collins Main Street businesses need Primary Employer companies to bring new

dollars into a community, to employ locally and spend disposable income with them. Primary employers need main street businesses, not only for their local consumer goods and services, but also for the culture of community it creates. A community is built on sales and property tax dollars that fund local amenities in the natural and built environment, which becomes part of the Fort Collins brag book to help recruit and retain a strong community and workforce. The cycle cannot be robust if the focus is one over the other; Main Street and Primary Employer businesses working together enhances the local community.

The full ecosystem of a healthy economy includes a healthy mix of Primary Employer and Main Street businesses, no matter the size.

Entrepreneurship, business ownership, and home ownership have a direct link to wealth creation and generational wealth distribution. With recent growth causing more apparent housing insecurity, homeownership slips further out of reach, causing the opportunity for wealth building through homeownership to also slip further away. This leads us to look to entrepreneurship and business ownership as a viable opportunity for community members to build generational wealth.

* **GENERATIONAL WEALTH**—any kind of asset that is passed down from one generation to the next. This includes cash, investments such as stocks, bonds, real estate, and businesses.

With that said, many business owners, especially BIPOC and women business owners, personally finance their endeavors. With little to start with in the first place, launching a business can be harder than for white entrepreneurs in our community. The typical white family has eight times the wealth of the typical Black family and five times the wealth of the typical Hispanic family.² The aggregate low levels of wealth among Black and Hispanic populations not only diminished their ability to self-invest but limited their appeal to funders.³ Additionally, even with the passing of the Women’s Business Ownership Act of 1988, obtaining funding can be challenging for women entrepreneurs. They are lower credit risks than man, yet typically are approved for smaller amounts and charged more.

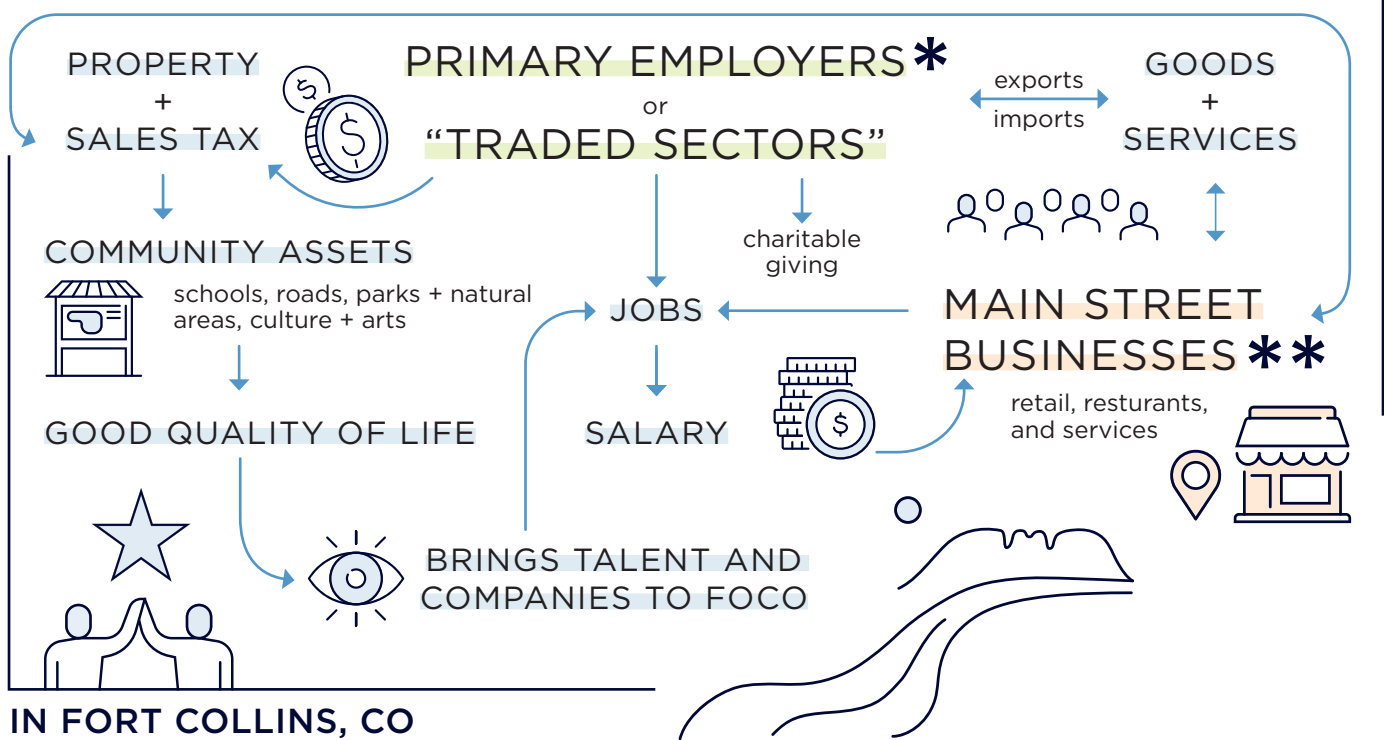
These acknowledgements help guide economic development in Fort Collins to the holistic approach including identifying systematic barriers such as access to resources (information, funding, human and social capital, etc.).

² Federal Reserve, Survey of Consumer Finances 2022

³ Federal Reserve, Survey of Consumer Finances 2022

FIGURE 1: PRIMARY EMPLOYERS AND SMALL BUSINESS CONTRIBUTION

THE CONNECTIONS BETWEEN BUSINESS & COMMUNITY



* **PRIMARY EMPLOYERS** or **"TRADED SECTORS"** are companies that primarily focus on exporting the majority of their goods and services outside the local economy. These businesses can include manufacturers, software developers, marketing firms, tech start-ups, etc.

** **MAIN STREET BUSINESSES** are typically small businesses whose primary customer base is local, and they predominantly serve the needs of the local community. These businesses can include retail stores, restaurants, dryer cleaners, salons, auto-shops, etc.

ENGAGEMENT SUMMARY

METHODOLOGY

Over seven months, the Economic Health Office and its consultant, Hickey Global conducted Interviews, small group discussions, launched an online questionnaire, and engaged community members at two large public events.

- **Interviews:** Conducted by both Hickey Global and the Economic Health Office. These consisted of 1-on-1 interviews with business proprietors and leaders in Fort Collins, involving individuals who spoke English and Spanish.
- **Small Group Discussions:** Three virtual events featuring small businesses, employers, solopreneurs, and business partner organizations.
- **Questionnaire:** 54 responses
- **Community Events:** The Economic Health Office hosted an outreach table at the Lagoon Concert Series and Bike-to-Work Day. In total, Economic Health spoke with 265 event attendees.

It is also important to note that two other plans were taken into consideration that also saw heavy outreach and engagement in the last two years. **The Economic Recovery Strategy from Reignite Northern Colorado in 2021 and the City of Fort Collins Resilient Recovery Plan 2022** both garnered a large amount of engagement from both businesses and community members that are referenced to understand the needs of the community to improve the economic health of Fort Collins.

The Fort Collins Economic Health Office is appreciative of the time and consideration provided by all the stakeholders who participated in the engagement process. Through these engagement efforts city staff gathered input from:

- Community members and leaders
- Business leaders representing a broad range of economic sectors
- Employees and managers working at Fort Collins businesses
- Public sector officials from local, county, and state governments
- Educational leaders from K-12 through postsecondary institutions
- Small business owners and employers
- Artists and art advocates
- Nonprofit organizational leaders
- C-Suite executives and national experts in economic development
- Hospitality and tourism experts

* See the full engagement report and SWOT analysis in the appendix.

SWOT THEMES

The following SWOT results have been updated to consider both the engagement conducted by Hickey Global as well as the second phase of engagement.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Educated workforce and strong educational institutions • Beautiful community assets and amenities • Quality of place • Diversity of economy 	<ul style="list-style-type: none"> • Cost of housing • Lack of affordable commercial space and site-ready land • Insufficient workforce size • Lack of diversity
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Upskill and reskill programs • Retaining talent • Branding and messaging consistency, City-wide and regionally • Industry support of quality jobs within Chips Zone, life and bio science, and climate tech/circular economy 	<ul style="list-style-type: none"> • Perception that Fort Collins is not business friendly • Fees and policies to build, expand, or open a business (cost of doing business) • Not embracing or supporting diversity in our community and workforce





APPROACH BUSINESS RETENTION, EXPANSION & ATTRACTION OF PRIMARY EMPLOYER BUSINESSES THOUGHTFULLY

Fort Collins is strengthened by diversity of industries.

Industry diversity is a measure of how evenly employment is distributed between 11 industry clusters found in the typical metropolitan statistical area (MSA). Markets with high diversity are considered to be more resilient in the face of adversity such as recessions and layoffs. Fort Collins has above-average Industry Diversity (ranked 150 out of the 384 Metro MSAs). The top identified clusters include Food & Beverage Manufacturing, Machinery Manufacturing & Production Technology, Information Technology, Life Sciences, Metals, Plastics, Mineral Product & Chemicals, Professional Services & Distribution, and E-Commerce.

– *Lightcast*

Focusing business retention, expansion, and attraction efforts on these targeted industries supports the growth of Fort Collins' economic base. This growth creates jobs and imports new money more and income into the community. In turn, these new dollars support small businesses and provide people more opportunities to thrive.

OUTCOME 1.1

POLICY AND STRUCTURAL SHIFTS CREATE A GOOD BUSINESS ENVIRONMENT.

EXAMPLE INITIATIVES

- Engage in intentional and sustained **coordination and alignment between City departments and partners at the city, county, and state level to bolster** business resilience and growth through programs and policies that are interconnected impacts of housing, land use, and transportation on Fort Collins business environment.
 - Deploying economic impact analysis for City policy changes and new programs that impact businesses and employment opportunities.
- Support and align City of Fort Collins assistance for businesses – including financing, and technical programs (from development to accessibility) to assist Fort Collins entrepreneurs; navigation of city processes, including permitting, accessing financial resources and grants; and engaging in policy.
 - **Engage and support process improvements** such as development and conceptual reviews.



OUTCOME 1.2

STRATEGIC BUSINESS RETENTION, EXPANSION, AND ATTRACTION (BREA) EFFORTS STRENGTHEN AND DIVERSIFY OPPORTUNITIES AND ECONOMIC RESILIENCE.

EXAMPLE INITIATIVES

- Establish a sustainable, **data-driven program to respond to the needs of existing employers** and industries to create a feedback loop for the City and private industry. Work with business and institutional partners to maintain and grow a database of existing businesses in Fort Collins with ongoing data collection and analysis mechanisms to keep a pulse on the vitality of local businesses.
 - Structure business visits to develop a strong understanding of the overall needs of local businesses, their challenges to operate successfully, and their potential to remain and/or expand in Fort Collins.
- **Target recruitment** of companies that align the City further its economic, social, and environmental goals. Examples of companies would include those that can help advance a circular economy, provide high-quality employment opportunities, and many others.
- **Build the region's target supply chain** through specialized industry research aimed at focused recruitment efforts on Fort Collins' target industries such as circular economy manufacturing, life sciences, and climate tech.
- Leverage and market **Fort Collins and the region as a leader in the life science and clean tech sectors.** Strengthen through data, research, and convening those that lead the industry already.

OUTCOME 1.3

ATTRACT CIRCULAR ECONOMY BUSINESS SECTORS FOR A MORE RESILIENT COMMUNITY.

EXAMPLE INITIATIVES

- Develop internal infrastructure and establish standardized practices to effectively transition Fort Collins towards a circular economy through:
 - **Creating an asset map** of existing circular ecosystems, their gaps, and potential new ecosystems.
 - **Defining measurable goals** and metrics that will enable tracking Fort Collins' progress in transitioning to a more circular economy.
- Focus business development efforts to business supply chain companies within the value chain to support existing Fort Collins businesses, current and future, recirculate and rethink products and processes to eliminate and reduce waste (alignment with Outcome 1.2)
- Leverage the City's leadership role to grow the Fort Collins' circular economy and encourage others to drive the circular economy forward.
 - Review purchasing policies to support circular activities through its sustainability practice.

ENSURE SMALL BUSINESSES THRIVE

Small businesses, defined as people and organizations that employ 50 or less, comprise 98% of Fort Collins businesses. This definition also includes solopreneurs, creatives and nonprofits as small businesses. These businesses face significant challenges, with a 20% failure rate within the first two years, 45% within five years, and 65% within ten years. To ensure their survival and growth, it is crucial to provide early support and ongoing assistance.⁴ Small businesses were impacted the most by the pandemic, and at the time of this plan, may still be in recovery mode and made a priority in the Recovery Plan.

Local, unique, and creative businesses (also known as Main Street Businesses) nurture the vibrant and artistic atmosphere that makes Fort Collins so appealing to residents and visitors alike. Supporting and retaining these imaginative originators, innovative problem solvers, and resourceful local entrepreneurs is vital to community resiliency and critical for talent recruitment and retention.

Entrepreneurs thrive when they have access to resources such as new business incubators, existing business accelerators, and networks that expand their knowledge and skills. These drivers, alongside capital or finance programs, are critical for developing and retaining innovative problem solvers.

Nurturing environments like these are instrumental in helping entrepreneurs refine their ideation, develop robust business models, and gain the skills necessary to thrive in competitive markets.

Meeting the needs of a broad spectrum of businesses increases the potential for significant positive outcomes in community growth and development. This could include programming for an aspiring solopreneur whose primary language is not English or working with existing industries to re-shore manufacturing production through national programs, and everything in between. The enormity of impact is directly proportional to the range of representation.

OUTCOME 2.1

SMALL BUSINESSES HAVE ACCESS TO TOOLS AND RESOURCES NEEDED TO SUCCEED.

EXAMPLE INITIATIVES

- **Support access to capital** - Access to capital continues to show up as one of the largest barriers to entrepreneurship.
 - Re-launch of a revolving loan fund product, providing access to capital for businesses, giving Main Street Businesses (including childcare) the ability to grow while also preparing for conventional loans in the future.
 - Leverage the **City's Urban Renewal Authority (URA) tools to support not only the business being redeveloped, but all businesses within the district** for greater alignment and success opportunities.
- One-stop shop hubs located throughout the City with liaisons trained in multiple departments needs that can walk businesses through the process of Sales Tax/Business License, development and building review, Utilities, resources, and more.
 - **Streamline the development and redevelopment process** to provide greater transparency.
 - Having locations outside traditional City buildings provides accessibility and transparency, making the processes more human-focused and easier to navigate.
- Ongoing **Support and Partner Local campaign** to include communication and opportunities to pivot customer behavior to support local retailers, artisans, creatives, and service providers.

OUTCOME 2.2

FORT COLLINS BUSINESSES ARE RESILIENT READY.

EXAMPLE INITIATIVES

- Identify resiliency resources and gaps, to assist businesses prepare for man-made or natural economic downturn or disaster.
 - Example **resources include the Multicultural Business and Entrepreneur Center (MBEC), Sustainable Business Program, and the Green Business Tracker.**
 - **Develop programs** with partners such as a Legacy Business Program, a Business Emergency Plan, and a Business Climate Adaptation Plan to support businesses proactively identify threats and solutions to ensure resiliency.
- **Improve access and education to certifications and programs** for underrepresented businesses to increase procurement and funding opportunities for local business owners.

OUTCOME 2.3

THE CREATIVE SECTOR IS CELEBRATED AND SUPPORTED FOR THEIR CONTRIBUTION TO THE FORT COLLINS COMMUNITY.

EXAMPLE INITIATIVES

- Collaborate and support Cultural Services programming to **strengthen the creative sector through capacity building, business acumen, and education (storytelling the value proposition).**
 - **Connect entrepreneurs in the creative sector with the Multicultural Business and Entrepreneur Center** for additional support and access to resources.
 - In partnership with City of Fort Collins Cultural Services and Sales Tax and Colorado State University, **analyze and share the economic impact of the creative industries** in Fort Collins, as a premiere cultural destinationn.
 - **With community partners, create space to incubate or strengthen existing** retail, food, or creative business, allowing them to test concepts, conduct market research, and get feedback on their products or ideas.



SUPPORT TALENT AND WORKFORCE

Fort Collins is home to a highly educated and skilled workforce. Sixty-eight percent of the Fort Collins population aged 25 and older have a post-secondary education, compared to 54.2% in Colorado and 45.9% nationally.

The Colorado Workforce Development Council developed the Colorado Job Quality Framework, in which they encourage communities to attract and grow a variety of businesses committed to job quality to improve the economic well-being and quality of life for their community.”

We recognize the multitude of barriers preventing people from obtaining education and accessing employment opportunities. These include opportunity awareness, transportation, housing affordability, and childcare affordability and availability. Fort Collins must maintain a competitive inventory of quality jobs for community members to live, work and play in their own community. A shorter commute time means enhanced workforce efficiency, better attraction and retention of talent, economic inclusivity and mobility, infrastructure efficiency, and the reduction of environmental externalities.

WHY ARE QUALITY JOBS IMPORTANT TO HAVE IN FORT COLLINS?

It's clear that job quality impacts employees' financial health. Additionally, quality jobs give workers economic choice: allowing for other community contributions such as social support, a sense of community, economic mobility, physical and mental health, and climate resiliency.

Colorado ranks as one of states with the largest cost burden for childcare for married couples with children after factoring both the price of care and median income in each state, and this is exacerbated for single parent households.

The mean travel time to work is 20.6 minutes. Travel commute times are indicative of certain aspects of local economic health including availability of job opportunities, housing affordability and accessibility, transportation challenges, economic disparities, and environmental impact.



OUTCOME 3.1

ACCESSIBLE CAREER PATHWAYS MEET NEEDS OF EMPLOYERS AND EMPLOYEES, TODAY AND IN THE FUTURE.

EXAMPLE INITIATIVES

- Leverage opportunities and partnerships to advance strategic workforce programs aimed at enhancing and future-proofing the workforce's resilience in an evolving economy.
 - Support the dynamic landscape which includes the progress of artificial intelligence technology and the shifting nature of occupations due to the emergence of new technologies.
 - Continue to support and advance NoCo Works, a regional collaboration for workforce and talent development in northern Colorado, spanning Larimer and Weld Counties.

OUTCOME 3.2

DIVERSITY, EQUITY, INCLUSION, AND ACCESS (DEIA) IS GOOD BUSINESS.

EXAMPLE INITIATIVES

- Leverage existing and emerging work by industry and community to foster an inclusive community (within the business and/or organization, as well as throughout the community).
- Develop a platform that matches underrepresented and underserved students to internship or apprenticeship opportunities throughout the city and region's leading innovative companies.
 - Provide valuable experiential learning opportunities and connections to both the student and local businesses creates talent retention possibilities, as well as breeds innovation.
- Encourage and support continuous learning for civil conversations and dialogue around DEIA and lived experiences.



REPOSITION INNOVATION

To stay competitive in a post-pandemic economy, certain industries must be elevated and supported to continue the resiliency and strength of the community. The life sciences* and climate technology (climate tech**) industries, including research, development, and manufacturing activities that are vital components of any thriving economy.

Fort Collins is equipped with the right talent coming from our local educational institutions, including a major land-grant university, Colorado State University. This brain trust in the northern Colorado region can help solve large global issues in the fields of health and climate. Fort Collins produces the highest percentage of awarded degrees in Biological and Biomedical Sciences and overall, most awarded degrees in Agricultural, Animal, Plant, and Veterinary Science compared to its peer communities.

OUTCOME 4.1

TARGETED CLUSTERS SPURS INNOVATIVE SOLUTIONS TO MEET COMMUNITY GOALS.

EXAMPLE INITIATIVES:

- Promote the development and tech transfer of clean technology happening locally with institutional partners such as Colorado State University's Powerhouse and Innosphere Ventures to meet Our Climate Future (OCF) goals.
- Leverage opportunities to innovate and support **local semiconductor manufacturers**, including efforts towards the reduction of greenhouse gas emissions operations that align with City OCF and the company's sustainability goals.

* **LIFE SCIENCES** includes the research and development, tech transfer, and commercialization of biological sciences, such as pharmaceuticals, biotechnology, medical devices, and others.

* **CLIMATE TECH** is recognized as new business models and technologies that mitigate the impacts and key drivers of global greenhouse gas emissions that attribute to climate change. While cleantech is described as new business models or technologies that increases the performance, productivity or efficiency of production while minimizing impacts on the environment.



OUTCOME 4.2

LEVERAGE AND ENGAGE THE REGIONAL ASSETS THAT DRIVE INNOVATION.

EXAMPLE INITIATIVES:

- Map regional assets such as **wet laboratory (wet lab*) space** that drives innovation for bio- and life sciences, as many companies seek to locate near Tier 1 Research universities and institutions (such as Federal laboratories).

* **WET LAB SPACE** are laboratories where chemicals, drugs, or other material or biological matter are tested and analyzed requiring water, direct ventilation, and specialized piped utilities. The inventory of physical wet lab space is significant because these specially designed and controlled laboratories must meet certain criteria for life science activities to properly occur.



CONCLUSION

“THE WHY”

The Economic Health Strategic Plan is broad and cross-cutting (economic, social, and environment) in its approach purposefully, as there will continue to be tensions and tradeoffs as our local economy is impacted by outside influences. This plan acknowledges that there are things outside of our control and the Plan focuses on the long-term strategy development to give the community agency over our economic future for a healthy, equitable, and resilient community where people and businesses can thrive. The four focus areas within the plan were selected because a healthy, resilient local economy cannot be achieved in a silo – the intersection of people, planet and prosperity are at the center to enhance community resilience and allow flexibility to address changing conditions.



Council Priority #3: Pursue an Integrated, Intentional Approach to Economic Health

Jacob Castillo

Chief Sustainability Officer

SeonAh Kendall, CPA

Director, Economic Sustainability

Tyler Menzales

Sr. Economic Manager



1. Economic Health Context

- Preview Discussion Questions
- 2024 – 2026 Council Priorities Background
- Council Priority #3: Pursue an Integrated, Intentional Approach to Economic Health
- Why it matters

2. Current Efforts

- 2024 accomplishments and Aha's
- A changing landscape
- Curiosities and monitoring

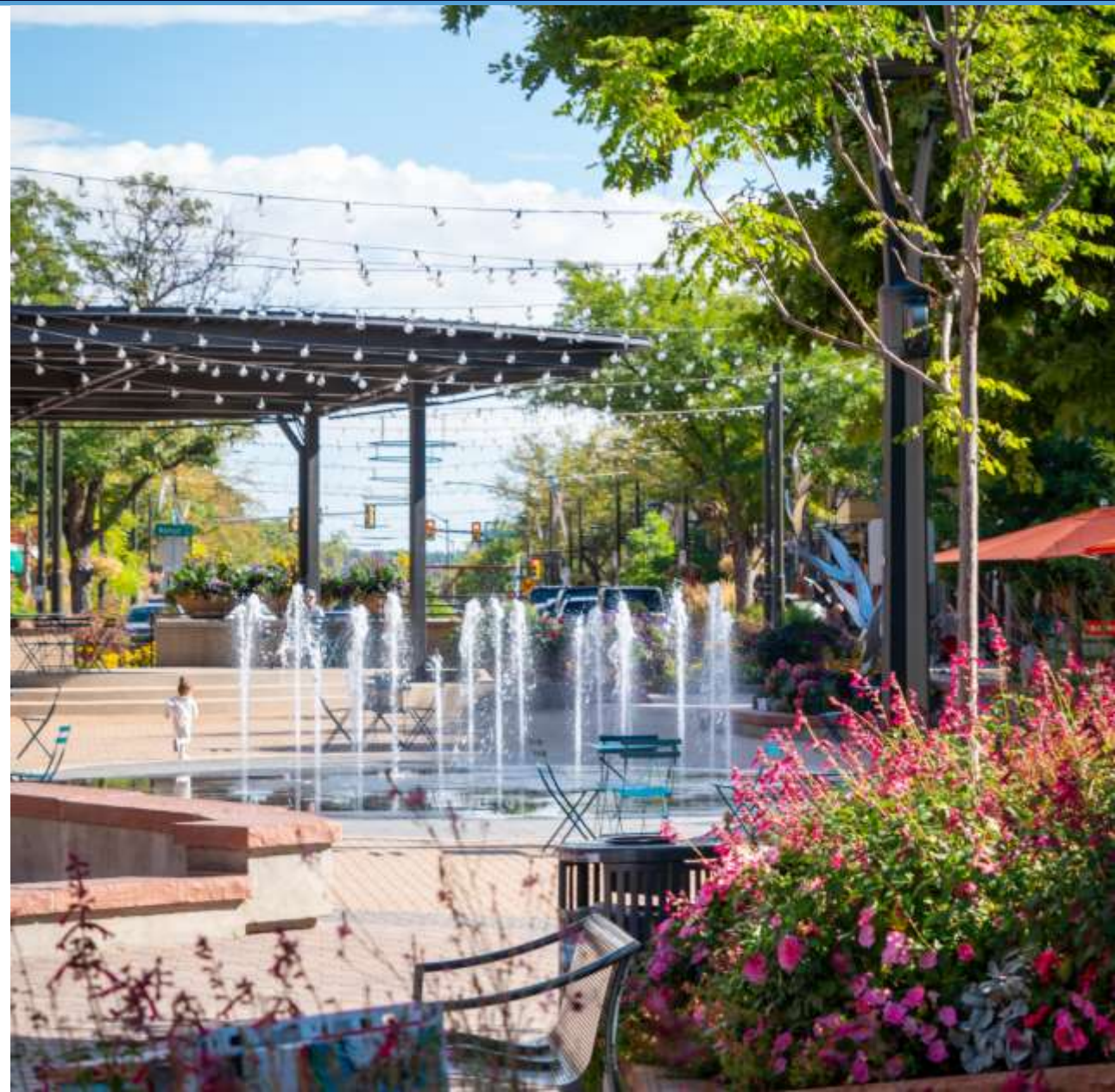
3. Building to the Future

- Discussion

Are there other things Council is hearing from the community about the economic health of Fort Collins that we should be considering?

Does the work plan align with Council expectations?

What additional strategies would Council like staff to explore?



Neighborhood & Community Vitality

- Operationalize City Resources to Build and Preserve Affordable Housing
- ***Improve Human and Social Health for Vulnerable Populations***

Economic Health

- **Advance a 15-minute City by Igniting Neighborhood Centers**
- **Pursue an Integrated, Intentional Approach to Economic Health**

Environmental Health

- Accelerate Zero Waste Infrastructure and Policies
- ***Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification***
- Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds

Transportation & Mobility

- Advance a 15-minute City by Accelerating Our Shift to Active Modes

High Performing Government

- Develop a Hughes Site Master Plan
- ***Make Government More Accessible, Approachable and Fun***
- Modernize and Update the City Charter

- 1** **Expand Business Retention and Expansion Program to Include Attraction (BREA)** – establish foundational groundwork for effective BREA within targeted industries.
- 2** Understand **barriers to businesses** to support small businesses (policy, MBEC, navigation of City processes).
- 3** Develop a high-performing business research department to support the region with **access to quality economic and market data** for decision-making.
- 4** **Support and accelerate workforce training programs** focused on reskilling and upskilling, including underserved and underrepresented communities, to unlock new opportunities.
- 5** Coordinate and **leverage economic opportunities in innovation** with institutional partners to leverage historic federal funding to address workforce and economic upward mobility within targeted industries.



Vision Statement

Fort Collins is a healthy, equitable, and resilient community where people and businesses can thrive.

- Many focus on small business OR primary businesses. In Fort Collins, it is small businesses AND primary businesses.
- The economic health of Fort Collins is not done in a vacuum.
- There is no easy button.
 - True engagement, relationship/trust building takes time.
 - Willingness to fail, be vulnerable, talk about it and iterate is hard.
 - Economic health is not done by one department, one customer segment, or one physical location.

POPULATION DEMOGRAPHICS

- Fort Collins: 170,000
- Median Age: 30.6
- Growing but more slowly
- Aging and slowly more diverse

WORKFORCE DEMOGRAPHICS

- 70% Labor Force Participation
- 67% of women in the labor force
- 59% of the workforce has an advanced degree

BUSINESS OVERVIEW

- Number of Businesses: 7,000
- Average Annual Wage: \$67,000
- 96% of businesses are small businesses (less than 50 employees)

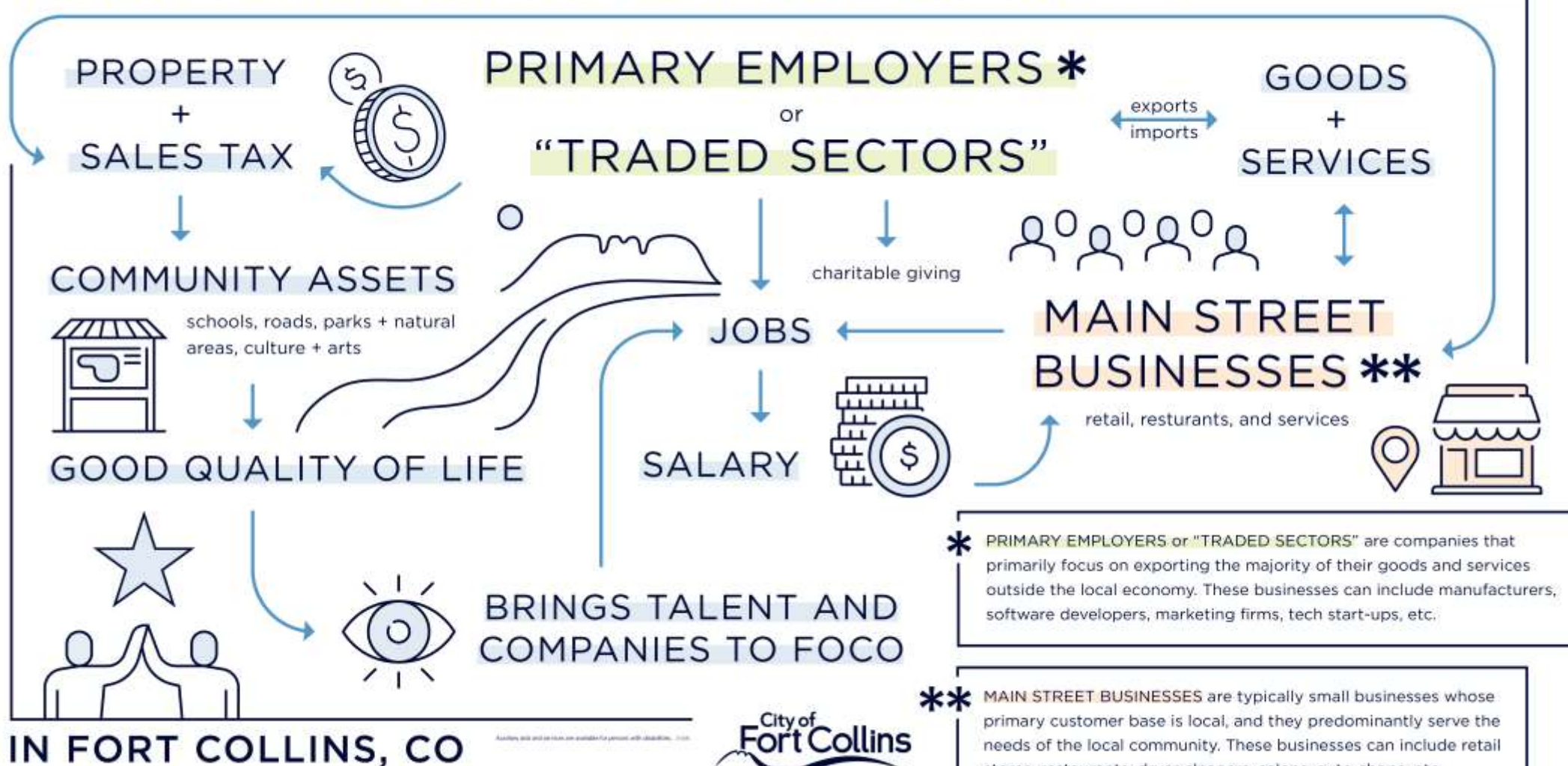
TOP EMPLOYERS

- Colorado State University
- Woodward
- Broadcom
- City of Fort Collins
- UC Health
- Poudre School District

Good jobs and opportunities for economic mobility, especially in key economic sectors like climate-tech and bioscience, are missing for many in our community, particularly those from underrepresented, underserved populations.

Processes related to doing business in the City of Fort Collins can be unclear, unnecessary, and unfriendly to business customers.

THE CONNECTIONS BETWEEN BUSINESS & COMMUNITY





Implementation while Adapting

- **Moving from reactive to proactive**
 - Helping businesses navigate challenges before they become crises
- **Policy & Structural Shifts**
 - Aligning City systems with economic sustainability, and ease of doing business
- **Business Support**
 - Building resiliency and growth potential across all business sizes and stages
- **Economic Mobility**
 - Ensuring local talent can access quality jobs in our key industry clusters, and have mobility within those target industries

1 Expand Business Retention and Expansion Program to Include Attraction (BREA) – establish foundational groundwork for effective BREA within targeted industries.

2 Understand barriers to businesses to support small businesses (policy, MBEC, navigation of City processes).

3 Develop a high-performing business research department to support the region with **access to quality economic and market data** for decision-making.

4 Support and accelerate workforce training programs focused on reskilling and upskilling, including underserved and underrepresented communities, to unlock new opportunities.

5 Coordinate and leverage economic opportunities in innovation with institutional partners to leverage historic federal funding to address workforce and economic upward mobility within targeted industries.

1 – Expand Business Retention & Expansion Program to Include Attraction (BREA)

Item 3.



SelectUSA Representation

What we're doing:

- Invited by the State of Colorado represented the City of Fort Collins at the 2025 SelectUSA Investment Summit.
- Focused meetings with site selectors in clean tech and bioscience.

Why it matters:

- Competing for high-quality jobs and investment means being visible in national and international conversations, especially in clean tech and innovation sectors where Fort Collins can lead.



Headquarter Visits

What we're doing:

- 2 visits planned in 2025 with companies headquartered outside Fort Collins.
- Nurturing relationships, identifying opportunities for collaboration and alignment on community values.

Why it matters:

- Many companies in Fort Collins have deep local roots but still have options on where to grow.
- Direct engagement reinforces that Fort Collins is invested in their long-term success.



Shared Business Visits

What we're doing:

- Proactive, coordinated outreach to minimize fatigue and maximize value.
- Ongoing partnership with multiple ecosystem partners .

Why it matters:

- Businesses benefit when local institutions collaborate.
- Partnerships strengthens trust, improves responsiveness, and makes it easier for companies to engage.

Our Role Extends Beyond What We Lead

While the Economic Health Office directly leads several intentional initiatives, we also play a critical support and advisory role in many others.

Because the voice of the business community is often overlooked in broader City and regional discussions, we work to ensure business needs and perspectives are integrated, even when we're not in the lead.

Other initiatives:

- Economic Roundtable
- NoCO REDI Marketing Strategy
- Aligning with Colorado Office of Economic Development & International Trade (OEDIT)

1

Expand Business Retention and Expansion Program to Include Attraction (BREA) – establish foundational groundwork for effective BREA within targeted industries.

2

Understand **barriers to businesses** to support small businesses (policy, MBEC, navigation of City processes).

3

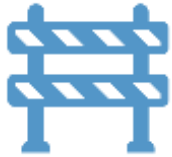
Develop a high-performing business research department to support the region with **access to quality economic and market data** for decision-making.

4

Support and accelerate workforce training programs focused on reskilling and upskilling, including underserved and underrepresented communities, to unlock new opportunities.

5

Coordinate and **leverage economic opportunities in innovation** with institutional partners to leverage historic federal funding to address workforce and economic upward mobility within targeted industries.



Barriers to Business

What we're doing:

- Institute for Justice conducted internal and external engagement.
- Identifying friction points in City processes, especially for small and underrepresented businesses.

Why it matters:

- City processes can be complex, time-consuming, and costly.
- Businesses are choosing/relocating to other more business-friendly communities.



Land Use Code

What we're doing:

- Partnering with Planning and Community Development to ensure the Land Use Code supports **employment centers, small-scale production, and clean tech growth**, not just residential development.

Why it matters:

- Economic development is shaped by where and how businesses operate.
- Code must be conducive to good jobs and diverse industry.



Improving Access to the Small Business Ecosystem

What we're doing:

- Working with partners to reduce barriers to access resources
- No wrong door approach.

Why it matters:

- Businesses have a hard time accessing resources.
- The business community should have a consistent experience regardless of which resource partner they interact with.

Our Role Extends Beyond What We Lead

While the Economic Health Office directly leads several intentional initiatives, we also play a critical support and advisory role in many others.

Because the voice of the business community is often overlooked in broader City and regional discussions, we work to ensure business needs and perspectives are integrated, even when we're not in the lead.

Other initiatives:

- NOCOBiz Connect
- Larimer Small Business Development Center
- Development Review Exec
- Affordable Housing Exec
- Customer Experience Steering
- 15 Minute Cities
- Capital Projects
- Building Performance Standards

- 1 **Expand Business Retention and Expansion Program to Include Attraction (BREA)** – establish foundational groundwork for effective BREA within targeted industries.
- 2 Understand **barriers to businesses** to support small businesses (policy, MBEC, navigation of City processes).
- 3 Develop a high-performing business research department to support the region with **access to quality economic and market data** for decision-making.
- 4 **Support and accelerate workforce training programs** focused on reskilling and upskilling, including underserved and underrepresented communities, to unlock new opportunities.
- 5 Coordinate and **leverage economic opportunities in innovation** with institutional partners to leverage historic federal funding to address workforce and economic upward mobility within targeted industries.



Job Quality Access Tool

What we're doing:

- In development with TIP Strategies; map access to high-quality jobs by income race/ethnicity, and geography.
- Beta version expected Q3 2025.

Why it matters:

- Advancing equity in the economy means ***understanding where disparities exist.***



Regional Labor Force Update

What we're doing:

- Produced in partnership with the Fort Collins Area Chamber of Commerce and Larimer and Weld County partners; the first update since 2017.
- Includes participation trends, wage growth, and skills gaps and will serve as a strategic guide for future workforce initiatives.

Why it matters:

- Helps us understand how our workforce is changing, and who's being left out
- Equips partners with shared data to better align workforce, education, and business support strategies.

3 – Support Region with Access to Quality Economic & Market Data for Decision Making

Item 3.



Our Role Extends Beyond What We Lead

While the Economic Health Office directly leads several intentional initiatives, we also play a critical support and advisory role in many others.

Because the voice of the business community is often overlooked in broader City and regional discussions, we work to ensure business needs and perspectives are integrated, even when we're not in the lead.

Other initiatives:

- Regional Business Climate Survey
- Retail Analysis
- Labor Force Dashboard

- 1 **Expand Business Retention and Expansion Program to Include Attraction (BREA)** – establish foundational groundwork for effective BREA within targeted industries.
- 2 Understand **barriers to businesses** to support small businesses (policy, MBEC, navigation of City processes).
- 3 Develop a high-performing business research department to support the region with **access to quality economic and market data** for decision-making.
- 4 **Support and accelerate workforce training programs** focused on reskilling and upskilling, including underserved and underrepresented communities, to unlock new opportunities.
- 5 Coordinate and **leverage economic opportunities in innovation** with institutional partners to leverage historic federal funding to address workforce and economic upward mobility within targeted industries.



LIGHTR Grant

What we're doing:

- \$36,000 of \$50,000 awarded to small businesses to-date.
- 50+ employees trained in roles ranging from welding to digital marketing.
- Administered jointly with Larimer County.

Why it matters:

- Creating local access to workforce training programs that businesses cannot access from the State.



Sector Partnerships

What we're doing:

- Active support for healthcare, hospitality, construction, clean energy, and bioscience.
- Participation in monthly convenings to match training to employer demand.

Why it matters:

- Industry specific problems often require industry-specific solutions.
- Collaboration is key.



NoCo Works

What we're doing:

- Continued development of one-stop regional workforce website.
- SourceLink platform soft launched in Q2 2025.

Why it matters:

- Many business owners experience barriers to accessing resources.
- NoCo Works is focused on reducing barriers to accessing vital workforce resources.

Our Role Extends Beyond What We Lead

While the Economic Health Office directly leads several intentional initiatives, we also play a critical support and advisory role in many others.

Because the voice of the business community is often overlooked in broader City and regional discussions, we work to ensure business needs and perspectives are integrated, even when we're not in the lead.

Other initiatives:

- Front Range Community College
- AIMS Community College

- 1 **Expand Business Retention and Expansion Program to Include Attraction (BREA)** – establish foundational groundwork for effective BREA within targeted industries.
- 2 Understand **barriers to businesses** to support small businesses (policy, MBEC, navigation of City processes).
- 3 Develop a high-performing business research department to support the region with **access to quality economic and market data** for decision-making.
- 4 **Support and accelerate workforce training programs** focused on reskilling and upskilling, including underserved and underrepresented communities, to unlock new opportunities.
- 5 Coordinate and **leverage economic opportunities in innovation** with institutional partners to leverage historic federal funding to address workforce and economic upward mobility within targeted industries.



Supporting Innovation in Clean Tech and Bioscience

What we're doing:

- Advancing efforts to support clean tech, climate tech, and bioscience as strategic growth industries that align with Fort Collins' community values. This includes ecosystem development, business attraction, and partnerships with organizations like Innosphere Ventures and Colorado State University. We're also exploring how innovation can support broader goals in sustainability, equity, and economic mobility.

Why it matters:

- Fort Collins has the research, talent, and infrastructure to lead in sectors that solve big problems — from climate change to health outcomes. But innovation doesn't thrive in isolation. It requires a connected ecosystem, clear incentives, and intentional strategies that make space for emerging industries to grow in ways that benefit the whole community.

FHO 5 – Coordinate & Leverage Economic Opportunities in Innovation with Institutional Partners

Item 3.



Our Role Extends Beyond What We Lead

While the Economic Health Office directly leads several intentional initiatives, we also play a critical support and advisory role in many others.

Because the voice of the business community is often overlooked in broader City and regional discussions, we work to ensure business needs and perspectives are integrated, even when we're not in the lead.

Other initiatives:

- Marvel
- Xcimer
- CSU Strata
- Our Climate Future

- **Softening sales and use tax**
 - Particular softening in retail and hospitality sector
 - Changing consumer spending habits attributed to general economic uncertainty
- **Federal policies and impacts to the local economy**
 - Rapid changes at the federal level causing high levels of uncertainty
 - Particular sensitivity in Fort Collins surrounding federal office and lab space, research funding
 - Trade & Foreign Policies, Tariffs – impact on the supply AND demand
- **Business Owner Mental Health & Burnout**
 - Many small business owners are experiencing fatigue, stress, and anxiety at higher-than-usual levels
 - "Uncertainty is a business killer"
- **Restaurants profit margins are at a record low**
 - Industry benchmarks and local reports suggest average margins hovering around 2%
 - Rising food costs, labor expenses, and price sensitivity among customers

Are there other things Council is hearing from the community about the economic health of Fort Collins that we should be considering?

Does the work plan align with Council expectations?

What additional strategies would Council like staff to explore?





Thank you!



Visit [fcgov.com/business](https://www.fcgov.com/business)