Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, October 28, 2025

300 Laporte Avenue, Fort Collins, CO 80521

NOTICE:

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

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

How to view this Meeting:

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

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

Meetings are livestreamed on the City's website, fcgov.com/fctv.

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

City of Fort Collins

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City Council
Work Session Agenda

October 28, 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	Kelly DiMartino	Delynn Coldiron
City Attorney	City Manager	City Clerk

CITY COUNCIL WORK SESSION
6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. **Staff Report: Our Climate Future Goals and Renewable Electricity Progress**

   The purpose of this item is to update Council on Our Climate Future Goals and Renewable Electricity Progress.

2. **Our Climate Future Strategic Funding Plan – Phase I**

   The purpose of this item is to present Phase I of the Our Climate Future (OCF) Strategic Funding Plan, which maps out how the City can strategically allocate climate-related revenue streams – including the 2050 Tax (climate portion), single-use bag fee remittances, and Utilities Electric Rate-Payer Funding– over a 15-year horizon to achieve carbon neutrality by 2050. The full Plan will be completed in Q1 2026 after incorporating Council feedback and will prioritize investments within the 13 OCF Big Moves focused on strategic impact, people-centered solutions, and alignment with Council Priorities.

3. **Transfort Optimization Plan**

   The purpose of this item is to present the Transfort Optimization Plan, fiscally constrained, short-range service plan that aligns Fort Collins' transit network with current financial realities, community needs, and long-term sustainability goals, with a focus towards increasing ridership and better serving transit-reliant populations and high-travel corridors. Developed through extensive public engagement, data analysis, and national best practices, the plan prioritizes frequency, reliability, and equitable access while maintaining a fare-free system. The recommended scenario establishes a streamlined, grid-based network that strengthens high-demand corridors, improves connectivity to key destinations, and operates within available resources. It also updates Dial-A-Ride and Dial-A-Taxi services to maintain flexibility while meeting ADA requirements and introduces a new safety and security partnership with Police Services. Together, these efforts position Transfort to deliver a more efficient, sustainable, and community-focused transit system that remains adaptable to future funding and evolving needs.

4. **Building Performance Standards**

The purpose of this item is to discuss the proposed Building Performance Standards (BPS) policy including updates since the last work session. Staff seek Councilmember feedback on policy before a possible first reading. Staff recommend a regulatory strategy for reducing building energy use and emissions. Input from affected groups shaped the policy recommendations outlined in this work session and associated materials. BPS policy work aligns with the 2024-2026 adopted Council priorities and the Our Climate Future (OCF) plan; specifically, the goal of an 80% greenhouse gas emission reduction by 2030 and Big Move 6: Efficient, Emissions Free Buildings.

C) ANNOUNCEMENTS

D) ADJOURNMENT

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File Attachments for Item:

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October 28, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council

PRESENTER

Brian Tholl, Energy Services Director

SUBJECT FOR DISCUSSION

Staff Report: Our Climate Future Goals and Renewable Electricity Progress

EXECUTIVE SUMMARY

The purpose of this item is to update Council on Our Climate Future Goals and Renewable Electricity Progress.

ATTACHMENTS

1. Presentation

10/28/25

Our Climate Future Goals and Renewable Electricity Progress

Brian Tholl

Energy Services Director

Our Climate Future Goals

CF Energy Related Goals and Status Overview

Goal	Definition	What's Included	Target Year & Status
Carbon Emissions Goals	Emissions from all community inventory resources	Petroleum, natural gas, electricity, waste, industrial	2026 - At risk 2030 - Off track 2050 - At risk
100% Renewable Electricity	Fort Collins has more renewable electricity available than it uses	% of electricity from non-carbon sources	2030 - On track
5% Local Renewables	5% of electricity use from local renewable sources	% of grid electricity from local non-carbon sources	2030 - On track
5% Grid Flexibility	Shift 5% of peak electricity loads	Flexing electricity from one time to another	2030 - On track

0% Renewable Goals: Consumption vs. Generation

	100% Renewable Consumption	100% Renewable Generation
Policy	Our Climate Future Plan & Council Resolution 2018-094	Resource Diversification Policy
How It's Measured	Renewables Generation ÷ Community Consumption (annual kWh)	Renewable Generation ÷ Platte River Generation (annual kWh)
Progress	48% in 2024 100% in 2030 (target year)	37% in 2024 88% in 2030 (target year)
Benchmarks	Peer cities & distribution utilities	Generation authorities
Community Role	Efficiency, conservation & local renewable (solar)	Grid flexibility & Virtual Power Plant (VPP) efforts

0% Renewable Goals: Consumption vs. Generation

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Renewable Supply Projects: 2025-2028 Roadmap

2025

Add: 150 MW Black Hollow Sun solar project (Phase 1)

Retire: 77 MW Craig Unit 1

2026

Add: Black Hollow Sun solar project (Phase 2) & utility-scale battery storage project

Join: Southwest Power Pool's regional transmission organization

2027

Add: Four-hour battery storage in each owner community

2028

Submit: 2028 Integrated Resource Plan (IRP)

Add: Future wind project & aeroderivative turbines

Retire: Craig Unit 2

pporting Electricity Goals: Local Solar Progress

5% Local Solar by 2030

Status	On track
Current	3.4% in 2024
Forecast	5.0% in 2030

How We Compare

(watts per capita)

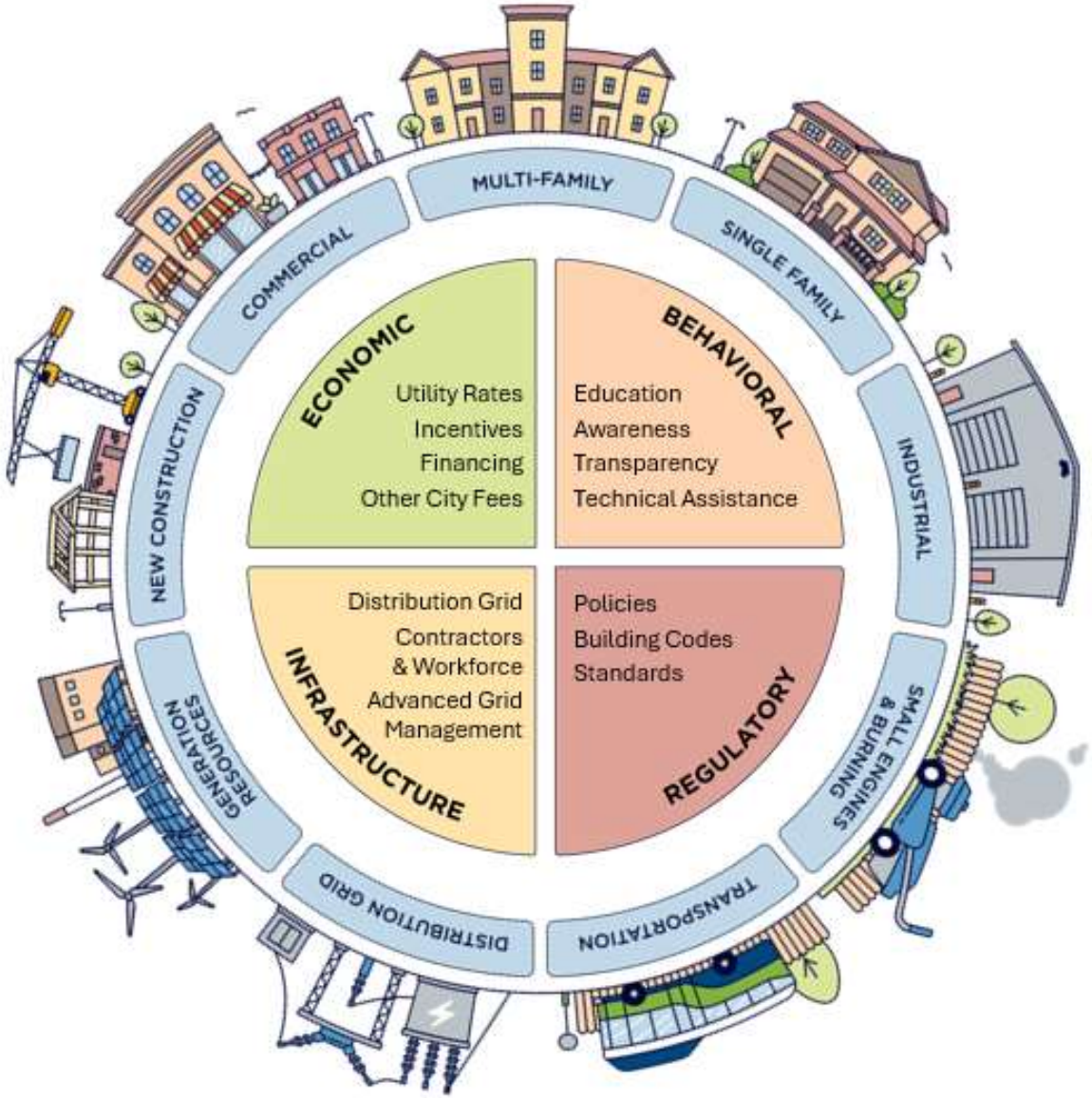
2024 Peer City Benchmarks

Fort Collins	237	(40 MW total)
Longmont	80	(8 MW total)

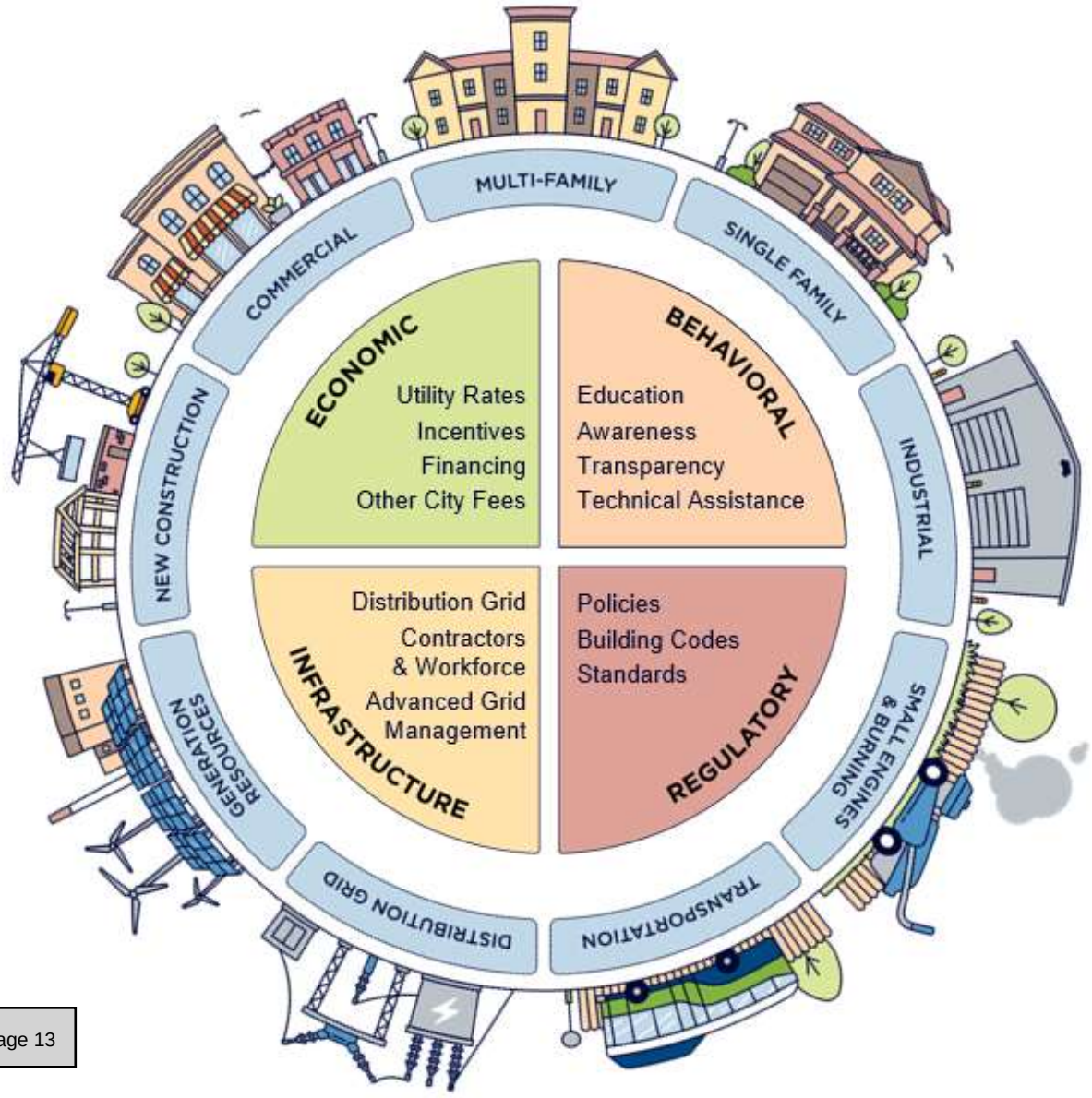
2022 Shining Cities Report

Denver	189
Salt Lake City	183
Los Angeles	166
Fort Collins	165
Sacramento	160

mand Side: Strategies for Decarbonization



pacts: All Methods and Areas

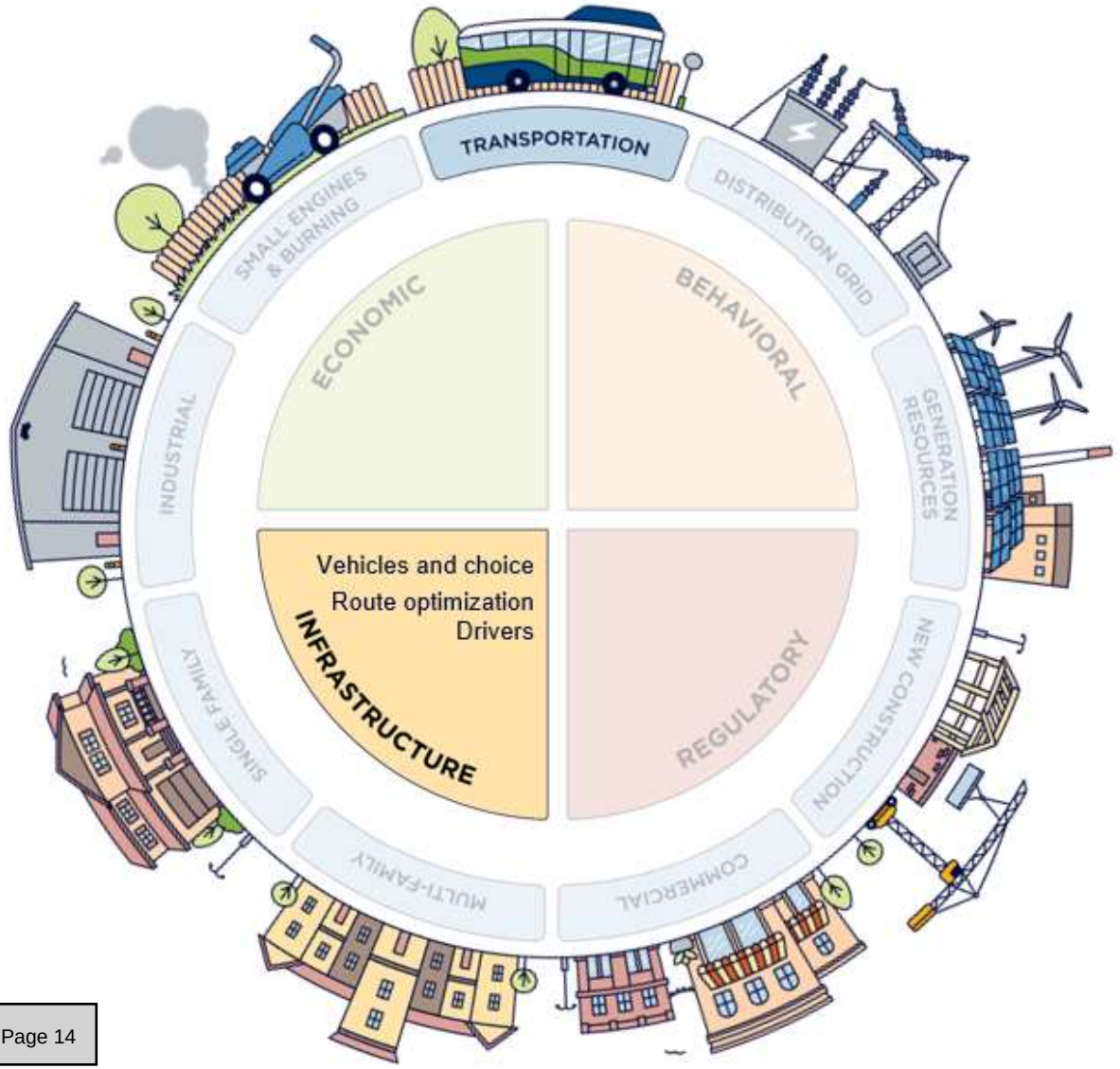


OCF Strategic Funding Plan

Develop framework for strategic allocation of City funding, including 2050 tax revenue, to accelerate climate action

- Our Climate Future – Driven
  - 2050 Carbon neutral emissions
  - 100% Renewable Electricity
  - Zero waste goal

pacts: Transportation Planning & Infrastructure

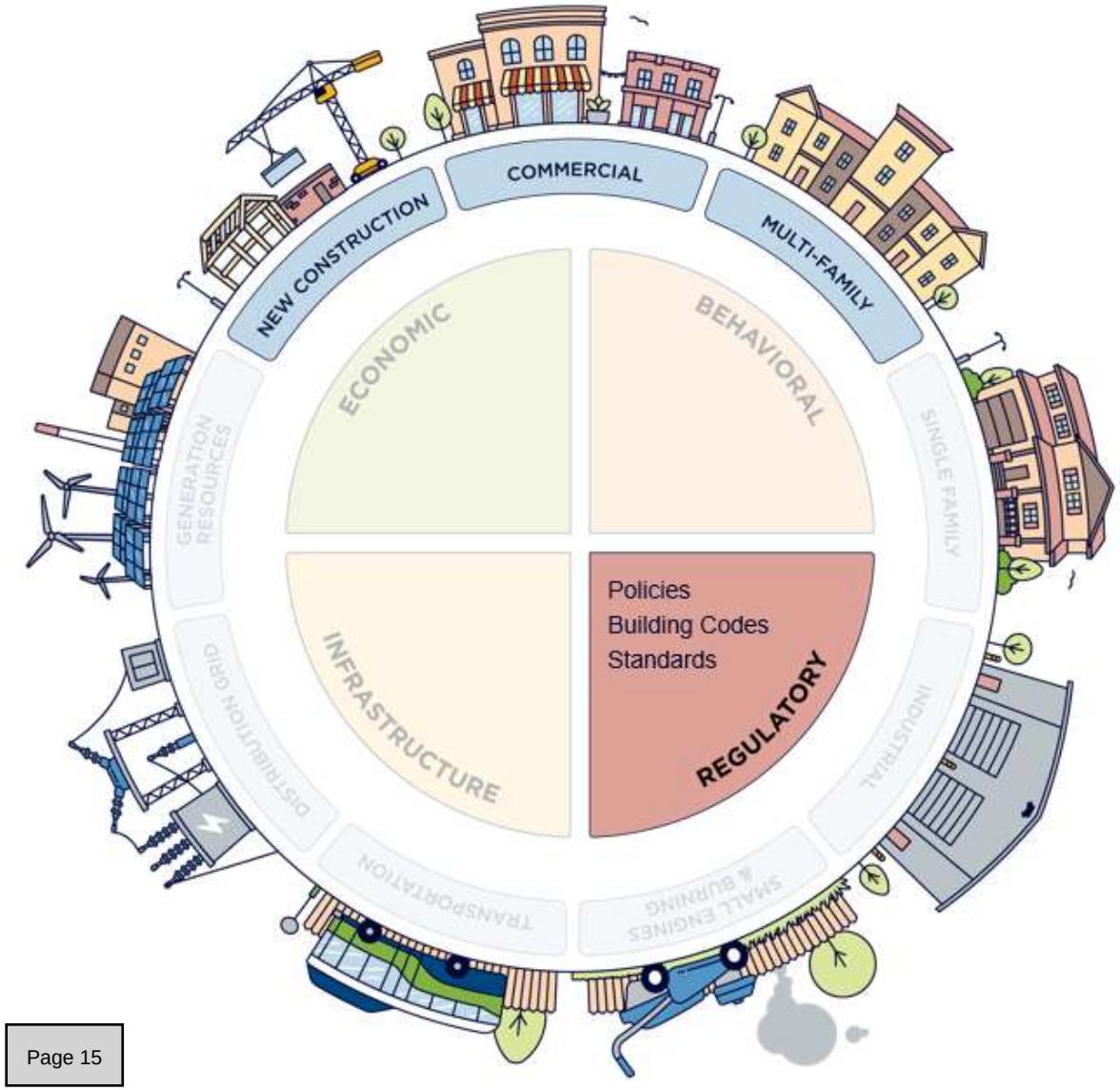


Transfort Optimization Plan

Determine most optimal way to deliver transit service to community using combination of bus routes and micro-transit options.

- OCF Beneficial
  - Reduced vehicle miles traveled
  - Petroleum emissions reduction

pacts: Existing Commercial & Multifamily Buildings



Building Performance Standards Policy

Develop policy framework for improving performance of built environment

- OCF Driven
  - Building emissions reduction
  - Optimize energy use for pursuing 100% renewable electricity

Questions?

btholl@fcgov.com

File Attachments for Item:

2. Our Climate Future Strategic Funding Plan – Phase I

The purpose of this item is to present Phase I of the Our Climate Future (OCF) Strategic Funding Plan, which maps out how the City can strategically allocate climate-related revenue streams – including the 2050 Tax (climate portion), single-use bag fee remittances, and Utilities Electric Rate-Payer Funding– over a 15-year horizon to achieve carbon neutrality by 2050. The full Plan will be completed in Q1 2026 after incorporating Council feedback and will prioritize investments within the 13 OCF Big Moves focused on strategic impact, people-centered solutions, and alignment with Council Priorities.

October 28, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council

STAFF

Jacob Castillo, Chief Sustainability Officer
Honore Depew, Sr. Manager, Environmental Sustainability
Grant Stump, Lead Specialist, Environmental Sustainability

SUBJECT FOR DISCUSSION

Our Climate Future Strategic Funding Plan – Phase I

EXECUTIVE SUMMARY

The purpose of this item is to present Phase I of the Our Climate Future (OCF) Strategic Funding Plan, which maps out how the City can strategically allocate climate-related revenue streams – including the 2050 Tax (climate portion), single-use bag fee remittances, and Utilities Electric Rate-Payer Funding– over a 15-year horizon to achieve carbon neutrality by 2050. The full Plan will be completed in Q1 2026 after incorporating Council feedback and will prioritize investments within the 13 OCF Big Moves focused on strategic impact, people-centered solutions, and alignment with Council Priorities.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What feedback do Councilmembers have on this approach?

2. Are there additional considerations that should be included for allocation prioritization?

BACKGROUND / DISCUSSION

OCF Framework

Climate change threatens our environment, local economy, cost of living, and public health. To address these challenges, Fort Collins City Council adopted Our Climate Future (OCF) in 2021. This framework for action sets ambitious targets and outlines the transformational actions needed to reduce climate pollution and waste, adapt to climate change, and meet people's everyday needs while prioritizing equity and belonging. OCF takes a systems-based approach to coordinate, guide, and report on sustainability efforts based on Council-adopted, data-driven, time-specific targets.

OCF Goals

Adapted and evolved from three previous plans, OCF established an ultimate goal of becoming a carbon-neutral community by 2050 with the following interim targets for 2030:

1. Cut greenhouse gas emissions (GHGs) by 80% compared to 2005 levels
2. 100% renewable electricity from both the grid and local sources
3. Reach zero waste, or nothing sent to landfills

City Council also adopted an additional interim target of reducing community-wide GHG emissions 50% below baseline by 2026. By 2023, the Fort Collins community had reduced community-wide GHG emissions 27% compared to 2005 baseline levels. Per capita emissions were down 44% over the same time period.

Big Moves, Next Moves & Pathways

The solutions needed to achieve our goals are organized into the following:

- **Big Moves** (the *transformational outcomes* desired by the community);
- **Next Moves** (the *specific actions* to help reach each Big Move; and
- **Pathways** (*groups of Next Moves* with results that drive toward a specific outcome).

2050 Tax – Climate Portion

In 2023, Fort Collins voters approved a half-cent sales tax to provide dedicated revenue for important community services through the middle of this century, with 25% of the funding to reduce emissions and increase renewable electricity. The revenue generated by this portion of the 2050 Tax is estimated at roughly $5M/year – yielding approximately $120M for investments between 2027 and 2050 to make Our Climate Future a reality.

STRATEGIC FUNDING PLAN

Strategic Funding Plan Purpose

The purpose of the OCF Strategic Funding Plan is to guide strategic investments of 2050 Tax climate revenue and other funding sources to achieve carbon neutrality by 2050 and meet interim climate goals through sequenced, long-term implementation of Our Climate Future.

OCF has been a valuable guide for City Leadership in past budget cycles, but much has changed since its adoption. The 2050 Tax provides dedicated climate revenue, creating both an opportunity and a need for a more comprehensive, long-term investment strategy that bridges the gap between planning and implementation.

This living document will guide how the City strategically uses its tools – economic incentives, regulations, infrastructure investments, and behavior change programs – to achieve OCF's transformational goals. The Plan forecasts available funds and sequences recommended investments within prioritized focus areas across short-, mid-, and long-term horizons. This supports informed decision-making as Council considers which outcomes to fund immediately, which to stage for future years, and where to reserve funds for critical long-term opportunities, all while maintaining accountability and clear progress reporting to taxpayers.

Connections

To provide the most useful document for Council, the Strategic Funding Plan will incorporate and align with key City priorities and processes.

<u>Budget Process</u>

The OCF Strategic Funding Plan will align closely with the City's current and future budget process in both intent and timing. It is being coordinated closely with the development of the City's new budget process.

Council Priority Setting

As a living document, the OCF Strategic Funding Plan will be informed by and in turn help to provide background information for Council Priorities and the priority setting process.

2024 Strategic Plan

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

Other City Plans

The Our Climate Future framework affects nearly every part of City operations. The Strategic Funding Plan will align with and incorporate other City planning efforts to ensure coordination across the organization.

Connecting to OCF Council Roadmap

The *Our Climate Future Council Roadmap* is a planning tool that helps City Council decide which actions might be taken in the coming years to support OCF goals. See the 2025 Our Climate Future Council Roadmap attached to this AIS.

Project Process

The Strategic Funding Plan is being developed in two phases (Phase I and Phase II) to ensure that the plan is aligned with Council direction and can be informed by the incoming Council's priorities.

Phase I- Council Feedback

The first phase aims to provide Council with substantive detail on the core components of the plan to make the final product most useful for City Leadership. This draft provides:

1. Projected revenue forecasts for selected revenue streams,
2. Overview of the proposed allocation process and outputs, and
3. Examples of updated Pathways for selected Big Moves.

Following the October 28, 2025 Work Session, Councilmember feedback and direction will be incorporated to finalize a full Plan in Phase II at the end of Q1 2026 and inform potential funding requests for the 2027-2028 budgeting process

Phase II- Full Plan

Phase II will expand the Plan into a full document by the end of Q1 2026, incorporating Council feedback from Phase I. The full document will include expanded revenue forecasts, strategically prioritized Big Moves with associated allocation recommendations, and a full set of Next Move plans for all 13 Big Moves.

Revenue Forecasts

Forecasts of different revenue streams that may be utilized to fund OCF work are a central component of the Plan. The forecasts cover a 15-year time horizon, providing a long-range view of available resources.

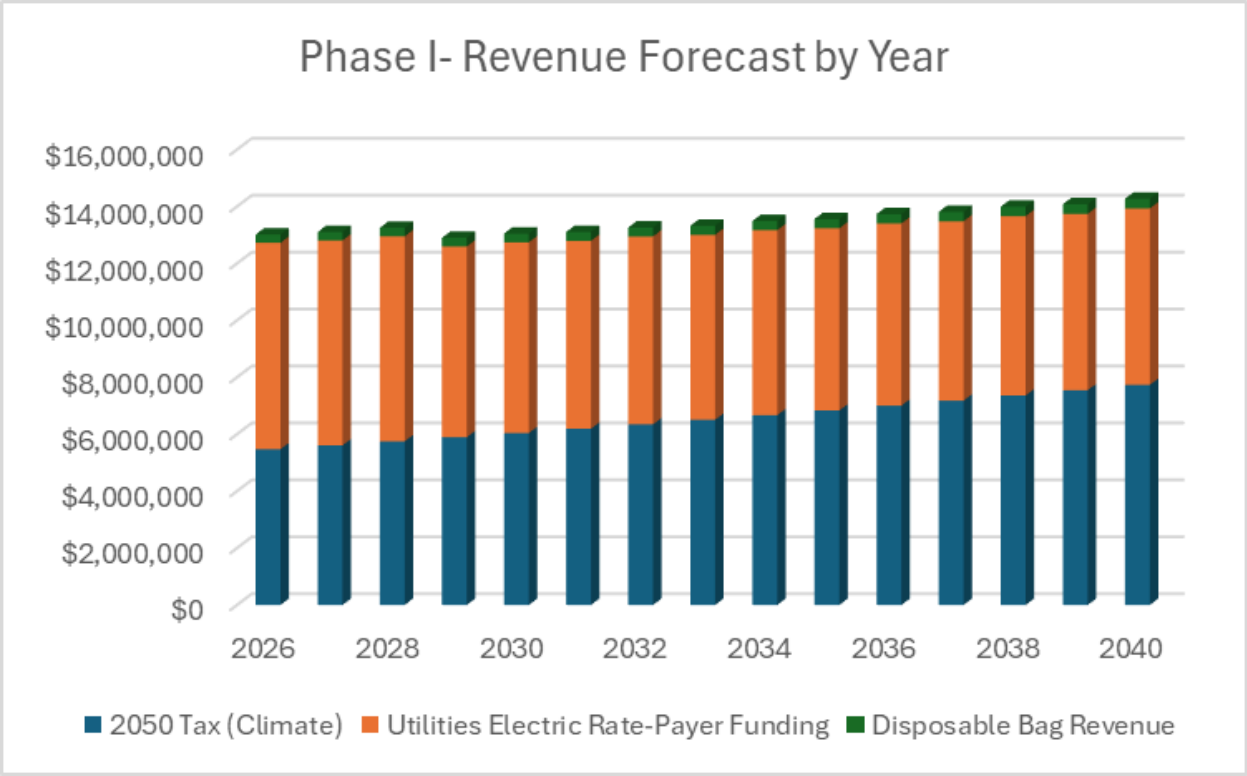
Forecasts of Revenue Streams Included in Phase I

- 2050 Tax Funds, Climate Portion
- Disposable Bag Remittance Fees
- Utilities Funds for Energy Services

Potential Revenue Streams to Include in Phase II

- 2050 Tax, Transit Portion
- Community Capital Improvement Plan (If Passed in Nov.)
- Future Income Sources (Grants, Bonding, Etc.)

The following graphic is the revenue forecast for **Phase I revenue streams**. Each revenue stream is described in further detail below the graphic. Please note that the dollar values in the graphic are projections only and are subject to change.



2050 Tax (Climate Portion)

The climate portion of the 2050 tax may be used to pursue the following efforts:

- Greenhouse gas and air pollution reduction
- 100% renewable electricity
- 2050 goal of community-wide carbon neutrality

The 2050 Tax forecast incorporates updated revenue from City Finance as of October 9th. Based on feedback from the Finance team, the revenue is forecasted using a 2.5% annual growth in net taxable sales.

Disposable Bag Remittance Fees

To reduce plastic pollution, City Council approved a plastic bag ban and ten-cent fee for recycled paper single-use bags at large grocers in 2022. In 2025, Council expanded the Ordinance to include large retailers, and this forecast incorporates expected bag purchases per population over time. Six cents of every ten-cent fee are remitted to the City quarterly. This fee may be used to pursue the following efforts:

- Waste reduction programs and education
- Mitigate plastic pollution
- Reduce solid waste and litter

Utilities Electric Rate-Payer Funding

A portion of Utilities electric ratepayer revenue dollars are used to support energy efficiency, local renewable energy generation, and grid flexibility. These funds can be used for electricity and related services furnished to customers connected to the City's electric system per Sec. 26-462 of the Municipal Code. The Utility may use these funds to assist customers consistent with Council-adopted policies and approved program objectives, which may include financial or technical assistance, incentives or rebates.

Allocations and Prioritization Process

Funds will be recommended for allocation based on insights from a two-stage process designed to align investments with the City's environmental goals, community values, and Council priorities. Stage 1 (Prioritize) uses three core principles to determine which Big Moves and Pathways to prioritize. Stage 2 (Allocate) suggests funding amounts to those priorities and sequences investments over time for City leadership to review as part of the biennial budget process for consideration and adoption by Council. These stages are summarized below.

Stage 1 - Prioritize:

Strategic Approach

Prioritized efforts should maximize our ability to achieve OCF goals. This means investing in actions that contribute most to long-term climate, zero waste, and energy objectives while reserving funds for major strategic opportunities. Decisions will consider the four tools available to local government:

- economic incentives;
- behavior change programs;
- infrastructure investments; and
- regulations.

People-Centered

OCF is a people-centered framework informed by community input. It focuses on reducing environmental harm, adapting to climate change, and advancing equity so that identity is not a predictor of success. Prioritization will ensure local funds support local solutions for residents and businesses, in accordance with OCF's Guiding Principles.

Interconnected

The Plan will align with other City and community planning efforts, connecting climate funding to broader priorities and Council direction. It will also recognize when community partners are best positioned to lead certain Big Moves.

Stage 2 – Allocate:

After prioritizing Big Moves and Pathways, staff will recommend funding allocations based on allowable uses (see table below) and revenue projections. Total allocations will match projected revenue. These staff recommendations will follow the City's budget process.

Allocations will also consider:

- **Time horizons**: Funds will be spread across 15 years, sequencing short-, medium-, and long-term efforts
- **Impacts**: Allocations will consider the mitigation, resilience, and equity (MRE) impacts of potential strategies
- **Categories**: Funds will be organized by type, such as staffing, programs, and capital investments

Examples

Below are two examples of what can be provided through this process. [Note that the numbers in each scenario should be viewed as illustrative only. Final recommended allocations and amounts will be provided in Phase II.]

Example 1: Prioritizing Organics Diversion

The following example shows how funding could strategically be allocated towards the *Organics Diversion* Pathway under Big Move 2: Zero Waste Neighborhoods. This example demonstrates how the Strategic Funding Plan and OCF Framework can support sequencing of complementary actions across the spectrum of tools available to local government.

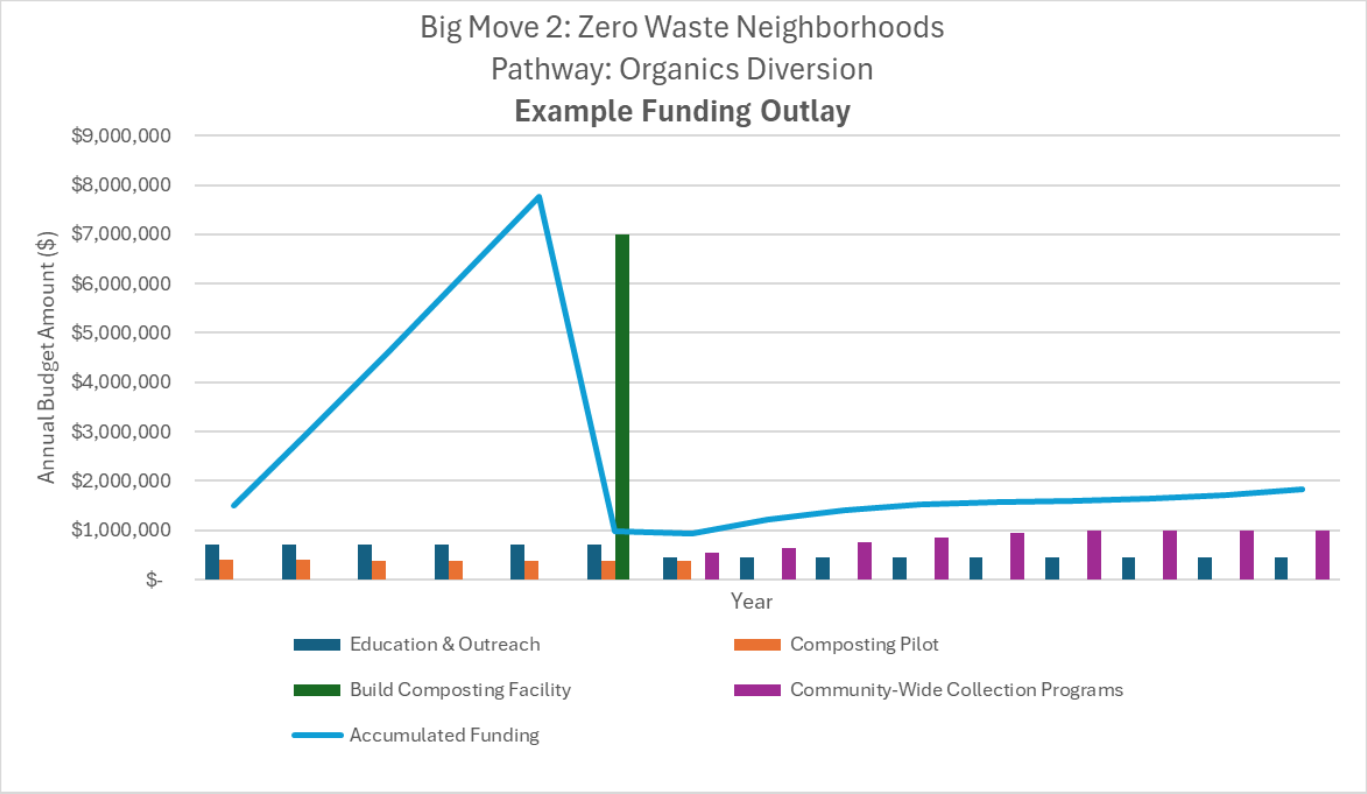
<table>
<tr><th colspan="4">Strategic Timing of Levers</th></tr>
<tr><th colspan="4">Big Move 2: Zero Waste Neighborhoods
Pathway: Organics Diversion</th></tr>
<tr><th></th><th>Short-term</th><th>Medium-term</th><th>Long-term</th></tr>
<tr><td>Behavioral</td><td colspan="2">Outreach & Education</td><td>Community Wide Collection Programs</td></tr>
<tr><td>Economic</td><td>Composting Pilot</td><td></td><td></td></tr>
<tr><td>Infrastructure</td><td></td><td>Build Composting Facility</td><td></td></tr>
<tr><td>Regulatory</td><td></td><td></td><td>Policies & Partnerships</td></tr>
</table>

The simplified table above shows specific actions (grouped by “lever” over time) that may be used to achieve higher organics diversion rates. Short-term strategies include a focus on community education and outreach for behavior change to reduce food waste at the source. Another short-term strategy includes a pilot project currently underway, partnering with a local woman-owned composting business to increase participation in residential and commercial food scrap collection service to better understand benefits and barriers for future program design.

Medium term strategies include regional collaboration, and partnership with other agencies like Larimer County to strategically deploy significant resources for capital construction of a composting facility, large enough to handle a significant portion of the food scraps generated in Fort Collins and contributing to a local and regional circular economy.

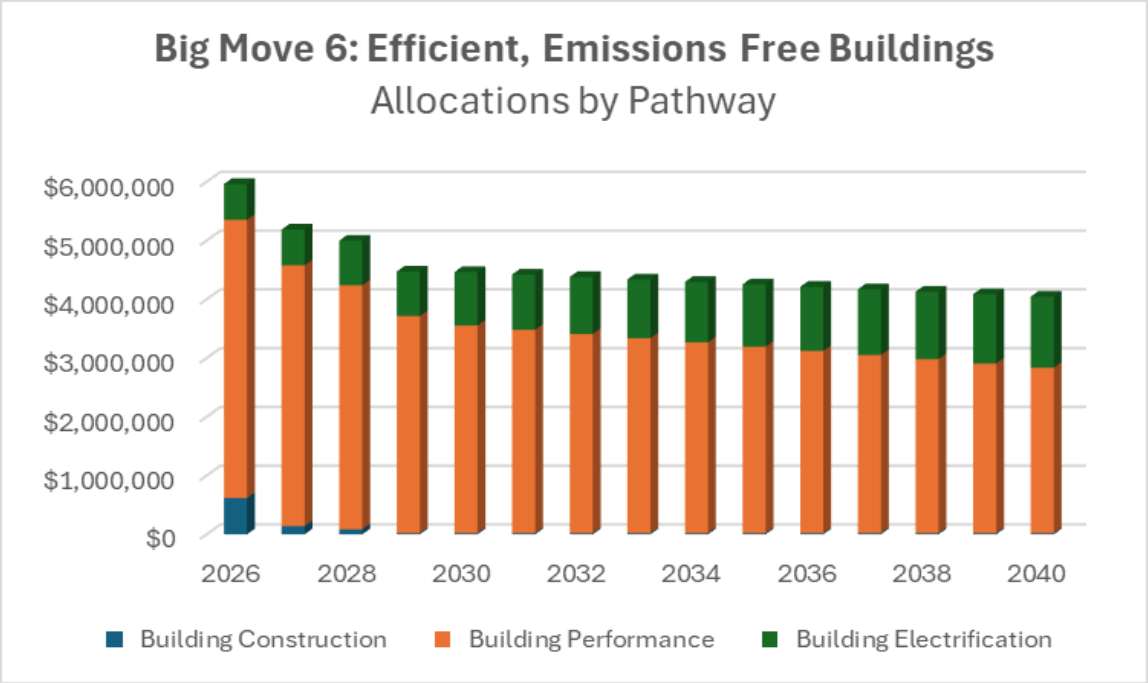
In the long-term, resources and efforts would be invested in behavior change education and outreach for participation in community-wide food scrap collection programs. Assuming a large infrastructure investment has been made in a composting facility, policies and partnerships could be implemented to ensure a closed loop for the local use of finished compost generated by a future facility.

When paired with funding needs and allocations, a funding outlay can be provided showing how local taxpayer dollars are being strategically invested over time, as can be seen in the graph below.



Example 2: Prioritizing Big Move 6: Efficient, Emissions Free Buildings

Allocations can also be used to communicate key requirements to make progress in a certain area. Many of the activities within Big Move 6 relate to customer facing incentives, which require predictable, steady investment to be successful. Rather than implement a significant capital investment, allocations in this Big Move focus on steadily funding incentives and training programs to encourage higher adoption. This



allocation also demonstrates the anticipated gradual decrease of efficiency-based incentives and increase of technical advisory services and electrification incentives in the long term.

Allocating in this manner across multiple Big Moves allows staff to communicate areas of opportunity and associated requirements to make the biggest impact on the transformational outcomes and goals of OCF.

Next Moves Update

Every two years, city staff and community members work together to review and refine which actions can be achieved in the near term and builds out a 2-year **Next Moves Plan**. This lets staff adjust strategies over time to fit the community's needs and Council Priorities while responding to market and technology developments.

For Phase I of the Strategic Funding plan, three specific Big Moves and their associated Pathways and Next Moves were updated to provide Council with examples of how tactical level work connects with the Strategic Funding Plan. Examples of these updates are included in the attachment titled "Next Move Update Examples". Phase II will include a full update of all 13 Big Moves, and their associated Pathways and Next moves.

NEXT STEPS

The full Plan will be completed in Q1 2026 after incorporating Council feedback and will prioritize investments across 13 Big Moves focused on strategic impact, people-centered solutions, and alignment with Council Priorities.

The Strategic Funding Plan is designed to be a tool for aligning strategy and resources to most effectively achieve the transformational outcomes and goals of OCF. It highlights prioritized strategies and funding levers, giving Council the visibility it needs to guide investments and set priorities.

ATTACHMENTS

1. 2025 Our Climate Future Council Roadmap
2. Next Move Update Examples
3. Strategic Funding Plan Presentation

2025 Our Climate Future Council Roadmap

The OCF Council Roadmap (below) is a strategic, visual tool for Council to use when considering decisions across multiple areas over time and how they impact community climate goals and progress toward Our Climate Future Big Moves. The *Roadmap* presents initiatives that offer *Pathways* toward achieving adopted goals and shows what tools are available to make progress. It includes decision points in areas of policy, project, and program development where Council will be involved through Work Sessions and formal adoption processes. However, it does not include all work that advances OCF Big Moves, and community-led initiatives are not included.

What the Roadmap does:

- Shows what actions are available to help reach community climate and waste goals
- Demonstrates how these actions connect to OCF Big Moves (through Pathways)
- Focuses on actions that reduce climate pollution, air pollution, and waste in five key areas: *mobility, buildings, land use, waste, and funding*

An asterisk (*) indicates a change from the 2024 Roadmap.

Legend:

Mobility Related Big Moves

Buildings Related Big Moves

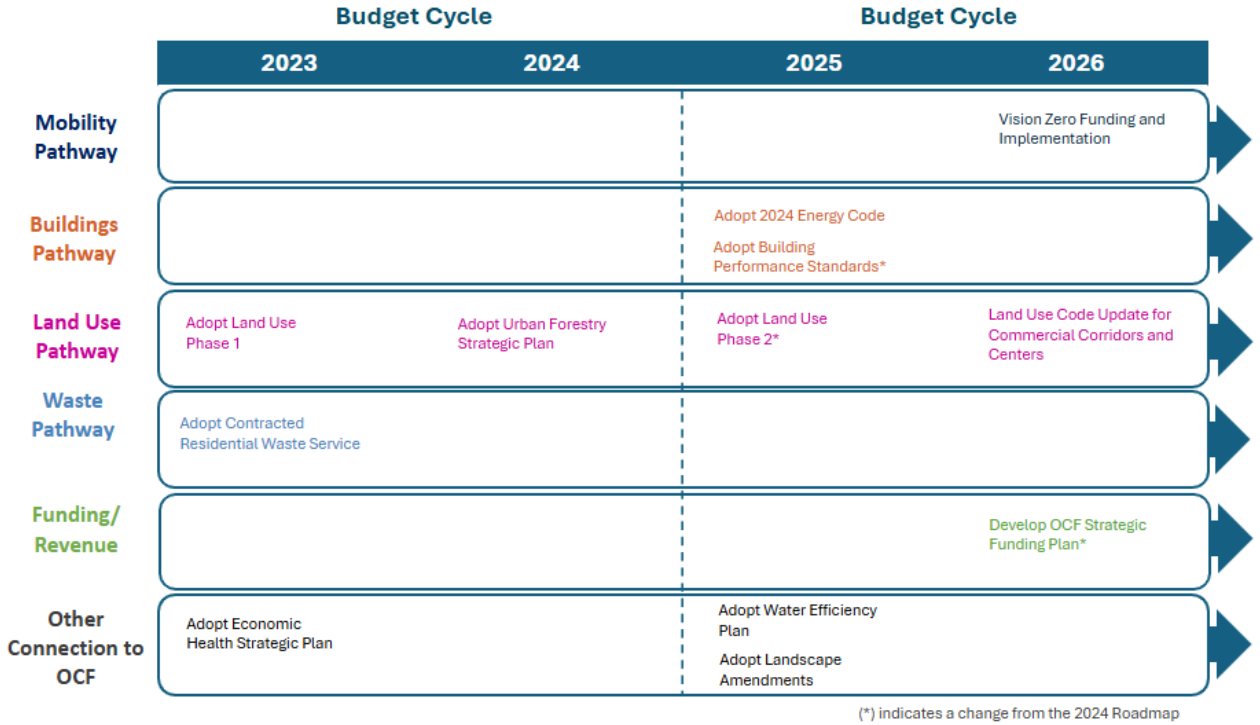
Land Use Related Big Moves

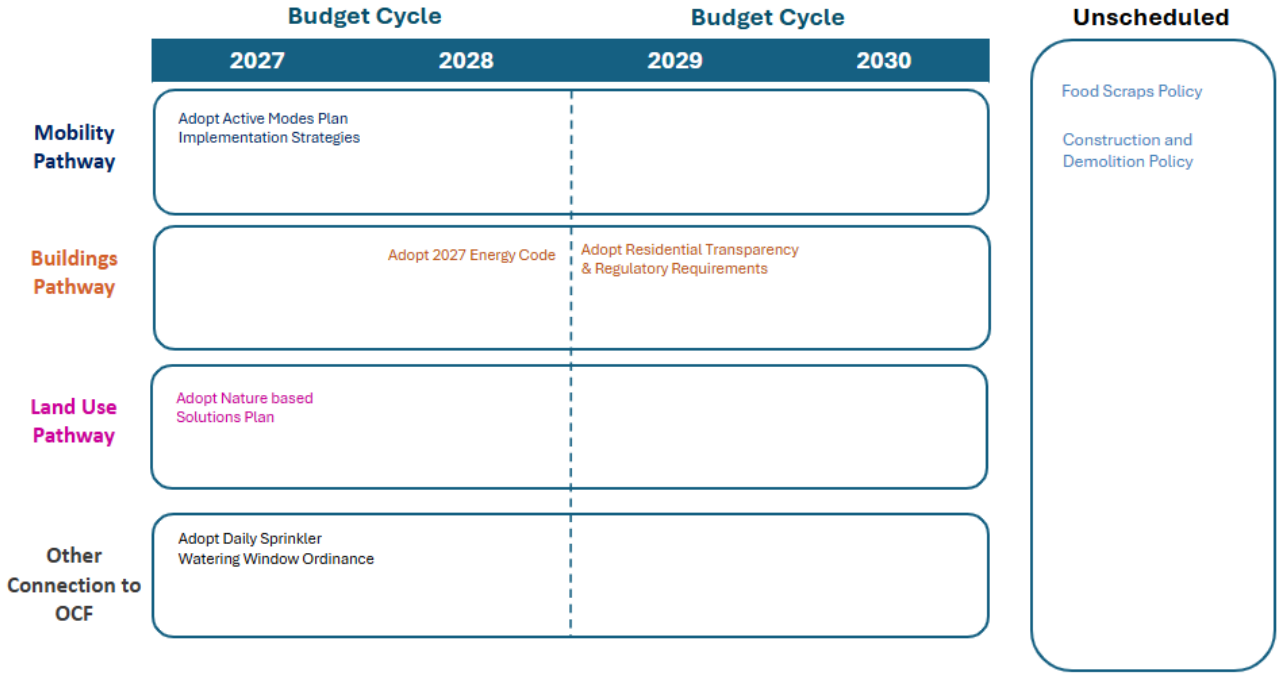
Waste Related Big Moves

Funding/Revenue

Other Connection to OCF

2025 OCF Council Road Map





Next Move Update Examples

Big Move 2: Zero Waste Neighborhoods

Fort Collins produces nearly 100,000 tons of trash each year, or about 3 pounds per person per day. Big Move 2: Zero Waste Neighborhoods aims to reduce this waste by ensuring community-wide access to recycling, composting, and reuse.

Big Move 2: Zero Waste Neighborhoods		
We can all share and reuse so we don't have to buy things we won't regularly use and are able to recycle or compost the rest.		
Pathways		
Organics Diversion	**Recycling**	**Landfill Diversion**
Reduce GHG emissions such as methane by diverting organic matter from landfills to repurposed products like healthy soil from composting	*Prevent waste from entering landfills by converting it into reusable material*	*Reduce volume of waste entering landfills*
Next Move Examples		
• Improve and expand on education and outreach promoting organic waste prevention, recovery and diversion. • Pilot and evaluate residential models for food waste. • Community scale infrastructure to collect, process and distribute organic waste for beneficial uses.	• Continue to provide and expand recycling education campaign • Expand acceptable materials for Hard-to-Recycle (TRC)	• Education and Outreach to reduce single-use plastics • Operations for Contracted Trash and Recycling Program • Host Annual Hazardous Waste Collection Event

Big Move 6: Efficient, Emissions Free Buildings

Buildings generate more than two-thirds of our community's carbon emissions through heating, cooling, lighting, and other daily needs. Improving building performance not only cuts emissions but also creates jobs, enhances indoor air quality, and helps families save money on utility bills.

Big Move 6: Efficient, Emissions Free Buildings

Everyone lives and works in healthy, energy and water efficient buildings which transition to become emissions free.

Pathways

Building Performance	Building Electrification	Building Construction
Reduce GHG emissions from existing buildings	*Shift building energy consumption from natural gas to electricity, reducing GHG emissions as electricity generation becomes more renewable over time*	*Reduce GHG emissions from new buildings upfront, avoiding the need for future efforts to reduce their emissions*
Next Move Examples		
• Establish Building Performance Standards • Provide energy efficiency improvement programs for homes and businesses	• Provide natural gas electrification programs for homes and businesses • Support and expand local service providers through workforce education on electrification	• Establish an energy performance path to zero carbon for new construction by 2030 • Provide stock plans for energy efficient, affordable housing developments'

Big Move 12:100% Renewable Electricity

Electricity accounts for over 40% of our community's carbon emissions while powering our homes, businesses, and economy. To meet future needs, the electric grid must evolve into a more interconnected system of buildings, renewable energy, electric vehicles, and storage while ensuring reliability, affordability, and access for all.

Big Move 12: 100% Renewable Electricity

Everyone in the community receives affordable and reliable 100% renewable electricity, including from local sources.

Pathways

Local Renewable Electricity	Electric Grid Flexibility	Electric Grid Operations
Increase renewable electricity generation within the community, by both the City itself and the Community	Align electricity generation, storage, and consumption	Maintain a reliable, secure, and affordable, interconnected electric grid, while shifting generation to renewable sources
Next Move Examples		
• Provide distributed renewable energy generation programs • Install renewable energy	• Provide demand response and grid flexibility programs • Deploy a distributed energy resource management system'	• Partner with Platte River on their transition into the Southwest Power Pool RTO, and retirement of all owned coal generation • Partner with Platte River on their installation of utility-scale renewable energy generation

Our Climate Future- Strategic Funding Plan: Phase I

Jacob Castillo, Honore Depew, Grant Stump

10-28-2025 Work Session

enda

- Questions for Council to Consider
- Our Climate Future Background
- Strategic Funding Plan
  - Purpose
  - Revenue Projections
  - Allocations
  - Next Moves
- Next Steps

idance Sought

- What feedback do Councilmembers have on this approach?
- Are there additional considerations that should be included for allocation prioritization?

Our Climate Future Background

r Climate Future Background

Purpose

- Guide Fort Collins toward a ***sustainable, carbon-neutral future*** while focusing on the needs of its people
- Community driven plan focused on Mitigation, Resilience *and* Equity

Structure

- **Council-adopted 2030 Goals**
  - Reduce greenhouse gas emissions by 80% below 2005 baseline
  - 100% renewable electricity
  - Achieve zero waste
- **13 Big Moves**
  - Community Voice
  - Transformational Outcomes

Support

- **Organization-wide effort**
  - Cross-departmental leadership
- **2050 Tax – Climate**
  - Voter-approved: 2023
  - First investments: 2024

rminology

Big Moves

- Transformational Outcomes

Pathways

- Strategic Level

Next Moves

- Tactical Level

Strategic Funding Plan Purpose

rpose and Deliverables

Purpose:

Create a strategic guidance document for Our Climate Future related investments with a focus on the most effective use of funds to achieve the goals and outcomes of OCF.

Key Deliverables:

- Revenue Projections
- Allocations
- Next Moves Plan

Timeframe: Q2 2025– Q1 2026

ɔject Plan

Phase I- Council Consult

Primary Deliverables

- Process for Review
- Draft Projections & Allocation Criteria

Phase II- Full Plan

Primary Deliverables

- Revenue Projections
- Allocation Criteria and Approach
- Next Moves Plan Update

→ End of Q1 2026

Living Document

Considerations

- Updated Biennially to Inform:
  - Budget Decisions
  - Council Priorities
  - Strategic Planning

dget and Strategic Plan Timing

Revenue Projections

mary Funding Stream Forecasts

Time Horizon- 15 Years

Phase I- Council Presentation

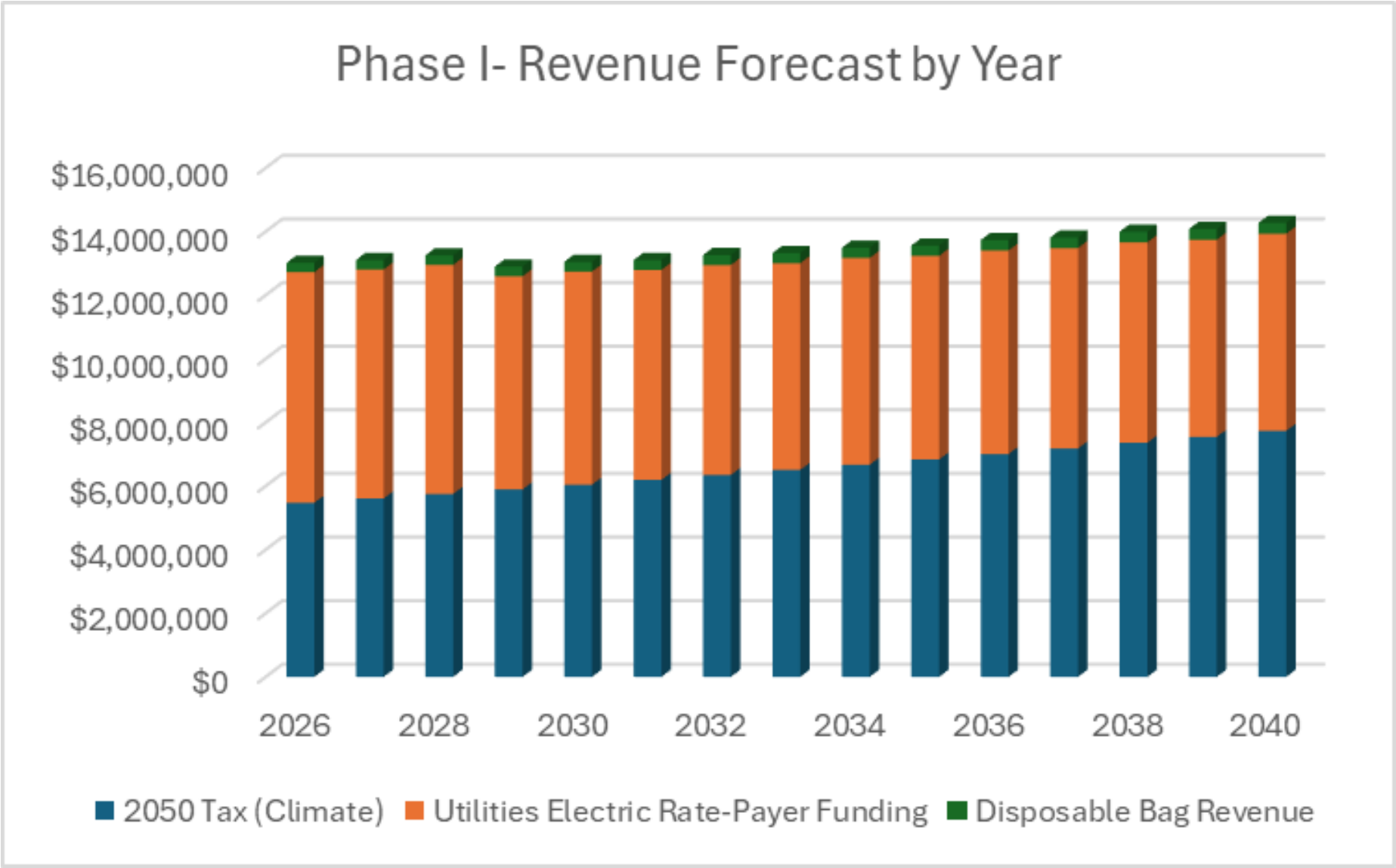
- 2050 Tax, Climate Portion
- Remittance Fees from Disposable Bags
- Utilities Electric Rate-Payer Funding

Phase II- Full Plan

Potential Additional Sources

- 2050 Tax, Transit Portion
- Community Capital Improvement Plan (If Passed in Nov.)
- Future Income Sources (Grants, Bonding, Etc.)

ample Annual Funding Forecast



** Please note that the numbers in this slide should be considered as placeholders, not final numbers.*

Allocations

ocation Approach

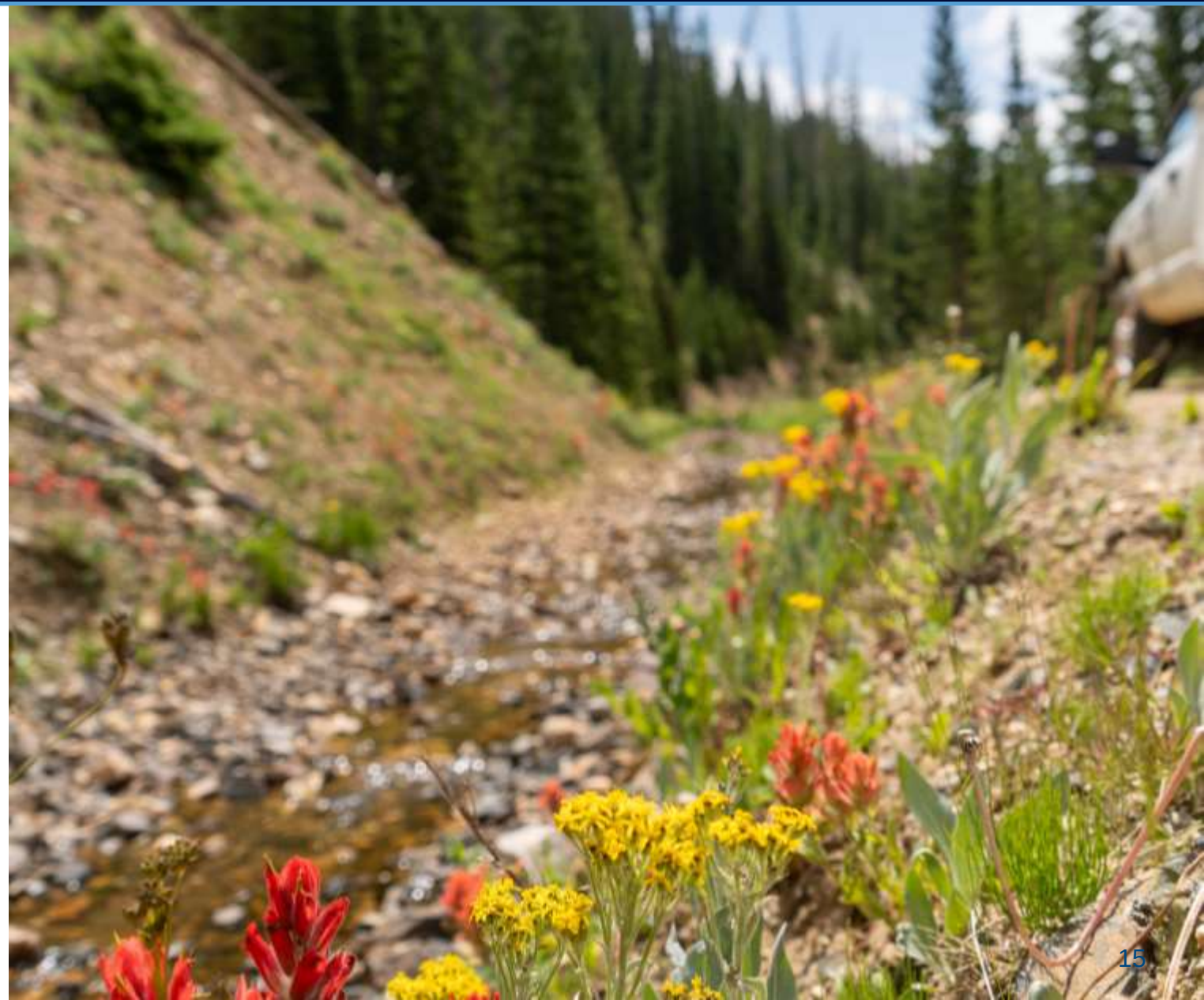
Purpose

Strategically align investments with:

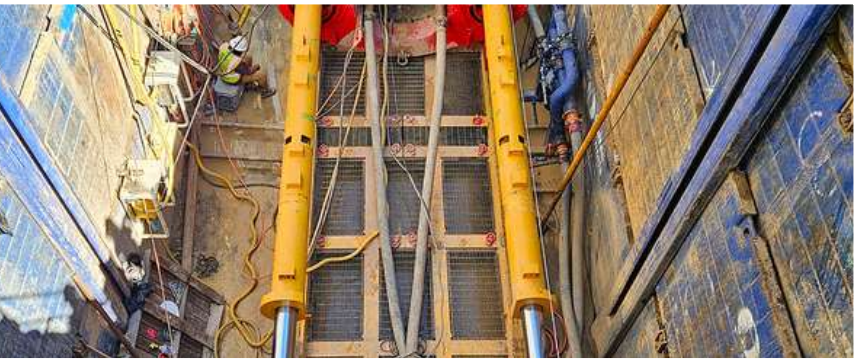
- Our Climate Future Goals
- Big Moves
- Council Priorities

Process

- Stage 1: Prioritization
- Stage 2: Allocation



ıge 1: Prioritization



Strategic Approach

- Maximize likelihood of hitting 2050 goals and outcomes
- Identify long term strategic investments and manage fund reserves for those opportunities
- Timing and sequencing of investments informed by the 4 levers of local government

People Centered

- Identify and prioritize strategies that address Mitigation, Resilience, and Equity
- Ensure local impact is prioritized and communicated

Interconnected

- Incorporate Council Priorities and Guidance
- Connect to other City planning documents and efforts
- Identify and support partnerships best positioned to lead

Stage 2: Allocation

Goal

Recommend funding allocations for prioritized Big Moves and Pathways

Considerations

- Align Allocations to Revenue Forecasts
- Allowable Uses
- Funding Category
- Multiple time horizons
- Mitigation, Resilience, and Equity Impacts

tigation, Resilience, and Equity Impacts

Mitigation

- Greenhouse Gas Reductions
- Waste Diverted
- Renewable Energy

Resilience

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.

Equity

Designing programs, policies, and systems to ensure identity is not a predictor of outcomes

Tradeoffs

Identify where an effort to impact one area, may negatively impact another (Ex. GHG Mitigation impacting affordability, etc.)

ample: Organics Diversion

Big Move 2: Zero Waste Neighborhoods

- Organics Diversion Pathway

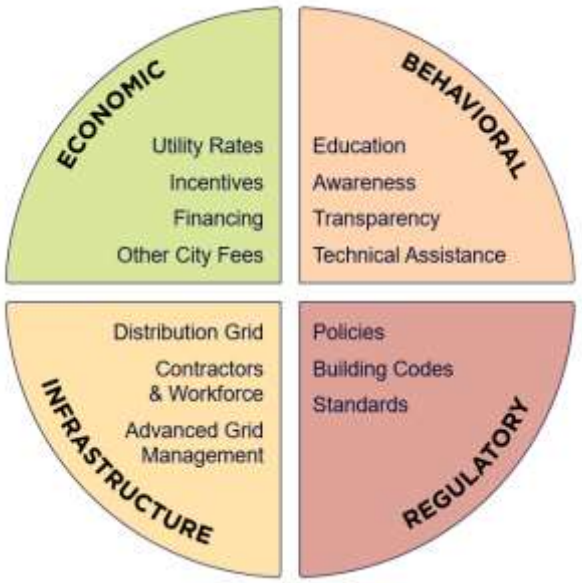
Narrative

Reduce GHG emissions such as methane by diverting organic matter from landfills to repurposed products like healthy soil from composting

What this example shows

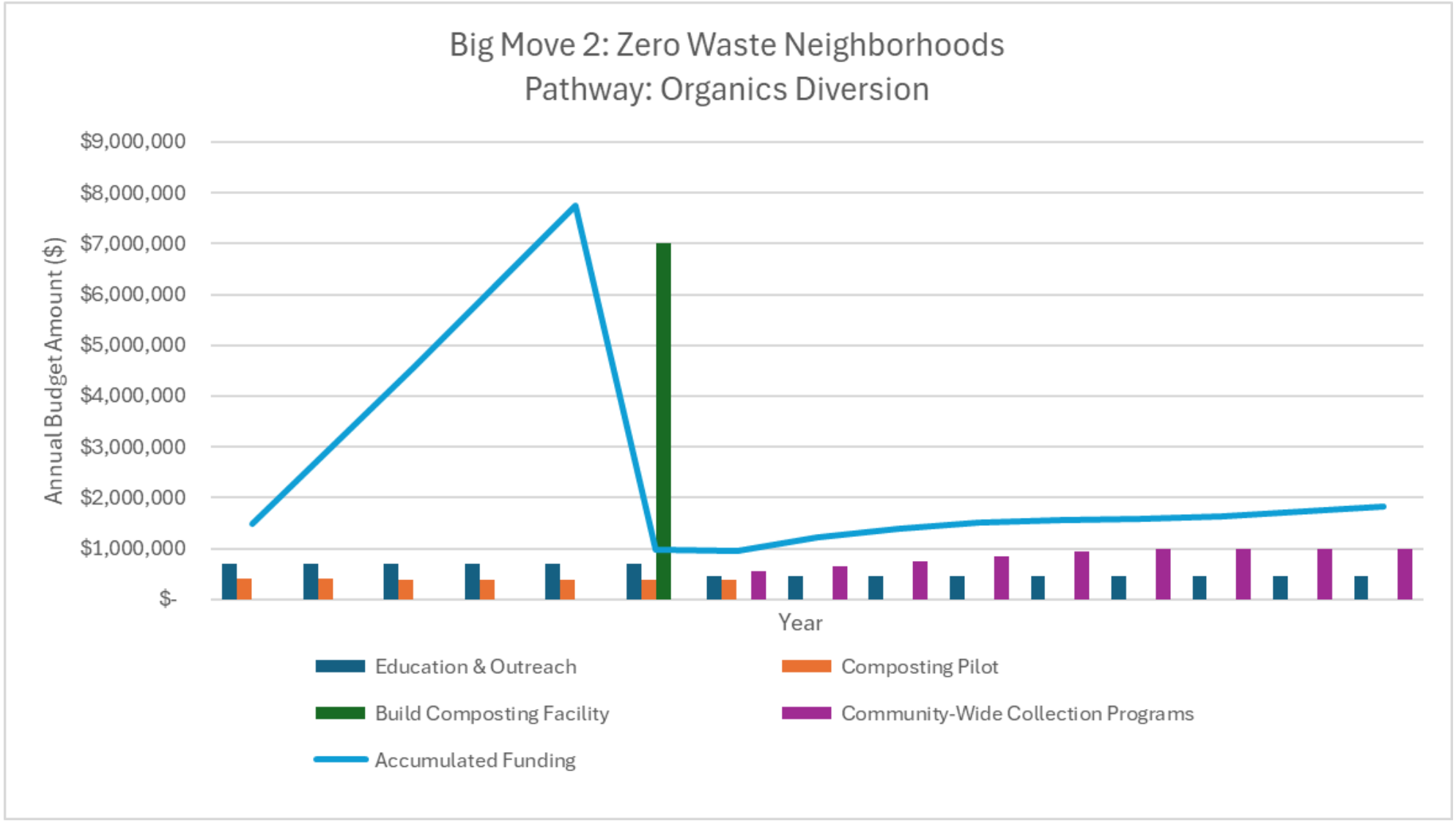
- Strategic timing of levers
- Capital Funding
- Incorporation of multiple funding streams

ample- Strategic Timing of Levers



Big Move 2: Zero Waste Neighborhoods **Pathway:** Organics Diversion			
	Short-term	**Medium-term**	**Long-term**
Behavioral	Outreach & Education		Community Wide Collection Programs
Economic	Composting Pilot		
Infrastructure		Build Composting Facility	
Regulatory			Policies & Partnerships

ample Funding Outlay



** Please note that the numbers in this slide should be considered as examples only, not proposed projects or amounts.*

re's what the following Example will show

Big Move 6: Efficient, Emissions Free Buildings

Pathways

- Building Performance
- Building Electrification
- Building Construction

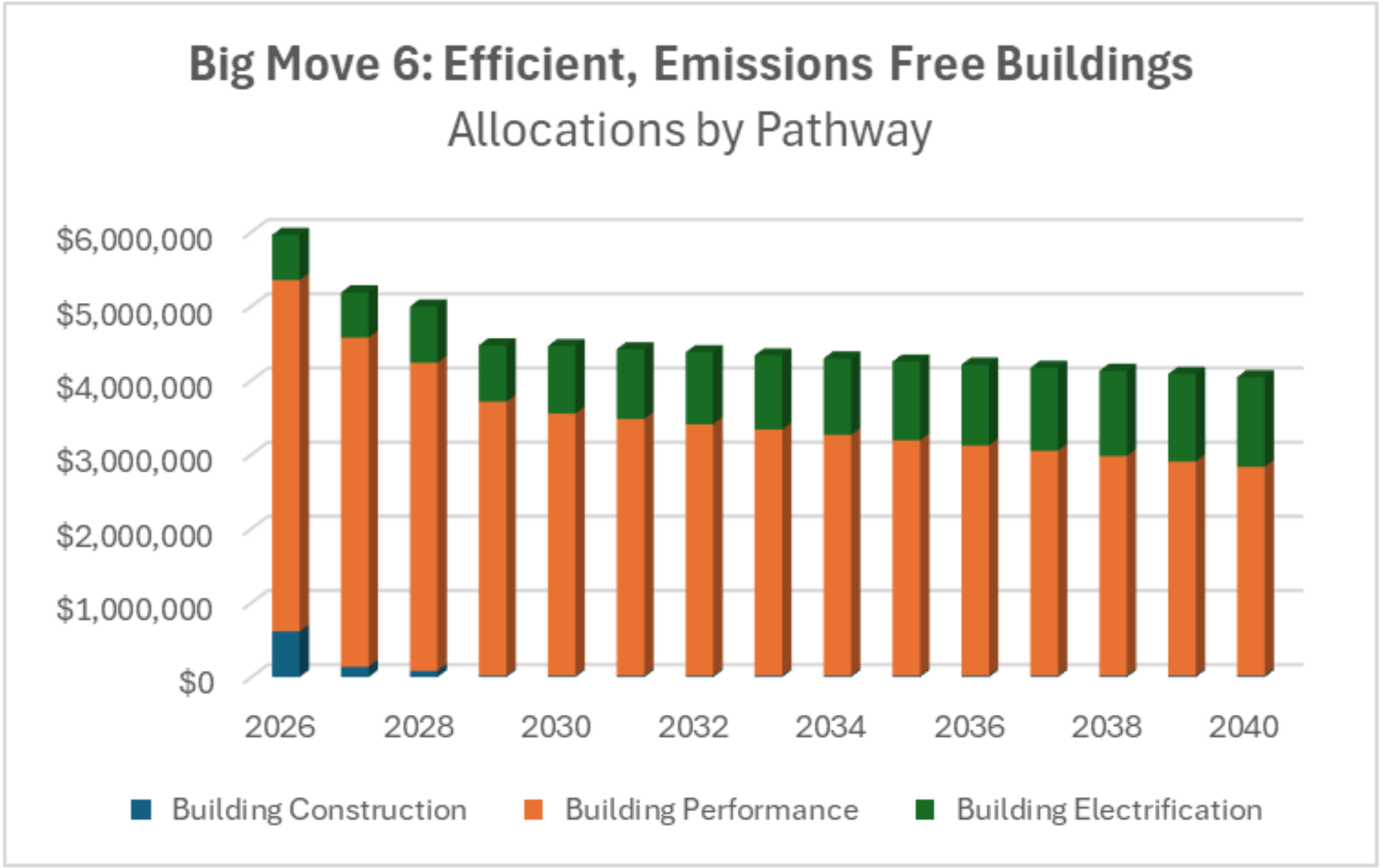
Narrative

To reduce GHG emissions from buildings, consistent investment in incentives and strategic timing of funding is critical.

What this example shows

- Strategy Across Pathways
- Funding Timing

g Move 6 – Annual Target Funding Allocations



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Next Moves Plan

xt Moves Plan - Background

Purpose and Connection

- Communicate actions being taken on each Big Move
- Provides work plan for staff
- Accountability to the community
- Tie actions to budgetary needs

Terminology

Big Moves

- Transformational Outcomes

Pathways

- Strategic Level

Next Moves

- Tactical Level

Current Updates

- 2- Zero Waste Neighborhoods
- 6- Efficient, Emissions Free Buildings
- 12- 100% Renewable Electricity

Big Move 6: Efficient, Emissions Free Buildings

Everyone lives and works in healthy, energy and water efficient buildings which transition to become emissions free.

Building Performance Pathway

Next Moves

- Establish Building Performance Standards
- Provide energy efficiency improvement programs for homes and businesses
- Provide behavioral energy efficiency programs for homes and businesses
- Provide financial mechanisms to support retrofit programs (e.g., Epic loans, CPACE)

** Please note that the Next Moves in this slide are not final or comprehensive and should serve as an example only*

Next Steps

mmary

Phase II

Primary Deliverables

- Revenue Projections
- Allocation Criteria and Process
- Next Moves Update

Due Date

- End of Q1 2026

idance Sought

- What feedback do Councilmembers have on this approach?
- Are there additional considerations that should be included for allocation prioritization?

File Attachments for Item:

3. Transfort Optimization Plan

The purpose of this item is to present the Transfort Optimization Plan, fiscally constrained, short-range service plan that aligns Fort Collins' transit network with current financial realities, community needs, and long-term sustainability goals, with a focus towards increasing ridership and better serving transit-reliant populations and high-travel corridors. Developed through extensive public engagement, data analysis, and national best practices, the plan prioritizes frequency, reliability, and equitable access while maintaining a fare-free system. The recommended scenario establishes a streamlined, grid-based network that strengthens high-demand corridors, improves connectivity to key destinations, and operates within available resources. It also updates Dial-A-Ride and Dial-A-Taxi services to maintain flexibility while meeting ADA requirements and introduces a new safety and security partnership with Police Services. Together, these efforts position Transfort to deliver a more efficient, sustainable, and community-focused transit system that remains adaptable to future funding and evolving needs.

October 28, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council

STAFF

Kaley Zeisel, Transfort Director
Steven Zupparo, Transfort Sr. Operations Manager

SUBJECT FOR DISCUSSION

Transfort Optimization Plan

EXECUTIVE SUMMARY

The purpose of this item is to present the Transfort Optimization Plan, fiscally constrained, short-range service plan that aligns Fort Collins' transit network with current financial realities, community needs, and long-term sustainability goals, with a focus towards increasing ridership and better serving transit-reliant populations and high-travel corridors. Developed through extensive public engagement, data analysis, and national best practices, the plan prioritizes frequency, reliability, and equitable access while maintaining a fare-free system. The recommended scenario establishes a streamlined, grid-based network that strengthens high-demand corridors, improves connectivity to key destinations, and operates within available resources. It also updates Dial-A-Ride and Dial-A-Taxi services to maintain flexibility while meeting ADA requirements and introduces a new safety and security partnership with Police Services. Together, these efforts position Transfort to deliver a more efficient, sustainable, and community-focused transit system that remains adaptable to future funding and evolving needs.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions of feedback to Councilmembers have about the service planning principles and priorities guiding the future transit system?

BACKGROUND / DISCUSSION

The Optimization Plan serves as a fiscally constrained, short-range service plan that implements elements of the long-term Transit Master Plan. It focuses on maintaining a fare-free, equitable system while growing ridership and aligning service delivery with financial realities, post-pandemic travel patterns, and evolving community needs. The plan's goals include maintaining a fare-free transit system that supports equity and attracts riders, conducting inclusive engagement to ensure diverse voices shape priorities, aligning with best practices to support ridership recovery, adapting service to reflect post-COVID travel behavior, designing a simpler and more intuitive network, and ensuring financial feasibility within available resources.

Across the transit industry, expenses have grown dramatically, between 50 and 70 percent since 2019, and Fort Collins has experienced roughly a 50 percent increase over that same period. Consistent with national trends, Transfort's largest cost drivers have been personnel, vehicle repair, and contracted services. While revenue has increased modestly, primarily at the City level, it has not kept pace with rising

expenses. Transfort has also experienced reductions in key revenue sources, including FLEX partnership funding and the FASTER operational grant. In the short-term, Transfort has leveraged the 2050 tax, in line with ballot language, to meet the increased expense needs. Beginning in 2026, Transfort anticipates receiving between $2 and $3 million annually in new state funding through Senate Bill 230, which establishes a dedicated funding stream generated by oil and gas fees to expand and improve public transit statewide. This new funding has been incorporated into financial assumptions for the recommended scenario.

Transit continues to be a key City strategy in achieving Council and community goals. The Optimization Plan strengthens alignment with the City's Strategic Plan by focusing on efficiency, reliability, and equitable access, laying the groundwork for a sustainable and resilient transit system. The recommended scenario was informed by three foundational elements: community and stakeholder feedback, data evaluation, and best practices from peer agencies that have successfully recovered ridership post-pandemic. To understand trade-offs around possible system design, three preliminary scenarios were developed within a fiscally constrained 130,000-hour framework, later refined to 110–115,000 hours to reflect updated budget forecasts.

- Scenario 1: Travel Patterns, focused on high-frequency, direct routes on major travel corridors.
- Scenario 2: Rider Demand, prioritized service for transit-reliant communities.
- Scenario 3: Condensed with Microtransit, combined a high-frequency core network with flexible coverage with on-demand microtransit in low-density areas.

Transfort and FC Moves conducted a comprehensive engagement effort, reaching thousands of residents through surveys, open houses, community events, and presentations to Boards and Commissions, the Community Advisory Committee and other key stakeholders and partners. Key partners included Colorado State University, Poudre School District, and community organizations serving older adults, the business community, people with disabilities, and underserved populations. Feedback emphasized frequency over coverage as the top priority, support for simple, linear routes, improved reliability and safety, and expanded evening, weekend, and school-oriented service. Residents also identified system gaps, particularly along Timberline and south of Harmony, and expressed skepticism about microtransit due to cost and the inconvenience of transferring depending on the model used. Overall, public engagement indicated strongest support for Scenario 1, Travel Patterns, with elements of Scenario 2, Rider Demand, reflected in the final hybrid recommendation.

Each scenario was evaluated using multiple data inputs, including ridership by route and stop, route productivity, demographics, and travel demand. Peer analysis of six high-performing transit agencies revealed key trends: smaller service areas and simplified networks improved efficiency, operating costs increased industry-wide even with service reductions, and agencies that focused on frequency, reliability, and transit reliant riders achieved the strongest recovery. These findings reinforced the need for a leaner, data-driven, grid-based system prioritizing high-performing routes, equity, and key core travel corridors over infrequent coverage routes.

Transfort's redesign is guided by five core principles: frequency, productivity, equity, simplicity, and efficiency. These principles informed network design priorities emphasizing a grid-style structure that focuses on the highest-traveled corridors, improves service for many transit-reliant populations, enhances access to key destinations such as schools, healthcare, and affordable housing, and maximizes ridership return per dollar invested. The plan reflects the best knowledge and data available today within a constrained budget. and Transfort remains committed to ongoing evaluation and adaptation as conditions evolve.

The recommended transit network strengthens core routes, reduces detours, and aligns resources with the highest-demand areas. The plan introduces a layered network with frequent routes operating every 10–20 minutes, core routes at 30-minute service levels during peak periods, and local routes serving

corridors with steady but moderate demand. Tradeoffs between frequency and coverage were carefully balanced to prioritize equity and long-term sustainability with available resources.

Under federal ADA requirements, Dial-A-Ride service must extend three-quarters of a mile from any fixed route. As the fixed-route system becomes more condensed, the Dial-A-Ride boundary will also contract. Approximately 39 existing clients will fall outside the new area but will be 'legacy'd' in to ensure continuity of service. The reduction primarily affects single-family neighborhoods, while most healthcare providers and human-service facilities remain in the service area. Because Dial-A-Ride mirrors fixed-route service hours, Sunday paratransit service will be discontinued. Currently, an average of 19 trips occur on Sundays. Based on projected ridership and cost increases, Sunday service in the new service area is estimated to cost approximately $80,000 annually to continue. However, the Dial-A-Taxi program will be expanded to bridge service gaps, allowing Dial-A-Ride eligible riders within the Growth Management Area to take taxi trips any day of the week or time of the day using a $15 voucher toward the taxi fare. Based on the available budget, Transfort estimates that 30 vouchers will be available per day, seven (7) days per week. If funding for this program increases, the number of vouchers per day will also increase. These program adjustments maintain flexibility for riders while aligning operations with fiscal and regulatory requirements.

Transfort is also advancing work to enhance safety and security across the system. Community survey results indicate improved perceptions of safety, though continued progress is needed. Due to challenges filling Transit Service Officer positions (68 applicants and only one hire since fall of 2024) Transfort is pursuing a hybrid model in partnership with Police Services through the Homeless Outreach and Proactive Engagement (HOPE) Team and the Mental Health Response Team (MHRT). Using the SARA Model (Scanning, Analysis, Response, Assessment), this partnership will identify key safety concerns, address root causes through environmental and operational changes, implement targeted responses such as signage, cameras, and de-escalation training, and assess progress through data and feedback. This approach brings specialized expertise, ensures consistent presence, and provides proactive support for both riders and operators.

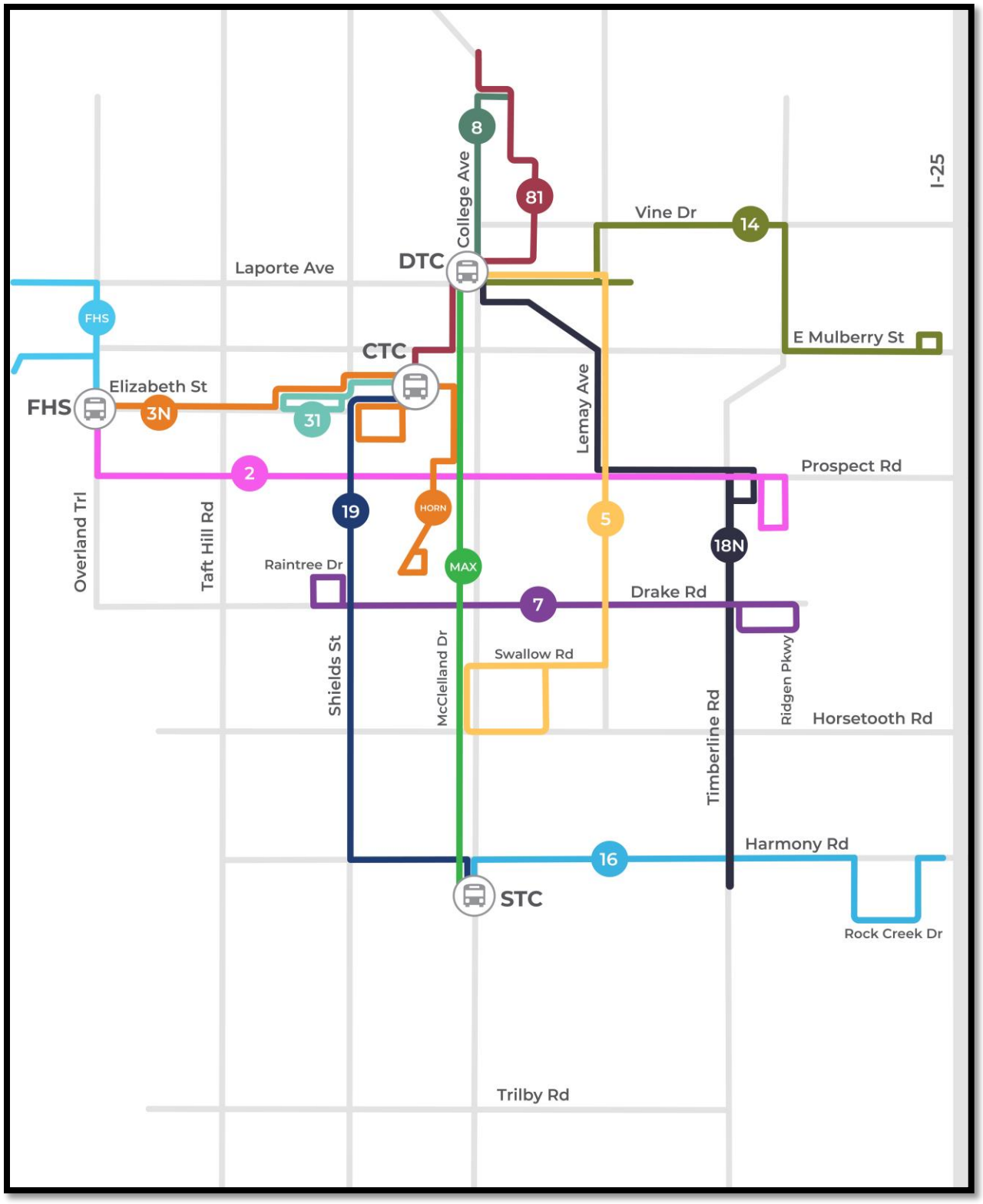
NEXT STEPS

Currently, the project is in the stage of confirming principles and priorities with Council. Following Council feedback, Transfort and FC Moves will share outcomes with the community, finalize implementation plans, and begin phased rollout of the operational plan in 2027.

ATTACHMENTS

1. Proposed System Map
2. Paratransit Polygon
3. Outreach Overview
4. Presentation

Attachment 1: Proposed System Map



Frequencies

Frequent

Weekday **10-20 mins** all day
Weekend **15-20 mins** all day

Core

Peak frequency of **30 mins** for 8 hrs/day*
Off-peak frequency of **60 mins** for 6 hrs/day

Local

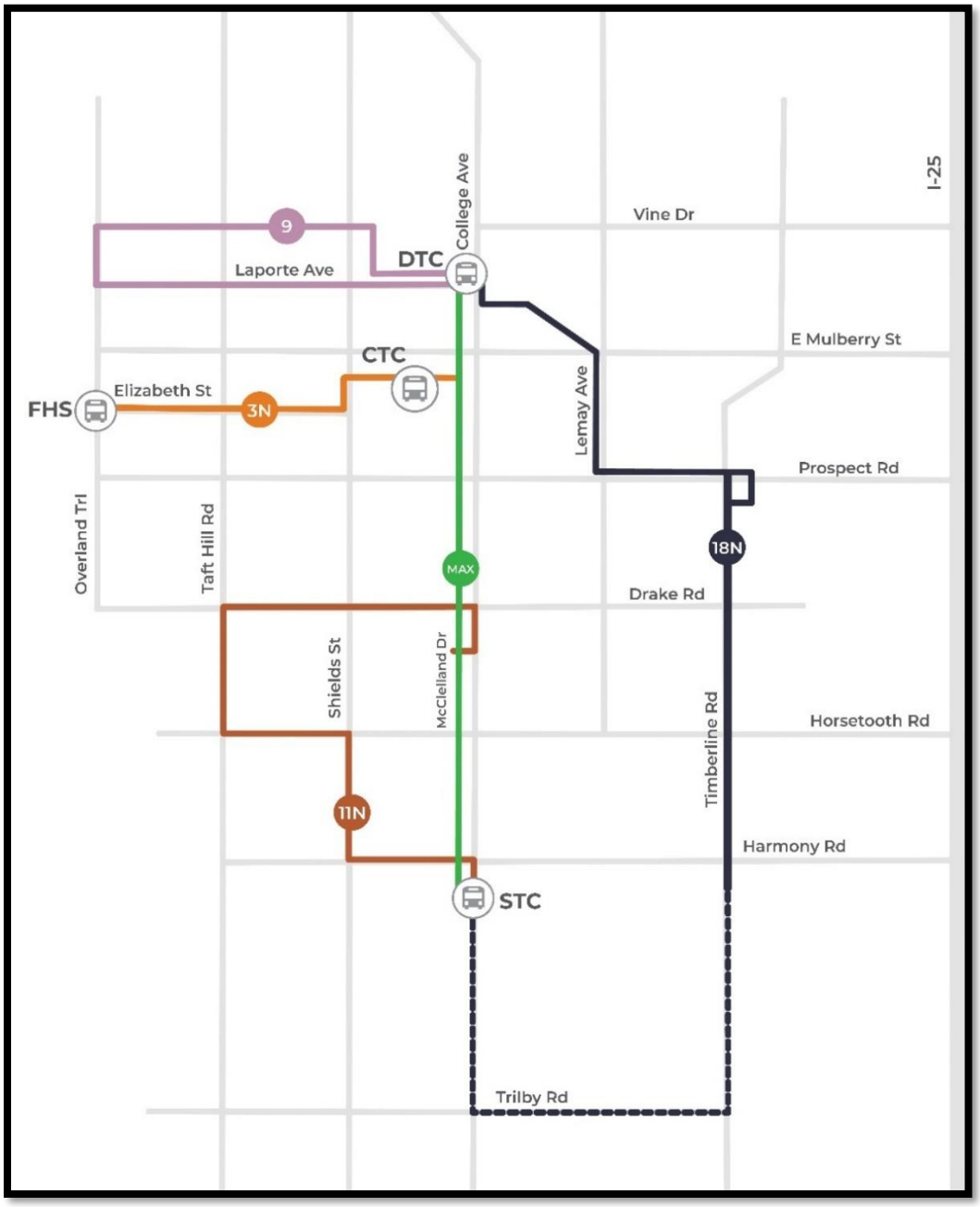
Frequency of **60 mins** for 14 hrs/day

*The 7 runs at 30 min frequencies for 14 hrs/day Monday-Saturday

Contracted routes FLEX, HORN, GOLD and FHS are included in the system

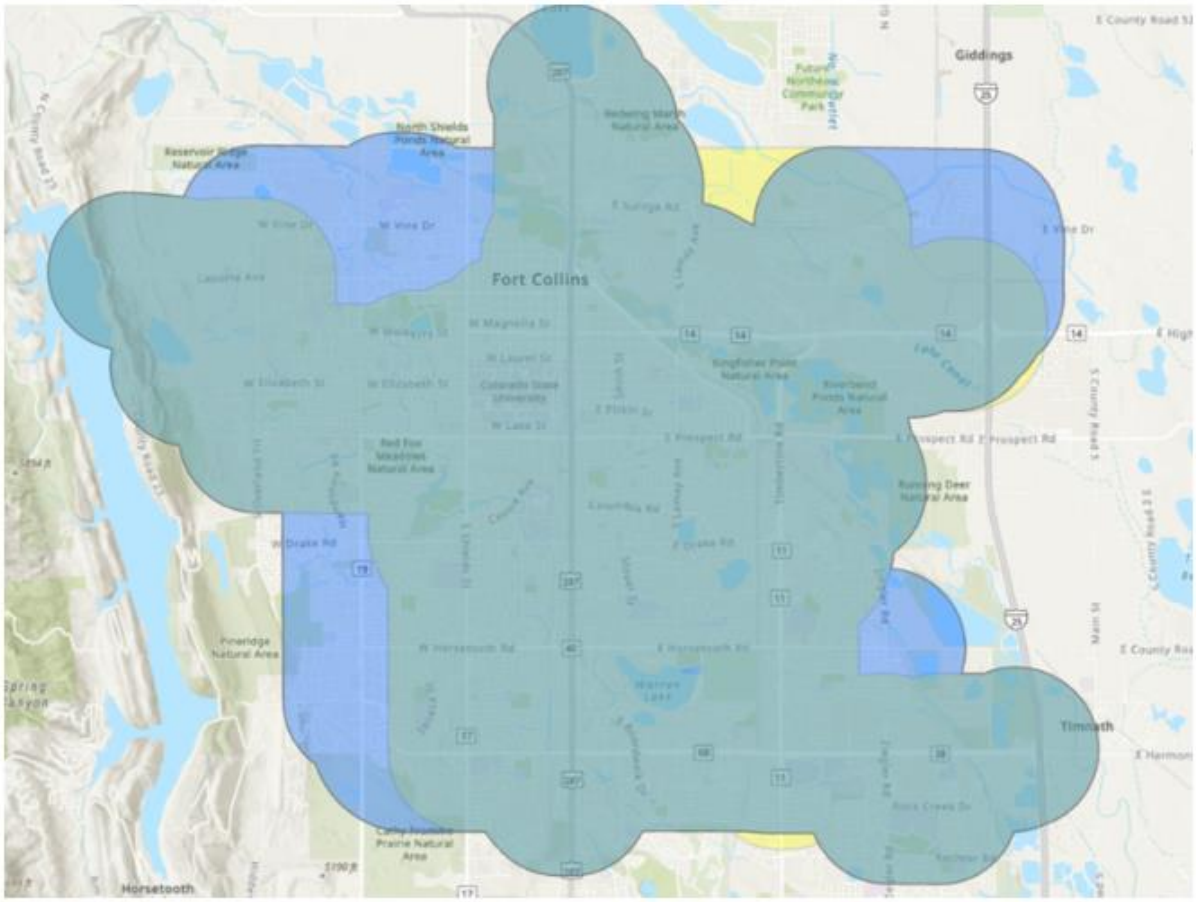
Monday-Saturday service, no Sundays

Future Service Options & Cost



Service Expansion Option	Fixed Route Cost	Paratransit Cost	Total Cost
W. Elizabeth connection to MAX	$600,000	No Increase	$600,000
Higher frequency on MAX	$1.1 million	No Increase	$1.1 million
Extending Timberline route to service Trilby (18N)	$550,000	$430,000	$980,000
New route to service West Harmony (Route 11N)	$550,000	$86,000	$636,000
Sunday service for fixed route and paratransit	$1-2 million	Dependent on service level	Dependent on service level
Return of service along Laporte Ave (Route 9)	$550,000	$130,000	$680,000
Micro-transit zone	$800,000-$1 million	N/A	Dependent on size of zone

Attachment 2: Proposed Paratransit (Dial-A-Ride) Service Area Polygon



Attachment 3: Summary of Public Involvement

About

Central to the planning process for the Transfort Optimization Plan is a robust and inclusive public involvement process designed to ensure meaningful participation from diverse populations, with a particular emphasis on transit-reliant groups.

Who we interacted with

Project-related committees, boards and commissions, organization and community groups, and the community-at-large were engaged at key points throughout the project.

A Community Advisory Committee (CAC) and a Technical Advisory Committee (TAC) were formed to meet at key points throughout the project to provide guidance on analyses and materials. The CAC is comprised of representatives from different organizational and community groups, whereas the TAC is comprised of City of Fort Collins staff with planning and technical expertise from FC Moves and Transfort. Additionally, the project team engaged with a variety of Boards and Commissions during the project including Transportation Board, Senior Advisory Board, Disability Advisory Board, Climate Equity Committee, and Dial-A-Ride & Transit Accessibility Committee (DARTAC).

The heart of public engagement occurred in Summer 2025 to obtain input on the three transit scenarios, reaching thousands of residents through surveys, open houses, community events, and presentations to Boards and Commissions, the CAC and TAC, and other key stakeholders and partners. Key partners included schools, higher education, community organizations serving older adults, the business community, people with disabilities, and underserved populations. Because two key stakeholders, Colorado State University and Poudre School District were not in session during June, staff conducted outreach to both entities in the spring in the form of surveys, tabling at events, and social media. Additionally, links to surveys via QR code were provided on buses to capture existing transit riders. This phase of engagement was both targeted and broad-based, capturing as many people as possible in the process including both current and potential transit riders.

Our strongest interactions occurred with stakeholder groups who tended to be informed and interested in transit but didn't necessarily use transit regularly. We also had strong responses from the community through the survey with over 350 responses.

What we heard on the scenarios

Feedback emphasized frequency over coverage as the top priority, support for simple, linear routes, improved reliability and safety, and expanded evening, weekend, and school-oriented service. Residents also identified system gaps, particularly along Timberline and south of Harmony, and expressed skepticism about microtransit due to cost and the inconvenience of transferring to fixed route. Feedback on the scenarios along with data evaluation and best practices informed the recommended transit scenario.

Next Steps

Following Council feedback, Transfort and FC Moves will enter the inform stage of engagement to share outcomes with the community, finalize implementation plans, and begin phased rollout of the operational plan in 2027.

Additional Information

This section provides more specific information on the community groups and organizations engaged during the project.

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

- Active Modes Advisory Board
- ARC of Larimer County
- Bohemian Foundation
- CARE Communities
- Colorado State University (CSU)
- DARTAC
- Front Range Community College
- Housing Catalyst
- Large Employers (e.g. Advanced Energy, Broadcom)
- North Front Range Metropolitan Planning Organization (NFRMPO)
- Poudre School District (PSD)
- Rescue Mission
- Strong Towns
- Summit Stone Health
- Transportation Board

The following groups (in alphabetical order), identified in the Public Involvement Plan (PIP) are populations that we engaged:

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

Engagement occurred in some capacity with the following organizations:

- Active Modes Advisory Board
- Chamber of Commerce – Local Legislative Affairs Committee
- City Council
- Climate Equity Committee
- Colorado State University

- Community Connectors
- Dial-a-Ride and Transit Accessibility Committee
- Disability Advisory Board
- Housing Catalyst
- Larimer County Mobility Committee
- Larimer County Office on Aging
- Lived Experience Advisory Council
- Midtown Business Improvement District
- North Fort Collins Business Association
- Poudre School District
- Senior Advisory Board
- Transportation Board

Oct. 28, 2025

Transfort Optimization Plan

Kaley Zeisel, Transfort Director
Steven Zupparo, Sr. Operations Manager
Jason Miller, Consultant, Fehr & Peers

enda

1. Project Overview
2. Transit Scenario Development
3. Recommended Transit Scenario
4. Paratransit
5. Safety and Security
6. Next Steps

estions for Council

What questions or feedback do Councilmembers have about the service planning principles and priorities guiding the future transit system?

Project Overview

rpose + Goals

Purpose: *A short-term transit service plan grounded in financial constraints, focused on community needs and growing ridership.*

Fare-Free Access

Keeping transit free ensures equity and attracts riders.

Inclusive Engagement

Engage diverse voices to shape the priorities.

Best Practices Alignment

Following industry standards supports ridership recovery.

Adaptation to Travel Patterns

Adjust service to new post-COVID travel habits.

Intuitive Design

Clear, simple navigation encourages use.

Financial Feasibility

Plans must be viable to implement within budget.

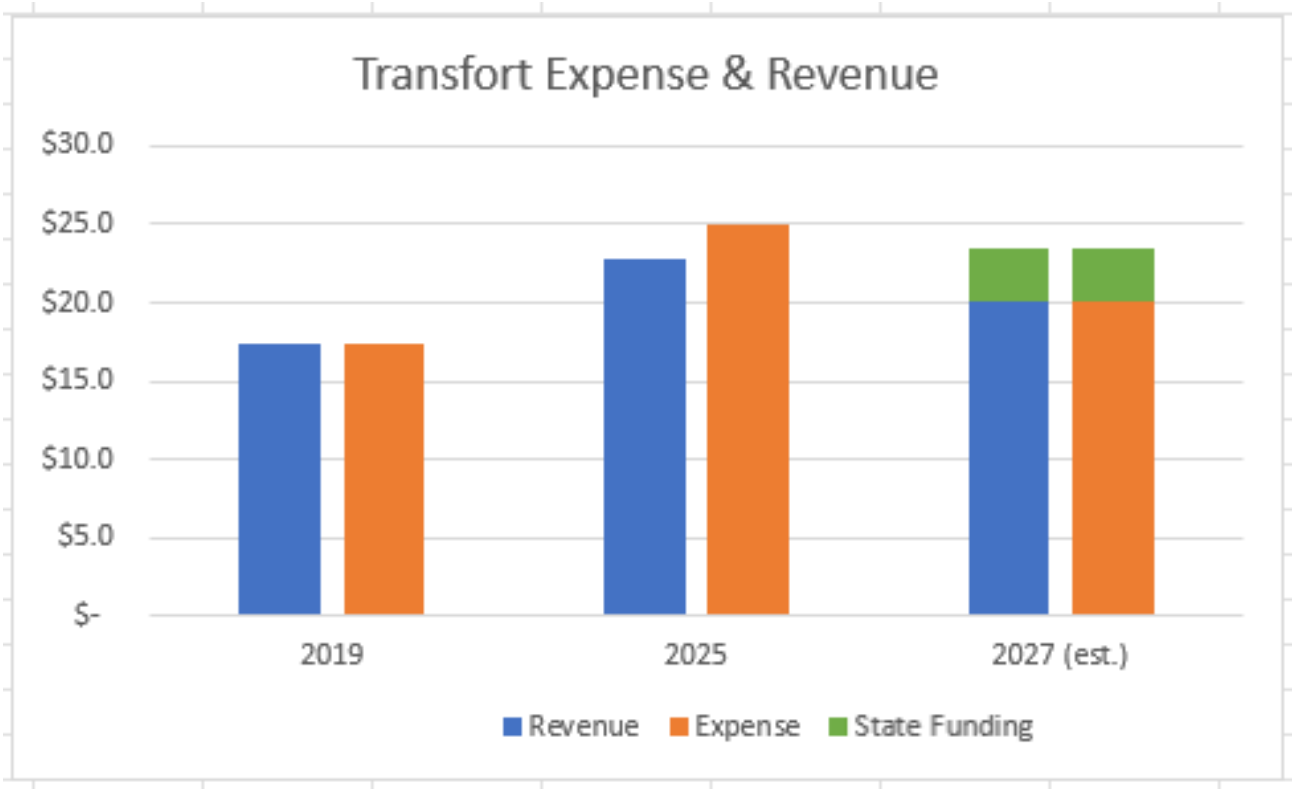
ancial Overview

Expenses

- Transit industry expenses have grown 50-70% since 2019
- Fort Collins projects a ~50% increase (2019–2026)
- Major cost drivers: personnel, vehicle repair, and contracted transportation services

Revenue

- Revenue growth has occurred primarily at the City level (General Fund and 2050 Tax)
- Key external losses: FLEX, FASTER
- Expense growth continues to outpace revenue increases
- Anticipated new State funding source in 2026 (SB24-230)



**2025 revenue vs expense gap anticipated to be filled with use of 2050 Tax Transit*

y Priority

Transit is a City priority and key strategy in achieving City goals. The Optimization Plan implements Transportation Master Plan (TMP) recommendations.

Council Priority

Reduce climate and air pollution through electrification and best practices.

Strategic Plan

Increase Transfort access and ridership by ensuring the City's transit services provide safe, reliable and convenient alternatives to driving.

Our Climate Future

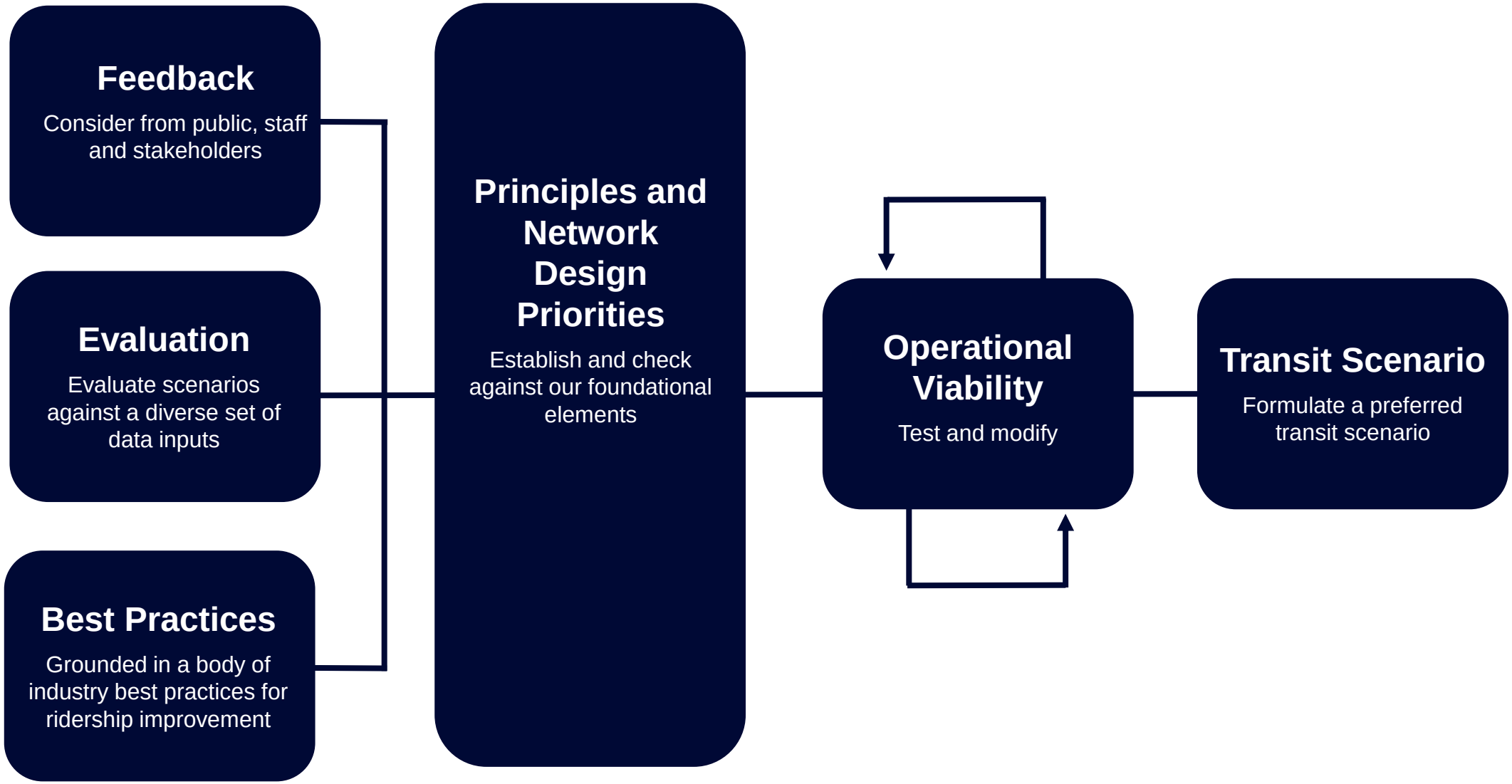
Make investments in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

Transit Master Plan

Provide safe, attractive, efficient, equitable, modern and innovative mobility for people to live, work and play in the City.

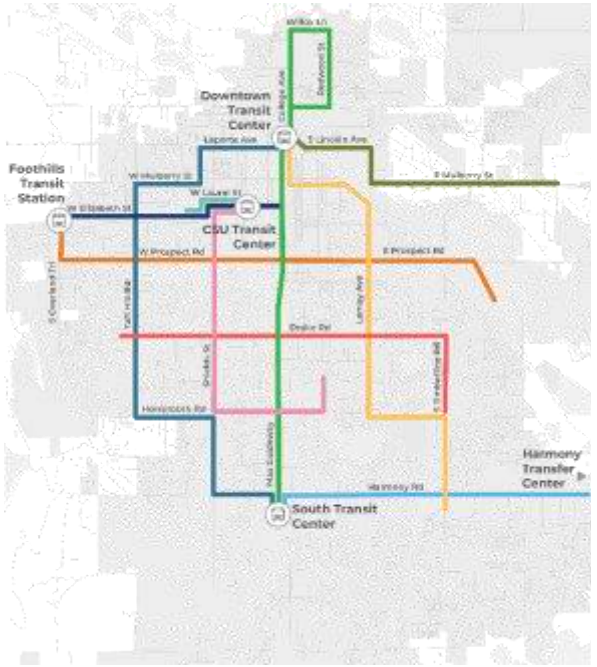
Transit Scenario Development Process

th to the Recommended Transit Scenario

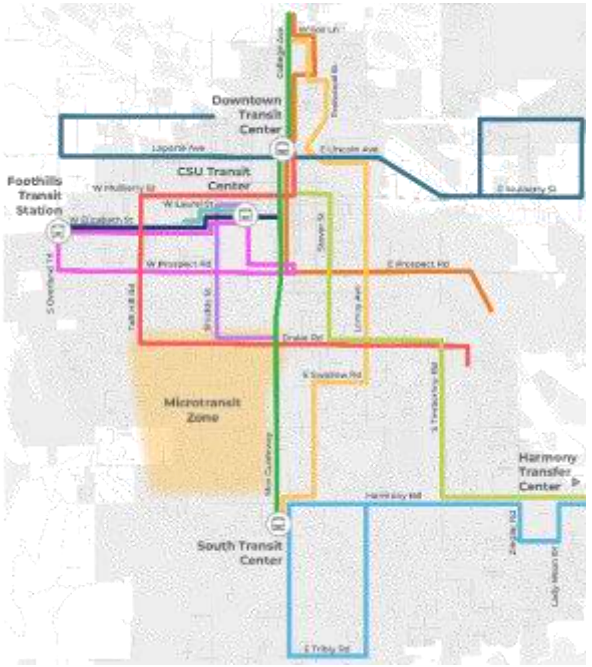


ree Scenarios for Public Feedback

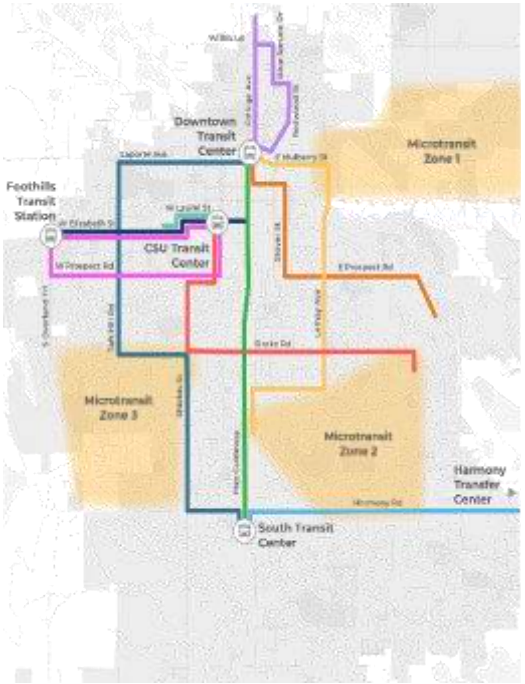
Scenario 1: Travel Patterns



Scenario 2: Rider Demand



Scenario 3: Condensed with Microtransit



Each scenario was accompanied with their anticipated impacts:

Equity benefits, cost effectiveness, ridership improvement, economic health benefits, environmental benefits, alignment with City priorities.

edback on the Three Scenarios

Who and How

The community-at-large, Boards and Commissions, TAC/CAC and targeted groups weighed in on the three options via an online survey, focus groups, presentations, open house, and other community events.

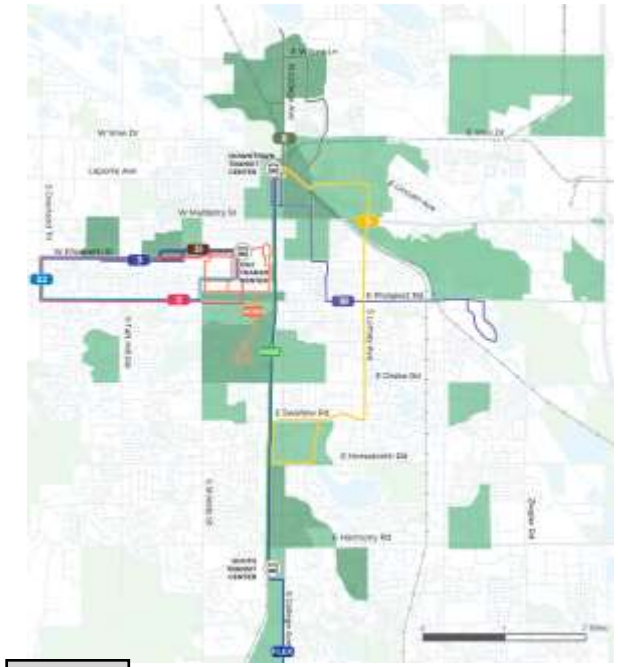
What We Heard

- **Frequency First:** Frequency (over coverage) is the top priority!
- **Rider-Centered Service:** Support for transit-reliant riders and simple, linear routes on major corridors for clarity and ease of travel..
- **Safety and Quality:** Focus on improving on-time performance, reliability, safety, and overall service experience.
- **System Gaps and Travel Time**: Concerns about long routes, low-frequency service, and gaps in areas (Timberline, Trilby).
- **Microtransit:** Some interest but skepticism due to cost, with most people not liking the idea of transferring from microtransit to fixed route.
- **Partnerships:** Enhance and establish new partnerships to expand service opportunities.
- **Expanded Access:** Requests for evening, weekend (esp. Sunday), and school-oriented service, including PSD high schools, CSU, Front Range Community College (FRCC) and parks and recreation areas.

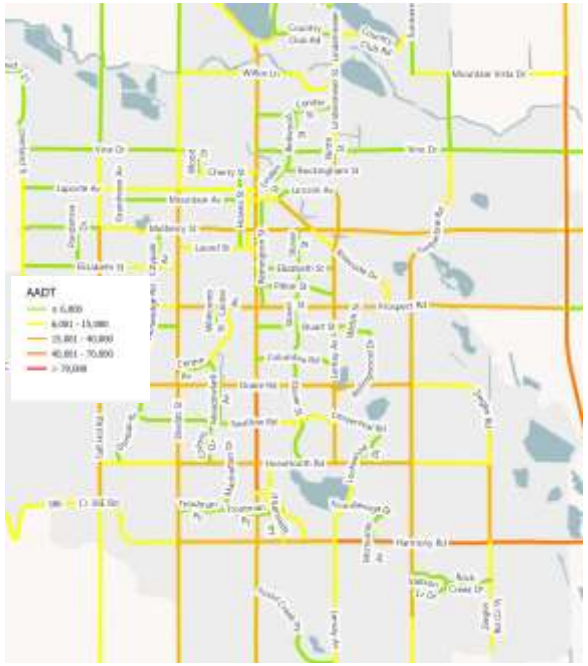
stem Evaluation

The three scenarios were evaluated against a diverse set of data inputs including: Route productivity, ridership by route and stop, rider demographics, transit propensity, travel patterns, annual average daily traffic, affordable housing, proximity to key destinations.

Areas of High Transit Propensity

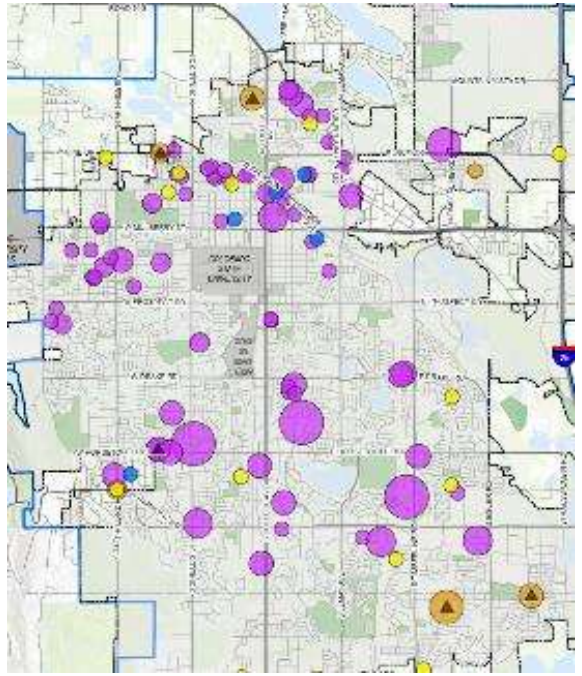


Average Annual Daily Traffic



Existing Routes with Highest Ridership

Affordable Housing Locations



st Practices

We examined the main recovery drivers of six peer agencies with successful ridership recovery rates well above the national average between 2019 and 2023.

Characteristics	Transfort Fort Collins, CO	METRO Akron, OH	CityBus Lafayette, IN	Unitrans Davis, CA	FAST Fayetville, NC	GP Metro Portland, ME	WRTA Worcester, MA	Summary
Ridership Recovery	**46%**	**99%**	**93%**	**93%**	**103%**	**89%**	**156%**	Each peer agency's ridership recovery is well above the national average.
Service Area / Number of Routes	**N/A**	**-7%**	**-8%**	**-14%**	**-1%**	**-9%**	**-14%**	On average, most peer agencies have reduced their service area by ~ 6%.
Total Operating Funds	**+16%**	**+8%**	**+27%**	**+45%**	**+19%**	**+28%**	**+24%**	Operating funds have increased across all peer agencies
Operating Expenses per Passenger	**+76%**	**+37%**	**+46%**	**+84%**	**-20%**	**+57%**	**-4%**	Operating expenses per passenger have increased across most agencies, except for two peer agencies.
Main Recovery Drivers	**N/A**	Network redesign, higher frequency	Higher college enrollments and limited parking spaces	Student focus and limited parking spaces	Free fare and flex stop for a new route	Half fare, route adjustments, higher frequency	Free fare, extended service hours, partnership	

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Themes: Smaller service areas/less routes, increased operating expenses and funds

nciples and Design Priorities

Principles

- Frequency
- Productivity
- Equity
- Simplicity
- Efficiency

Network Design Priorities

- Grid pattern
- Data-driven
- Transit-reliant populations
- Productivity
- Highest-travelled corridors
- Popular destinations
- Community-requested service
- Highest ridership return

Recommended Transit Scenario

e Recommended Transit Scenario

Toward growing ridership

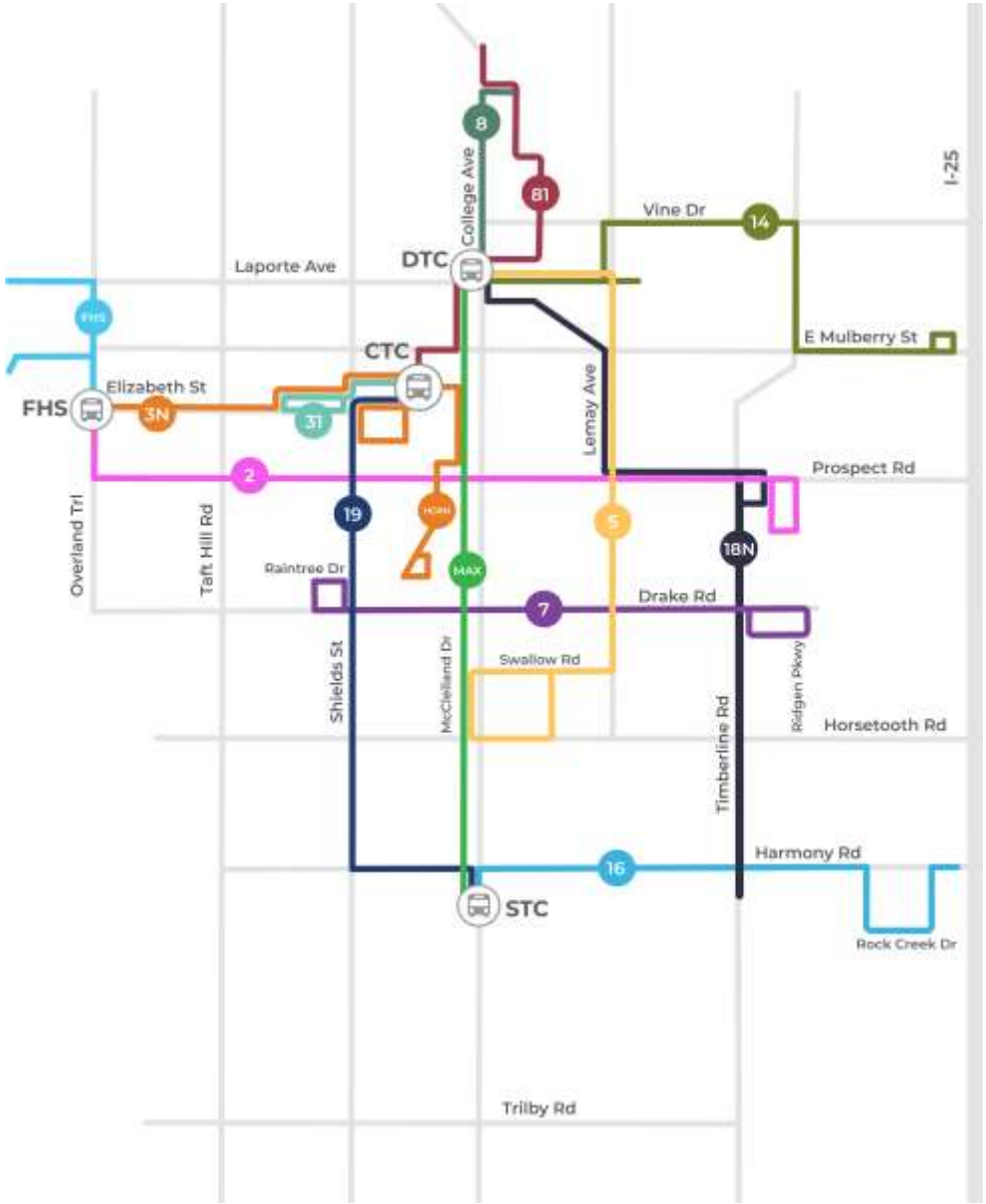
- A lean, linear, grid-like route system that limits detours
- Maintains or improves highest performing routes
- Ridership projected to increase to 3.35M (2.62M in 2024)

Focuses on community needs

- Informed by community outreach (e.g. new service on Timberline)
- Serves areas of the city with the highest transit reliance
- Connects key destinations like schools, healthcare facilities, shopping centers, human services, and affordable housing

Grounded in financial constraints

- Retools low performing routes
- Tested against existing resources
- Operationally viable



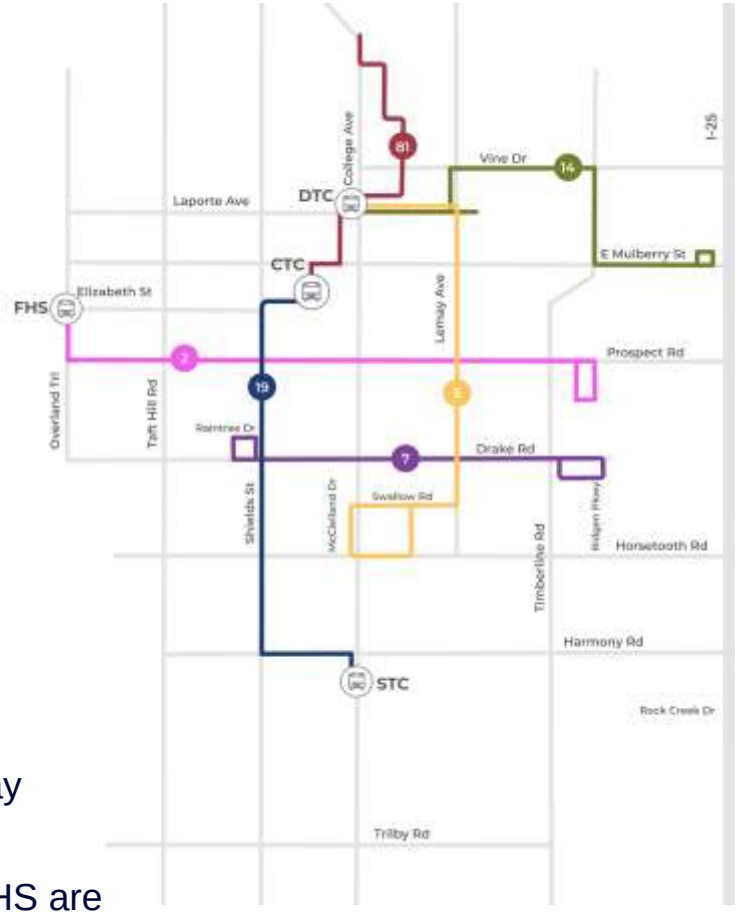
yered Network Approach

Frequent

Weekday **10-20 mins** all day
Weekend **15-20 mins** all day

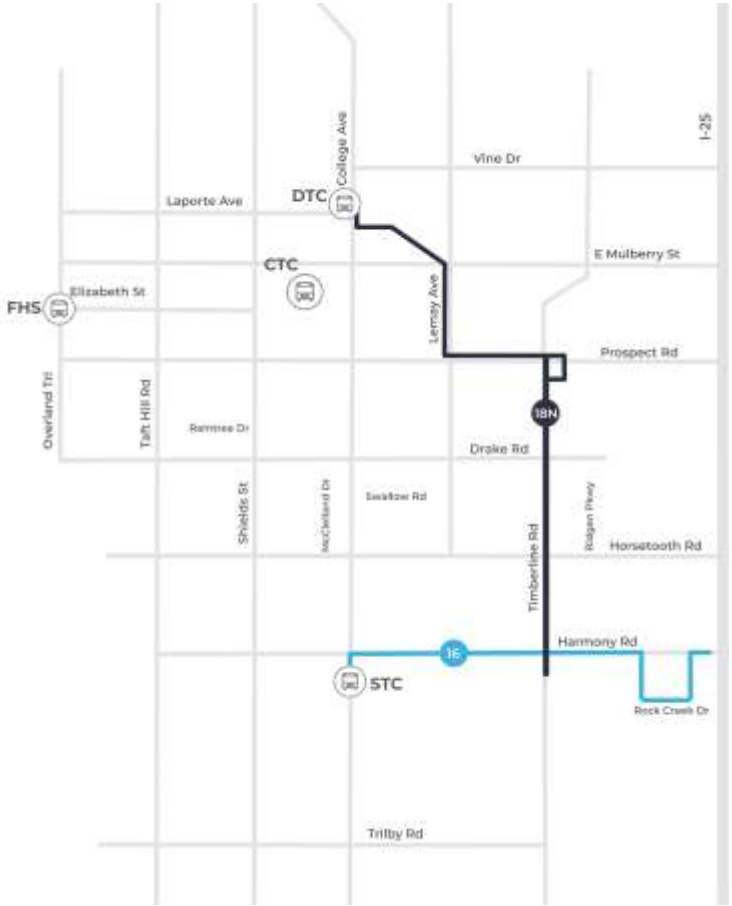
Core

Peak frequency of **30 mins** for 8 hrs/day*
Off-peak frequency of **60 mins** for 6 hrs/day



Local

Frequency of **60 mins** for 14 hrs/day



*The 7 runs at 30 min frequencies for 14 hrs/day Monday-Saturday

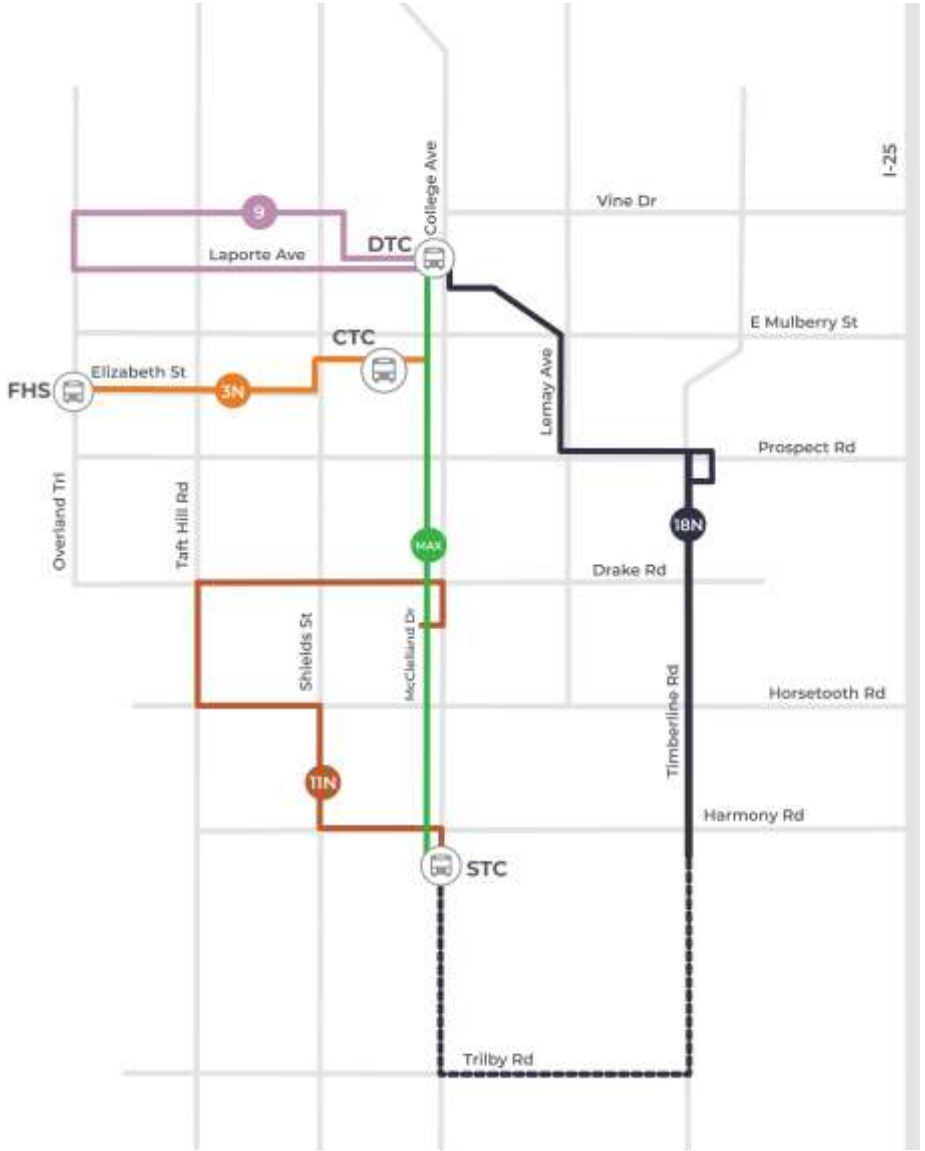
Contracted routes FLEX, HORN, GOLD and FHS are uded in the system

Monday-Saturday service, no Sundays

ng-term Service Expansion Options

Service Expansion Options

- W. Elizabeth connection to MAX
- Higher frequency on MAX
- Extending Timberline route to service Trilby (18N)
- New route to service west Harmony (Route 11N)
- Sunday service for fixed route and paratransit
- Return of service along Laporte Ave (Route 9)
- Micro-transit zone



Paratransit

al-A-Ride Service Area – Impacts and Mitigation

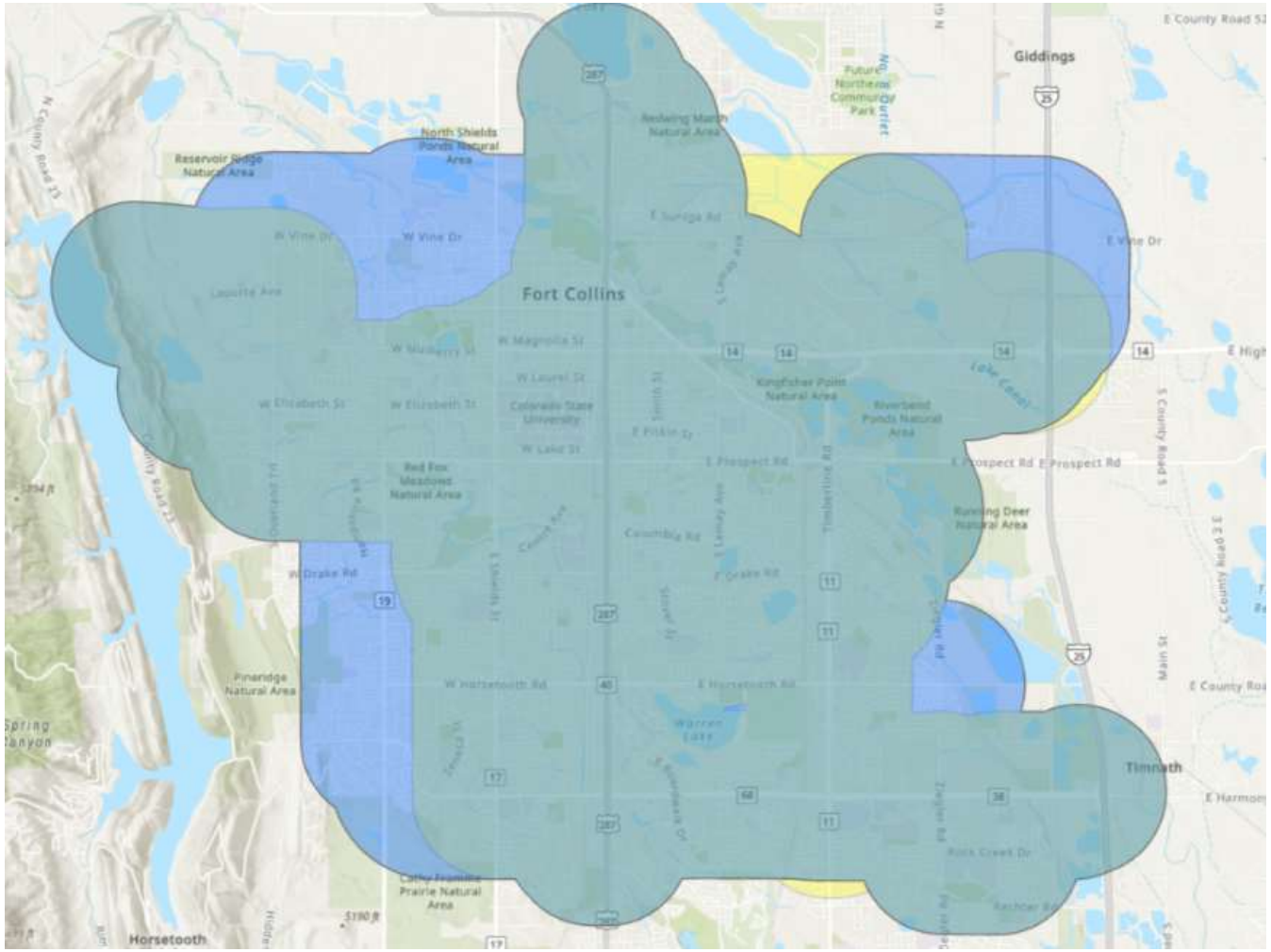
Impacts

- Dial-A-Ride service area will decrease with new fixed route map
- No Sunday service
- FTA requires complementary paratransit service within ¾ mile of fixed route service
- Dial-A-Ride program costs are difficult to predict or control

Mitigation Actions

- Legacy-in existing clients who will be outside the new service area
- Update Dial-A-Taxi Voucher Program
  - Expanded service area to Growth Management Area
  - Service any time of day, any day of week

al-A-Ride Service Area



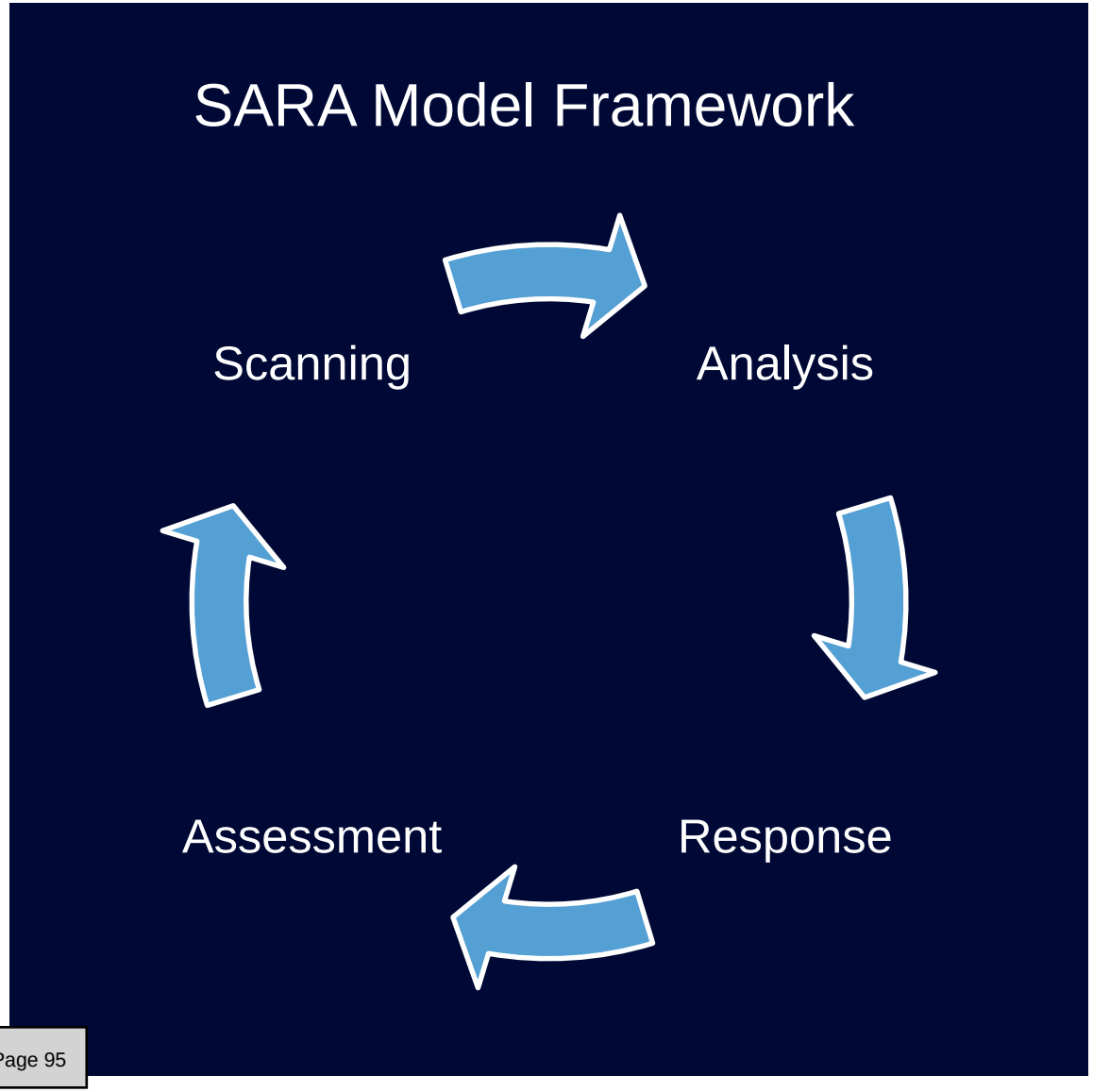
New Service Area

Service Reduction

Service Expansion

Safety and Security

lice & Transfort Partnership



- Homeless Outreach & Proactive Engagement Team (HOPE)
- Mental Health Response Team (MHRT)

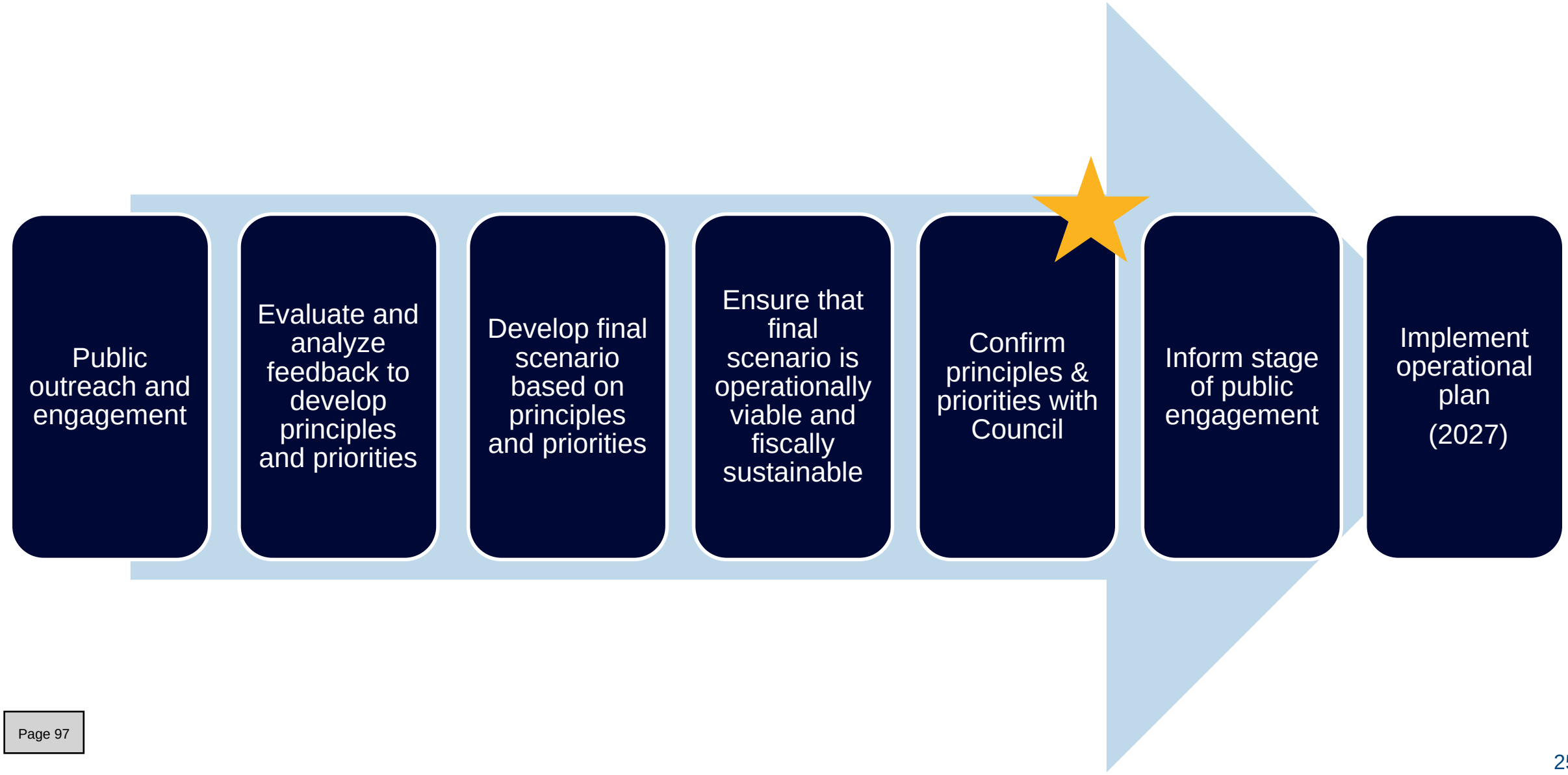
Program Timeline: Oct. 2025-Dec. 2028

2025 = $40k
2026 = $260k
2027 and 2028 = $250k annually

Transfort plans to use 2050 tax approved in BFO offer 65.22 to fund partnership.

Next Steps

xt Steps


Public outreach and engagement
Evaluate and analyze feedback to develop principles and priorities
Develop final scenario based on principles and priorities
Ensure that final scenario is operationally viable and fiscally sustainable
Confirm principles & priorities with Council
Inform stage of public engagement
Implement operational plan
(2027)

estions for Council

What questions or feedback do Councilmembers have about the service planning principles and priorities guiding the future transit system?

Principles
• Frequency • Productivity • Equity • Simplicity • Efficiency

Network Design Priorities
• Grid pattern • Data-driven • Transit-reliant populations • Productivity • Highest-travelled corridors • Popular Destinations • Community-requested service • Highest ridership return

Thank you!

File Attachments for Item:

4. Building Performance Standards

The purpose of this item is to discuss the proposed Building Performance Standards (BPS) policy including updates since the last work session. Staff seek Councilmember feedback on policy before a possible first reading. Staff recommend a regulatory strategy for reducing building energy use and emissions. Input from affected groups shaped the policy recommendations outlined in this work session and associated materials. BPS policy work aligns with the 2024-2026 adopted Council priorities and the Our Climate Future (OCF) plan; specifically, the goal of an 80% greenhouse gas emission reduction by 2030 and Big Move 6: Efficient, Emissions Free Buildings.

October 28, 2025

WORK SESSION AGENDA ITEM SUMMARY

City Council

STAFF

Brian Tholl, Energy Services Director

SUBJECT FOR DISCUSSION

Building Performance Standards

EXECUTIVE SUMMARY

The purpose of this item is to discuss the proposed Building Performance Standards (BPS) policy including updates since the last work session. Staff seek Councilmember feedback on policy before a possible first reading. Staff recommend a regulatory strategy for reducing building energy use and emissions. Input from affected groups shaped the policy recommendations outlined in this work session and associated materials. BPS policy work aligns with the 2024-2026 adopted Council priorities and the Our Climate Future (OCF) plan; specifically, the goal of an 80% greenhouse gas emission reduction by 2030 and Big Move 6: Efficient, Emissions Free Buildings.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Do Councilmembers have feedback on the Building Performance Standards (BPS) policy levers identified?

2. Do Councilmembers support advancing a BPS regulatory framework for adoption?

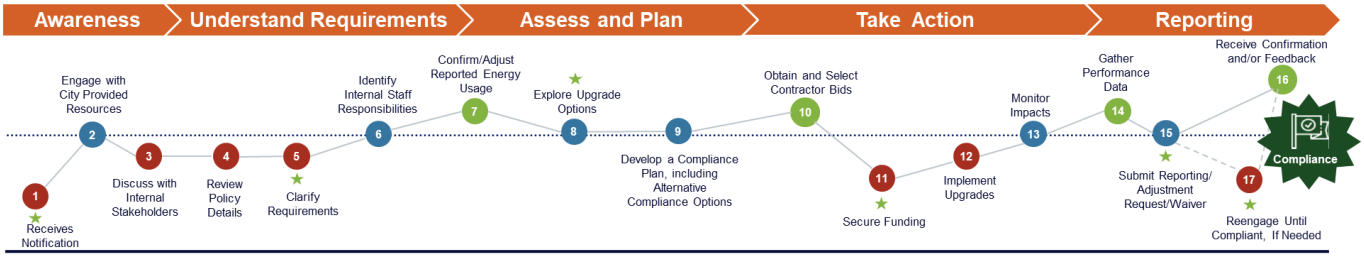
BACKGROUND / DISCUSSION

Buildings in Fort Collins account for more than two-thirds of our local greenhouse gas (GHG) emissions, which are a leading cause of respiratory morbidity and contribute to the severe non-attainment status for county-wide pollutants. Reducing emissions through energy efficiency impacts local health. It is also tied to the local economy. Becoming more energy efficient is the most cost-effective way to lower energy use, which impacts rate pressure for all Utilities customers, not just those in covered buildings. BPS represent an investment in our local building stock and infrastructure. They also have the potential to save local utility customers hundreds of millions of dollars over the next few decades, while improving health, safety, and comfort in local buildings.

Over the course of 2025, staff partnered with local building owners to complete a Customer Journey Map and a Technical Support Pilot.

Customer Journey Map Activity and Findings

In partnership with BlastX Consulting, staff created a customer journey map to facilitate a shared understanding of the BPS journey for a variety of audiences. The map was designed to isolate potential pain points and align them with existing or recommended mitigation strategies. The map incorporates a comprehensive review of existing documentation, internal knowledge, and feedback from building owner representatives. The process also isolated opportunities to capture feedback throughout the journey and assigned likely building owner sentiment to steps in the journey map, as reflected by the color and placement of actions on the map below. Actions that are depicted in green reflect positive customer sentiment, while blue represents neutrality and red represents negative customer sentiment.



BlastX interviewed building owner representatives to validate and identify any new journey steps or pain points they might encounter, ultimately aiming to inform the City's support strategies and resource development. Through analysis of interview data, BlastX uncovered a series of key themes and opportunities, including:

- The importance of clear, accessible language and responsive communication
- Transparent and accessible information on financial resources
- A streamlined and user-friendly web-based tool for compliance and resources
- Resources and information about “off-ramps”
- Clearly stated outcomes and goals of the policy

For a review of the journey map’s specific steps along with projected pain points and mitigation strategies, see Attachment 1: BPS Customer Journey Map.

Technical Support Pilot

The technical support pilot provided robust on-site assessments of the following building types:

- Municipal
- Multi-family
- Office (two buildings)
- Mixed-use historic
- Restaurant

Two of the buildings included in the pilot are over 100 years old. All buildings chosen needed to meet the maximum reduction cap for their size, to demonstrate options to meet the policy’s maximum requirements. Therefore, buildings were not selected to be representative examples of ‘average’ commercial buildings

covered by the proposed policy, but rather to provide real world scenarios for compliance in a subset of local buildings.

Overall Pilot Findings

The following high-level findings were observed during the pilot.

Cost of Compliance:

- Average cost of compliance on a per square foot basis was on par with BPS policy estimates (average $4.64/square foot).
- Cost of upgrades varied across buildings (between $0.15/square foot to $13.20/square foot).
    - Some buildings with the highest cost had equipment at or near the end of their useful life, which blurs the line of how much of upgrade costs were due to the BPS policy itself as opposed to operational or maintenance expenses for the building owner.
- Cost estimates were provided by a third-party engineering partner. At this time, pilot timeline or participant purchasing constraints have not allowed local contractor bids to be collected for all projects. Initial feedback from the municipal building indicates vendor cost estimates and energy use intensity (EUI) impact estimates are accurate.

Technical Feasibility:

- Recommended upgrade measures varied across all buildings, including various operational and equipment-based upgrades such as installing programmable thermostats and upgrading refrigerators.
- Maximum reduction caps for individual buildings (which limit the maximum required reduction in inefficient buildings) were determined to be technically achievable in all six building scenarios.
- No buildings require fuel switching to come into compliance, although options for compliance can include system electrification.

Engagement:

- Building owner awareness, helping them understand requirements, and assessment and planning steps will likely take a minimum of 12 months.
    - Technical support and program staff continue to support emphasizing sufficient time for building owners to fully comply with BPS requirements.
- Awareness of specific proposed BPS policy requirements is still low among building owner representatives engaged during the pilot enrollment process.

The following table provides a high-level economic summary of the proposed upgrades for local buildings.

Building Upgrade Summary

Property	Building Size (square feet)	Building EUI: kBTU/ft^2	BPS target* for property kBTU/ft^2	Estimated Cost for compliance *before rebates***	Simple payback with *local* rebates	Cost for compliance per square foot
Municipal Building	5,500	110	36	$1,560	0.4 yrs	$0.28
Mixed Use Museum / Restaurant	17,875	269	103	$236,000	20.6 yrs	$13.20
Office (1)	31,669	102	56	$4,500	6.8 yrs	$0.15
Office (2)	44,142	110	63	$240,000	19.4 yrs	$5.43
Multi-family	104,826	68	43	$490,300	19.1 yrs	$4.68
Restaurant	7,066	437	185	$3,100	1.2 yrs	$0.43

*All pilot buildings, due to existing EUI, would be required to achieve the maximum required reductions by size of 15% or 25% to achieve compliance.

**In some cases, cost to comply includes replacing equipment that is at the end of its useful life.

Each building representative was presented with multiple options to reach their target. The pathways included above are those with the shortest simple payback, but those are not always the options with the lowest upfront cost. For example, office building (2) could reach its target with half the upfront investment, but the simple payback would be longer.

Four of the buildings were capped at a 25% reduction based on their size, while two smaller buildings were capped at a 15% reduction. The cap recommended in policy prevents buildings from being tasked with reaching targets that may be financially or technically untenable based on their current level of efficiency and distance from target; caps are the maximum reductions that any building covered by the proposed policy would be required to achieve. Per policy recommendations, the lowest EUI from the previous three years of benchmarking was used as a baseline, providing owners with the ability to include any recent efficiency improvements. Cost included does not factor in any available rebates, incentives, or tax deductions, however simple payback is calculated including local Efficiency Works Business rebates, when applicable.

Municipal building details:

An energy assessment was performed at 3156 Overland Trail, at the City-owned Spring Canyon Park shop. Primary recommendations from the onsite assessment include LED lighting upgrades, lighting controls, installation of programmable thermostats and scheduling, as well as appliance upgrade recommendations. Not all listed measures are required to meet BPS target.

This municipal building pursued upgrade opportunities with both internal staff and a contractor. BPS target or timeline adjustments are not needed due to cost and ease of installation. BPS targets can be met at a cost of $1,560, although further upgrades were made, bringing projected energy use reductions to 25% at a cost of $3,360. Staff will monitor and verify energy savings reductions achieved with these upgrades.

Historic Building details:

An energy assessment was performed at a three-story historic building on College Avenue that consists of several use types, including an office and a restaurant. Possible upgrades identified include LED lighting upgrades, lighting controls, installation of demand-controlled kitchen ventilation, replacement of HVAC

rooftop units and boilers (equipment at or near the end of their useful life), and building window and insulation upgrades. Not all listed measures are required to meet BPS target.

Total costs of equipment upgrades needed to bring the building into compliance was approximately $236,000, including the replacement of end-of-life HVAC rooftop units and boilers. While the building is not a likely candidate for a target adjustment (given replacing end of life equipment is a likely pathway to compliance), it would be a candidate for a timeline adjustment, allowing the building owner to replace old equipment over several years to reduce single-year expenses. In this case, the boiler replacement may occur after the rooftop units given current equipment condition; a standard timeline adjustment would consider aligning targets with necessary replacement that might happen a few years beyond standard policy targets.

Likely pathways to compliance do not conflict with historic preservation requirements. If a building's only options were pathways that would potentially conflict with historic preservation requirements, those would supersede BPS requirements.

Additional Context

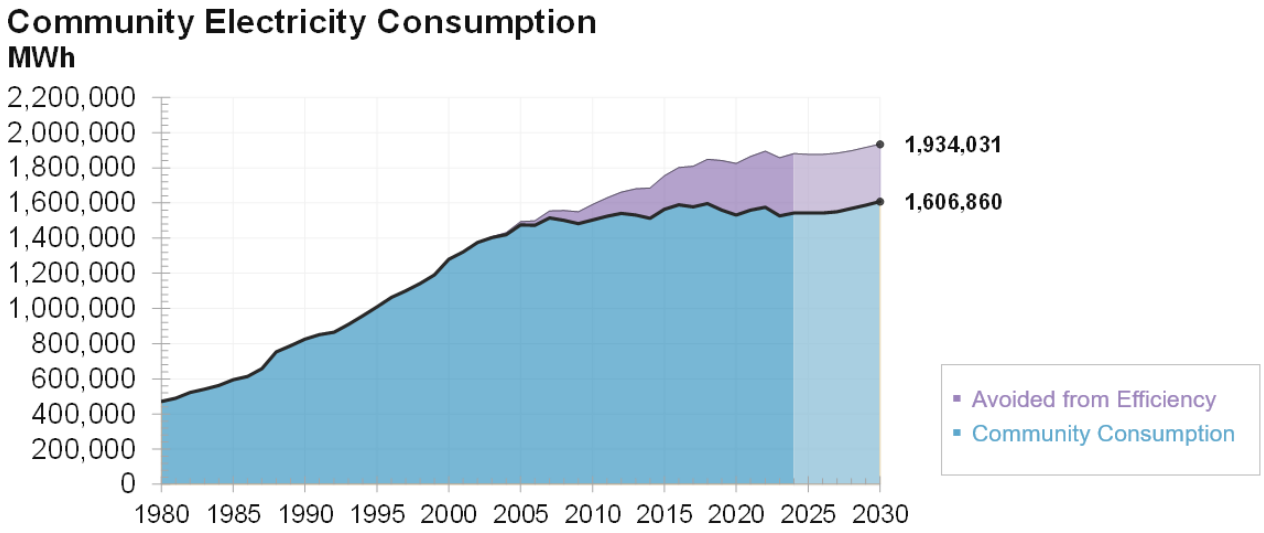
Some building efficiency work will happen even without an adopted BPS, given that buildings are upgraded and improved to a degree without regulation. When existing equipment reaches the end of its useful life, replacing it with the lowest cost option typically represents an improvement in the existing equipment's efficiency. For some buildings, achieving BPS targets represents a small investment on top of an existing cost or replacing equipment at the end of its useful life. That is estimated to account for about $25 million of the $185 million in total projected BPS community costs, and an estimated 5-8% of the total GHG reduction is likely to occur in these buildings regardless of policy adoption.

Incentive Versus Regulatory Framework

Utility-sponsored energy efficiency programs in Fort Collins date back to 1982, when Utilities launched education and load management programs. Official action to incorporate efficiency in a clean electricity supply began in 2003, when the City adopted the Electric Energy Supply Policy. Staff, the citizens' electric board (now Energy Board), and members of City Council all sought opportunities to pursue clean energy goals. The policy resulted in a commitment to fund demand side management (DSM) customer rebates, and Utilities' first formal DSM plan budget was approved in 2004. Without incentives, behavioral intervention and other market efforts, we forecast Fort Collins' community electric load would be about 22% higher.

Incentives delivered through efficiency-focused programs will continue to be a key component of delivering reliable, affordable, and environmentally-responsible electricity. Staff recommendation of a regulatory approach in BPS will only be successful with continued funding and resources dedicated to helping commercial customers improve building energy use and reduce waste. Outcomes from building efficiency not only help individuals reduce building operation expenses over time but also benefit the broader community by lowering upward pressure on utility rates.

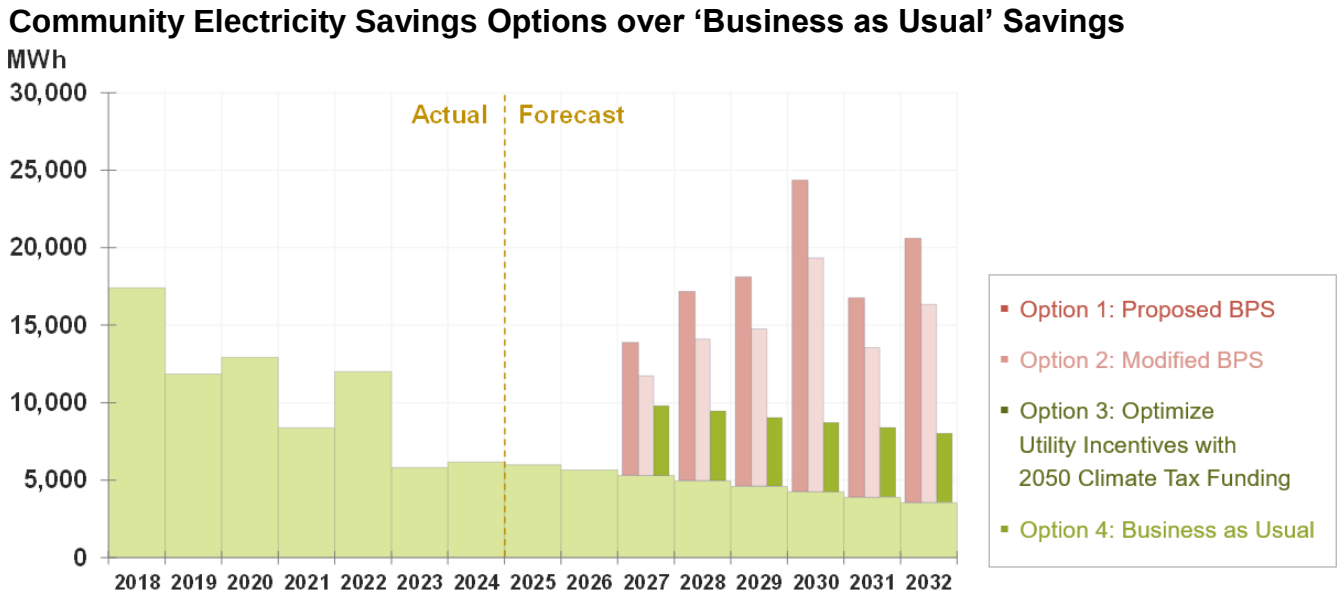
The following chart shows recent achievements through incentive-based energy efficiency programs, as well as forecasted achievement supported by a market potential study.



For discussion purposes, staff have provided a comparison to develop several options for Council to consider and provide feedback.

Council Options and Discussion

Staff are seeking Councilmember feedback and preferences on policy levers related to the BPS regulatory framework. The following options have been developed as a starting place for Council discussion, and the graphic below demonstrates electric savings associated with each option on top of the existing 'business as usual' economic (incentive) based approach.



Option 1: Proposed BPS policy

In alignment with Council priority #6 and OCF outcomes, staff recommend Council pursue the original community Technical Committee and Task Force recommendations, with the exception of pushing back the compliance deadline to 2032. This timeline allows time for a broader community engagement and

compliance period for building owners, and aligns with the original recommendation to have a minimum of six years for building owner reporting and compliance.

Option 2: Modified BPS

Staff have used the policy levers identified to develop a modified BPS approach. This modified approach represents a starting place for Council discussion. The combination of the policy levers selected represents a 25% reduction in emissions impact from the proposed policy (Option 1).

- **Extend timeline for compliance to 2035***:* Longer timeline better supports the business community in periods of economic uncertainty.
- **Reduce maximum reduction "cap" by 5%:** This could minimize the potential out-of-pocket costs for individual buildings.
- **Exclude 5,000-10,000 square foot buildings***:* This could minimize the policy impacts to local small business by reducing the total number of buildings covered.

Trade-offs associated with levers used to modify the policy are captured in the table below:

Policy Lever	Potential Change	Economic/Mitigation Impact	Trade-off
1. Timeline	Extend compliance 3-5+ years	**Minimal** – Shifts outcomes	+ Allows additional planning, flexibility during economic uncertainty - Missing interim policy goals
2. Maximum Reduction Cap	Reduce cap by 5%	**High** – average 20% of costs for individual buildings	+ Reduced individual building investment - Reduced long-term benefits
3. Covered Buildings	Exclude buildings 5,000-10,000sf (310 buildings)	**Minimal** – 5% reduced policy impacts, costs	+ Reduced operating expense pressure - Does not improve energy use or building conditions for small business
	Exclude multi-family buildings (148 multi-family campuses)	**High** – 17% reduced policy impacts, costs	+ Reduces upward housing affordability pressure - Owners not required to reduce rate pressure/improve living conditions for tenants
	Exclude New Construction (2024 IECC)	**Minimal** – inflation / NPV	- Dependance on compliance with 2024 IECC

Option 3: Optimize Utilities Incentives with 2050 Climate Tax

With community and staff support, 2050 tax dollars are an opportunity to enhance existing incentives and are in alignment with the 2050 ballot language. Analysis confirms that directing the maximum amount of 2050 tax funding allowed for sustainability efforts (approximately $30 million over six years) to additional incentives could produce approximately 26,500 megawatt-hours (MWh) of additional electric savings, compared to 84,600 MWh BPS electric savings (see Community Electricity Savings Options over 'Business as Usual' Savings graph above).

Option 4: Business as Usual

Utilities will continue using enterprise funds to provide incentives for the voluntary installation of high-efficiency equipment in commercial businesses. Efficiency programs are less expensive than the cost of purchasing additional electricity and are part of our plan to provide reliable, affordable, environmentally-friendly electricity to the community.

NEXT STEPS

Staff are open to feedback on tradeoffs from Councilmembers and are prepared to proceed with an incentive or regulatory approach.

ATTACHMENTS

1. BPS Customer Journey Map
2. Energy Board Memo, July 15, 2024
3. Air Quality Advisory Board Memo, December 16, 2024 (updated version coming soon)
4. Natural Resources Advisory Board Memo, October 16, 2025
5. Economic Advisory Board, August 21, 2024 (updated version coming soon)
6. Presentation

ilding Owner Representative BPS Journey

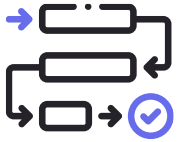
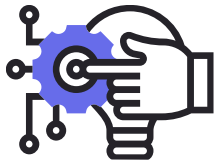
Potential Pain Points	• Overwhelming information and technical language • Concern for staff resources and availability • Concerns around costs and required actions • Change is hard and this is a paradigm shift	• Technical language • Understanding the relationship between BPS and other regulations • Difficulty understanding applicability to diverse building types and uses • Time required for self/staff education • Questioning “Why?”	• Unclear cost/benefit • Too many options • Feasibility of various options (is a waiver/adjustment needed?) • Effort to develop a cost recovery strategy • Time-consuming planning and coordination	• High upfront costs • Managing tenant impact and partnering • Interdependencies across projects • Preparing and submitting waiver/request for adjustment • Finding trusted contractors • Coordinating with contractors • Coordinating internal resources • Unexpected issues/delays • Managing new equipment • Navigating process for rebates, grants and loans	• Organizing records • (If applicable) Request for adjustment • Navigating online platform
City Support / Mitigation Strategies	**Communications to covered buildings**: • Rationale • Current and target score/ requirements • Compliance pathways and off-ramps • Info on Technical Support and Financial Navigator **1:1 Personalized Support:** elp Center/Help Line **ource Hub** (public-facing) and **Building Owner Portal**	**1:1 Personalized Support:** • Help Center/Help Line • Technical Navigator • Financial Navigator **Resource Hub** (public-facing) and **Building Owner Portal** **Communications** including rationale	**1:1 Personalized Support:** • Help Center/Help Line • Technical Navigator • Financial Navigator **Resource Hub** (public-facing) and **Building Owner Portal** **Communications** including information on pathways and off-ramps **Tenant-Building Owner Education**	**1:1 Personalized Support:** • Help Center/Help Line • Technical Navigator • Financial Navigator **Early adopter incentives** **Contractor Education** **Phased implementation** **Resource Hub** (public-facing) and **Building Owner Portal** **Tenant-Building Owner Education**	**1:1 Personalized Support:** • Help Center/Help Line • Technical Navigator • Financial Navigator **Publicly transparent compliance tracking** **Alignment of target metrics and existing building data** (publicly available) **Target and timeline adjustments; Waivers** **Resource Hub** (public-facing) and **Building Owner Portal**

in Point Mitigation Strategy Alignment

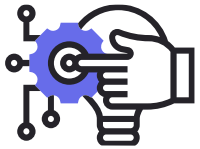
Pain points are aligned with mitigation strategies to eliminate poor experiences, remove barriers, and enhance journey effectiveness.

Journey Phase	Potential Pain Points	Mitigation Strategies
 **Awareness**	**Overwhelming information and technical language**	• **1:1 Support**: Help Center & Support Line • **Resource Hub**: FAQs, robust informational guides
	Finding and navigating relevant information	• **1:1 Support**: Help Center & Support Line • **Building Owner Portal:** Targeted material including compliance guides, promotion of available resources, etc. • **Communications**: Current and target score, off-ramps
	Concern for staff resources and availability	• **1:1 Support**: Awareness of Technical Navigator and Financial Navigator
	Fear, frustration, and uncertainty due to costs and required actions	• **1:1 Support**: Help Center & Support Line • **Resource Hub**: Case Studies of successful implementations • **Communications**: Targets and rationale, energy use and requirements, awareness of Technical and Financial Navigator and off-ramps
	Change is hard and this is a paradigm shift	• **1:1 Support**: Help Center and Support Line • **Resource Hub:** Public-facing support and information including policy rationale
 **Understand Requirements**	**Technical language**	• **1:1 Support**: Help Center & Support Line, Technical Navigator • **Resource Hub:** Public-facing support and information • **Building Owner Portal**: Portal with targeted resources, tools and information specific to Building Owners
	Understanding the relationship of BPS with other regulations	
	Difficulty interpreting performance metrics	• **1:1 Support**: Help Center & Support Line, Technical Navigator • **Building Owner Portal**: Applicability guidelines, forecasting calculator tool • **Benchmarking Transparency Map**
	Difficulty understanding applicability to diverse building types and uses	• **1:1 Support**: Help Center & Support Line, Technical Navigator • **Resource Hub**: Case Studies, Property Lookup Tool, robust informational guidelines • **Building Owner Portal**: Portal with targeted resources, tools, and information specific to each building owner • **Benchmarking Transparency Map**
	Time required for self/staff-education	• **1:1 Support**: Technical Navigator, Financial Navigator • **Resource Hub:** Compliance checklists**,** list of qualified contractors
	Questioning: "Why do I need to do this?"	• **1:1 Support**: Help Center & Support Line • **Resource Hub:** Public-facing support and information • **Communications**: BPS policy rationale

in Point Mitigation Strategy Alignment

Journey Phase	Potential Pain Points	Mitigation Strategies
 **Assess and Plan**	**Unclear cost/benefit analysis**	• **1:1 Support**: Financial Navigator, Technical Navigator, Help Center & Support Line • **Resource Hub**: Forecasting calculator tool, case studies with examples of buildings' reductions, Costs and payback, cost/benefit information, Financial Hub (rebates, federal/state/local incentives, green financing options) • **Building Owner Portal**: Portal with resources, tools, and information specific to each building owner
	Overwhelmed by multiple upgrade options	• **1:1 Support**: Technical Navigator • **Resource Hub**: Forecasting Calculator Tool, Case studies with examples of buildings' EUI and required reduction, Examples of common upgrades • **Building Owner Portal**: Forecasting calculator tool • **Phased implementation** allows more time for smaller buildings
	Feasibility of various options: "Do I need a waiver/adjustment?"	• **1:1 Support**: Help Center & Support Line, Technical Navigator, Financial Navigator • **Resource Hub**: Technical guidance documents, Information on adjustments, credits, and waivers • **Communications**: Various compliance pathways available including off-ramps to assure targets are achievable
	Effort to develop a cost recovery strategy for building owner	• **1:1 Support**: Financial Navigator • **Building Owner Portal:** Forecasting calculator tool • **Resource Hub:** Financial Hub (rebates, federal/state/local incentives, green financing options), cost/benefit information • **Communications**: Various compliance pathways available including off-ramps to assure targets are achievable
	Time consuming and complex planning and coordination across teams	• **1:1 Support**: Technical Navigator • **Resource Hub**: List of qualified contractors, compliance guide and roadmap, case studies illustrating various compliance pathways • **Tenant-Building Owner Education** (community outreach events)
 **Take Action**	**High upfront costs (rebates or tax deductions are after the initial payments)**	• **1:1 Support**: Financial Navigator • **Resource Hub**: Cost/benefit resources, Financial Hub (rebates, federal/state/local incentives, green financing options) • **Incentives for early adopters and under-resourced buildings**
	Managing tenant impact	• **Resource Hub**: Case studies illustrating various compliance pathways, cost/benefit resources • **Tenant-Building Owner Education** (community outreach events)
	Tenant partnership required for success	• **Resource Hub**: Cost/benefit resources • **Tenant-Building Owner Education** (community outreach events)
	Interdependencies across projects	• **Resource Hub**: Case studies illustrating various compliance pathways • **1:1 Support**: Technical Navigator • **Building Owner Portal**: Forecasting calculator tool, targeted resources, tools and information • **Phased implementation** allows more time for smaller buildings

in Point Mitigation Strategy Alignment

Journey Phase	Potential Pain Points	Mitigation Strategies
 **Take Action**	**Preparing and submitting waiver/request for adjustment**	• **1:1 Support**: Help Center & Support Line, Technical Navigator • **Building Owner Portal**: Portal with resources, tools, and information specific to each building owner
	Coordinating projects with contractors	• **1:1 Support**: Technical Navigator to help understand contractor bids • **Contractor Education** • **Resource Hub:** List of qualified contractors
	Designating and coordinating internal resources	• **1:1 Support**: Technical Navigator, Financial Navigator • **Resource Hub**: Case studies illustrating various compliance pathways, guidance documents
	Unexpected issues and/or delays	• **1:1 Support**: Help Center and Support Line • **Contractor Education** • **Target and timeline adjustments** along with waivers available to buildings unable to comply at deadline
	Fine-tuning and calibrating new equipment	• **1:1 Support**: Technical Navigator • **Resource Hub**: Public-facing support and information, guidance documents
	Scheduling trusted contractors	• **Resource Hub:** Link to list of qualified contractors • **Contractor Education**
	Navigating process for rebates, grants and loans	• **1:1 Support**: Financial Navigator • **Resource Hub**: Financial Hub (rebates, federal/state/local incentives, green financing options) • **Building Owner Portal**: Forecasting calculator tool
 **Reporting**	**Organizing building owner records**	• **1:1 Support**: Help Center & Support Line (CRM tracks all program documentation and communications) • **Building Owner Portal:** Archive of submitted documents • **Benchmarking Transparency Map**: Includes publicly available compliance and usage information • **Target metrics** align with existing building data/ transparency map
	(If applicable) Issue remedy or request an adjustment	• **1:1 Support**: Help Center and Support Line, Technical Navigator • **Target and timeline adjustments** along with waivers available to buildings unable to comply
	Online forms learning curve	• **1:1 Support**: Help Center and Support Line • **Resource Hub**: Compliance guides and supporting documents
	Online platform usability	• **1:1 Support**: Help Center and Support Line • **Resource Hub**: Compliance guide and supporting documents • **Building Owner Portal**: Portal with resources, tools, and information specific to each building owner

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M E M O R A N D U M

DATE: July 15, 2024

TO: Mayor Arndt and City Councilmembers

FROM: Margaret Moore, Energy Board Vice Chairperson

RE: Support for Building Performance Standards

The Energy Board has considered the Building Performance Standards as proposed by staff at the April 23, 2024, Council meeting, in accordance with our chartered duties and functions, specifically:

(1) To advise the City Council and staff regarding the development and implementation of the Our Climate Future Plan (OCF) including tracking of the staff developed Council Action Roadmap for OCF;

(2) To advise the City Council and staff in developing City policies that encourage the incorporation of energy conservation and efficiency, carbon emissions reduction and renewable energy into the development and provision of City utility services, the design and construction of City transportation projects, and the way in which the City impacts the overall built environment within the community;

(3) To advise the City Council and staff regarding the alignment of energy programs and policies with City, ratepayer and community values and service delivery expectations.

Based on our review and staff presentations, we strongly agree with Staff's recommendation and encourage City Council to adopt Building Performance Standards.

In making this recommendation, we note that the existing building stock in Fort Collins contributes more than two thirds of the community's carbon emissions. Implementing Building Performance Standards is the most impactful direct action City Council can take to address the climate emergency and reduce carbon emissions to meet the community's 2030 carbon reduction goals.

Building Performance Standards align with the City's Our Climate Future, under Big Move 6. The carbon savings impact of implementing Building Performance Standards is projected to be just under that of all of the City's other efficiency programs combined.

Building Performance Standards are also linked to improved health, safety, comfort, resilience, reduced energy burden, economic growth and increased competitiveness, higher building occupancy and tenant retention, increased productivity of occupants, mitigation of utility impacts of rising temperatures for both the Utility as well as the rate payer, and improved indoor and outdoor air quality. Additionally, because improved energy efficiency reduces overall energy use, the community will be in a better position to achieve its renewable energy goals by enriching the impact of new and existing solar, as well as new and existing battery storage and other distributed resources.

Importantly, we understand that Building Performance Standards incorporate provisions intended to reduce the burden on the regulated community and assist with compliance. Those provisions include targets adjusted to building size and function and normalized to ensure fair application. Off-ramps are incorporated to accommodate special circumstances that may make compliance impractical (for example, a building slated for demolition). We also note and support the considerations for lower-income housing.

Staff also shared their concept of a partially or fully dedicated project facilitator. Among other duties, this individual would assist building owners and associations in pursuing grants and implementing efficiency projects. We view this as a high leverage position that would easily pay for itself in terms of financial benefits to those affected by the Building Performance Standards and the City at large.

In summary, we find Building Performance Standards to be well thought out and drafted, with a high likelihood of contributing to the City's conservation, efficiency and carbon emissions reduction goals. We are pleased to give them our support and strongly recommend their adoption.

Thank you for the opportunity to review and comment.

Respectfully submitted on behalf of the Energy Board,

DocuSigned by:
Margaret Moore
Margaret Moore, Vice Chairperson
Energy Board

cc: Katherine Bailey, Project Manager
Brian Tholl, Senior Manager, Mechanical Engineer

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Boardsandcommissions@fcgov.com

MEMORANDUM

DATE: October 20, 2025
TO: Mayor and City Councilmembers
FROM: Dan Welsh, Chair of the Air Quality Advisory Board
RE: Building Performance Standards

Dear Mayor and Councilmembers,

For the City to achieve its ambitious greenhouse gas (GHG) emission reduction goals and improve its air quality, the Air Quality Advisory Board (AQAB) recommends adopting the Building Performance Standards (BPS) policy, with only delays to the previously established timeline that are deemed absolutely necessary. Successful and timely adoption remains critical to reducing the energy burden of our community while protecting the health and safety of our residents, economy, and environment.

Over the course of its history of nearly 40 years of trial, investigation, piloted implementation, and review, Fort Collins Utilities staff have sought alternatives to the regulatory approach that is under proposal. These efforts have included incentives, education, and encouragement for behavioral changes. Despite these efforts, the desired outcomes have not been met. This has led to the development of the currently proposed regulatory approach that will help to move our community more effectively toward climate and air quality goals.

The benefits of BPS, along with associated decreases in the production and release of various greenhouse gases, support Council Priority 6: Reduce climate pollution and air pollution through best practices, emphasizing electrification; and Our Climate Future's Big Move 6: Efficient, emissions free buildings. Reductions in demand for energy production will decrease emissions of ozone precursors and help to improve outdoor air quality. Improvements to buildings' heating and ventilation (HVAC) systems will also assist in improving indoor air quality.

We encourage the consideration of overall energy usage as well as climate impacts when determining BPS compliance options. This can be achieved through alternative compliance options based on greenhouse gas intensity or GHG percentage reduction goals. Such options are included in the State's BPS program for buildings larger than 50,000 sq ft, and they allow for a greater degree of electrification and reduction in GHG emissions. These could be easily incorporated into the City's proposed BPS, but if this would further delay implementation, AQAB would suggest adding this option in a later iteration of the program.

AQAB strongly urges the City Council to implement the policy changes recommended within the BPS proposal without delay to the 2030 plan. If you choose to extend the deadlines beyond 2030, we recommend consideration of incentives for early adopters who meet the original 2030 deadline. Immediate and urgent action is needed to improve building standards to advance Council Priority 6.

Very Respectfully,

The Air Quality Advisory Board

cc: Kelly DiMartino, City Manager
Jacob Castillo, Chief Sustainability Officer
Kelly Ohlson, City Council Liaison to the AQAB
Selina Lujan de Albers, Manager Environmental Sustainability & AQAB Staff Liaison
Katherine Bailey, Program Manager, Energy Services

Environmental Services
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MEMORANDUM

NATURAL RESOURCES ADVISORY BOARD

DATE: October 16, 2025

TO: Mayor and City Council Members

FROM: Natural Resources Advisory Board

SUBJECT: Building Performance Standards

Dear Mayor and Councilmembers,

On September 17, 2025, Katherine Bailey (Project Manager, Energy Services) presented to the Natural Resources Advisory Board ("Board") regarding the proposed Building Performance Standards (BPS) policy. Buildings are among the largest contributors to greenhouse gas (GHG) emissions in urban areas. Sitting at the intersection between economic, environmental, and physical health, the proposed policy would allow for a significant reduction of GHG emissions through increased efficiency in addition to substantial avoided costs (estimated at $630 million by 2050) throughout the community in the future. The standards would also improve indoor air quality and produce public health benefits.

The Board would like to express its strong support for the adoption of the BPS policy. Rebates and incentives have been in place since 2002, and while these programs have accounted for a large portion of historic savings, they have not been able to decrease the community's overall electricity use, which indicates a regulatory pathway is needed. As a Board dedicated to addressing the climate and energy crisis, we are deeply concerned our 2030 GHG reduction goals will not be met without adoption of this policy. This policy also directly supports *City Council Priority #6: Reduce climate pollution and air pollution through best practices, emphasizing electrification* and *Our Climate Future Big Move 6: Efficient, Emissions Free Buildings.*

The Board supports the following key areas of the policy and implementation plan:

- Covered Buildings - Multi-family and commercial buildings greater than or equal to 5,000 square feet. This strikes an appropriate balance between capturing a meaningful amount of the City's buildings and energy use while focusing on up-front costs to entities that are in a better position to make investments.
- Efficiency Targets - Adoption of Energy Use Intensity (EUI) targets.

- Alternative Compliance Pathways - Resources and off-ramps such as EUI reduction caps, timeline and target adjustments, waivers, and additional support for under-resourced buildings.
- A technical and financial navigator position to provide personalized support to building owners throughout their adoption journey as well as expansion of the incentive-based framework using dollars from the 2025 Tax dedicated to climate initiatives.

Adopting a BPS policy is not just a climate imperative but a strategic investment in the health, economic prosperity, safety, and resilience of our community, especially in light of federal and state budget cuts and loss of tax incentive programs targeting GHG emissions. These issues call on the City to take a firmer stance in meeting 2030 goals. Improvements in building efficiency will also mitigate rising costs for Fort Collins ratepayers. This is because Platte River Power Authority will be able to avoid or defer investments in new generation resources that may otherwise have been necessary due to electricity demand increases from electric vehicles, population growth, building electrification, and other contributors. The BPS policy will also support the development of small businesses and skilled workforces that will be necessary for the deployment of clean technologies and services to implement the policy.

Thank you for your time and consideration of this policy decision that will have positive long-term impacts on future community resilience and health.

Very respectfully,

Kelly Stewart
Chair, Natural Resources Advisory Board

cc: Kelly DiMartino, City Manager
Jacob Castillo, Chief Sustainability Officer
Kelly Ohlson, City Council Liaison to the NRAB
Honore Depew, Sr. Manager Environmental Sustainability & NRAB Staff Liaison
Katherine Bailey, Project Manager, Energy Services

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MEMORANDUM

DATE: Aug 21, 2024

TO: Mayor and Councilmembers

CC: Kelly DiMartino, City Manager;
Tyler Marr, Deputy City Manager;
Jacob Castillo, Chief Sustainability Officer;
SeonAh Kendall, Economic Health Director;
Brian Tholl, Sr Manager;
Katherine Bailey, Project Manager

FROM: Braulio Rojas, Chair – Economic Advisory Board;
Erin Gray, Vice-Chair – Economic Advisory Board; and
Members, Economic Advisory Board for 2024

RE: BUILDING PERFORMANCE STANDARDS

Recommendation from the City of Fort Collins Economic Advisory Board (EAB):

The EAB agrees with and recognizes the importance of the Building Performance Standards for reaching City climate objectives. We also applaud the Energy Services team for their robust research and proposal. However, the Board recommends that Council consider the following factors or trade-offs in its decision-making process which we feel may not yet be sufficiently explored:

- **Return on investment:** The Energy Services team identified a return on investment of $0.85 for every $1 spent between 2024 and 2035 for the BPS strategy, but this value only considers energy savings. This value does not consider other benefits and factors that can directly improve the ROI for building owners and businesses such as access to State and Federal financial resources.
- **Co-benefits of BPS:** It is important for Council to also consider benefits that are not easily monetizable or incorporated into a building owner's accounting but that contribute to other City goals. Well-noted benefits of BPS include: improvements in indoor air quality, avoided GHG emissions and social damages (included in Energy Services ROI estimate), improved climate resilience to temperature fluctuations, job creation and improved worker productivity, and increase in ability to attract new businesses due to the City's reputation as a climate leader.
- **Transaction costs:** Building owners and businesses will struggle to find time to navigate the technical and financial resources available to reduce their cost

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burden and it is not clear how the City's planned educational resources and knowledge hubs will reduce these transaction costs. The technical complexity of the BPS ideally should be matched with technical support resources.

- **Cost Burden on Businesses:** Building owners may pass any associated costs of BPS implementation onto businesses, which are already grappling with inflation, higher wages, increased costs of goods, and substantial property tax hikes.
- **Business Mobility:** In today's mobile business environment, we must ask—what incentives are keeping businesses in Fort Collins? We suggest the City encourage incentives to business owners for retention, rather than imposing fines for non-compliance, as in the initial proposal.
- **Fort Collins Revenue Reliance:** To maintain a well-funded city, it's essential to bolster our business community as 56% of the City's revenue is derived from sales tax. Escalating costs could potentially risk businesses relocating from Fort Collins and ultimately jeopardize the City's financial stability.

The EAB recommends taking the time to strengthen the economic case for BPS and engage with relevant stakeholders to craft a plan that aligns with both the City's climate goals and the economic vitality of our business community when businesses have not yet fully recovered from the last economic recession. Our recommendation is to evaluate all City owned buildings against the BPS for an analysis of the cost feasibility. Further, we recommend implementing the same feasibility study with Colorado State University. We recognize that BPS is the most powerful and direct policy action to reduce GHG emissions by 2030, but believe strengthening the economic case can reduce potential negative impacts on building owners, businesses, and our local economy, and create stronger community buy-in.

ADDENDUM:

Please also consider the ongoing lawsuits regarding Energize Denver's Building Performance Standards, which have led to a halt in all building development in Denver. Reference: Colorado Chapter Files Lawsuit Challenging Building Performance Standards.

COLORADO CHAPTER FILES LAWSUIT CHALLENGING BUILDING PERFORMANCE STANDARDS

April 30, 2024 | Denver, Colorado

NAIOP Colorado is part of a coalition that has **filed a federal lawsuit** challenging the building performance standard requirements of the Energize Denver program and state Regulation 28. The lawsuit contends that the mandated reductions of greenhouse gas emissions are unrealistic and in violation of the federal Energy Policy and Conservation Act (EPCA). The Act is intended to establish consistent, nationwide energy efficiency standards.

The collective mandate under the state and local programs requires “covered buildings” of 50,000 square feet or larger to reduce greenhouse gas emissions by 7% by 2026 and 20% by 2030 from a 2021 baseline, and effectively serves to ban natural gas as source of heat and hot water within existing buildings. Meeting the requirements will result in a substantial expense for commercial real estate owners forced to extensively retrofit many of their buildings. There is also concern with the reliability of the electric grid in complying with building electrification mandates.

The coalition, which includes NAIOP Colorado, Apartments Association of Metro Denver, Colorado Apartment Association and the Colorado Hotel and Lodging Association, participated in the regulatory process because of their commitment to sustainability and the realities of implementation within the real estate sector. Their input was largely ignored, resulting in the federal lawsuit.

The coalition is optimistic for a favorable court decision following the 9th Circuit Court decision in California that overturned the ban on natural gas in the city of Berkley because it was preempted and in violation of the EPCA. The decision in the Colorado lawsuit will have national implications in other states and localities attempting to establish similar building performance standards under the EPCA.

NAIOP Corporate
2355 Dulles Corner Boulevard, Suite 750, Herndon, VA 20171
Phone: 703-904-7100

10-28-2025

Building Performance Standards Policy Update

Brian Tholl

Energy Services Director

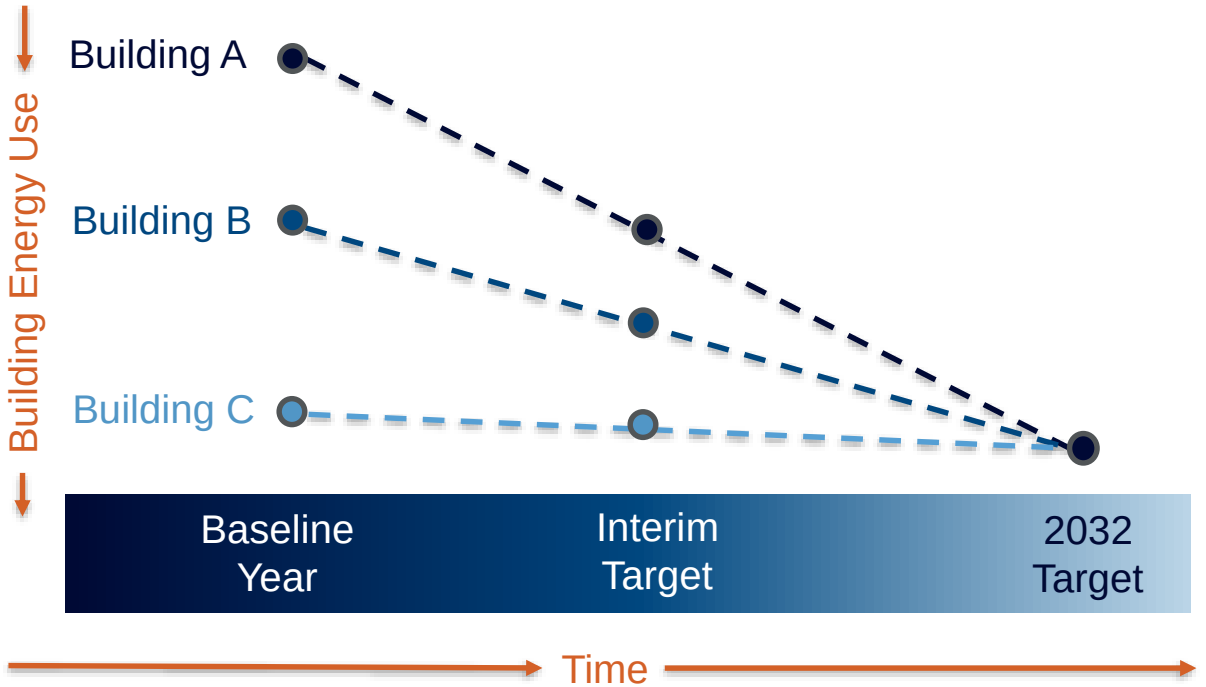
estions for Council

- Do Councilmembers have feedback on the Building Performance Standards (BPS) policy levers identified?

- Do Councilmembers support advancing a BPS regulatory framework for adoption?

ilding Performance Standards (BPS)

- BPS require buildings to meet energy performance targets by specific deadlines.
- BPS focus on flexibility, providing options and off-ramps.
- Efficient buildings are already meeting performance targets.



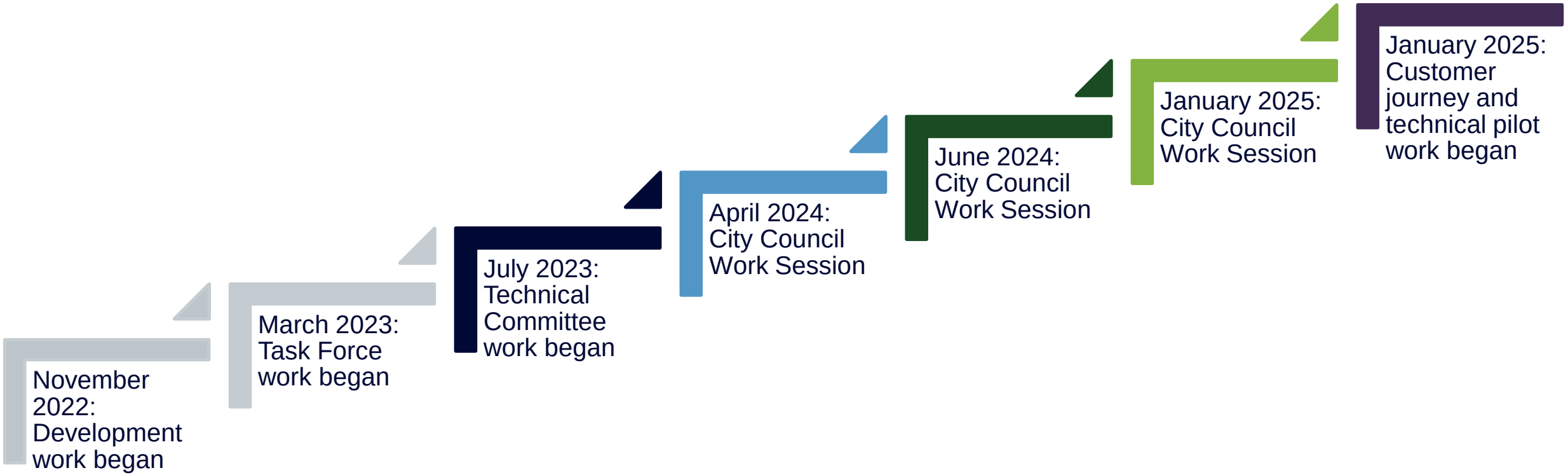
BPS drive gradual efficiency improvements in existing buildings

S Overview: Covered Buildings in Fort Collins

Building Size	Building Count	Building Count	Timeline	Reduction Target	Reduction Target	Upgrade Cost (Per Square Foot)
	Number of total buildings	Buildings that need to act	Compliance requirement timeline	Individual building reduction maximum	Average reduction to target	
5,000-10,000 square feet	310	200 (65%)	2035	15%	9%	$4.10 to $4.60
10,000+ square feet	780	520 (66%)	2030	25%	13%	$4.70 to $5.10
State covered 50,000+ square feet	80	60 (77%)	2030	29%	17%	$4.40 to $4.70

Based on 2023 reported benchmarking data; some buildings are campuses which include multiple structures
Excludes buildings without 2023 reported data

here We've Been



Staff have taken an intentional approach to policy development for three years

25 BPS Workplan Overview

Goals

- Test and/or validate staff assumptions used in policy development
- Test and/or validate process steps and resources required to implement a successful policy
- Identify tensions and opportunities associated with economic impact and provide information regarding implementation feasibility

Methods

- Conduct journey map activity
  - Identify process, pain points and associated mitigation strategies for implementation
  - Interview sample of covered building owner representatives to confirm
- Conduct technical assessment for six local buildings exceeding targets and of various vintage

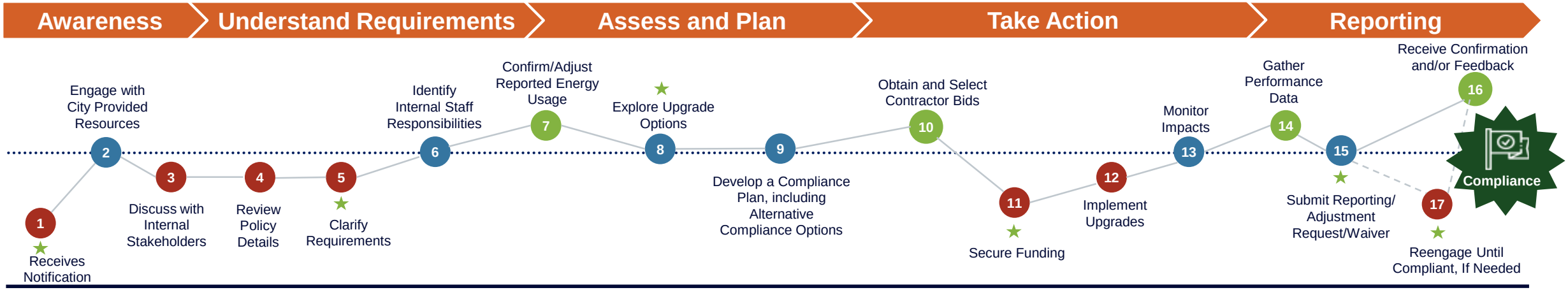
Staff have worked with building owners on a set of activities to provide additional policy insights

S Journey Map

The journey map incorporates feedback from building owner representatives to support successful implementation

Generates a shared understanding of the BPS journey

Identifies potential points of friction and mitigation strategies early for implementation



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BPS journey map provides insights into regulatory process for staff and community

chnical Support Pilot Findings

Key Takeaways

- Cost of compliance variability ($0.15/square foot - $13.20/square foot)
  - Weighted average of upfront investment of $4.64/square foot
- Compliance pathways are technically achievable
- Upgrades vary from behavioral to full HVAC system upgrades
- Individual building owner awareness, understanding requirements, and assessment and planning steps will likely take a minimum of 12 months

ot Building Economic Summary

Property	Building size (square feet)	Building EUI: kBTU/ square foot	BPS target* for property kBTU/ square foot	Estimated cost for compliance *before rebates***	Simple payback with *local* rebates	Cost for compliance per square foot**
Municipal building	5,500	110	36	$1,560	0.4 yrs	$0.28
Mixed use museum / restaurant	17,875	269	103	$236,000	20.6 yrs	$13.20
Office (1)	31,669	102	56	$4,500	6.8 yrs	$0.15
Office (2)	44,142	110	63	$240,000	19.4 yrs	$5.43
Multi-family	104,826	68	43	$490,300	19.1 yrs	$4.68
Restaurant	7,066	437	185	$3,100	1.2 yrs	$0.43

*All pilot buildings, due to existing energy use intensity (EUI), would be required to achieve the maximum reduction cap of 15% 25% to achieve compliance

**Cost for compliance in some cases includes replacing equipment that is past the end of its useful life

nicipal Building Implementation: East Parks Shop

Assess and Plan

- Chose best pathway
  - 15% reduction required; 25% reduction projected based on work completed
  - Pathways include upgrades underway at time of assessment (lighting, now complete)

Take Action

- In-house staff installed lighting, reprogrammed thermostats
- Contractor work to install additional programmable thermostats
- Total cost of $3,360 ($1,560 needed to meet BPS target)
- No timeline or target adjustments likely at this time due to simplicity and cost of upgrades.

Compliance

- Monitor and maintain efficiency level

storic Building Implementation

Assess and Plan

- Chose best pathway
  - Pathways include upgrading two large pieces of equipment at end of useful life

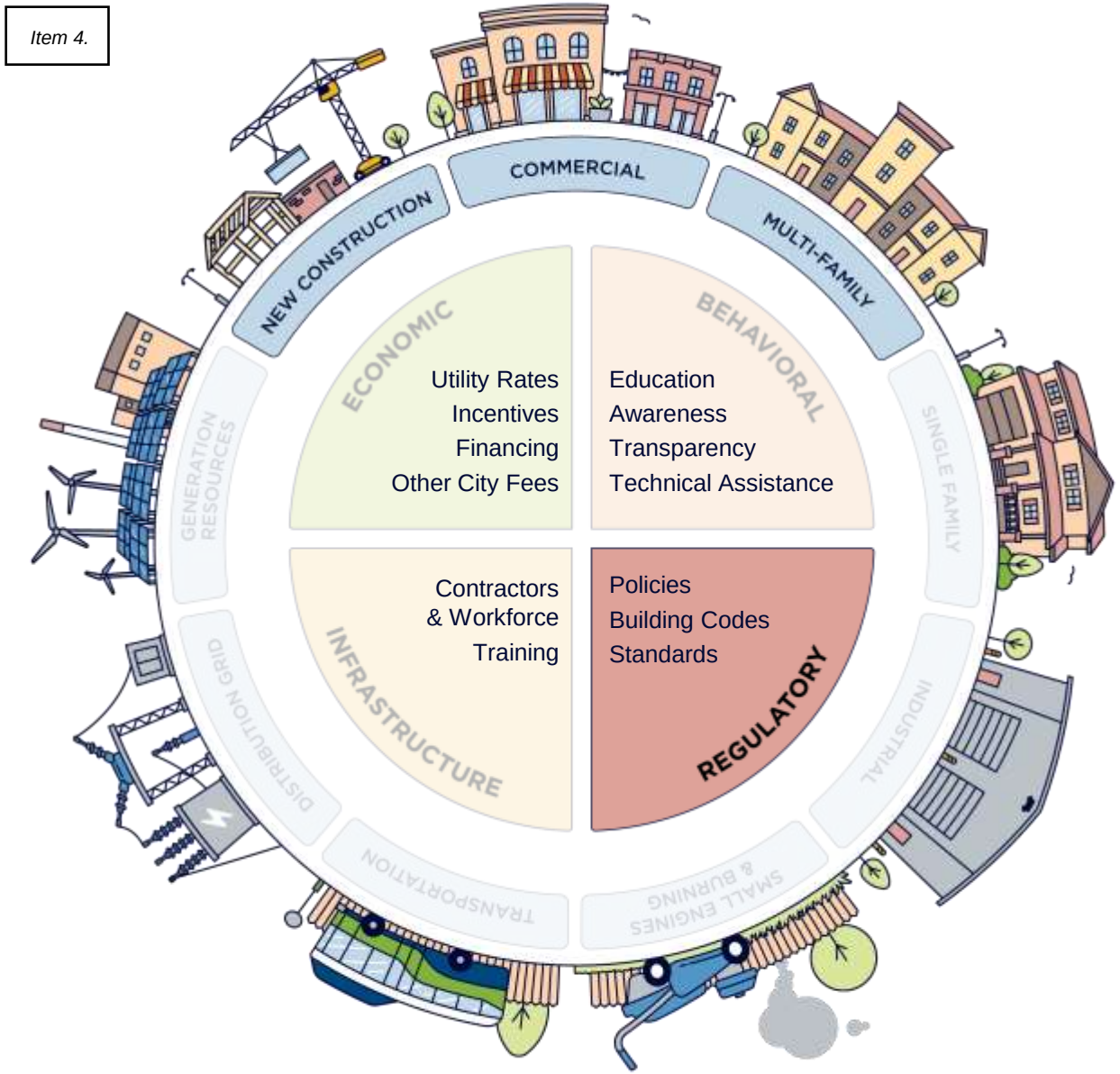
Take Action

- Option 1: Implement upgrades – total cost $236,000
- Option 2: Apply for target or timeline adjustment (‘off–ramp’)
  - Reduced target:
    - Quantified savings possible throughout facility, not likely a target adjustment would be granted.
  - Extended timeline:
    - Likely would be granted to spread work over several years to reduce annual upgrade expenditure, and to align with end of useful life replacement
- Option 3: Non-compliance and be subject to municipal citation

Compliance

- Monitor and maintain efficiency level

Incentive Versus Regulatory Approach



Building Performance Standards Policy

Develop policy framework for improving performance of built environment

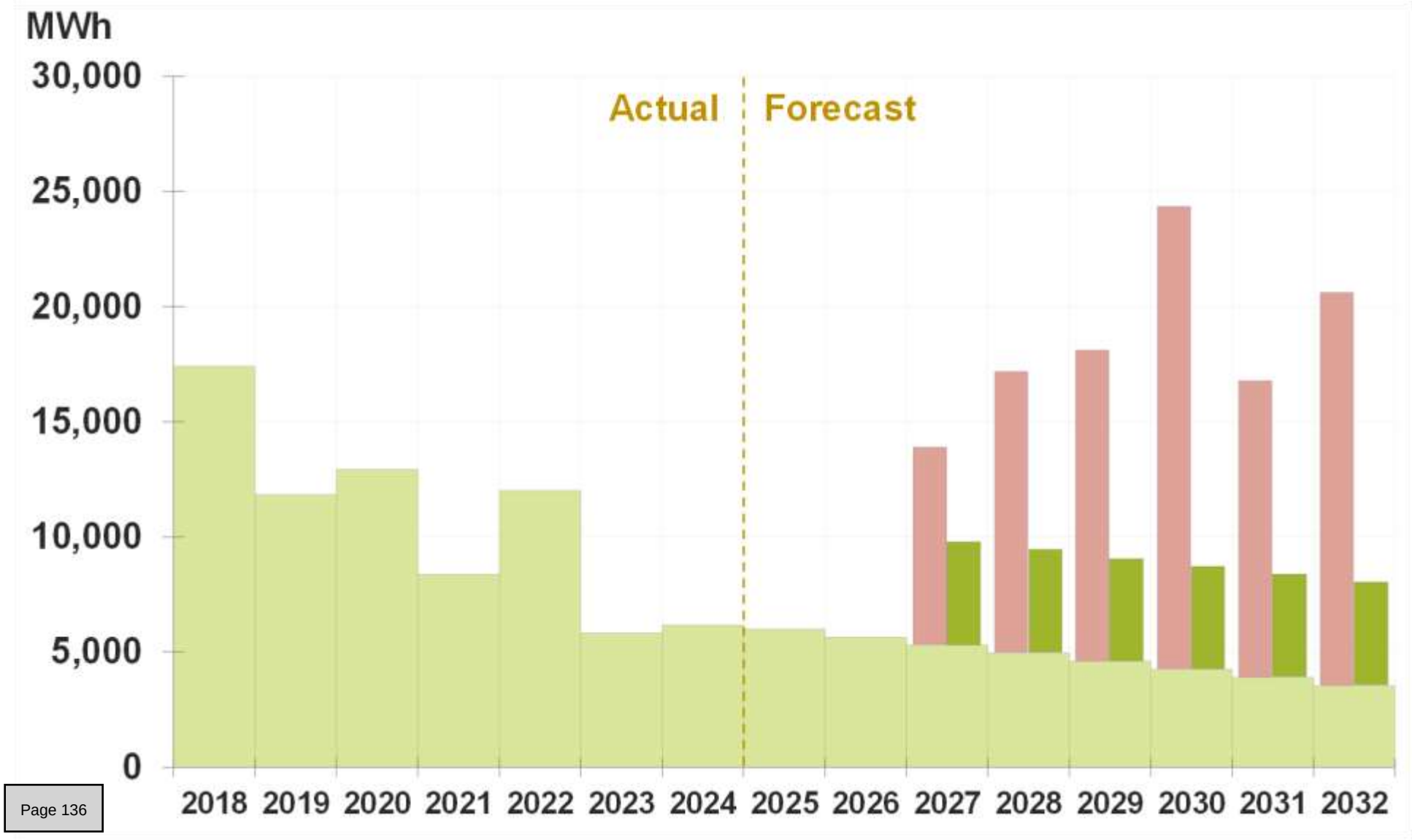
OCF Driven

- Building emissions reduction
- Optimize energy use for pursuing 100% renewable electricity

Incentive Versus Regulatory Considerations

	Incentives	Regulatory
Mechanism	Encourages **voluntary upgrades** through financial or technical support (e.g., rebates, tax credits, grants)	Mandates performance improvements via energy standards with **compliance timelines and penalties**
Predictability of Outcomes	Outcomes depend on participation rates; emission reduction **uncertain**	**Provides certainty** and measurable progress toward climate goals
Administration	Requires increased, **ongoing funding**, easy to pivot and adjust	Requires strong enforcement, consistent implementation, ongoing tech/admin support
Market impacts	Stimulates innovation, pilot projects, and workforce growth	Drives widespread adoption of proven technologies and practices

ectric Reduction Trends and Forecast



- Expansion of Economic Using 2050 Tax Revenue
- Regulatory (BPS)
- Economic (Utilities Incentives)

Policy Framework Discussion

licy Lever Trade-offs

Policy Lever	Potential Change	Economic/Mitigation Impact	Trade-off
1. Timeline	Extend compliance 3-5+ years	**Minimal** – Shifts outcomes	+ Allows additional planning, flexibility during economic uncertainty - Missing interim policy goals
2. Maximum Reduction Cap	Reduce cap by 5%	**High** – average 20% of costs for individual buildings	+ Reduced individual building investment - Reduced long-term benefits
3. Covered Buildings	Exclude buildings 5,000-10,000sf (310 buildings)	**Minimal** – 5% reduced policy impacts, costs	+ Reduced operating expense pressure - Does not improve energy use or building conditions for small business
	Exclude multi-family buildings (148 multi-family campuses)	**High** – 17% reduced policy impacts, costs	+ Reduces upward housing affordability pressure - Owners not required to reduce rate pressure/improve living conditions for tenants
	Exclude New Construction (2024 IECC)	**Minimal** – inflation / NPV	- Dependance on compliance with 2024 IECC

tions

Option 1: Proposed BPS policy approach
2032 timeline

Option 2: Modified BPS policy approach
1. Timeline: 2035 or later
2. Reduce cap by 5%
3. Remove small buildings
+/- new construction

Option 3: Complement utility incentives with
2050 tax incentives

Option 4: Business as usual

estions for Council

- Do councilmembers have feedback on policy levers identified?
- Do councilmembers support advancing to first reading with a BPS regulatory framework?

Thank you!

Brian Tholl
Energy Services Director