

Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, May 14, 2024

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

NOTE: New location for Council work sessions.

NOTICE:

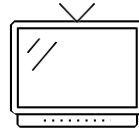
Work Sessions of the City Council are held on the 2nd and 4th Tuesdays of each month in the Council Information Center (CIC) of the 300 Building. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

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

How to view this Meeting:



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



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



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

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

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



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





City Council Work Session Agenda

May 14, 2024 at 6:00 PM

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

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

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

Carrie Daggett
City Attorney

Kelly DiMartino
City Manager

Heather Walls
Interim City Clerk

CITY COUNCIL WORK SESSION 6:00 PM

A) CALL MEETING TO ORDER

B) ITEMS FOR DISCUSSION

1. 2024-2026 Council Priorities Work Plan.

The purpose of this item is to provide Council with a work plan for each of their eleven adopted Council priorities and to seek feedback and direction.

2. Occupancy Ordinance Discussion.

The purpose of work session is to seek Council feedback on next steps regarding the Occupancy Ordinance and the implementation of HB24-1007.

C) ANNOUNCEMENTS

D) ADJOURNMENT

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

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

May 14, 2024

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Rupa Venkatesh, Assistant City Manager

SUBJECT FOR DISCUSSION

2024-2026 Council Priorities Work Plan.

EXECUTIVE SUMMARY

The purpose of this item is to provide Council with a work plan for each of their eleven adopted Council priorities and to seek feedback and direction.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Do the objectives and strategies align with Councilmember expectations?
2. What feedback do Councilmembers have on staff's proposal to track and report on progress for each of these priorities?

BACKGROUND / DISCUSSION

After a series of Council retreats, work sessions, and regular meetings, Council adopted its eleven 2024-2026 Council Priorities on February 27, 2024. Adoption included the title and definition of each of the priorities. The complete list is included in Attachment 1.

The presentation of the work plans is formatted as follows:

- Each priority includes objectives, strategies and context.
- Objectives are shorter term areas of focus to achieve the goal (Council Priority) over the next two years.
- Strategies are the specific, tactical actions to achieve the objectives and includes the timing of when it will be accomplished.
- Context will provide Council with an understanding of the resource requirements, engagement and outreach needs, and partners involved for each priority.

Many of the Council priorities overlap and thus strategies for one priority may also impact how another priority is achieved. This is a reflection of the interconnected work of the City and are all equally important over the next two years to make progress towards achieving the community's vision and goals outlined in long-range plans like City Plan (2018), Transit Master Plan (2019), Our Climate Future (2021), Housing Strategic Plan (2021), Active Modes Plan (2022), Vision Zero Plan (2023), and the Economic Health Strategic Plan (2023).

The Council priority work plans are included in the presentation. However, some work plans needed more explanation than a presentation could accommodate. Those are included as attachments to this agenda item summary.

NEXT STEPS

Each priority will be reported out based on Council's feedback during the Work Session. In addition, based on feedback from Council to continue or change the work plans, staff will be bringing forward funding and policy considerations throughout the next year and a half.

ATTACHMENTS

1. 2024-2026 Council Priorities
2. Priority 1 Work Plan: Operationalize City Resources to Build and Preserve Affordable Housing
3. Priority 2 Work Plan: Improve Human and Social Health for Vulnerable Populations
4. Priority 3 Work Plan: Advancing a 15-minute City by Igniting our Neighborhood Centers
5. Priority 4 Work Plan: Pursue an Integrated, Intentional Approach to Economic Health
6. Priority 5 Work Plan: Accelerate Zero Waste Infrastructure and Policies
7. Priority 6 Work Plan: Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification
8. Priority 8 Work Plan: Advancing a 15-minute City by Accelerating our Shift to Active Modes
9. Presentation

COUNCIL PRIORITIES



1. OPERATIONALIZE CITY RESOURCES TO BUILD AND PRESERVE AFFORDABLE HOUSING:

Not everyone in our community has access to healthy, stable housing, and we are currently not meeting our affordable housing production goal. Limited highly competitive funding, rapidly increasing costs, long development timelines, and historic under-production of housing units have led to severe housing availability and affordability issues in Fort Collins and many areas around the State of Colorado.

2. IMPROVE HUMAN AND SOCIAL HEALTH FOR VULNERABLE POPULATIONS:

Obstacles and barriers exist that impede access to services for our underserved community members. We need to work with our regional partners and invest in a robust and accessible safety net to create conditions where one is not needed. Existing oil and gas wells in and around Fort Collins cause harmful pollution and have negative environmental and human health impacts.

3. ADVANCE A 15-MINUTE CITY BY IGNITING NEIGHBORHOOD CENTERS:

Market factors, limited tools and programs, ownership patterns and rising development costs hinder us from accelerating our goal for everyone to have daily goods, services and transit within a 15-minute walk or bike ride from their home.

4. PURSUE AN INTEGRATED, INTENTIONAL APPROACH TO ECONOMIC HEALTH:

Good jobs and opportunities for economic mobility are missing for many in our community, particularly those from underserved and underrepresented populations. Processes related to doing business in the City of Fort Collins can be unclear, unnecessarily complex, and unfriendly to business customers.

5. ACCELERATE ZERO WASTE INFRASTRUCTURE AND POLICIES:

Fort Collins is currently missing the nearby infrastructure needed to meet its commitments to becoming a Zero Waste and Carbon Neutral community. Policies and programs for diverting material away from landfills are dependent upon viable, community-scale facilities for recycling, composting, and other waste diversion actions.

6. REDUCE CLIMATE POLLUTION AND AIR POLLUTION THROUGH BEST PRACTICES, EMPHASIZING ELECTRIFICATION:

Building energy use accounts for over 2/3 of the community emissions inventory; vehicle transportation emissions account for 25%; small engines (such as lawn and garden equipment) contribute to both local Greenhouse Gas emissions and air pollution; and the North Front Range is in a severe non-attainment zone for air quality under the Clean Air Act. Without significantly reducing emissions from these sectors, it will be impossible to improve air quality and meet Council-adopted climate goals.

7. PROTECT COMMUNITY WATER SYSTEMS IN AN INTEGRATED WAY TO ENSURE RESILIENT WATER RESOURCES AND HEALTHY WATERSHEDS:

Resilient water resources and healthy watersheds depend on complex systems and a diverse network of relationships and regional partners. The water utility of the future must incorporate a One Water approach to deliver equitable solutions to meet the future challenges of water scarcity, quality and affordability.

8. ADVANCE A 15-MINUTE CITY BY ACCELERATING OUR SHIFT TO ACTIVE MODES:

Multiple departments and funding sources are necessary to implement the Active Modes Plan and Vision Zero Plan, with an emphasis on Safe Routes to School.

9. DEVELOP A HUGHES SITE MASTER PLAN:

In accordance with the voter-approved ballot measure, the City acquired the 164-acre Hughes site in summer 2023. After conducting initial general public outreach and identifying conflicting interests and desires, Council will engage in an inclusive process to develop a site plan for future use.

10. MAKE GOVERNMENT MORE ACCESSIBLE, APPROACHABLE AND FUN:

Our evolving community and ever-changing media/communications landscape requires an innovative approach to reduce barriers and ensure everyone has access to timely, relevant and accurate information and opportunities to connect with their local government and community in meaningful ways.

11. MODERNIZE AND UPDATE THE CITY CHARTER:

Although small parts of the Charter get reviewed and updated on a regular basis, due to changes in state laws and election procedures, there is a need to modernize and update the City Charter, which has not been done in a comprehensive way in over 25 years.

Operationalize City Resources to Build and Preserve Affordable Housing

Not everyone in our community has access to healthy, stable housing, and we are currently not meeting our affordable housing production goals. Limited highly competitive funding, rapidly increasing costs, long development timelines, and historic under-production of housing units have led to severe housing availability and affordability issues in Fort Collins and many areas around the State of Colorado.

Work Plan Items:

Housing affordability has been a priority for Fort Collins for decades, and as highlighted in City Plan, is a key element of neighborhood and community vitality. The long-range vision and goals for this priority have been most recently established in the City's Housing Strategic Plan (2021) and City Strategic Plan (2024). Effectively operationalizing City resources across departments to catalyze affordable housing production and preservation will help achieve: 1) our adopted goal that everyone has healthy, stable housing they can afford and 2) our development review and housing production commitments under Proposition 123. The following is a compilation of work plan items to advance this priority including work already in progress.

1. **Expedite review of affordable housing projects to achieve decisions within 90 days or less; and to encourage development of more affordable housing.**
 - **Description:** This work plan item seeks to reduce approval timelines for affordable housing by approximately 50% compared to Fort Collins's baseline approval averages from 2019-2023. Staff plans achieve this goal through both land use code changes (expected May 2024) and a formal process improvement project utilizing LEAN principles (12-18 month project timeline). Funding for the process improvement project in the amount of \$200,000 has been secured from the State Department of Local Affairs (DOLA). Upon completion, Fort Collins will be poised to consistently achieve the 90-day Fast Track requirements under Proposition 123.
 - **Resource Requirement:** \$200,000 State grant (secured) + 20% local match (allocated).
 - **Community Engagement and Outreach:**
 - **Next Step:** Initiate Local Planning Capacity Grant process improvement project.
 - **Timeline:** 18 months (Q3 2024-Q4 2025).

2. **Expand programs for healthy and stable housing – particularly for unhoused or precariously housed residents, renters, and lower-income homeowners.**
 - **Description:** Efforts to support unhoused or precariously housed residents, renters, and lower-income homeowners are a critical facet of making progress on this priority. Focusing solely on the development and preservation of housing units only addresses part of the community's housing challenges. Programs that help connect residents to affordable housing opportunities are necessary to get, and keep, people in healthy, stable homes. Programs may either be City-led (ex: rental registration), or partner-led (ex: Outreach Fort Collins street outreach).
 - **Resource Requirement:** Program funding to maintain and/or expand current levels of funding/service.

- Community Engagement and Outreach: Each program or funding source has its own engagement and outreach processes that range from educational workshops and trainings (e.g., Eviction Legal Fund, rental registration) to awareness campaigns (e.g., income-qualified rates).
- Next Steps: Budgeting For Outcomes (BFO) offers for homelessness response and prevention, eviction prevention, rental registration, Healthy Homes, mobile home park support, income-qualified utility rates, and similar programs. Continue implementation of rental registration program.
- Timeline: 2025-2026 BFO process and ongoing.

3. **Reduce fees for affordable housing projects and evaluate all newly proposed City regulations and fees for anticipated impact on cost to build housing.**

- Description: The City's influence over the cost to build housing is fairly limited because local government does not control market-based costs for land, materials, labor, and similar. However, the City does have influence over the amount and types of fees charged. Evaluating fees holistically and identifying opportunities to reduce or subsidize fees for affordable housing projects can help make affordable housing more economically feasible.
- Resource Requirement: Funding for fee subsidies, cross-departmental capacity to analyze fees and incorporate impact on cost to build housing into project scopes.
- Community Engagement and Outreach: Engagement on fees should incorporate both internal parties (e.g., Utilities, Finance) and external parties (e.g., affordable housing developers).
- Next Steps: Develop standard analysis of impact on cost to build housing into major projects and policy/regulatory updates; conduct a holistic cross-departmental fee evaluation; recalibrate and expand fee credit program.
- Timeline: 12-18 months (Q4 2024-Q4 2025); 2025-2026 BFO process to maintain or expand fee credit program.

4. **Create sustainable, long-term source(s) of dedicated local funding for housing.**

- Description: Housing Strategic Plan Strategy 11 calls for dedicated local revenue to support affordable housing. However, an attempt to create \$11 million in annual dedicated revenue through a property tax increase in 2023 was unsuccessful. Using existing funding sources to support affordable housing demonstrates a commitment to this priority while dedicated revenue is pursued through other means. However, sustained progress on the City's housing challenges will also require a long-term source of dedicated funding.
- Resource Requirement: Dependent on Council direction.
- Community Engagement and Outreach: Dependent on Council direction.
- Next Steps: Assess potential dedicated revenue sources; explore affordable housing impact or linkage fee.
- Timeline: As directed by Council.

5. **Identify City resources that could be dedicated to affordable housing; work with housing authority and partners to leverage resources into new/preserved units.**

- **Description:** Work plan items 3 and 4 seek to directly address the cost to build housing and the availability of subsidy/funding to support affordable housing production and preservation. The City also has other resources that could be dedicated to affordable housing, including but not limited to real estate assets, land bank properties, and tools available through the Urban Renewal Authority. Identifying and mobilizing City resources above and beyond the City's traditional role as a funder is an important piece of developing a holistic, creative approach to achieving this priority.
- **Resource Requirement:** Cross-departmental staff capacity, funding to complete appraisals and other real estate analyses including the Land Bank disposition study.
- **Community Engagement and Outreach:** Engagement with internal and external parties will be necessary.
- **Next Steps:** Evaluate resources across the organization and prioritize redevelopment opportunities.
- **Timeline:** 9-12 months to identify priority opportunities (Q4 2024-Q2 2025).

Department Lead: Social Sustainability Department (SSD); Executive Sponsor: Jacob Castillo

Department Partners: Community and Council, Housing and Service Providers, Sustainability Services, Community Development and Neighborhood Services, Utilities (Light and Power and Water), Operation Services and Finance

Challenges:

- Competitive funding at all levels
- Rapidly increasing costs and high interest rates
- Lack of agility
- Long timelines for development
- Potential tensions with other priorities or across the organization
- Politically controversial (some items)
- Recovery funds ending but community needs still high

Improve Human and Social Health for Vulnerable Populations

Obstacles and barriers exist that impede access to services for our underserved community members. We need to work with our regional partners to invest in a robust and accessible safety net to create conditions where one is not needed. Existing oil and gas wells in and around Fort Collins cause harmful pollution and have negative environmental and human health impacts.

State of Colorado Department of Health and Human Services Definitions:

- **Disproportionately affected populations** - Asian, Native Hawaiian or Pacific Islander, African American/Black, Hispanic/Latin(o)(a)(x), American Indian or Alaska Native; older adults; lesbian, gay, transgender, bisexual, queer or questioning, gender nonconforming; people with disabilities; people with low socioeconomic status; people currently or formerly incarcerated; and people who live in rural and/or geographically isolated communities.
- **Community-led engagement** - the practice of working collaboratively and through disproportionately affected populations to address issues affecting those populations with the goal of using community expertise to lead, inform, and conduct engagement practices. This can include using culturally and linguistically tailored outreach, community advisory boards, etc.

Work Plan Items:

The long-range vision and goals for this priority are established in multiple documents and plans including City Plan, Equity Plan, Social Sustainability Department Strategic Plan, Social Sustainability Gaps Analysis, Our Climate Future, and the Housing Strategic Plan. The following is a compilation of achievable, short-term goals to advance this priority including work already in progress.

1. Expand Human Services Funding; Align with Top Community Needs

a) **Human Services Program Funding**

- Description: Grant awards to nonprofit human service providers that address the needs of underserved groups, with emphasis on residents of Fort Collins with low incomes. These population groups include the elderly, households in poverty, persons experiencing homelessness, those with various medical and behavioral health needs, and children and youth.
- Resource Requirement: Continuing to expand relies on ongoing funding through Budgeting For Outcomes (BFO) process.
- Community Engagement and Outreach: Human Services and Housing Funding Board
- Next Step: Continue existing programming and grant administration.
- Timeline: Ongoing.

b) **Human Services Priorities Platform Project**

- Description: Blueprint for how the Social Sustainability Department (SSD) delivers resources, programming, and partnership toward human services in the community. The Platform will profile the human service issues of greatest significance to the City and will identify top community priorities to focus funding and assistance.
- Resource Requirement: None.

- Community Engagement and Outreach: Q2-Q3 2024: survey to service providers and community members, interviews with regional funders, engagement with relevant Boards and Commissions, focus groups and interviews with service providers.
- Next Step: Retooled human service priorities will be integrated into the annual Competitive Funding Process beginning in 2025.
- Timeline: Q3-Q4 2024 completion and implementation; review annually.

2. Embed Equity Throughout City Programming and Operations and Monitor Progress

a) **Equity Readiness Assessment (ERA)**

- Description: ERA is a facilitated discussion for internal City department teams. The discussion is guided by a list of demographic and communication considerations that take a people and community centered approach when evaluating for equity in a project phase or life cycle. After utilizing the assessment tool, teams identify areas of refocus as well as curiosities and new avenues to explore. Refocusing for equity is a path to identifying and removing barriers to achieve meaningful outcomes and addressing diverse community interests, concerns, and needs as they relate to City services.
- Resource Requirement: Personnel time to coordinate meetings, discussion facilitation; time for teams to do pre-meeting work; time for EIO to write an ERA summary for teams to reflect and identify strengths, areas of growth for teams to embed equitable practices into services and programs.
- Community Engagement and Outreach: ERA prepares teams to engage with community groups in a way that is culturally meaningful and relevant. ERA can help define communication needs to assure effective and efficient engagement with diverse communities and disproportionately affected groups.
- Next Step: Assessing other equity instruments and their utility at various phases of project life cycles.
- Timeline: Ongoing.

b) **Equity Indicators Project**

- Description: Equity Indicators are one tool local governments can use to measure and track the experiences of equality among community members to more proactively address systems that perpetuate racism and/or oppression. For this project, data disaggregated by race, ethnicity, and other demographic factors was collected and analyzed by the CUNY Institute for State and local Governance to examine the lived experience of people in Fort Collins. A public facing dashboard has been started with 3 out of 7 potential topics: Housing, Economic Health, Criminal Justice and Public Safety.
- Resource Requirement: Recently filled a Data Analyst position that is shared between the Social Sustainability Team and the Equity and Inclusion Office. This will help develop data routines and tracking mechanisms for teams to actively use.
- Community Engagement and Outreach: Potential to host community conversations or focus groups on the various indicator topics on the dashboard (Housing, Economic Health, Criminal Justice and Public Safety).
- Next Step: Meeting with Housing, Economic Health, Criminal Justice and Public Safety/FCPS teams to collect data to measure progress since 2019.
- Timeline: Ongoing.

c) **Underserved Communities Engagement and Outreach**

- Description: Develop and implement plans to remove or mitigate obstacles and expand funding and services to underserved community members.
- Resource Requirement: 1 Full-Time Equivalent (FTE) Community Engagement Specialist in Equity and Inclusion Office to include contractual community connectors program for multicultural representation; In-house translator in Equity Office; Program funding.
- Community Engagement and Outreach: Initiate and maintain relationships and partnerships with disproportionately affected populations.
- Next Step: Enhancement Offer for FTE and program funding.
- Timeline: If funded, hire in Q1 2025.

d) **Equity Grants**

- Description: The American Rescue Plan Act (ARPA) funded grants provided funding for small, non-competitive, organizations who lead and support community-led programs that ignite, inspire, and foster a community culture of belonging, uplift mental and physical health, and support the basic needs of the Fort Collins community. These funds are for social service activities occurring in response to the COVID-19 pandemic in the Fort Collins community, and as recognized in the Fort Collins Recovery Plan.
- Resource Requirement: \$200,000/year.
- Community Engagement and Outreach: 28 small non-profits funded in 2023 and 2024. Programs provide direct benefit for racial and ethnic groups, LGBTQ+ programs, older adults, youth programs.
- Next Step: Follow-up visits taking place throughout Q2-Q4.
- Timeline: Q2-Q4 2024.

3. **Address Environmental Concerns**

a) **Air Quality Programs**

- Healthy Homes Program
 - Description: Healthy Homes is a free, indoor air quality (IAQ) program for Fort Collins community members that aims to reduce chemical and biological pollutants and promote safety in residences. Staff, volunteers, and partner organizations work together to improve the health and home resiliency of all Fort Collins community members. This program improves IAQ, energy efficiency (EE), and prepares homes of disproportionately impacted (DI) communities in Fort Collins for climate-related events (i.e., wildfires, extreme temperatures). This is achieved through free in-home visits which include an IAQ assessment, portable air cleaners, smoke/fire and carbon monoxide (CO) alarms, furnace servicing, weatherization, air conditioners, and other related resources/services.
 - Resource Requirement:
 - Program supplies, outreach materials, and volunteer trainings (covered as part of annual budget)
 - Community engagement and language translation services
 - Public workshops
 - Contracted services for weatherization and furnace maintenance
 - 2 FTE, 1 hourly - Staff time for program coordination, volunteer management, etc.

- 1 FTE and hourly staff are currently funded.

The Healthy Homes program will receive grant funds of \$168,874 from CDPHE. Funds will be available July 1, 2024- June 30, 2025. The Environmental Services Department will also submit a BFO offer, *Enhancing Healthy Homes*, for \$497,356 to further support program initiatives and the additional staff and resource requirements needed through 2026.

- Community Engagement and Outreach: The approach to home visits is community-led: building relationships with participants first, providing information in their preferred language, and identifying resource-based solutions that have an impact on IAQ, EE, and home resiliency. Healthy Homes works with partner organizations that have trusted community relationships, and Neighborhood Connectors (NC) within priority populations to recruit participants. Additionally, staff train and deploy volunteer Healthy Homes Educators (HHE) to complete the home visits. (NC can also participate as HHE). This proven approach fosters trust and offers a tailored program based on the needs of individuals and neighborhoods.
- Next Step: Healthy Homes has and will continue to be offered to all members of the Fort Collins community. However, with recent grant funding focused on environmental justice, that has ended, the team has been able to focus on both DI communities and enhance the resources offered to participants. The program has evolved into one that needs additional and ongoing funding to continue supporting the vision that all Fort Collins community members have a healthy, energy efficient and resilient home environment. The long-term goals of the program are to continue these enhancements and aid in home electrification.
- Timeline: Healthy Homes is an ongoing and established program that has been serving the community for more than 12 years. Approximately, \$200,000-\$250,000 a year is needed to continue offering the program at its current level and to achieve our long-term goals.
- Wildfire Smoke Readiness
 - Description: Individual projects currently underway to address wildfire smoke and other poor air quality events include updating public communications and guidance, upgrades to City building HVAC systems, air quality monitoring, and improving residential indoor air quality.
 - Resource Requirements:
 - City Building HVAC upgrades. Operation Services will submit an offer, *HVAC Electrification and Efficiency Replacements*, requesting funds to support these upgrades.
 - Staff have noted that City buildings that have high use among diverse populations (rec centers, libraries, etc.) should be prioritized for these upgrades.
 - Language services for translations of public communications documents.
 - Community Engagement and Outreach: Public communications and outreach currently being updated includes post-ready social media, guidance documents for outdoor events, and website revisions. A public workshop on *Preparing Your Home for Wildfire* smoke will be offered to disproportionately impacted neighborhoods as a part of the

Healthy Homes Program in summer 2024. This work also includes translation of materials into Spanish.

- Next Steps: Staff will continue to lead the development of education and outreach materials and will continue to explore opportunities to review fire restriction guidance and protocols and smoke protocols for City employees (especially outdoor workers).
- Timeline: Education and outreach and public workshops will be ongoing and dependent on wildfire events.
- **Air Quality Monitoring**
 - Description: Air quality monitoring supports efforts to characterize, track and report ambient air pollutant concentrations to increase awareness of air quality related health and environmental issues and better identify opportunities to improve local air quality conditions and reduce emissions. The City supports an ongoing network that includes regulatory pollutants (e.g., ozone), particle pollution, and visibility cameras. In January 2024, City and County staff jointly formed an Air Quality - Monitoring Advisory Committee (AQ-MAC) to support implementation of an EPA awarded air toxics monitoring grant through 2026. The committee also advises on priority monitoring enhancements, which to date have included expansion of regulatory efforts, compliance resources (e.g., a camera to detect oil and gas emissions), and monitoring near specific sources.
 - Resource Requirement: Air toxics related monitoring and messaging performed by sub-award of an EPA grant to CSU (\$500K, 2024-2026). Funds to convene and facilitate the AQ-MAC and augment monitoring efforts are covered through an Air Quality Monitoring Enhancement Offer (\$100K/year, available through 2024 and offered as enhancement for 2025-26).
 - Community Engagement and Outreach: The AQ-MAC includes 13 community members, including a representative from the City's Air Quality Advisory Board, the County's Environment and Science Advisory Board, and other community representatives. Specific engagement events over grant implementation period will target students and disproportionately impacted communities.
 - Next Steps: Include continued source monitoring at an oil and gas facility, and the development of a project website to display air toxics monitoring summary results.
 - Timeline: The AQ-MAC began meeting in January 2024, with air toxics monitoring beginning in February 2024. Efforts will continue through grant performance period, which ends in September 2026.
- **Oil and Gas Policies**
 - Description: Existing oil and gas wells in and around Fort Collins cause harmful pollution and have negative environmental and human health impacts. Staff are collaborating with Larimer County and State regulators to take direct actions to ensure compliance and reduce oil and gas operations in and around Fort Collins, especially in northeast Fort Collins. Mitigation strategies are focused on assuring compliance with State regulations regarding several ongoing issues, open complaints, and alleged violations.
 - Resource Requirement: ESD staff time for compliance with State regulations, PDT staff time for compliance with City Land Use Code requirements, and consulting resources (~\$20k/year proposed in ESD 2025/26 ongoing budget).
 - Community Engagement and Outreach: Data and research suggest that historically disadvantaged communities are disproportionately impacted by air pollution, and oil and

gas operations are a significant contributor to local air quality issues. The HOA is closest proximity to local operations has been engaged, and HOA representatives may testify in State Hearings related to compliance issues. Additionally, air quality monitoring information associated with oil and gas operations will be shared through the joint City/County Air Quality – Monitoring Advisory Committee, which will focus on communicating data and findings to those disproportionately impacted by air pollution.

- Next Step: Continue seeking resolution on several compliance issues, including illegal flaring at a site just outside City limits, remediation/reconstruction following a pipeline spill, and initiating a State assessment of underutilized wells and an aging pipeline system.
- Timeline: Specific timelines are State dependent, but resolution is expected on several issues in 2024.

4. Continue and Expand Programs that Provide Direct Support to Vulnerable Populations

a) **Grocery Tax Rebate Program**

- Description: Annual cash rebate for income-eligible residents to offset sales tax paid on food.
- Resource Requirement: Rebate funding allotment (budgeted) + additional funding to meet the program’s growing demand. 0.75-FTE Rebate Coordinator (existing) + additional staffing capacity to meet the growing administrative needs of the program.
- Community Engagement and Outreach: Rebate Coordinator regularly visits community organizations and affordable housing providers to enroll eligible residents.
- Next Step: Grocery Tax Rebate Program moving to SSD May 2024.
- Timeline: Ongoing.

b) **Get FoCo Digital Doorway for City Benefits and Discounts**

- Description: Get FoCo is a single online point of entry to discounted services and municipal benefits offered to income eligible residents by the City of Fort Collins. Prior to the development of Get FoCo, City benefits and discounts were a complex network of stand-alone applications, historical ordinances, and seasonal rebate offers. The platform offers residents a single user-friendly, low-barrier application available in multiple languages.
- Resource Requirement: Get FoCo is funded via Connexion’s 6% Payment in Lieu of Taxes (PILOT).
- Community Engagement and Outreach: Ongoing and continuous outreach to residents and partners who serve disproportionately affected populations.
- Next Steps: Ongoing outreach, platform improvements, and program improvements.
- Timeline: Ongoing.

c) **Immigration Legal Fund**

- Description: The Immigration Legal Fund (ILF) offers financial support for partner-delivered legal services related to immigration issues. The ILF assists Fort Collins residents needing help with removal defense, affirmative relief, increasing local access to direct legal representation, and improving self-advocacy resources for clients with pathways to citizenship or lawful presence. Since the beginning of its pilot in 2021, the ILF assisted Fort Collins residents in 262 immigration cases and provided legal services valued at \$766,900 (pro bono rates) for a \$400,000 program cost (2021-2023).

- Resource Requirement: Program funding to maintain current services and expand for increase demand for asylum cases and work permit authorizations.
- Community Engagement and Outreach: Monthly educational workshops, open houses, and trainings including Know Your Rights, naturalization/citizenship test preparation, and attorney advice clinics are offered in alignment with language equity principles by grant recipients. Service providers offer wraparound, holistic support services through trained, community-based volunteers and former clients; housing hotline and service navigation; and connections to culturally competent mental health services. These engagement activities leverage relationships community members have with trusted nonprofit partners to promote the program and its services.
- Next Step: To continue offering immigration legal services to Fort Collins residents with a pathway to citizenship or lawful presence beyond 2024, additional funding of \$250,000 per year is needed. A BFO Continuing Enhancement Offer has been submitted for consideration.
- Timeline: Ongoing in 2024; BFO funding required to continue the program.

d) **Eviction Legal Fund**

- Description: The Eviction Legal Fund (ELF) provides financial support for partner-delivered legal representation and advice for tenants facing eviction or with housing stability-related legal issues. The program serves clients that have low income with most working but in the “extremely low income” range. The majority of participants made below 30% Area Median Income (“AMI”). Residents from Communities of Color are overrepresented in the client population when compared to the overall city population, particularly for Latiné residents. Funded through Coronavirus Aid, Relief, and Economic Security (CARES) Act in 2020 and 2021 and American Rescue Plan Act (ARPA) since 2021, the Eviction Legal Fund has kept an average of three families per week in their homes through direct legal representation. The ELF also demonstrates the cost effectiveness of keeping people housed – costing \$1,282 per family vs. the \$38,000-95,000 per person annual cost of homelessness. The program reached more than 1,600 tenants and landlords through all funded services in 2023. Prior to the Eviction Legal Fund, Colorado Legal Services (CLS) was the only nonprofit organization offering pro bono legal services for civil cases and housing-related cases only comprised a portion of their overall workload. CLS was overcapacity for eviction cases prior to the pandemic. The ELF brought Colorado Poverty Law Project to northern Colorado and paired them effectively with local nonprofit partners for education and outreach to maximize the use of the funds.
- Resource Requirement: Program funding to maintain current services and expand caseload capacity as tenants become more aware of their rights and ability to enforce Building Code compliance through the new Rental Housing Team’s outreach work.
- Community Engagement and Outreach: Quarterly educational workshops; open house events; Know Your Rights trainings for tenants, landlords, and mobile home park residents; and monthly attorney advice clinics are offered in alignment with language equity principles by grant recipients. Service providers offer wraparound, holistic support services through trained, community-based volunteers, mediation-focused promotoras; housing hotline; rent assistance connections; and service navigation. These engagement activities leverage relationships community members have with trusted nonprofit partners to promote the program and its services. Educational materials including the Guide to Housing Rights are provided to thousands of Fort Collins residents each year.

- Next Step: To continue offering eviction and housing legal services to Fort Collins tenants and landlords beyond 2024, additional funding of \$220,000 per year is needed. A BFO Continuing Enhancement Offer has been submitted for consideration.
- Timeline: Ongoing in 2024; BFO funding required to continue the program.

e) **Community Consultants Program (PDT)**

- Description: The Community Consultants Program contracts with community experts who advise and assist in engagement, strategic planning, equity assessments, and project implementation. Community Consultants are selected through a competitive process that centers equity and language access to leverage their expert knowledge. They are selected to represent diverse backgrounds and lived experiences to ensure varied perspectives in community development and engagement projects. Past Community Consultants collaborated on mobile home park and Colorado Affordable Residential Energy program engagement, strategic planning for Neighborhood grants, assessment of outreach methods and accessibility, and project implementation efforts like event planning. The program compensates consultants for their work and connects them with City departments, resources, and information so they can continue to advocate for their community and the work of the City after their consultancy is complete.
- Resource Requirement: Currently funded as part of Neighborhood Services Ongoing programs budget, Community Consultants requires an average of 5 hours per week to administer and translation/interpretation services.
- Community Engagement and Outreach: Recruitment of Community Consultants is targeted at residents from Designated Opportunity Neighborhoods (neighborhoods identified by high levels of intersectional vulnerabilities based on standard equity indicators) and those with scheduled, focused programming to have Consultants working in their own neighborhoods. All opportunities are available for full participation in Spanish and English.
- Next Steps: Community Consultants will continue to work with Neighborhood Services for a variety of equity-based projects. The Historic Preservation Department will also onboard two Community Consultants for equity assessments and outreach in 2024/2025.
- Timeline: Ongoing.

f) **Mobile Home Park Program**

- Description: The Mobile Home Park Program provides support for mobile home park (“MHP”) residents, owners, and managers to advance neighborhood livability in these communities. Staff works closely with elected state and local officials to identify issues of concern for MHP residents, offer solutions, and implement beneficial changes. The program also works with internal and external stakeholders, MHP residents, and nonprofit partners to address needs related to mobile home park vitality, preservation of affordable housing, and equitable access to City resources and services. Mobile Home Parks are home to some of the city’s most vulnerable residents. These neighborhoods are home to the highest population of primary Spanish speakers in the city, low-income homeowners and renters, undocumented community members, and seniors living with disabilities. The MHP Program has been engaging residents from these neighborhoods since 2019 to assess gaps and address critical needs of residents including overbilling of water by the MHP, dangerous tree limbs, water quality, life/health/safety issues related to Nuisance and Building Codes, lot regrading, retaliation for participation in community meetings, required upgrades, limitations on accessory buildings, and resident-owned communities. A Mobile Home Park

Handbook will be distributed to residents this year and nonprofit partners continue to offer MHP specific educational training sessions to bolster self-advocacy. The MHP Program provides a local complaint and investigation system and updated Municipal Code to allow auditing of water utility bills. Currently, the program offers educational support and activities like “Meet an Inspector” and anonymous “Ask an Inspector” photo submissions intended to build trust with community members in mobile home parks and encourage voluntary Code compliance. The most common Nuisance Code violations in mobile home parks in the city are accumulated trash and outdoor storage. Some common deferred maintenance to fences, skirting, and roofs can result in Code violations as well as park rule violations that can lead to eviction. Through a 2019 mitigation fund allocated by City Council and 2023/2024 ARPA funds, the MHP Program has been able to assist residents with tools, resources, and information to avoid Nuisance and Building Code violations and improve housing stability. ARPA grant funds were used in 2021 and 2022 for mobile home park clean-up events and resource fairs to assist with Code compliance and in 2023 for MHP homeowner/renter DIY workshops to empower residents to tackle home repairs.

- Resource Requirement: 1.0 FTE MHP Sr. Specialist and \$50,000 MHP mitigation grant funding for whole park clean-up and repair efforts or individual repairs related to Code violations. In the 2024 ARPA grant funding round for similar building permit-required grants for this housing type, more than 300 applications were received totaling \$2.2 million in requests.
- Community Engagement and Outreach: Outreach and support are tailored to the unique challenges of each mobile home park. Because of years of relationship-building efforts, the MHP Program now has trusted contacts in these neighborhoods. Outreach activities are designed to assure inclusivity in decision-making and have featured small group meeting with neighborhood leaders, Community Consultant work with residents, community-wide events, grant application workshops, integration into the neighborhood WhatsApp groups by invitation, door-to-door canvassing, pop-up engagement, project development workshops, resource fairs, property management connections, and facilitation of neighborhood walking tours with state elected officials. All outreach and engagement is conducted in Spanish and English with emphasis shifted away from the written word.
- Next Steps: Much of the Mobile Home Park work is ongoing and focused on authentic relationship-building and maintenance with two-way communication channels. Neighborhood liaison work and coordination of events will continue. MHP Clean-ups are funded through ARPA in 2024 and MHP grants are available for building permit-related repairs, Innovate Fort Collins Challenge building envelope repairs/upgrades, fence repair days for whole MHPs, and individual home repairs or whole park fix-it days to improve voluntary Code compliance in 2024. Because mobile home parks were treated differently from other neighborhood types from a Code compliance perspective for decades and each one has unique needs and challenges, continuing the MHP Specialist position (currently ARPA funded) is needed to build and maintain relationships with neighborhood leaders and strengthen relationships with property managers. Mitigation funding is needed and requested in the 2025-2026 BFO as an ongoing enhancement offer due to the high need and lack of other available funding for these types of projects. This BFO offer would also allow us to continue to leverage other funding sources like the State’s CARE program (that funds upgrades like a new furnace but will not pay to upgrade electrical system sometimes necessary to install the new furnace, leaving residents unable to receive anything). Grant research and administration for the City as a grant recipient is also needed for these

neighborhoods, as the level of available local and state funding are insufficient to meet the high community need sustainably.

- Timeline: Ongoing ARPA funding in 2024; BFO funding required to continue program components.

Department Lead: Co-sponsorship between Equity and Inclusion Office and Social Sustainability Department (SSD); Executive Sponsor: Jacob Castillo

Department Partners: Neighborhood Services, Recreation, Utilities, Finance, Economic Health and Environmental Services

Challenges:

- Competitive funding at all levels
- Increasing costs
- Politically controversial (some items)
- Recovery funds ending but community needs still high

Advancing a 15-minute City by Igniting our Neighborhood Centers

Market factors, limited tools, and programs, ownership patterns and rising development costs hinder us from accelerating our goal for everyone to have daily goods, services and transit within 15-minute walk or bike ride from their home.

Work Plan Items:

The long-range vision and goals for this priority are established in multiple plans including City Plan, the Economic Health Strategic Plan and the 15-minute City Analysis. The following is a compilation of achievable, short-term goals to advance these plans. It incorporates work already in progress.

1. Phase 2 Land Use Code Update: Commercial Corridors

- Description: Develop scope, process, and timeline on the next phase of Land Use Code updates related to our neighborhood centers, employment areas and corridors. Will coincide with monitoring state law proposals. Work Session scheduled for June 2024.
- Resources: Additional funding will be needed to complete the Land Use Code Phase 2 scope.
- Community Engagement and Outreach: This effort will include robust, citywide community engagement at the onset of the process until final adoption. The community will inform problem identification, establishment of guiding principles and recommended approaches.
- Deliverable/Council Action/Council Role: Work session feedback and Council action on draft code(s); heavy Council role.
- Timeline:

2. Business Process Improvement

- Description: Evaluate existing tools, processes, and resources to go from complexity to simplicity with common permits for new businesses. Some examples include work already underway such as implementing development review website accessibility and navigability improvements, launching a streamlined “mini-Conceptual Review” process for easier access to go/no-go decision-making information, commercial space/lease education to be mindful around zoning and use types, and rolling out State of Development Review reporting and evaluation that will outline guiding principles and mid-term action items. These more tactical efforts will complement the Digital Transformation work underway to implement a new enterprise system for licensing, permitting and inspections. As part of this priority, Community Development and Neighborhood Services (CDNS) and the Economic Health Office (EHO) will collaborate on a proposed program that could replace the American Rescue Plan Act (ARPA) funded Small Business Technical Assistance Program to support existing customers.
- Resources: ARPA funding for the Small Business Technical Assistance Program will conclude at the end of 2024. If there is support for this program, new funding (enhancement to apply EHO funding) will be needed for direct support to customers and a Full-Time Equivalent (FTE) (development Business Liaison).
- Community Engagement and Outreach: The focus of community engagement will be with the various customers and users of our systems. They will consult on problem identification and

improvements to processes, tools, and technology. Further outreach may be necessary to inform our customers of new tools, programs, and resources.

- Deliverable/Council Action: New tools and resources for customers; updates to Council on progress and improvements; Council action on proposed funding.
- Timeline:

3. Building Place-Based Knowledge and Strategy

Description: Prepare an internal, high-level assessment and information exchange of the emerging opportunities and challenges for the neighborhood centers in our community. This assessment will include inputs from direct business conversations, relevant data analysis and adopted plan principles. A goal of this effort is to orient all the multi-disciplinary/multi departmental team to a common definition and have deeper, shared understanding of the challenges and opportunities. This foundation will inform developing resources and work plan integration. There will also be a particular focus on how neighborhoods and centers can increase connection. Staff will also focus on how to shape the City's role in these opportunities. This will support and inform our work and of relevant partners such as the URA as they establish criteria for future URA plans. Potential examples of geographic areas of focus include West Elizabeth corridor (e.g., Elizabeth and Taft), MAX Line/Midtown Improvement District, South College Avenue and we will consider areas adjoining major capital projects. This effort also presents an opportunity to begin evaluating the 2018 City Plan and whether it continues to align with community priorities, in anticipation of a future update.

- Resource Requirement: The focus is cost neutral solutions using existing resources and staff time. Additional resources may be needed if special events are organized to engage businesses, landowners and nearby residents.
- Community Engagement and Outreach: Staff will need to calibrate the outreach approach to the different Neighborhood Centers. Staff will focus on one-on-one engagement with businesses and nearby neighborhoods, as well as targeted listening sessions for commercial center owners and tenants around education of 15-minute cities and potential opportunities.
- Related Projects: The Transfort Optimization Study will be an important parallel effort that will need to integrate at critical points along the way to ensure a strong link between future transit routes and micro transit solutions and our neighborhood centers.
- Timeline:

4. Public/Private Partnerships

- Description: Explore and determine optimal private/public partnership opportunities (either new or enhanced) for deeper understanding of the goals and challenges of the 15-minute City, identifying collaboration and implementation actions. These may need to take an opportunistic approach as projects and proposals come forward. Examples of existing collaborations include Foothills Mall redevelopment, master planning of new neighborhoods at Montava and Bloom, and the Front Range Passenger Rail Station Planning.
- Resource Requirement: The focus for short term actions are cost neutral and focus on relationship building and socializing the 15-minute City principles with our partners.
- Community Engagement and Outreach: Stakeholder discussions with various board members and leaders.
- Timeline: On-going oversight.

5. Albertsons

- Description: The Fort Collins Urban Renewal Authority has been negotiating the purchase of the former Albertsons building at 1636 North College Avenue. The purpose for buying the property is to build a community hub that would be targeted towards Spanish speaking community members with an affordable housing component.
- Resource Requirement: The Urban Renewal Authority would use unpledged tax increments to purchase the property.
- Community Engagement and Outreach: After purchasing the property, the Urban Renewal Authority will re-engage with community members to finalize the programming desired in the community hub. The Urban Renewal Authority will then issue a RFP for qualified developers to build the community hub and develop affordable housing. The Urban Renewal Authority will also begin building a partnership of community organizations to run the community hub.
- Timeline: Urban Renewal Authority staff are waiting for the property owner to terminate its lease with Albertsons to move forward with selling the property. Staff anticipates completing the purchase of the property in 2024.

6. Coalition Building

- Description: Test and demonstrate diverse ways to engage community in conversations about the benefits and opportunities of biking, walking, or rolling to nearby goods and services. A pilot event staff is testing this year is “Shift Your Ride: Neighborhood.” This concept is modelled after the neighbor block party trailer to help businesses build relationships with their business and community neighbors. This could be a more formal event hosted by the City or provided to businesses to host their own.
- Resource Requirement: The first Shift Your Ride: Neighborhood is funded for 2024 and will occur later in the year. Future neighborhood events and collaborations with businesses would need funding dedication (this includes sponsorships, donations, vendor fees and other revenue sources).
- Community Engagement and Outreach: Mayor and Council could consider attending or co-hosting events as an effective way to grow awareness and coalitions of support in their Districts.
- Timeline:

How did Council define success? (Note: This does not change, based on Council input.)

1. Identify and remove barriers to achieve a 15-minute City.
2. Minimize obstacles to implementation of 15-minute City through public outreach, public private partnerships and consolidating funding.
3. Use metrics to measure success.
4. Easier and faster adaptive reuse in our centers.
5. Show business the “happy path” to permitting.

Department Lead: Co-sponsorship between Community Development and Neighborhood Services (CDNS) and the Economic Health Office (EHO)

Department Partners: Social Services, Natural Areas, Parks and FCMoves

Are we already doing anything as it relates to this priority?

- Land Use Code Update will include process improvements, clear and predictable standards, and realign expectations for commercial corridors (especially near high frequency transit) to incorporate greater density, intensity and mix of uses.
- Through the use of ARPA funds, CDNS manages the Small Business Technical Assistance Program which offers staff support and mini grants to offset costs of design and engineering services.
- CDNS and other departments responsible for permitting and inspections are leading business process improvements and digital transformation solutions. This applies citywide and will benefit our neighborhood centers seeking re-occupancy of tenant space, proposing infill development and larger scale redevelopment proposals.
- EHO and CDNS have formed a cross functional group to better assist businesses navigating the Development Review process. This group works on specific cases, as well as creating digital educational tools for broader distribution. The footprint of this effort is currently Citywide, and focus could be tightened to support more commercial redevelopment in Neighborhood Centers.
- “Shift Your Ride: Neighborhood” program will start with first neighborhood this year and is an effort to connect with residents about the benefits and opportunities in their neighborhood to bike, walk or roll for daily goods and services.
- Economic Health.

Challenges:

- **Market Factors:** The quickly changing retail trends of existing, auto oriented shopping centers is driving increasing vacancies and loss of major tenants. As a result, our neighborhood centers are challenged in offering daily goods and services within a 15-minute walk or bike ride.
- **Funding/Tools:** Limited tools available to the City to support and those that are available distributed based on different criteria and are not prioritized based on 15-minute city analysis.
- **Business Inputs:** We have City Plan to identify specific locations in the City. However, we do not have a collective assessment of these centers to compare and understand readiness for reinvestment or to identify predictive signals.
- **Community Engagement/Support:** Behavior change and a growth mindset for our community is critical to meeting these goals. Public opposition and lack of willingness to change behaviors can be an obstacle to implementation.
- **Not One Size Fits All:** Our centers have different characteristics in terms of design, demographics and the adjoining neighborhoods have varying needs. Strategies need to honor those neighborhood characteristics and avoid a one size fits all approach, or presumptive solutions that overlook equitable solutions.
- **Ownership Patterns:** Our Neighborhood Centers have a collection of ownership patterns. Some are under single control and others have multiple ownerships creating varying conditions for change. Some changes can be more holistic and others will be piecemeal.
- **Rising Development Costs:** Infill and redevelopment of these centers face significant costs for infrastructure upgrades and tap fees; and increasing expectations and regulatory control related to site planning and architecture design and discretionary review authority.

Tradeoffs:

- The City's permitting process ensures safe and intentional building transitions that incorporate community standards for landscaping, tree canopy, traffic circulation, aesthetic and signage considerations, site lighting, and other considerations. AND these processes can be a source of strain and confusion for new business owners on a tight budget and timeline. This can also prevent or limit creativity and adaptive reuse of spaces for temporary periods.
- Common practices to incentivize investment and create more capacity for business would include reducing parking requirements. This can create tension with adjoining neighborhoods if this results in spillover parking.

Pursue an Integrated, Intentional Approach to Economic Health

Good jobs and opportunities for economic mobility are missing for many in our community, particularly those from underserved and underrepresented populations. Processes related to doing business in the City of Fort Collins can be unclear, unnecessarily complex, and unfriendly to business customers.

Work Plan Items:

The goals and strategies outlined below are structured in alignment with the recently adopted Economic Health Strategic Plan, which centers on four key focus areas: Business Retention, Expansion, Attraction, and Data; Small Business Support; Workforce Development and Talent; and Innovation. It is important to recognize that these strategies are interconnected and mutually reinforcing. For instance, data plays a crucial role across all focus areas, driving effective decision-making. Likewise, workforce development is integral to fostering economic prosperity for both community members and businesses, essential for every aspect of our work. Ultimately, the success of small businesses influences the well-being of large employers, and vice versa.

Focus 1: Business Retention Expansion Attraction and Data Goals:

- **Expand Business Retention and Expansion Program to Include Attraction (BREA)** – establish foundational groundwork for effective BREA within targeted industries.
- Develop a high-performing business research department to support the region with **access to quality economic and market data** for better decision-making.

Next Steps	Timeline Notes
<p>Develop business attraction policies and procedures within targeted industries.</p> <p>Developing internal infrastructure, including common standards, marketing strategy, data, and metrics will prepare EHO to support business attraction efforts in the most effective way. This foundational work will aid in establishing business attraction policies and procedures to better target identified cluster industries such as life sciences, climate technology, and circular companies. These industries play a crucial role in advancing the community’s economic, social, and environmental goals.</p> <p>Additionally, strong data, research, and connections with companies already leading in these targeted industries are essential to driving this work forward. Examples of such companies include those that can foster a circular economy, strengthen local supply chains, and provide high-quality employment opportunities.</p>	<p>Q3/Q4 - 2024</p>

<p>Enhance the business retention and expansion program to support existing primary employers in identified industry clusters.</p>	<p>Q3/Q4 - 2024</p>
<p>This work involves establishing a data-driven program to respond to the needs of existing employers and industries. The identified cluster industries include Life Sciences, Climate Technology, Advanced Manufacturing, Information Technology, Professional, Technical, and Scientific Services, and Distribution and E-Commerce. EHO recognizes the importance of retaining and growing existing companies in Fort Collins to strengthen opportunities and economic resilience while diversifying the local economy.</p>	

Focus Area 2: Ensure Small Businesses Thrive

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

Next Steps	Timeline Notes
<p>Launch Barriers to Business Assessment</p> <p>Implement a service agreement with Institute for Justice to analyze potential barriers to start or grow a business in Fort Collins, share findings, and actualize opportunities for improvement.</p> <p>This action item is based on the report, Barriers to Business, that analyzed 20 cities across the country to understand the process of starting a business and how to improve by making it cheaper, faster, and simpler. The Institute for Justice offers this assessment as a free service to municipalities who want to address cost, complexity, and delays, especially for small businesses.</p> <p>This was a challenge identified by Council as part of the Economic Health Strategic Plan adoption. Ultimately, this help increase accessibility of entrepreneurship, simplify business expansion, and improve business survivability in our community</p> <p>This assessment is free to the municipality and will include engagement with stakeholders, in-depth research of current processes and regulations, a transparent way to share their findings, and an opportunity to partner in implementation.</p>	<p>Launch assessment Q3 2024</p>

<p>Futureproof and convert MBEC and three Business Connectors from American Rescue Plan Act (ARPA) to General Fund for long-term stability.</p> <p>MBEC Business Connectors meet entrepreneurs where they are at, whether it is at hosted community events and/or at one of our partnership-hosted sites.</p> <p>In 2023, MBEC held 248 client appointments, serving 131 clients/businesses who created 37 new businesses (27 businesses created in 2022 through MBEC support). Of those served, over 40% were Spanish monolingual. In addition to the 744 hours spent consulting with clients, MBEC Business Connectors support businesses navigate City processes, assist new and existing businesses meet local and state compliance, support EHO small business engagement and outreach, and provide critical advice on policy and program development impacting small businesses and entrepreneurs.</p> <p>The MBEC ties into the Economic Health Strategic Plan goals through business survivability (ensuring businesses start off on the right foot) and increase representation among small business owners.</p> <p>The MBEC is the only service of its kind in the region.</p>	<p>BFO – Q4 2024</p>
<p>Advance shared entrepreneurial workspaces, including shared commercial kitchen, ecosystem, and resource plan.</p> <p>Develop a business plan for shared entrepreneurial workspace and commercial kitchen use to fill local gaps.</p> <p>This project will create a (feasibility study) shared commercial kitchen and co-working space to help fill a gap in the food business and entrepreneurial ecosystem. With the increase in entrepreneurial food businesses, particularly in our underserved and underrepresented communities, Fort Collins has some infrastructure challenges to best support these endeavors.</p> <p>There are currently four commercial kitchen spaces, but we are told there is greater demand than available. Larimer County Health does not keep a record of shared commercial spaces and it can be challenging for new food businesses to find space and stay in compliance with local health and safety mandates.</p> <p>-Technical assistance - workshops and 1x1 help from MBEC and other support organizations in launching a successful business, required ServSafe Training (offered in at least English and Spanish), and full compliance and permitting navigation, commercial lease education, networking, and entrepreneurship collision.</p>	<p>Q4 2024 plan complete</p>

<p>-Incubation - programming to test concepts prior to launching a brick and mortar</p> <p>-Shared space is also missing for entrepreneurs since the closure of Galvanize. Tech and non-food start-ups could benefit from a shared space and connections, knowing that women and entrepreneurs of color receive only 1-2% of venture capital funding. These natural opportunities to build relationships and connections are proven to build resiliency within businesses during times of disruption. This hits on both the Recovery Plan and the Economic Health Strategic Plan.</p>	
<p>Resource a Development Business Liaison and Program</p> <p>Create a position modeled from Capital Projects Business Liaison to support all businesses going through review process.</p> <p>The intent of the program is to reduce the negative impacts on businesses navigating the planning and zoning processes (this can be due to inexperience, high costs, delays, and complexity) by providing early warnings and smoother process flow.</p> <p>Small businesses are more likely to reuse, upgrade or redevelop existing buildings and sites. Given City’s standards for architecture, landscaping, bike/pedestrian infrastructure, historic preservation, stormwater management, energy/water conservation and other community priorities, reusing existing properties can result in complex and costly design processes. These costs can be unequally burdensome on smaller projects and inexperienced development customers. The Economic Health Office is often pulled into these projects after perceived setbacks. This program is intended to lessen and/or remove building/development barriers, and a smoother customer experience.</p>	<p>BFO Q4 2024 Hire Q1 2025</p>
<p>Support other initiatives and policies that have economic implications (such as Land Use Code (LUC) Phase 2, 15-minute Cities, energy/water efficiency tied to OCF).</p> <p>Support other departmental/Council priorities including 15-minute Cities commercial use, Land Use Code Phase 2, Building Performance Standards, Water Supply Requirements.</p> <p>The Economic Health Office can be the business perspective for new policies and initiatives.</p>	<p>Ongoing</p>

Focus 3: Workforce and Talent

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

Next Steps	Timeline Notes
<p>Prioritize Economic Health workforce partnership investments to advance and accelerate upskilling and reskilling opportunities (including continued support for the Talent DEIA Series).</p> <p>By focusing on industries with significant talent opportunity, Fort Collins aims to proactively tackle workforce shortages and ensure a skilled and competitive labor pool. Programs that prioritize reskilling, upskilling, and equipping individuals with future-ready skills within these industries across all occupation levels. Given the dynamic economic landscape and the shifting nature of occupations due to the emergence of new technologies, EHO wants to ensure the community has access to career pathways for both the present and the future, including supporting populations that have historically been underserved.</p> <p>Building relationships with key regional partners is vital to workforce development in Northern Colorado. Partners include but not limited to CSU, FRCC, PSD, OEDIT, Innosphere Ventures, NoCo Works, and the DEIA Talent Network, all of whom collaborate to address workforce and economic mobility opportunities.</p> <p>Driving inclusive economic mobility requires industry partnerships. For instance, through the DEIA Talent Network, EHO can help support local employers in attracting and retaining diverse talent, thus creating a stronger sense of community belonging.</p>	<p>Existing; Q3/Q4 - 2024</p>

Focus 4: Innovation

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

Next Steps	Timeline Notes
<p>Partner with Innosphere Ventures on workforce and entrepreneurship opportunities in the NSF CO-WY Engines</p> <p>The CO-WY Engine is a groundbreaking initiative led by Innosphere Ventures that will catalyze a series of significant outcomes to reshape the landscape of</p>	<p>Existing; Q3/Q4 - 2024</p>

<p>reliable climate technologies and economic development in Colorado and Wyoming. Spanning from environmental monitoring to predictive analytics, the CO-WY Engine will drive the development and commercialization of advanced climate-resilient technologies – technologies that will support communities and industries to monitor, mitigate, and adapt to climate challenges.</p> <p>Engine is committed to building a skilled workforce equipped to meet the demands of a changing climate technology sector through targeted educational and training initiatives (including reskill, upskill, new skill ‘RUN’) to ensure economic mobility opportunities for local communities. The CO-WY Engine workforce initiative is grounded in local needs and perspectives in the innovation process to ensure economic benefits reach diverse and underrepresented communities.</p>	
<p>Identify Circular Economy Workplan and Resource Needs.</p> <p>Shifting towards circular practices not only aligns with organizational sustainability goals, but also enhances business operations and resilience in the face of climate change and an evolving economy.</p> <p>The Circular Economy Workplan outlines goals and objectives aimed at advancing the transition to a more Circular Economy. The Workplan specifies that an internal infrastructure and preliminary work will be necessary to effectively bolster a local circular economy. Some of the foundational groundwork that the City should invest in includes creating an asset map of the current circular ecosystems, their gaps, and emerging opportunities, as well as defining measurable goals and metrics to track Fort Collins’ progress in transitioning to a more circular economy.</p>	<p>Q3/Q4 - 2025</p>

Department Lead: Economic Health Office (EHO)

Internal Partners: City Manager’s Office, Utilities, Community Development and Neighborhood Services, FC Moves, Transfort, Finance, Real Estate Services, Social Sustainability and Environmental Services

External Partners: Business Community/Industry, NoCo Works, Educational Partners (PSD, FRCC, CSU, Aims), Larimer County Economic and Workforce Development, Larimer Small Business Development Center, Office of Economic Development and International Trade (OEDIT), Fort Collins Area Chamber of Commerce, Innosphere, NoCo REDI and NoCo Biz Connect

Challenges and Trade Offs:

An intentional, integrated approach to economic health is not without its challenges and tradeoffs to and from other Council and community priorities. Examples of these listed below:

- Increase cost of doing business
 - Impact fees, timing, and unintended policy implications
- Politically controversial
- Competing priorities amongst community goals
- Market factors
 - Examples: interest rate, inflation, real estate valuations
- Perceived as non-business friendly
- One size does not fit all
- Growth and space challenges
 - Site readiness, infrastructure (transportation, electricity, broadband) access, zoning
- Tensions across the organization
- Workforce readiness and retention
- Limited tools

Accelerate Zero Waste Infrastructure and Policies

The City of Fort Collins is lacking key infrastructure and related supportive policies, which are vital to progress toward the 2030 Zero Waste goal.

Work Plan Items:

The long-range vision and goals for this priority are established in City Plan (ENV 5: Create a Zero Waste system), the City Strategic Plan (ENV 1) and Our Climate Future (Big Move 2: Zero Waste Neighborhoods and Big Move 10: Zero Waste Economy). Consideration will be given to how Larimer County's development of new waste diversion facilities, guided by its Solid Waste Infrastructure Master Plan, may impact options for Fort Collins' residents and businesses.

The following is a compilation of achievable, short-term goals to advance these plans during this Council term. It incorporates work already in progress.

1. **Identify pathways to local or regional construction and demolition (C&D) materials sorting facility and food scrap composting facility.**
 - Description: Past planning efforts have identified infrastructure for C&D materials recycling and food scraps composting as being essential to making progress on zero waste goals. Policy development on these topics is dependent on identifying the pathway to getting these facilities constructed and financially viable.
 - Staff applied for and received CDPHE grant funding for consulting work with recycling industry experts to conduct analysis of options for these facilities, given that the pathways to these facilities identified in the past have changed.
 - The consulting work will identify options solely in the control of the City, as well as potential partnership opportunities and a comparative analysis of them. The City will then select an option for each facility for more in-depth feasibility-level cost analysis and implementation pathways (including the potential for supportive policies).
 - Resources required:
 - Existing staff time and consulting provided by grant that has already been received.
 - Identified infrastructure pathways are likely to require resource investment. Staff will engage with Council through the process to identify preferred options and related resources
 - Community Engagement and Outreach:
 - The first phase of planning and research will be based on extensive past engagement, which shows high level of interest in increasing affordable access to food scrap/C&D diversion. Any future policy development would include additional community engagement.
 - Deliverable/Council Action/Council Role:
 - Deliverable
 - Clearer pathway and next steps to food scraps, C&D infrastructure
 - Council Action/Council Role:
 - Provide guidance about potential infrastructure pathways identified
 - Potentially allocate resources to take next steps toward infrastructure implementation
 - Participation in regional PAC to help ensure alignment with County research and action

- Next Step:
 - Staff will work with grant-funded industry expert consultants to identify potential infrastructure pathways for C&D material recycling and food scrap composting.
- Timeline:
 - Q2 2024: Work with consulting firm begins
 - Q2-Q4 2024: Identify potential pathway options with comparative analysis
 - Q1/Q2 2025: Work session to discuss pathway options and select option for in-depth analysis
 - Q3 2025: Work session to share full analysis and discuss next steps and resource allocation needs to support implementation
 - Further deliverables TBD pending analysis and resource allocation
 - e.g., Development of policy to support C&D recycling and/or food scrap composting possible once infrastructure pathway identified and initiated

2. Leverage existing infrastructure to increase yard trimmings composted.

- Description: Yard trimmings composting facilities already exist in a reasonable distance from Fort Collins. This work is to utilize policies and programs to increase the amount of yard trimmings composted.
 - Committed Work: Implement the contracted residential hauling program in September 2024, with expanded yard trimmings collection (yard trimmings are moving from opt-in with an extra fee, to being opt-out for no additional fee)
 - Potential Work: Explore commercial yard trimmings policy development in 2025
- Resources Required:
 - Contracted hauling implementation and ongoing management already resourced
 - Staff capacity to develop commercial yard trimmings policy dependent on time required for Zero Waste infrastructure project and other departmental priorities, based on Council direction.
- Community Engagement and Outreach:
 - Extensive outreach is underway for the roll out of the contracted residential hauling program
 - Broad community engagement and in-depth stakeholder engagement with landscapers and commercial yard trimmings generators would be central to commercial yard trimmings policy development
- Deliverable/Council Action/Council Role:
 - Deliverables:
 - Successful start to and ongoing operation of contracted residential hauling program, including yard trimmings collection, providing new data for additional yard trimmings composted through program
 - Potential policy supporting commercial yard trimmings composting
 - Council Action: Direction on development of potential commercial yard trimmings policy
- Next Steps:
 - Staff will continue to support the successful roll out of the contracted residential hauling program
 - As the Zero Waste infrastructure project progresses, staff will scope future commercial yard trimmings policy development for 2025

- Timeline:
 - Q2-Q3 2024: prepare for successful roll-out of contracted residential hauling program
 - Q4 2024 and ongoing: support successful contracted residential hauling program and additional residential yard trimmings collection, including tracking additional yard trimmings composted through program
 - Q2 – Q3 2025 potential commercial yard trimmings policy

3. **Develop additional waste and recycling measurement approaches.**

- Description:
 - The current approach to measuring waste and recycling in Fort Collins is collecting weights of materials collected by haulers servicing the community and using that data to calculate the community diversion rate (the percentage of material recycled or reused rather than landfilled). This industry-standard metric is useful for tracking long term trends.
 - This project is to work with a consultant to identify an additional measurement approach that provides more frequent, granular information that can support identifying impacts from policy and program changes and to inform next opportunities
- Resources Required:
 - Consultant funding (BFO offer submitted)
 - Potential resources required to implement new approach
- Community Engagement and Outreach:
 - N/A
- Deliverable/Council Action/Council Role:
 - Deliverable
 - Recommended additional approach to measuring waste and recycling in Fort Collins
 - Identification of resources needed to implement additional measurement approach
 - Council Action/Council Role
 - Potentially approve funding for consultant, additional resources to implement (if needed)
- Next Step:
 - Offer for consulting support will be included in 2025/2026 budget process.
- Timeline:
 - Q4 2024: Potentially fund budget offer.
 - Q2 2025: If funded, engage in competitive purchasing process to identify consultant.
 - Q3/Q4 2025: If funded, work session to share consultant findings with Councilmembers.

4. **Increase municipal industrial materials reuse and recycling.**

- Description:
 - Municipal industrial materials are generated from City operations such as repairing water mains, maintaining stormwater facilities, conducting street repairs, etc. This includes materials such as soil, metal, asphalt, concrete, stone, etc.
 - Municipal industrial materials are 95% of the waste generated by the City organization (by weight) and 7% of the total material disposed of in the community
 - Past analysis of the City's municipal industrial recycling programs identified dedicated staff resources as essential to making further progress on material reuse or recycling.

- Resources Required:
 - Staff position.
 - Community Engagement and Outreach:
 - N/A
 - Deliverable/Council Action/Council Role:
 - Deliverable
 - Dedicated staff member to coordinate and expand recycling and reuse programs for City industrial waste, increasing the amount of municipal industrial materials reused or recycled.
 - Council Action/Council Role
 - Consider approval of potential position request.
 - Next Step:
 - Offer for position will potentially be included in 2025 budget revision process.
 - Timeline:
 - Q2/Q3 2025: Potentially fund position in budget process.
 - Q1 2026: If funded, hire staff person into position.
 - Q2 2026: If funded, staff person to coordinate and develop reuse and recycling programs for municipal industrial materials.
-

Department Lead and Partners: Lead: Environmental Services; Partners: Departments that generate municipal industrial materials (Streets, Water Utilities, Light and Power, Parks and Natural Areas).

Current Work Underway:

- Our Climate Future has identified the top-priority areas of focus for meaningful progress on our waste diversion goals: 1) Construction and demolition materials, 2) Food scraps and yard trimmings, 3) Municipal industrial “waste” (soils and aggregates).
- Contracted trash and recycling service to over 41,000 households in Fort Collins to start September 2024- services include weekly recycling and weekly yard trimmings (seasonally).
- Existing requirements that new construction, remodels and demolitions to recycle cardboard, metal, aggregates and wood.
- Enforcement through permit documentation as well as site visits.
- Engaging in statewide C&D collaborations with a goal of market development for C&D materials.

Challenges:

- Infrastructure pathway identification includes many factors; potential regional approaches or partnerships for infrastructure dependent on identifying willing partners and working through project together.

Tradeoffs:

- Staff time allocation to new projects vs. ongoing projects and programs.

Reduce Climate Pollution and Air Pollution Through Best Practices, and Emphasizing Electrification

Building energy use accounts for over 2/3 of the community emissions inventory; vehicle transportation emissions account for 25%; small engines (such as lawn and garden equipment) contribute to both local greenhouse gas (GHG) emissions and the formation of ozone air pollution; and the North Front Range is in a severe non-attainment for ozone under the Clean Air Act. Without significantly reducing emissions from these sectors, it will be impossible to improve air quality and meet Council-adopted climate goals.

Work Plan Items:

The long-range vision and goals for this priority are established primarily in City Plan and Our Climate Future Plan, but also has impacts on outcomes of other plans, including the Housing Strategic plan, Water Efficiency Plan and others. The following is a compilation of achievable, short-term goals to advance these plans during this Council term. It incorporates work already in progress.

1. Electrification of Buildings

- Description:
 - Continue and enhance existing economic based programs:
 - Incentive programs: Efficiency Works suite of programs, Customer Renewable programs, Epic Homes and Efficiency Works incentive programs.
 - Financing efforts: Improve Epic Loans Financing program, consider navigator for federal and state funding efforts, strategic allocation of 2050 tax funds
 - Adopt regulatory policies and enhance implementation resources
 - Building Performance standards for energy use in existing buildings
 - Zero Carbon building code for new construction
 - Continue and enhance existing behavioral and education efforts
 - Support Healthy Homes Program and collaboration
 - Further develop and fund infrastructure-based efforts:
 - Complete Utilities distribution impacts study and electrification risk evaluation.
 - Development of Virtual Power Plant through enrollment of distributed energy resources and support of enhanced hardware and software systems.
 - Leading by example: Consideration of Municipal operations and CIP
- Resources Required:
 - Existing methods to increase building and transportation electrification can be accelerated/scaled (e.g., more technical resources and incentives for building owners to improve buildings and equipment, vehicle fleet conversions, etc.)
 - Consideration should be given for specific projects and initiatives through various funding options including BFO process and state and federal options.
 - Incremental staffing resources will be evaluated on a project level basis and will follow City administrative processes for approval.

- Community Engagement and Outreach:
 - Considering the broad audience and stage of development for efforts, community engagement tactics will vary. Community engagement often focuses on education on the individual and community benefits of building electrification.
 - Expand educational and economic strategies encouraging electrification of buildings, transportation, and small engines.
- Deliverable/Council Action/Council Role:
 - Council can contribute by supporting economic, behavioral, and infrastructure initiatives underway.
 - The OCF council roadmap has several regulatory focused initiatives requiring Council consideration.
- Next Steps:
 - Staff are seeking Council support for several strategies underway as identified above.
 - Identify City, state, federal resources for electrification efforts; work with local partners to align and leverage resources for community.
 - Develop long-term funding strategy for climate portion of 2050 Tax revenue to invest in community prosperity while reducing climate pollution and air pollution.
- Timeline:
 - This council priority aligns well with existing work underway across several Service Areas within the City.
 - Adopt and enhance regulatory policies – Building Performance Standards for existing building energy use (Q2 2024 – Q3 2024).
 - Adopt and support 2030 Zero Carbon building code strategy for new construction (Q3 2024 - Q2 2025).
 - Advance Utilities infrastructure study and electrification risk evaluation (Q1 2024 – Q4 2025).

2. Electrification of Transportation/Fleet Vehicles

- Description:
 - Complete update to EV Readiness Roadmap to highlight community barriers to and opportunities for EV adoption and alternative transportation resources.
 - Complete Phase 1 of SMART Grant with Panasonic Corporation and OPTONY consulting to inform municipal EV charging infrastructure needs.
 - Continued enrollment of EVs in Peak Partners Smart Charging program.
 - Continued replacement/purchase of electric fleet vehicles.
- Resources Required:
 - Existing methods to increase transportation electrification can be accelerated/scaled (e.g., more technical resources and incentives for infrastructure improvements and equipment, vehicle fleet conversions, etc.).
 - Infrastructure improvements within Utilities to support enhanced electrification.
 - Continued exploration of external and local funding sources.
- Community Engagement and Outreach:
 - TBD by EVRR/SMART grant projects.
 - Continued promotion of Utilities' Peak Partners Smart Charging Program.
 - Continued internal and external outreach and education efforts.

- Deliverable/Council Action/Council Role:
 - EVRR/SMART grant strategies
 - Continued support from Council on implementation strategies
- Next Step:
 - Evaluate findings of EVRR/SMART grant projects
- Timeline:
 - EVRR completion in Q4 2024
 - Phase 1 of SMART grant completion Q4 2024
 - Phase 2 of SMART grant implementation application Q4 2024

3. Electrification of Small Engine Equipment

- Description:
 - Continue electric conversion of City-owned, gas-powered landscaping equipment.
 - Develop internal compliance strategy related to CDPHE-APCD Regulation 29 (restriction on qualifying gas-powered landscaping equipment during ozone season, beginning 2025).
- Resources Required:
 - Comprehensive inventory of City-owned small engine equipment.
 - Additional funding to accelerate purchases and for grant matches.
- Community Engagement and Outreach:
 - Share electrification journey story with community and other agencies.
 - Exploration of development of zero-emission landscaping zones.
- Deliverable/Council Action/Council Role:
 - Continued Council support for air quality and electrification initiatives.
 - Additional funding could accelerate purchasing plan.
- Next Step:
 - Continued replacement of gas-powered landscaping equipment and utility task vehicles (UTVs).
 - Complete landscaping equipment inventory.
- Timeline:
 - Purchases are on-going until existing funding is depleted.
 - Regulation 29 compliance strategy development by Q2 2025.

Department Lead and Partners: Lead/Accountable: Our Climate Future Executive Steering Committee; Coordination: Sustainability Services/OCF Staff; Partners: Utilities (Energy Services), Natural Areas, Parks, Operation Services and FC Moves

Current Work Underway:

Electrification of Buildings:

- Enhance incentive and educational based initiatives for building electrification, grid flexibility and Healthy Homes efforts
- Identify and advance support for under resourced buildings

- Enhance Financing Efforts: Improve Epic Loans Financing program, consider navigator for federal and state funding efforts.

Electrification of Transportation/Fleet Vehicles:

- Electrification of fleet vehicles.
- Peak Partners Smart Charging Program enrollment.

Conversion of Small Engine Equipment:

- Continued replacement of gas-powered landscaping equipment, currently 85% electric.
- Exploration of external funding sources.

Challenges:

- Ambitious adopted goals for climate pollution (GHG) reduction require significant effort from City and community.
- Need for balance of City “levers” to achieve goals (i.e., economic, behavioral, regulatory and infrastructure).
 - Unlikely City will be able to achieve climate goals with *economic* and *behavioral* levers alone
 - Increasing need for updated *infrastructure* and *regulatory* strategies (e.g., Building Performance Standards [BPS], advancing Zero Carbon building code, etc.).
- EV charging infrastructure development at multi-family developments and workplace.
 - Including access to reliable parking, billing, sufficient power supply, and ownership concerns.
- Meeting 2025 deadline for compliance with CDPHE Regulation 29 requires organizational coordination and resourcing.
 - Reg. 29 restricts summertime use of gasoline-powered lawn and garden equipment by local governments and contracted companies.

Tradeoffs:

- Staff time allocation to new projects vs. ongoing projects and programs.

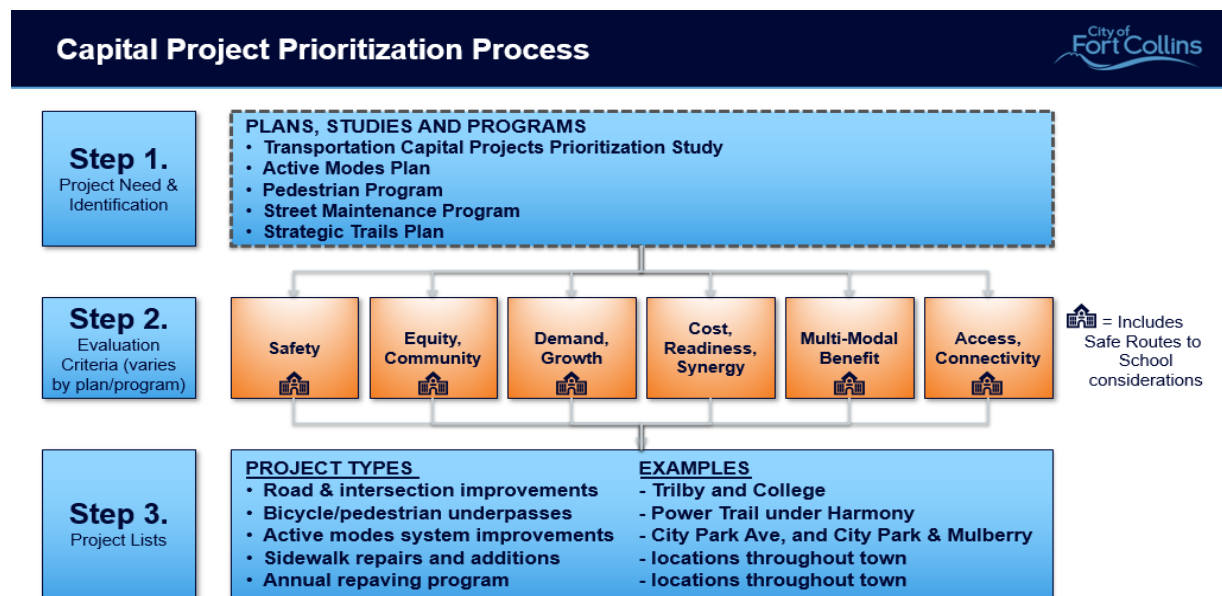
Advancing a 15-minute City by Accelerating our Shift to Active Modes

Multiple departments and funding sources are necessary to implement the Active Modes Plan and Vision Zero Plan, with an emphasis on Safe Routes to School

1. Highlight the connection and prioritization of Safe Routes to School in Active Mode Investments and Programs:

- Description:** Investing in city-wide active mode infrastructure and programs supports all users including youth walking and biking to and from school. Active mode investments and programs also align and further the City’s Vision Zero and Our Climate Future plans. Active mode investments are currently prioritized based on multiple factors including proximity to schools, degree of safety concerns and neighborhood demographics. The proceeding graphic summarizes PDT’s process for prioritizing capital projects. The beginning stage includes an evaluation of all plans, studies and programs in order to identify projects and assess needs. This initial list of projects is evaluated based on similar criteria. There is some variation in the specifics based on factors such as project type and funding source.

All criteria include Safe Routes to School from various perspectives including safety, equity, demand/growth, multi-modal benefit and access. For example, if a project scores high on safety AND it is on a school route, the project would receive more points. Once the evaluation is complete, projects are organized into their most relevant program for funding and work planning. Larger scale, community impact projects such as Road and Intersection Improvements are captured in the Transportation Capital Project Prioritization Study and compete for high dollar state and federal funds with broader goals. Whereas, neighborhood scale projects for safety, bicycle and pedestrian infrastructure have more direct impact to Safe Routes to School and compete for the same local dollars (along with some state funding of Safe Routes to School).



- Timeline and Next Steps:
 - Evaluate project lists across implementing departments and funding sources and identify where planned projects already support this priority and identify where projects could be adjusted to occur sooner.
 - Establish a consistent communication method to highlight project connections and benefits to SRTA and AMP.
 - Evaluate existing programs for additional opportunity to amplify or expand Safe Routes to School education and outreach for greater impact (e.g., Shift Your Ride, Safe Routes to School, Neighborhood Traffic Mitigation Program).
 - Strategic Trails Plan – Evaluate existing on-street to off-street network transitions and provide recommendations to improve safety.
- Resources Requirements:
 - Much of this work is part of existing programs and budgets.
- Community Engagement:
 - The various projects and programs each include community engagement elements. Capital projects go through extensive public input, while community programs like Open Streets and Bike to Work Day are focused on the community. Prioritization efforts like the 10-year transportation capital improvement program will be vetted through boards and commissions as well as Council.
- Deliverable/Council Role:
 - An extensive set of projects and programs that support and advance active modes, such as installation of new infrastructure, prioritization of active mode projects and community outreach focused on active modes, all with the lens of always supporting the larger mission of a system that is safe for youth.

2. School Safety Assessments:

- Description: For the last two years, City staff partner with Poudre School District (PSD) to conduct school safety assessments. These focus on specific traffic operations at school campuses. In 2024, we are committed to study the following schools:
 - Dunn Elementary
 - Irish Elementary
 - Tavelli Elementary
 - Beattie Elementary
 - Kinard Middle

We anticipate that recommendations from this work will be used to apply for the next round of Safe Routes to School grant funding. This has been a successful model for the City of Fort Collins as this work directly resulted in a grant award of over \$745,000 towards safety improvements at Zach Elementary.

- Timeline and Next Steps:
 - Assessments will be completed in the next two months and used to help prepare SRTS grant applications which are expected to open on August 1.
- Resource Requirements:
 - A budget offer will come forward for 2025/2026 to continue this work.

- **Community Engagement:**
 - The bulk of the community engagement occur with the individual school assessments, as staff engages each individual school and PSD. Parent surveys are included as inputs into the safety assessments.
- **Deliverable/Council Role:**
 - Council can continue to support this effort either through the Budgeting For Outcomes (BFO) process or considering resource re-allocation if funding is not available through BFO.

3. **Leverage Upcoming Funding:**

- **Description:** We will monitor upcoming funding opportunities to identify opportunities to accelerate investment and maintain existing funding.
- **Timeline and Next Steps:** The following upcoming processes will be used to explore additional resources.
 - Q2/Q3 2024: Budgeting for Outcomes
 - Q3/Q4 2024: Street Maintenance Program Tax
 - 2025: Community Capital Investment Program
 - On going: Grant Programs, Safe Streets for All, Safe Routes to School
 - Strategic Trails Plan – Conservation Trust Fund resources are dedicated to trail predevelopment, design, construction, and maintenance
 - Additional GOCO grant funds may be used to accelerate trail projects

4. **Update Street Design Standards:**

- **Description:** This work plan item is an opportunity for Council to work on foundational policies that guide the City's built environment. The work includes a proposed audit of existing policies, standards and guidelines to identify where there are barriers to implementation of active modes and safe routes projects. This includes the City's street standards, land use code, municipal code and traffic code. The outcome of these audits will be recommended updates that remove any barriers and strengthen our ability to implement active modes projects, both for private development and for City projects.
- **Resource Requirements:**
 - The audit effort is envisioned to utilize a consultant team to do the bulk of the research and update recommendations. Staff is currently seeking a grant to fund this work, and has also included a request for funding within the BFO process.
- **Community Engagement and Outreach:**
 - With any standards and code update effort staff includes input from stakeholders. In this case the development community will be engaged, as well as entities like the Chamber of Commerce and the DDA. Broader public input will be sought as well, including engaging boards and commissions.
- **Timeline and Next Steps Notes:**
 - The audit will be conducted in 2024 if grant funding is awarded, or in 2025 if funded through the BFO process. Recommendations for updates and changes will come to Council during the same time period.

5. Update the Strategic Trails Plan:

- Description: In 2024, Park Planning and Development will update the Strategic Trails Plan which will provide a framework for the future planning, design, maintenance, and preservation of the paved recreational trail system. Throughout the planning process, numerous opportunities will be provided for public input to inform a shared community vision of an expanding trail system to ensure trails continue to connect people to City destinations and natural places. The paved trail system provides the foundation of a low-traffic stress network and builds upon the goals and objectives of the Active Mode Plan.
- Timeline and Next Steps Notes: March 2024 – March 2025:
 - Phase I: Vision and needs (March – May)
 - Phase II: Proposed connections and policies (June – October)
 - Phase III: Draft plan, recommendations, anticipated council adoption (Oct – March 25')
- Resource Requirements: The planning effort is funded and future funding needs for implementation will be determined through the plan process.
- Community Engagement and Outreach: The planning effort includes citywide community engagement with a focus on serving underrepresented communities. Three phases of community engagement are paired with three phases of the project and include virtual and in-person activities and events:
 - Phase I: Assess community needs
 - Phase II: Gauge community reactions to proposed new connections and trail experience enhancements
 - Phase III: Draft plan review and incorporate public input into final plan

6. Meaningful, Equitable Community Engagement:

- Description: Continue to test fun and engaging methods to raise community awareness and support for Active Mode and Safe Routes to School investments, with a focus on smaller scale events.
- Resource Requirements: The following are City-led events already planned and budgeted for 2024:
 - Open Streets
 - Bike to Wherever
 - 15 minute neighborhood program event - University Neighborhood
 - Asphalt Art
 - Community tours and special capacity building opportunities (City Works)
 - Strategic Trails Plan: Focused neighborhood meetings
 1. Two Spanish first underrepresented neighborhood meetings
 2. Five geographically focused neighborhood meetings
 - Northern Colorado Trails Summit – regional gathering of practitioners, community advocates, policy makers to discuss local and regional trail connections.
- Community Engagement and Outreach:
- Timeline and Next Steps Notes:

7. Operationalize Active Mode Maintenance:

Explore ways to bolster maintenance and operations of existing bike and pedestrian facilities. Current maintenance budgets for streets, sidewalks and off-street trails are struggling to keep pace with the growth of the network. The unique maintenance needs of some facilities also require equipment investments. Staff will explore opportunities to leverage existing budgets and advance proposals in the 2025/2026 Budgeting for Outcomes Process.

Short Term Tracking and Metrics:

The ultimate goals of mode shift, zero deaths and walk/bike scores will take longer than two years to show real progress. Staff will identify the most critical metrics and tracking methods from all plans to focus reporting progress during this two-year timeframe. For example:

- *Numbers of schools evaluated*
- *Linear feet of new sidewalks to schools*
- *Lane miles of new or enhanced bike lanes to schools*
- *New crosswalks and other bike/ped facilities near schools*
- *Funding allocations (spending)*
- *Quarterly Trail Counts – TraFX and EcoCounter*

Departments Involved:

- Co-Lead: FCMoves and Traffic Operations
- Partners: CDNS, Streets, Engineering, Transfort, Environmental Services, Natural Areas, Police Services, Park Planning and Development (Parks Department)

How did Council define success?

- Community feels safe moving throughout the city w/out a car
- Acceleration of vision zero plan
- 50% of travel by 2032
- Count bike lane, protected bike facilities miles
- Increase walking and biking score
- Reduce fatalities
- Safe Routes to School – quantify and set a target

Are we already doing anything as it relates to this priority?

- Safe Routes to School Program
- Active Mode Plan Implementation
- Transportation Capital Project Prioritization Study and Transportation Capital Improvement Plan
- Vision Zero Implementation
- Shift Your Ride Program
- Tax Renewals: Pavement Maintenance and CCIP
- Transfort System Optimization

- Adult Education and Outreach
- On-going trail predevelopment, design, and construction

Challenges/Trade Offs:

The adopted Active Mode Plan provides data driven and intentional prioritization of projects and programs. We know where we need to invest for the next 2 years. The biggest challenges and tradeoffs to achieving this plan are:

- **Safety:** Vulnerable road users are disproportionately impacted in crashes with a higher rate of serious injury and fatality. Higher travel speeds, lack of driver awareness for all road users, and street design are part of the root causes. Our community will
- **Dispersed Implementation and Funding:** Multiple city departments are involved or responsible for implementing these plans which can result in missed opportunities to leverage funding or make a bigger impact through multiple investments in one location. There is a mixture of dedicated and non-dedicated funding sources used to implement this plan. These funding sources have different criteria for use and sometimes different timelines for their use. This is another contributing factor to missed opportunities.
- **Car-Centric Maintenance:** Maintenance operations and investments have focused on supporting the needs of automobiles, with bicycle and pedestrian facilities as a lower tier priority. Finding a better balance will take cultural shifts and resourcing.
- **Community Behavior Change and Support:** There are many aspects of implementing the AMP that face public opposition or deep concern. Changing behaviors and misaligned expectations in the community expectations can be a big source of challenge. Public opposition and natural tension can also occur with specific methods such as reducing on-street parking or eliminating a travel lane in place of a bike lane. We need to make sure our focus and messaging are aimed at providing multiple, reliable, safe and convenient transportation options. This implies that vehicular delay and travel time may not be the highest priority for Fort Collins.

Council Priorities Work Plan

Kelly DiMartino

City Manager





Do the objectives and strategies align with Councilmember expectations?



What feedback do Councilmembers have on staff's proposal to track and report on progress for each of these priorities?



Item 1. **24 – 2026 Council Priorities**



Neighborhood and Community Vitality

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



Economic Health

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



Environmental Health

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



Transportation and Mobility

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



High Performing Government

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

Goal: Priority adopted by Council



Objective: Shorter term areas of focus to achieve the goal over the next two years



Strategy: Specific, tactical actions to achieve objectives and when they will be achieved



Context: Circumstances needed to achieve each priority to include:



Resource requirements



Engagement and outreach



Partners

- 1** Expedite review of affordable housing projects to **achieve decisions within 90 days or less**; and to encourage development of more affordable housing.
- 2** **Expand programs for healthy and stable housing** – particularly for unhoused or precariously housed residents, renters, and lower-income homeowners.
- 3** **Reduce fees for affordable housing projects** and evaluate all newly proposed City regulations and fees for anticipated impact on cost to build housing.
- 4** Create sustainable, long-term source(s) of **dedicated local funding** for housing.
- 5** Identify City resources that could be dedicated to affordable housing; work with housing authority and partners to **leverage resources into new/preserved units**.

Ongoing	Timeline Notes
Land Use Code Update: Foundational Improvements	Expected completion Q2 2024
Local Planning Capacity Grant (affordable housing process improvement)	18 months (Q3 2024 – Q4 2025)
Planned/Underway	Timeline Notes
Evaluate resources across organization (real estate, URA, etc.)	6 months (Q4 2024-Q1 2025)
Develop standard analysis of impact on cost to build housing into major projects and policy/regulatory updates	3 months to pilot (Q4 2024) 12 months to integrate (Q1-Q4 2025)
Conduct a holistic cross-departmental fee evaluation	6 months (Q1-Q2 2025)
Prioritize redevelopment opportunities	3 months (Q2 2025)
Budget/Council Contingent	Timeline Notes
Maintain/increase funding for housing and social programs	BFO Offer 25/26
Recalibrate and expand fee credit program	BFO Offer 25/26
Explore affordable housing impact fee or linkage fee	As directed by Council
Assess potential dedicated revenue sources	As directed by Council



Resource Requirements

Engagement and Outreach

Partners

- Cross-departmental capacity
- Dedicated long-term funding
- Increases to baseline funding levels in BFO

- Update to housing dashboard (planned for summer 2024)
- Housing Summit (planned for September 2024)
- Additional engagement and outreach targeted to specific projects/initiatives

- Community + Council
- Housing + Service Providers
- Sustainability Services
- Community Development and Neighborhood Services (CDNS)
- Utilities (Light and Power; Water)
- Operation Services
- Finance

Item 1.



Questions?

Item 1. Objectives: Improve Human and Social Health for Vulnerable Populations

- 1** Expand human services funding; align with top community needs.
- 2** Embed equity throughout City programming and operations; monitor progress.
- 3** Address environmental concerns including air quality and oil and gas policies.
- 4** Continue and expand programs that provide direct support to vulnerable populations.

Ongoing	Timeline Notes
Community Consultants Program (PDT)	Ongoing in 2024
Equity Readiness Assessments with department teams	Ongoing in 2024
Wildfire smoke education and outreach	Ongoing in 2024
Air quality monitoring	Ongoing in 2024
Identify and address barriers to Get FoCo usage to boost participation	Ongoing in 2024
Equity Indicators Dashboard Data Analysis Update	4 months (Q2-Q3 2024)
Planned/Underway	Timeline Notes
Complete and Implement Human Services Priorities Platform	Q3-Q4 2024; utilize in 2025 process
Continue seeking resolution on Oil and Gas compliance issues and initiating State assessment of underutilized wells and aging pipeline system	State dependent but resolution expected on several issues in 2024
Budget/Council Contingent	Timeline Notes
Immigration Legal Fund, Eviction Legal Fund, Mobile Home Parks Program	BFO Offer 25/26 to continue program
1FTE Equity Office Underserved Communities Engagement and Outreach	BFO Offer 25/26 to expand program
Human Service Program Funds and Enhance Healthy Homes Program	BFO Offer 25/26 to enhance program



Resources Requirements

- 1FTE Community Engagement Specialist in Equity and Inclusion Office
- Continued funding for Equity Grants, Human Services Grants, MHP Grants
- 1 FTE Mobile Home Park Enforcement and Resilience Specialist
- Grocery Tax Rebate funding to meet growing demand
- 1FTE Senior Specialist Healthy Homes program coordinator
- Air quality monitoring resources
- Oil and Gas consulting resources

Engagement and Outreach

- Underserved Communities engagement, outreach and partnership
- Human Services Priorities Engagement and Outreach

Partners

- Equity and Inclusion Office
- Social Sustainability Dept.
- Environmental Services Dept.
- Neighborhood Services
- Economic Health Office
- Finance Office
- Recreation Dept.
- Utilities Dept.

Item 1.



Questions?

Item 1. Objectives: Pursue an Integrated, Intentional Approach to Economic Health

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

Strategies: Pursue an Integrated, Intentional Approach to Economic Health



Item 1.

Ongoing	Timeline Notes
Continue immediate actions to improve permitting customer experience and integration with Development Review (e.g. website, process)	Ongoing; BFO Offer 25/26
Support other initiatives and policies that have economic implications (such as LUC Phase 2, 15-Min Cities, energy/water efficiency tied to OCF)	Ongoing
Prioritize Economic Health workforce partnership investments to advance and accelerate upskilling and reskilling opportunities (including continued support for the Talent DEIA Series)	Existing; Q3/Q4 - 2024
Partner with Innosphere Ventures on workforce and entrepreneurship opportunities in the NSF CO-WY Engines	Existing; Q3/Q4 - 2024
Planned or Underway	Timeline Notes
Launch Barriers to Business assessment	Q3 - 2024
Develop business attraction policies and procedures within targeted industries	Q3/Q4 - 2024
Budget/Council Contingent	Timeline Notes
Resource a Development Business Liaison and Program	BFO 2025/2026; ongoing
Futureproof Multicultural Business and Entrepreneur Center (MBEC)	BFO 2025/2026; ongoing
Advance shared entrepreneurial workspaces, including shared commercial kitchen, ecosystem and resource plan	Q2 - 2025
Identify Circular Economy Workplan and Resource Needs	Q3/Q4 - 2025

Item 1. Context: Pursue an Integrated, Intentional Approach to Economic Health



Resource Requirements

- Cross-departmental capacity
- Dedicated long-term funding
- Increases to baseline funding levels in BFO

Engagement and Outreach

- Targeted to specific projects/initiatives

Partners

<u>Internal</u>	<u>External</u>
City Manager's Office	Business Community/Industry
Fort Collins Utilities	NoCo Works
Community Development & Neighborhood Services	Educational Partners (PSD, FRCC, CSU, Aims)
FC Moves	Larimer County Economic & Workforce Development
Transfort	Larimer Small Business Development Center
Finance	Office of Economic Development & International Trade (OEDIT)
Real Estate Services	Fort Collins Area Chamber of Commerce
City Council	Innosphere
Urban Renewal Authority	NoCo REDI
Social Sustainability	NoCo Biz Connect
Environmental Services	

Item 1.



Questions?

1

Develop scope, process and timeline for **Land Use Code Update: Commercial Corridors and Centers**.

2

Improve business processes and tools to **simplify the permitting experience** for our customers.

3

Assess emerging opportunities and current conditions for neighborhood centers in our community.

4

Explore and **determine optimal private/public partnerships** and identify effective implementation actions.

5

Continue to test fun and engaging methods with Council to **raise community awareness** and support for using active modes to access nearby goods and services.

Ongoing	Timeline Notes
Identify ways to integrate neighborhood centers into events and programs such as Open Streets, Bike to Wherever and Shift Your Ride: Neighborhood	Ongoing 2024-2025
Continue immediate actions to improve permitting customer experience and integration with EHO programs (e.g. website, front counter, process)	Ongoing 2024; w/BFO Offer 25/26
Planned/Underway	Timeline Notes
Land Use Code Update: Commercial Corridors and Centers	June 2024 Council Work Session
Kick Off Digital Transformation effort to modernize permitting systems; next step is system selection	2024-2025
Leverage real estate opportunities for community hub in N. College Area	Purchase by Q4 2024
Prepare a place-based assessment of existing neighborhood centers for better understanding of challenges, opportunities and partnerships	Begin Q3 2024
Budget/Council Contingent	Timeline Notes
Develop replacement program for ARPA funded Small Business Technical Assistance Program	Begin Q3 2024; BFO Offer 25/26



Resource Requirements

- Cross-departmental capacity
- Project specific grants
- Address specific needs through repurpose of existing resources and through 25/26 BFO process



Engagement and Outreach

- Business Listening Sessions
- Test new Shift Your Ride Neighborhood Event
- Community Survey
- Additional engagement and outreach targeted to specific projects/initiatives



Partners

- Community Development and Neighborhood Services
- Economic Health Office
- FC Moves
- Transfort
- Overlap with Active Mode priority

Item 1.



Questions?

- 1 Identify **pathways** to local or regional construction and demolition (**C&D**) **materials sorting facility** and **food scrap composting facility**.
- 2 Leverage existing infrastructure to **increase yard trimmings composted**.
- 3 Develop **additional waste and recycling measurement** approaches.
- 4 Increase **municipal industrial materials** reuse and recycling.

Ongoing	Timeline Notes
Staff and elected officials collaborate with Larimer County and other partners in Regional Wasteshed	Ongoing
Provide waste reduction and recycling education and resources to community	Ongoing
Planned/Underway	Timeline Notes
Work with grant-funded consultants to identify C&D and food scrap infrastructure pathways; discuss with Council and determine next steps	18 months (Q2 2024 – Q2 2025+)
Implement residential contracted hauling program	Program start date 9/30/2024
Budget/Council Contingent	Timeline Notes
Develop additional waste and recycling measurement approaches	BFO Offer 25/26
Potentially develop commercial yard trimmings policy	2025/26, dependent on Council direction and staff capacity
Potentially submit revision cycle offer for staff position to coordinate and lead municipal industrial materials reuse and recycling	BFO revision offer for 2026

Item 1. Context: Accelerate Zero Waste Infrastructure and Policies



Resource Requirements

- Staff time
- Project funding
- Cross-departmental capacity

Engagement and Outreach

- Leveraging extensive engagement and outreach conducted previously on these topics
- Additional engagement and outreach targeted to stakeholders/public for potential policy development

Partners

- Sustainability Services (primary)
- Regional partners
- Streets
- Water Utilities
- Light and Power Utilities
- Parks
- Natural Areas

Item 1.



Questions?

Objectives: Reduce Climate and Air Pollution Through Best Practices, Emphasizing Electrification

Item 1.

1

Electrification of Buildings

2

Electrification of Transportation/Fleet Vehicles

3

Electrification of Small Engine Equipment

Ongoing	Timeline Notes
Enhance incentive and educational based initiatives for building electrification, grid flexibility and Healthy Homes efforts	2024 and beyond
Identify and advance support for under resourced buildings	2024 and beyond
Enhance Financing Efforts: Improve Epic Loans Financing program, consider navigator for federal and state funding efforts.	2024 and beyond
Planned/Underway	Timeline Notes
Adopt and enhance regulatory policies – Building Performance Standards for existing building energy use	Q2 2024 – Q3 2024
Adopt and support 2030 Zero Carbon building code strategy for new construction	Q3 2024 - Q2 2025
Advance Utilities infrastructure study and electrification risk evaluation	Q1 2024 – Q4 2025
Budget/Council Contingent	Timeline Notes
Advance development of Virtual Power Plant by enhancing systems and strategic management of distributed energy resources	BFO Offer 25/26
Leading by Example: Support electrification of Municipal buildings	BFO Offer 25/26

Ongoing	Timeline Notes
Electrification of fleet vehicles	2024 and beyond
Peak Partners Smart Charging Program enrollment	2024 and beyond
Planned/Underway	Timeline Notes
Update to 2017 Electric Vehicle Readiness Roadmap (EVRR)	Completion by Q4 2024
Phase 1 of SMART Grant with Panasonic Corporation and OPTONY Consulting	Completion by Q4 2024
Phase 2 of SMART Grant implementation application	Completion by Q4 2024
Implementation of EVRR and SMART Grant strategies	Beginning Q1 2025 and ongoing
Budget/Council Contingent	Timeline Notes
Accelerating fleet electrification	2026 and beyond
Expanding infrastructure improvements	2026 and beyond

Ongoing	Timeline Notes
Continued replacement of gas-powered landscaping equipment	Ongoing
Exploration of external funding sources	Ongoing
Planned/Underway	Timeline Notes
Compliance with CDPHE Regulation 29 (restricting summer use of gas-powered landscaping equipment, beginning 2025)	Completion by Q2 2025
Leverage funding from 2050 Tax for Parks to convert utility task vehicles (UTVs) to electric (2024 Mini-BFO)	Q1 2025 and beyond
Inventory of City-owned "small engine" equipment	Completion by Q4 2024
Budget/Council Contingent	Timeline Notes
UTV conversion contingent on 2024 Mini-BFO acceptance	Q1 2025 and beyond
Accelerate replacement of gas-powered landscaping equipment (Parks currently 85% electric)	BFO Offer 25/26

Context: Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification

Item 1.



Resource Requirements Engagement and Outreach Partners

- State and federal resources for electrification available; working with local partners to align and leverage resources for community
- Develop long-term funding strategy for climate portion of 2050 Tax revenue to invest in community prosperity for reducing climate pollution and air pollution

- Expanding educational and economic strategies encouraging electrification of buildings, transportation, and small engines
- Continuing community education about incentives and emerging policy

- Utilities
- FC Moves
- Parks
- Natural Areas
- Operation Services
- Sustainability Services
- Platte River Power Authority (PRPA)

Item 1.



Questions?

Objectives: Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds

Item 1.

- 1 Development of a **One Water Framework** for the Water Utility and community. Continue to build internal and external alignment and awareness around One Water.
- 2 Identify and prioritize **initiatives and projects** that support a One Water Utility and community.
- 3 Maintain existing and develop new **partnerships** with entities with potential to impact Fort Collins water resources and watersheds.
- 4 Through the application of One Water principles, be able to leverage partnerships to find beneficial solutions to address needed **community wide water system** challenges.

Strategies: Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds



Item 1.

Ongoing	Timeline Notes
One Water BFO offers identified and prioritized emphasizing both infrastructure and natural environment solutions	Completed
Continued engagement with NOCO Water Alliance as well as local and regional partnerships	In progress
Planned/Underway	Timeline Notes
One Water Framework Development Phases	Q2-Q4 2024
Identify Strategic Financial Funding Strategies for Halligan and other major infrastructure investments	Q2-Q3 2024
Halligan Water Supply Project	Permitting 2024 – 2025 Construction 2026 - 2029
Work with local ditch companies to find workable solutions that are reflective of City Values, while also recognizing the valuable, established partnerships in place.	Q3 2024 and ongoing
Water Supply Requirements, Excess Water Surcharges, and Water Allotments	In progress with 2025 implementation
Water Efficiency Plan Update	In progress with 2025 implementation
Budget/Council Contingent	Timeline Notes
Strategic Asset Management Plan Development	Scoping in 2024 Plan Development BFO Offer 25/26
Water Framework Development Phase Two	Phase Two – BFO Offer 25/26



Resources Requirements

- Strategic Financial Planning to identify and secure best funding opportunities.
- Strategic Asset Management to develop adequate long-term CIPs and Masterplans.

Engagement and Outreach

- Awareness of One Water concepts
- Education to the public on Water challenges facing the City and region.
- Website enhancements
- Awareness on financing requirements and limitations.
- Increased emphasis placed on Water strategies throughout the City.
- Community awareness and leadership.
- Increased presence at the state and federal levels.

Partners

Local

- Internal City Departments
- City Council and Boards / Commissions
- Chamber of Commerce / Key Accounts
- Vulnerable community sectors
- Area water providers and ditch companies

Regional

- NOCO Water Alliance
- CDPHE and state agencies
- Northern Water
- Non-profit organizations

National

- Colorado River Compact groups
- EPA
- Federal Legislation
- Industry Agencies

Item 1.



Questions?

1

Highlight the connections and **prioritization of Safe Routes to School (SRTS)** in Active Mode Investments and Programs

2

Continue and **complete school safety assessments** focused on specific traffic operations at school campuses

3

Leverage funding opportunities to accelerate investment in active mode infrastructure and Safe Routes to School improvements

4

Assess and **update policies, standards and guidelines** to remove barriers to active mode and safe routes projects

5

Update Strategic Trails Plan to integrate our paved trail system into our citywide active mode vision

6

Continue testing fun and engaging methods with Council to **raise awareness and support**

Ongoing	Timeline Notes
Identify and engage Council in community events building support and awareness for active modes (e.g. Open Streets, Shift Your Ride)	Ongoing 2024-2025
Monitor funding opportunities to accelerate projects aligned with this goal	Ongoing 2024-2025; BFO 25/26
Planned/Underway	Timeline Notes
Evaluate project lists and identify existing projects in support of SRTS	Assess in Q2 2024
Complete school safety assessments for five schools; apply for next round of Safe Routes to School grant funding	Complete by Q4 2024; BFO 25/26 to continue program
Update the Strategic Trails Plan with an integration of this priority	Q2 2024 - Q1 2025
Budget/Council Contingent	Timeline Notes
Expand/enhance maintenance and operations of new and existing active mode facilities	BFO offer 25/26
Evaluate existing programs for opportunity to enhance Safe Routes to School education and outreach	BFO offer 25/26
Complete audit of applicable policies, standards and guidelines and evaluate for amendments	BFO offer 25/26



Resource Requirements

- Cross-departmental capacity
- Project specific grants
- Increases to baseline funding levels in BFO



Engagement and Outreach

- Community events throughout the year
- Community Survey
- Additional engagement and outreach targeted to specific projects/initiatives



Partners

- FC Moves
- Street Operations
- Traffic Operations
- Engineering
- Parks and Trails Planning

Item 1.



Questions?

Item 1. Objectives: Develop a Use Plan for the Hughes Property

1

Confirm **guiding principles**.

2

Gauge interest in partnering with **Nature and Wildlife Center** and/or other non-profits and initiate **Bike Park** feasibility work.

3

Determine **outreach and project plan** (in-house/citizen assembly).

4

Develop timeline that can **leverage potential CCIP** work if desired.

Proposed Guiding principles:

- Develop a plan that meets the ballot language and is contextually appropriate for site location
- Create integrated, multi-use spaces that can serve the community year-round

Planned/Underway	Timeline Notes
Solidify outreach mechanisms, confirm guiding principles, and discuss partnerships	June 2024
Implement determined mechanism	July 2024 - February 2025
Finalize plan	March-April 2025
Budget/Council Contingent	
Bike feasibility appropriation	June-July 2024
Outreach and design funding	TBD

Item 1. Context: Develop a Use Plan for the Hughes Property



Resource Requirements

- Dependent on outreach mechanism

Engagement and Outreach

- Outreach designed to give all interested voices an opportunity to help identify desires, concerns, and design of uses on the site.
- Staff anticipates on-site outreach and opportunities.
- Previous outreach work will be utilized.

Partners

- Natural Areas
- Parks and Park Planning
- Real Estate Office
- American Public Trust (potential)
- Nature and Wildlife Center effort (potential)

Item 1.



Questions?

Item 1. Objectives: Make Government more Accessible, Approachable and Fun

- 1 Ensure compliance with State **digital accessibility** rules (HB 21-1110).
- 2 Simplify, streamline and enhance the digital experience by implementing an updated **website and legislative management** application.
- 3 Simplify and improve opportunities for the community to engage with the City by investing in a **citywide customer experience program**.
- 4 Invest in **alternative communications/engagement tools and platforms** to more effectively reach all members of the Fort Collins community.
- 5 Identify and promote **meaningful opportunities** for Council and community members to connect and have fun.

Ongoing	Timeline Notes
Optimize video storytelling opportunities and social media strategy	Ongoing
Identify Council engagement opportunities	Ongoing
Planned/Underway	
Conduct Customer Experience maturity assessment and roadmap	Complete – (Q1 2024)
Implement Customer Experience roadmap (metrics and customer journey mapping)	6 months (Q2 2024 – Q4 2024)
Update inclusive engagement and language access guidelines	Underway – (Q3 2024)
Digital Accessibility Assessment and Road Map	Underway – (July 1, 2024) Ongoing
Implement new website and legislative management platform	12-24 months (Q2 2024 – 2025)
Budget/Council Contingent	
Explore alternative communications and engagement tools/platforms as direct mail, promoted social media, traditional media, etc.)	Ongoing – funding contingent BFO (2025-2026)

Item 1. Context: Make Government more Accessible, Approachable and Fun



Resource Requirements

- Cross-departmental capacity
- Dedicated long-term funding
- Increases to baseline funding levels in BFO

Engagement and Outreach

- Input to inform updated inclusive engagement guidelines, customer experience and website
- Community survey – preferred methods of communication and most-used methods of communication

Partners

- Equity and Inclusion
- Information Technology
- All other City departments
- Regional partners for message extension

Item 1.



Questions?

Item 1. Objectives: Modernize and Update the City Charter

- 1 Comprehensive review of City Charter to align with **state law and legal developments**.
- 2 Update language in Charter to be **inclusive**.
- 3 Focus on **cleanup and modernization** rather than policy changes.
- 4 Evaluate **form and timing options** for presenting updates to voters.
- 5 Fresh look at how Charter language is presented for **ease of reading and clarity**.

Ongoing	Timeline Notes
Continue to monitor for legal developments that impact Charter language	Ongoing
Continue to evaluate proposed City Code amendments for compliance with City Charter	Ongoing
Planned/Underway	
Election related cleanup and policy changes under review by Election Code Committee and will be considered by Council in Q2 2024	Q2 2024
Scoping of Council priority project	Q3-Q4 2024
Selection of outside legal counsel	Q4 2024
Completion of project	Q1-Q2 2025
Council consideration of potential Charter amendment ballot language	Q2-Q3 2025 (deadline for referral to Nov 2025 ballot: Aug 2025)
Budget/Council Contingent	
Funding needs for outside legal counsel	BFO 2025-2026

Item 1. Context: Modernize and Update the City Charter



Resources Requirements

Engagement and Outreach

Partners

- 25-26 BFO offer to fund outside legal counsel resources to supplement the internal resources and coordination

- No active outreach expected
- Will consider public comment received on this issue as part of the review
- At least one Council work session

- City Attorney's Office
- City Clerk's Office
- City Manager's Office
- Outside legal counsel

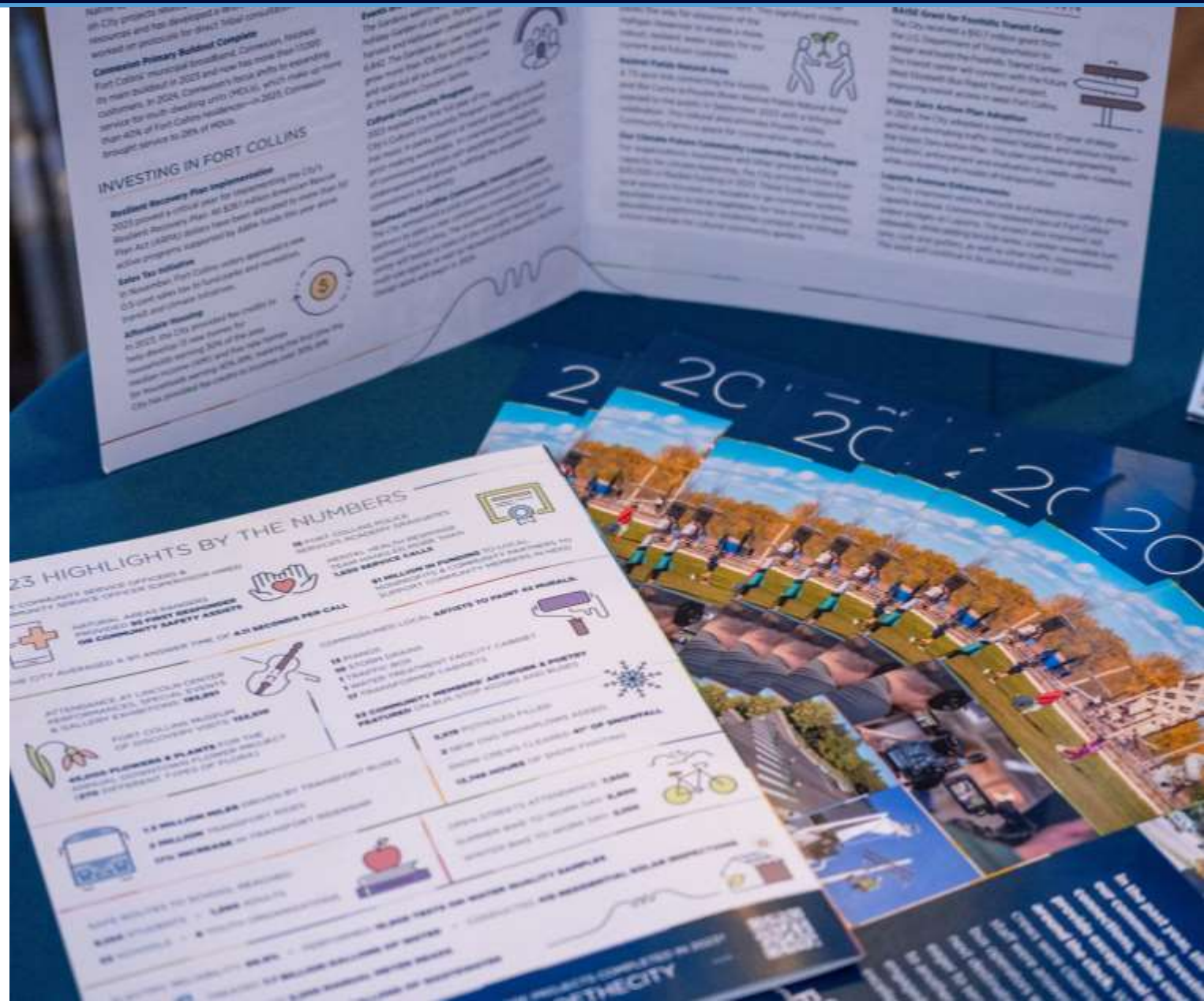
Item 1.



Questions?

Item 1. Tracking and Reporting

- Quarterly tracking and reporting.
- More narrative than previous term reporting.
- Utilize reporting for highlights to include in quarterly City Manager Report.
- Narrative updates on the City Council website in the Council Priority dropdowns.





Do the objectives and strategies align with Councilmember expectations?



What feedback do Councilmembers have on staff's proposal to track and report on progress for each of these priorities?

Item 1.



Back Up Slides

Step 1.
Project Need and Identification

- PLANS, STUDIES AND PROGRAMS**
- Transportation Capital Projects Prioritization Study
 - Active Modes Plan
 - Pedestrian Program
 - Street Maintenance Program
 - Strategic Trails Plan

Step 2.
Evaluation Criteria (varies by plan/program)

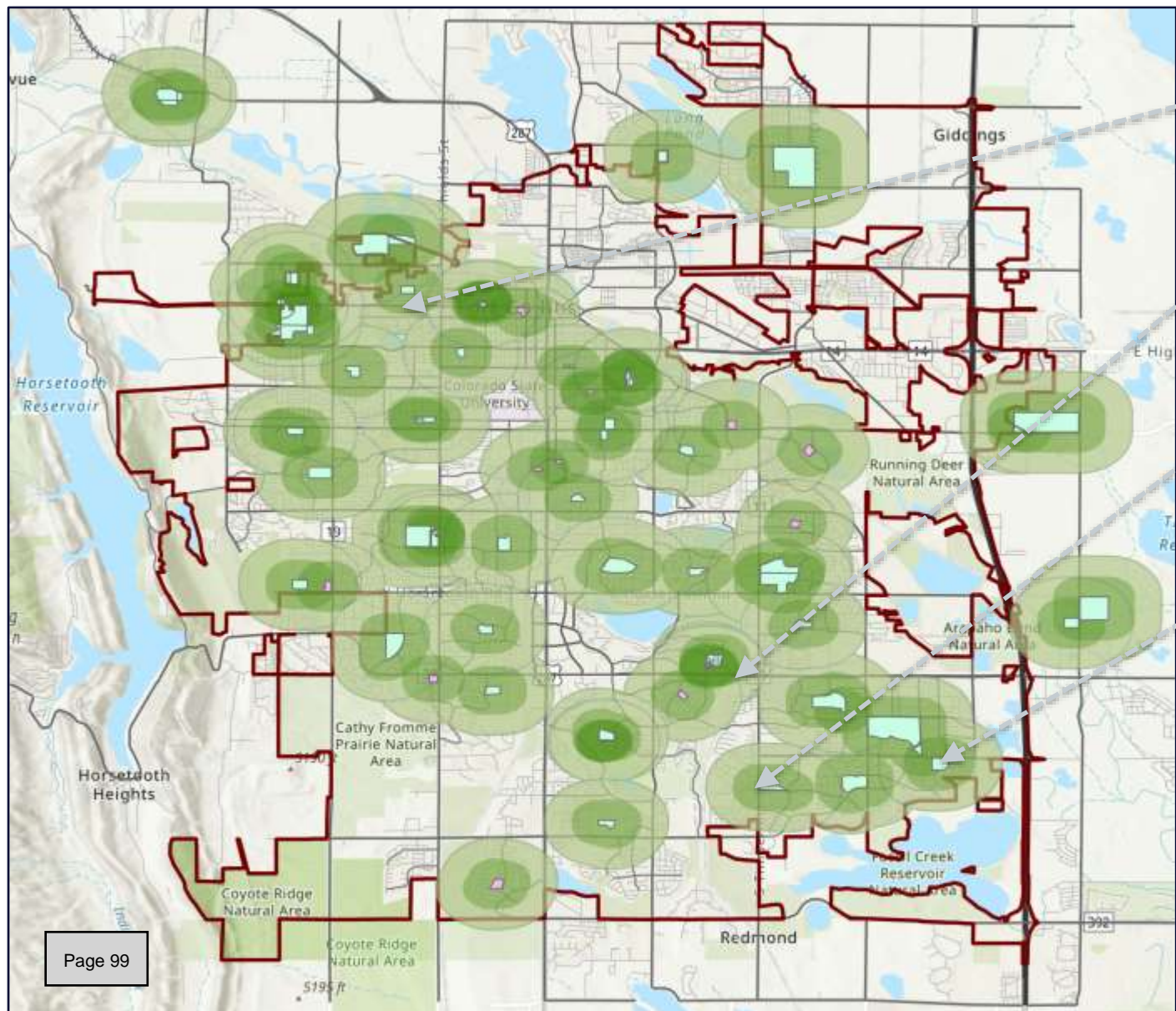


= Includes Safe Routes to School considerations

Step 3.
Project Lists

- | | |
|--|--|
| <p><u>PROJECT TYPES</u></p> <ul style="list-style-type: none"> • Road and intersection improvements • Bicycle/pedestrian underpasses • Active modes system improvements • Sidewalk repairs and additions • Annual repaving program | <p><u>EXAMPLES</u></p> <ul style="list-style-type: none"> - Trilby and College - Power Trail under Harmony - City Park Ave, and City Park and Mulberry - locations throughout town - locations throughout town |
|--|--|

Item 1. Sample Projects and Schools Served



- Laporte Ave**
 - Putnam Elementary, Poudre HS
- Power Trail under Harmony**
 - Kruse Elementary, Colorado Early Colleges
- Timberline Road Improvements**
 - Bacon Elementary
- Kechter Road Crossing**
 - Zach Elementary

PSD Schools	0.25 mile buffer
Thompson School District Schools	0.5 mile buffer
Private or Charter Schools	Fort Collins City Limits

0 1 2 4 Miles

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

Sylvia Tatman-Burruss, Senior Project and Policy Manager
Ginny Sawyer, Lead Project and Policy Manager

SUBJECT FOR DISCUSSION

Occupancy Ordinance Discussion.

EXECUTIVE SUMMARY

The purpose of work session is to seek Council feedback on next steps regarding the Occupancy Ordinance and the implementation of HB24-1007.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What questions do Councilmembers have regarding the implementation of HB24-1007?
2. Are there any additional actions Councilmembers would like staff to pursue?

BACKGROUND / DISCUSSION

The current version of the City's occupancy ordinance limits occupancy of residential dwellings to a family of any size plus one additional unrelated occupant, or to no more than three unrelated occupants. Active enforcement began in 2005 when violation of the Ordinance was classified as a civil infraction.

The State legislature recently passed House Bill 24-1007, and it was signed into law by the Governor of Colorado in April, with an effective date of July 1, 2024.

At the March 26, 2024 work session, Council discussed potential options for the City to comply with the requirements of the Bill. Discussion included:

- The reliance on health and safety regulations going forward.
- Overview and questions regarding existing ordinances, codes, and policies for addressing property maintenance and nuisance issues.
- Acknowledgement of enforcement challenges in using square footage per person or occupancy language in the International Building Code (IBC) or International Property Maintenance Code (IPMC) to regulate residential occupancy.
- Desire to discuss options further at the scheduled May 14, 2024 work session.

HB24-1007 Prohibit Residential Occupancy Limits

HB 1007 limits the regulation of occupancy based “only on demonstrated health and safety standards, such as International Building Code standards, fire code regulations, or Colorado Department of Public Health and Environment Wastewater and Water Quality standards.”

In addition, the Bill states that, “A local government shall not limit the number of people who may live together in a single dwelling based on familial relationship.” The Bill states an effective date of July 1, 2024.

City Compliance

Occupancy and related regulations are currently in both the Land Use Code and in the Municipal Code. Staff is prepared to bring Ordinances amending these in compliance with the July 1, 2024, compliance deadline.

Amendments to the Land Use Code would include:

- Replacing the word “family” with the word “unit” throughout the document.
- Removing Occupancy section 3.8.16 and any references to that section of the document.
- Removing references to Group Homes, associated requirements, and removing the definition from the document.
- Removing references to “Extra Occupancy.”

In the Municipal Code, sections related to Occupancy, Extra Occupancy, and Occupancy Disclosure will need to be amended out. These include:

- Section 5-264 related to Extra Occupancy in single-family, two-family or multi-family dwellings.
- Section 5-265 related to disclosure and posting of maximum permissible occupancy.
- Section 20-111 definition of “Dwelling unit occupancy limits” and reference to 3.8.16 in the Land Use Code.

Staff have already begun auditing fcgov.com for references to occupancy which will need to be removed and will add updated language and FAQs. Additional awareness efforts include:

- Edits to City web pages to reflect changes related to HB24-1007
- Press release, social media posts and other City communications regarding the change to the Occupancy regulations

Neighborhood Quality

The City’s commitment to neighborhood quality remains. The tools and regulations that will continue to be utilized include property maintenance codes, nuisance codes, and the public nuisance ordinance.

If there is a desire to develop occupancy criteria based on square footage or occupancy loads as defined in the International Property Maintenance Code (IPMC) or International Building Code (IBC) staff can work on recommendations. The operationalizing of either of these will require entry into a home. If voluntary entry is not provided a search warrant from the judge based on probable cause would be required.

NEXT STEPS

Staff is preparing to bring Code changes to Council and to the Planning and Zoning Commission with the following sequence of dates (PLEASE NOTE: Staff is requesting that second reading of the code changes be moved to the July 2 Regular Council meeting to allow for Planning and Zoning Commission review and to provide a recommendation at their June hearing on June 20.):

- June 4, 2024: First Reading of Code changes related to occupancy within the Land Use Code and Municipal Code.
- June 20, 2024: Planning and Zoning Commission hearing for a recommendation about Land Use Code changes.
- **July 2, 2024: Staff is requesting Second Reading of Code changes related to occupancy within the Land Use Code and Municipal Code be held on July 2 to allow the Planning and Zoning Commission to review and provide a recommendation.**

ATTACHMENTS

1. HB24-1007 Final Bill Language
2. Presentation

An Act

HOUSE BILL 24-1007

BY REPRESENTATIVE(S) Rutinel and Mabrey, Bacon, Boesenecker, deGruy Kennedy, English, Epps, Froelich, Garcia, Hernandez, Jodeh, Kipp, Lindsay, Lindstedt, Marvin, Mauro, McCormick, Ortiz, Parenti, Ricks, Sirota, Velasco, Vigil, Weissman, Willford, McCluskie, Herod, Martinez; also SENATOR(S) Exum and Gonzales, Buckner, Coleman, Cutter, Danielson, Fields, Hinrichsen, Jaquez Lewis, Marchman, Michaelson Jenet, Priola, Winter F.

CONCERNING RESIDENTIAL OCCUPANCY LIMITS.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. In Colorado Revised Statutes, **add** 29-20-111 as follows:

29-20-111. Local government residential occupancy limits - short title - legislative declaration - definition. (1) THE SHORT TITLE OF THIS SECTION IS THE "HOME (HARMONIZING OCCUPANCY MEASURES EQUITABLY) ACT".

(2) THE GENERAL ASSEMBLY FINDS AND DECLARES THAT OCCUPANCY LIMITS AND THE INCREASED AVAILABILITY OF HOUSING ARE

Capital letters or bold & italic numbers indicate new material added to existing law; dashes through words or numbers indicate deletions from existing law and such material is not part of the act.

MATTERS OF MIXED STATEWIDE AND LOCAL CONCERN.

(3) A LOCAL GOVERNMENT SHALL NOT LIMIT THE NUMBER OF PEOPLE WHO MAY LIVE TOGETHER IN A SINGLE DWELLING BASED ON FAMILIAL RELATIONSHIP. LOCAL GOVERNMENTS RETAIN THE AUTHORITY TO IMPLEMENT RESIDENTIAL OCCUPANCY LIMITS BASED ONLY ON:

(a) DEMONSTRATED HEALTH AND SAFETY STANDARDS, SUCH AS INTERNATIONAL BUILDING CODE STANDARDS, FIRE CODE REGULATIONS, OR COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT WASTEWATER AND WATER QUALITY STANDARDS; OR


(b) LOCAL, STATE, FEDERAL, OR POLITICAL SUBDIVISION AFFORDABLE HOUSING PROGRAM GUIDELINES.

(4) AS USED IN THIS SECTION, "LOCAL GOVERNMENT" MEANS A HOME RULE OR STATUTORY CITY, HOME RULE OR STATUTORY COUNTY, TOWN, TERRITORIAL CHARTER CITY, OR CITY AND COUNTY.

SECTION 2. Effective date. This act takes effect July 1, 2024.

SECTION 3. Safety clause. The general assembly finds, determines, and declares that this act is necessary for the immediate

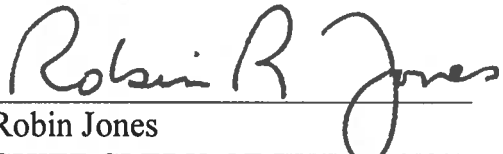
preservation of the public peace, health, or safety or for appropriations for the support and maintenance of the departments of the state and state institutions.



Julie McCluskie
SPEAKER OF THE HOUSE
OF REPRESENTATIVES



Steve Fenberg
PRESIDENT OF
THE SENATE

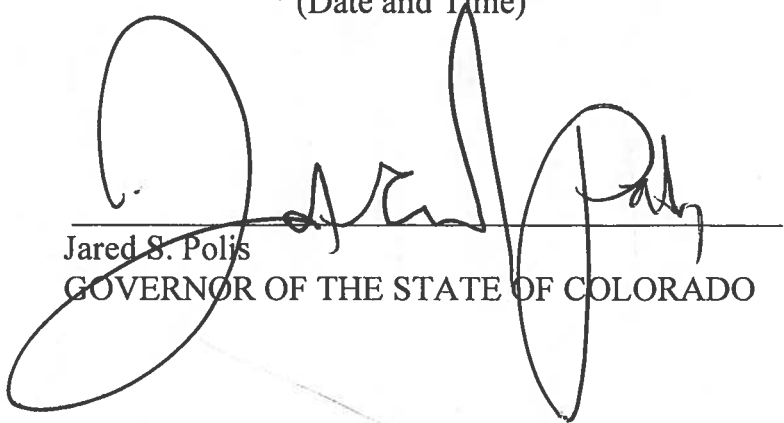


Robin Jones
CHIEF CLERK OF THE HOUSE
OF REPRESENTATIVES



Cindi L. Markwell
SECRETARY OF
THE SENATE

APPROVED Monday April 15th 2024 at 12:15 pm
(Date and Time)



Jared S. Polis
GOVERNOR OF THE STATE OF COLORADO



Occupancy Discussion Council Work Session

1. What questions do Councilmembers have regarding the implementation of HB24-1007?
2. Are there any additional actions Councilmembers would like staff to pursue?

2023: Council Direction to consider occupancy modifications and bring options by July 2024

Staff focused on:

- Non-binary options (not maintain/not eliminate)
- Removal of family definition
- Maintain neighborhood quality
- Identify “outlier” scenarios
- Research other communities

January 2024: HB 1007 introduced, signed by the Governor in April 2024



Bill language:

“A local government shall not limit the number of people who may live together in a single dwelling based on familial relationship. Local governments retain the authority to implement residential occupancy limits based only on:

- (a) Demonstrated health and safety standards, such as international building code standards, fire code regulations, or Colorado Department of Public Health and Environment Wastewater and Water Quality Standards, OR
- (b) Local, State, Federal, or Political Subdivision Affordable Housing Program Guidelines.”

Amendments to the Land Use Code would include:

- Replacing the word “family” with the word “unit” throughout the document.
- Removing the definition of “family” in the Definitions section.
- Removing Occupancy section 3.8.16 and any references to that section of the document.
- Removing references to Group Homes, associated requirements, and removing the definition from the document.
- Removing references to “Extra Occupancy.”

Amendments to the Municipal Code would include:

- Section 5-264 related to Extra Occupancy in single-family, two-family or multi-family dwellings.
- Section 5-265 related to disclosure and posting of maximum permissible occupancy.
- Section 20-111 definition of “Dwelling unit occupancy limits” and reference to 3.8.16 in the Land Use Code.

Compliance required by July 1, 2024.

June/July 2024:

- June 4, 2024: First Reading of Code changes.
- June 20, 2024: Planning and Zoning Commission Hearing.
- **July 2, 2024: Staff is requesting Second Reading of Code changes related to occupancy within the Land Use Code and Municipal Code be held on July 2.**
- Staff recommends relying on existing City regulations and monitor activity for 18 to 24 months.
- Council could consider a square foot per person requirement if desired.

