Proposed Council Priorities Table

Strategic Outcome Area: Neighborhood Belonging and Community Vitality (previously Neighborhood Livability & Social Health)

Council Priority #1: Operationalize City resources to build and preserve affordable housing.
Lead: Social Sustainability
Partners: PDT/CDNS, Environmental Services, Economic Health, URA, Utilities, Finance, Operation Services, City Attorney's Office

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals *further explanation below	Resource Requirements
Ex. tools: • Sustainable funding • URA • Development review fund • Eviction legal fund • City owned resources, etc.	• Meet our Housing Goals • Non silo-ed departments and utilizing the breadth of our organization to accomplish/make progress towards goals • Mobile home parks (MHP) – Implement local enforcement of state regulations	• Implementation of the Housing Strategic Plan • Land Use Code changes • Fee Credit program • Land Bank • City competitive funds – federal and city • Proposition 123 applications for funding • Countywide homelessness strategic plan work underway in 2024 • 24/7 shelter proposal • *MHP*: Staff will be gradually implementing local enforcement of some building and maintenance codes	• Expedite review of affordable housing projects to achieve decisions within 90 days or less • Streamline processes and regulations to encourage development of more affordable housing • Evaluate new/updated City regulations and fees for their impact on the cost to build and create options to offset additional costs • Identify city resources that could be dedicated to affordable housing and actively seek (re) development partners • Create sustainable source(s) of dedicated local funding for housing	• Additional dedicated long-term funding stream(s) • Council agenda time for complex policy discussions • Cross-departmental capacity to seek redevelopment partners and leverage City resources • *MHP*: Mobilizing collective resources to inform an integrated strategy

Community Engagement
• Housing Summit (planned for 2024)
• Update to housing dashboard (planned for 2024)
• Targeted engagement

MHP: educational sessions and clean up events

Proposed Council Priorities Table

*Short Term Goals:
- **Expedite review of affordable housing projects to achieve decisions within 90 days or less**
  - Adopt currently proposed updates to LUC to permit administrative review for affordable projects
  - LEAN/Process improvement project to reduce development review timelines for affordable housing (applying for grant to support this in Q1)
- **Streamline processes and regulations to encourage development of more affordable housing**
  - Adopt currently proposed updates to LUC to expand and improve affordable housing incentives
  - Encourage additional housing along centers and corridors (overlap w 15 min cities, transportation priorities)
  - Minimum housing density requirements in next phase of LUC updates along high-frequency transit and/or centers & corridors
  - Address occupancy regulations
  - Align with State legislation around land use, occupancy, housing
- **Evaluate new/updated City regulations and fees for their impact on the cost to build housing and create options to offset additional cost for affordable housing projects**
  - Cross-departmental evaluation of fees; build a comprehensive picture
  - Build analysis of impact on cost to build housing into scope for major fee and regulatory updates across the organization (ex: impact fees, energy code, building code, land use code, utility fees, and similar)
  - Identify opportunities and funding sources across the organization to subsidize/offset costs for affordable housing
  - Expand fee credit program beyond 30% AMI units and recalibrate credit amount to reflect true cost of development fees
- **Identify City resources that could be dedicated to affordable housing and actively seek (re)development partners to leverage those resources into new or preserved housing units**
  - Real estate assets – inventory and assess, prioritize, mobilize
  - Land bank parcels – update disposition study, identify ready to develop sites, mobilize
  - Funding – BFO, affordable housing capital fund, new sales tax (OCF Big Move 7)
  - URA – investigate ways to leverage funds, priorities, properties
- **Create sustainable source(s) of dedicated local funding for housing**
  - Housing impact fee
  - Housing linkage fee
  - Tax initiative
  - Bond issuance (ex: San Antonio, Portland, Austin, San Francisco)
  - Private/philanthropic investment (ex: Denver social impact bond)
  - And more

Council Priority #2: Improve human and social health for vulnerable populations.
Lead: Equity Office and Social Sustainability
Partners: Recreation, Utilities, Neighborhood Services, Finance, Economic Health, Environmental Services

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Operationalize DEI across the city organization (budgets for space, education, removing income verification for city requirements, recruiting and retaining diverse talent) • Barriers to access • Mobile Home Park Enforcement program (local level policy) • Food insecurity • Implement best practices for air quality monitoring and action (beyond ozone) • Oil & Gas city-owned active wells in northeast Fort Collins • Engage underserved communities to identify their needs • Address food insecurity, including student population, ex. Rams Against Hunger • Address indoor air quality	• Identify barriers, resources and challenges to operationalize DEI, including affordable housing and mobile homes • Limit/eliminate local income verification for services • Increase number of low income access to city services • Non siloed departments and utilizing the breadth of the organization to accomplish issue • How are we serving our vulnerable populations? What do they need? • Consider CSU students • Air Quality • Oil and gas wells	• Equity Office to provide a 2023 Impact Report by end of February 2024 • Get FoCo program (grocery tax rebate program, recreation discounts, etc.) • Annual competitive funding process for both HUD and City funds to support housing and human services specifically for low-income residents (total of approx. $3m annually – combined Federal and GF funds – not including ARPA funds) • City property leases to nonprofit service providers (ex: Teaching Tree, Seasonal Overflow Shelter, Teen Activity Center, Center for Family Outreach, FoCo Café, Housing Catalyst) • Childcare services (including reduced fee, REC) and Childcare system support (funding/partnership, SSD)	• Synthesize November 2023 Centers for Public Deliberation Community Report, the CSU Symposium Equity Asset Mapping report and the Community Survey to identify common themes and barriers • Develop and implement plans to remove or mitigate obstacles and expand funding and services to our underserved community members • Identify top community priorities where the City should focus funding and assistance • Consolidate or coordinate programs – a "one stop shop." • Take direct actions to ensure compliance and reduce O&G operations in and around FC; especially in NE Fort Collins. • Mitigation strategies are focused on assuring compliance with State	• Human Services Grant Funding: awards to nonprofits and partners providing direct services to vulnerable and low-income residents (elderly, households in poverty, persons experiencing homelessness, those with various medical/behavioral health needs, children & youth). • Equity Grant Funding: awards to social justice and direct service organizations and partners that support community-led programs that ignite, inspire, and foster a community culture of belonging, uplift mental and physical health, and support the basic needs in the community. • Immigration Legal Fund: program funding to maintain current services and expand for asylum cases and work permits.

		• Immigration Legal Fund - funding for contract vendors to provide legal services for immigration issues. 262 cases since 2022, with approx. 100 resolved. • Creating the foundation of wealth building through entrepreneurship/business ownership • Add new regulatory ozone site and continue community-led air toxics monitoring.	regulations regarding several ongoing issues, open complaints and alleged violations. • 2024 Mini-BFO request: Healthy Homes program funding to implement more residential home improvements in underserved communities • Support evaluation of Utilities rates and fees for eliminating barriers associated with building and transportation electrification	• 2025 BFO for a community engagement manager in Equity Office to include contractual community connectors program for multi-cultural representation • 2025 BFO for an in-house translator in Equity Office • Air Quality/Adaption: Resources to update public spaces and facilities to be more smoke-ready in anticipation of wildfire impacts

Community Engagement
- Human Servies Priorities Platform project is underway – Stage I includes engagement with nonprofit leaders, Boards/Commissions, residents, regional funders.
- Proposed community connectors program and community engagement manager to be introduced in 2-25 BFO to help engage with community to identify their needs and barriers to access.
- Air quality/adaptation – During poor air quality events (e.g., wildfires and high ozone days), outreach is provided on how community members can monitor the Air Quality Index and protect themselves.

Council Priority #3: 15-minute City: Ignite our neighborhood centers.

Lead: CDNS and Economic Health Office
Partners: Social Sustainability, Natural Areas, Parks, FC Moves, Transfort
Example Public/Private partners: Urban Renewal Authority, Business Improvement Districts, Downtown Development Authority, Housing Catalyst, neighborhood associations

Priority Input	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Identify and remove barriers to achieve 15-min city • Minimize obstacles to implementation of 15-min city through public outreach, public-private partnerships, consolidating funding • Use metrics to measure success (e.g., walk score, bike lane miles) • Easier and faster adaptive reuse in our centers • Show businesses the "happy path" to permitting	• Identify and remove barriers to achieve 15-min city	• Land use code updates for process improvements, clear and predictable standards and implement strategies for commercial centers and corridors • Small Business Technical Assistance Program (ARPA) which offers staff support and mini grants to offset costs of design and engineering services • Business process improvements and digital transformation solutions for permitting and inspections • Cross functional City team to assist businesses navigating review and permitting • "Shift Your Ride: Neighborhood" program • Support for site selection for small businesses • Staff started exploring the potential of URA tools	1) **Regulatory Improvement:** Develop scope, process and timeline for the next phase of Land Use Code updates 2) **Business Process Improvement:** Improve existing tools, processes, and resources for new businesses, short term tenants 3) **Building internal capacity/knowledge:** Prepare an internal, high-level assessment of neighborhood centers 4) **Public/Private Partnerships (P3):** Explore and determine optimal P3 opportunities 5) **Awareness/Coalition Building:** Test and demonstrate diverse ways to raise awareness and support 6) **Integration opportunities:** Identify other opportunities to integrate the 15-min City Analysis into work planning. (e.g., Transit System Optimization Study)	1) Additional funding needed to complete next phase 2) Focus on cost neutral solutions in 2024; additional resources for digital transformation in 2025; Small Business Technical Assistance Program (ARPA) will end in 2024 3) Focus on cost-neutral but future resourcing may include incentive programs, mini grants, staffing for navigators, etc. 4) Future resourcing for MBEC and Larimer Small Business Development Centers 5) Exploring 2025 funding for more neighborhood-scale events and collaborations with businesses (can include sponsorships, vendor fees and other revenue sources) 6) Dependent on opportunity

Community Engagement (tied to each of the numbered short-term goals and resource requirements)

1) Robust, citywide community engagement at the onset of the process until final adoption. Community will inform problem identification, establishment of guiding principles and recommended solutions.

2) Targeted to various customers and users of our system. Will consult in problem identification and improvements to processes, tools, and technology. Further outreach may be necessary to inform of anything new.

3) One-on-one engagement with businesses and nearby neighborhoods calibrated to the different centers.

4) Stakeholder discussions with various board members and leaders.

5) Shift Your Ride: Neighborhoods program will connect neighborhood residents and businesses; Mayor and Council could consider attending or co-hosting events as an effective way to grow awareness and coalitions of support in their Districts.

6) Dependent on opportunity.

Council Priority #4: Improve animal welfare through public education.

Lead: CMO
Partners: Neighborhood Services, NOCO Humane

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Do not support commercial breeding facilities. • Education that it is illegal to have cats off leash and it is destructive to environment and birds.	• Educate public on impact of outdoor cats (establish a program) • Consider local breeding facility • Identify ways to protect and impact bird populations threats • Hear public opinion • How does City policy reflect City of Fort Collins stance on animal welfare?	• City contracts with NOCO Humane to enforce local animal welfare requirements in the municipal code. • Retail pet shops are required to be licensed under state law through Pet Animal Care Facilities Act (PACFA) • The Nature on the City project has funded several conversion projects from turf grass to native habitats and	• Coordinate with NOCO Humane on education and outreach regarding off-leash cats • Expand research regarding municipalities in Colorado with different rules on retail pet sales	• Additional funding and staff resources would be necessary to partner with NOCO Humane to create an education and outreach campaign related to off-leash cats and their impact on the environment and songbirds.

		pollinator gardens to support native wildlife and decrease the use of water resources.		

Community Engagement
- Education and outreach campaign.

** Additional information from retreat re: puppy mills are provided as attachments.

Strategic Outcome Area: Economic Health

Council Priority #5: Pursue an integrated, intentional approach to economic health.
Lead: Economic Health
Partners: CDNS, Sales Tax/Finance, Utilities, CMO, Urban Renewal Authority, Environmental Services, Cultural Services, Downtown Development Authority

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Intentional establishments of business hubs that are in alignment with our values and goals (e.g., clean energy, CSU partnership, PSD, front range, etc.) • Attract young families and innovative green tech/biotech to Fort Collins. Remove the barriers to a healthy balanced workforce.	• Diversify business • Identify and remove barriers for a robust workforce (healthy mix of entry, mid, senior levels) • Need to evaluate to remove barriers include streamline processes, cost of doing business, with a focus on independent, small business • Increase opportunities to train in certain sectors through partnerships with different entities	• Internal Business Engagement Action Plan (BEAP) • NoCo Works (two county workforce initiative with private and public partners) • CO-WY Climate Resilience Engine receive NSF grant of $15M over next two years, totaling $160M over 10 years.	• Barriers to business report – work with different teams and potentially the Institute of Justice to do a scan of the current state to determine what those barriers to business are • Test a Business Development Liaison position based on learnings from the Capital Projects Business Liaison • Focus business retention, expansion, and attraction (BREA) efforts in bioscience, life science, climate solutions, and	• Potential shared 1.0 FTE • Funding to support assessment work, BREA strategies, and workforce pilots

	- Resources for business sustainability and vitality - Focused energy on an industry Fort Collins can be known for - Measure and create longevity of businesses (small and large) through support and retention - Affordability/retention - Attract workforce - Show business the "happy path" and how to overcome hurdles - Doing business in Fort Collins should be: less silo-ed between departments with initial communication, more holistic process; provide a navigator to the business		- circular economy supply chain. - Deepen the relationship, coordination, and economic opportunities with CSU, FRCC, PSD, OEDIT, and Innosphere Ventures to address workforce and economic mobility. - Futureproof the Multicultural Business and Entrepreneur program's bilingual business connectors/navigators.	

Community Engagement
- Ongoing relationship management with primary employers and small businesses with an emphasis on underserved and historically marginalized communities.
- Continued engagement with local and regional partners, workforce development entities, educational institutions, business serving organizations and others.
- Connection to building owners, land owners and developers.

Proposed Council Priorities Table

Strategic Outcome Area: Environmental Health

Council Priority #6: Create pathways for Zero Waste infrastructure and policies.
Lead: Environmental Services
Partners: Larimer County, Water Reclamation, Streets

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Real progress on Road to Zero Waste • Food should not be wasted nor scarce in our community • Utilize food waste through composting • Food waste reduction or diversion – what is in our local control? • Composting – if we can't divert, what are other ways to avoid the landfill. • Explore option to buy a biodigester.	• Decrease food waste with community partnerships and diversion, e.g., composting • Reduce construction waste • Measurable progress on the Road to Zero Waste • Clearly identify what initiatives would impact city goals for waste • Identify what is most impactful to prioritize in order to reduce waste whether it is construction and demolition waste, plastics, recycling and re-use of rare earth materials, etc. • Explore and understand all options	• 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 & yard trimmings, 3) Municipal industrial "waste" (soils & 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	• Infrastructure pathways: Develop clear pathway to local/regional *construction & demolition waste sorting facility* to enhance opportunities for recycling of building materials and for local/regional *food scrap processing facility/facilities* to enhance opportunities for keeping materials out of landfills • Policies leveraging existing infrastructure: Implement the contracted hauling program to expand yard trimmings collection; develop policy for commercial/multi-family yard trimmings • Once infrastructure pathways identified: Engage in policy/program development for residential and commercial food scraps	• Additional staff resources required to manage City's industrial waste • Infrastructure needs within Utilities to support enhanced electrification

		a goal of market development for C&D materials	as well as construction and demolition materials	

Community Engagement
- Continued robust education and outreach to support residents and businesses.

Council Priority #7: Reduce climate and air pollution through electrification.

Lead: Our Climate Future Leadership
Partners: Utilities (Energy Services), Sustainability (Environmental Services), Community Services (Parks and Natural Areas), Operation Services

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Advance Our Climate Future Big Moves – electrification and decarbonization of buildings through education/public outreach, partnerships and funding consolidation (ex. Ithaca) • Substantial progress toward climate action goals	• Quantitative data on progress • Accelerate electrification of new buildings • Increase number of buildings that are decarbonized • Increase in the uptake of loans and rebates • Retrofit the current buildings being electric	• Develop Zero Carbon building code for new construction • Distributed Energy Resources (DER) incentives and electricity management for development of Virtual Power Plant. • Home Energy Reports, EV education strategies, Building Energy and Water Scoring program • Epic Homes and Efficiency Works incentive programs, Epic Homes Financing • Implement OCF Council Roadmap to simultaneously address climate, energy and waste goals while improving our	• Adopt policies and performance standards for energy use in existing buildings • Evaluate and identify resources for improving local electric distribution infrastructure to support building and transportation electrification • Continue electric conversion of City-owned, gas-powered equipment (e.g., lawn & garden equipment, small utility vehicles, fleet vehicles) • Strategic allocation of 2050 Tax funds through 2024 & 2025/2026 budget processes • Continue to build capital stack and administrative	• 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.) • Infrastructure needs within Utilities to support enhanced electrification

		community's equity and resilience	resources to expand customers electrifying their homes using the Epic Loan revolving loan fund	

Community Engagement
- Continue to build Shared Leadership approach for Our Climate Future outcomes, including with local institutions, Larimer County, Platte River Power Authority – the City cannot do it alone
- Put people at the center of the solutions for community leadership and an equitable, just transition to the clean energy future
- City Climate Equity Committee (CEC) is advising staff on project/program development and implementation to bring diverse perspectives with lived experience and direct community connections.
- City/County Air Quality Monitoring Advisory Committee (AQ-MAC) is leading a community driven discussion on priorities in air quality monitoring and effective risk communication.
- Effectively manage stakeholder relationships to minimize engagement fatigue but ensure community voice is heard.
- Increased focus on communities of concern (aka under-resourced) and support for accessing available resources.

Council Priority #8: Protect surface water in an integrated way and ensure resilient water resources.
Lead: Water Utilities
Partners: Natural Areas, Parks, City Manager's Office

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
- Look at acquiring additional properties along Poudre River - Additional habitat restoration, monitoring river health, increasing flows - Accelerate actions to protect and enhance the Poudre River - Prevention of above ground infrastructure on public lands along the river	- Habitat restoration, protection, and access (e.g., no fencing) - Enhance flows in the Poudre River - Increase participation in community programs and education for water awareness and conservation. - Compile information on the ditch companies (% of government	- **Water Efficiency Plan 2024** – we are developing new goal(s) and prioritizing various water conservation and efficiency strategies to optimize outcomes (increased equity in program participation and ROI). Rain barrels, consolidation opportunities, and conservation encouragement could all	- Develop Fort Collins One Water Action Framework, Phase 2 – Develops the One Water Action Framework that identifies key strategies, goals, and performance metrics for the Water Utilities, based on the opportunities identified in Phase I. - Poudre River Health Assessment Framework (RHAF) – assess the upper and middle river	- The identified short-term goals would be brought forth through the Budgeting for Outcomes process.

• Develop an irrigation ditch document for the City and FMA and develop policies and related governance – who owns the ditch companies, how much of each does the City own, and suggested ways on managing it like trees • Water conservation program consolidation • Provide creative ways to encourage water conservation to get community on board on what they can do as an individual (e.g., Rain barrels, irrigate yard, leverage raw water wells)	ownership, ways to manage) • Decrease water usage per capita as a sign of increasing conservation. • Leverage cross-departmental and agency efforts.	be addressed in the prioritization process. • **Water Supply Requirements –** we are developing a methodology for updating the Water Supply Requirements, Excess Water Use Fees, and assigning Water Allotments. 2024 will be spent developing a recommendation for City Council to approve in QTR 4 2024 with adoption in QTR 1 2025. • **Fort Collins One Water Action Framework, Phase I (2024)** – we are developing a holistic approach to management of all water resources (raw water, drinking water, wastewater, stormwater) for improved and expanded beneficial outcomes. Phase I involves information and data gathering to describe the water landscape of the Fort Collins community and establishes the Water Utilities' One Water	reaches through Fort Collins using the RHAF to understand current conditions and identify most impactful opportunities to improve ecological health of the river in the face of current and future stressors. • Poudre Flows Initiative – A regional effort to keep more water in the river from the Poudre Canyon to the confluence of the South Platte, while not compromising the benefits of the water rights. • Poudre Water Quality Network – continue to build out the capabilities of the monitoring network by developing community-facing dashboard that enables real-time visualization of water quality conditions. • Leverage regional partnerships and opportunities to improve stream flows, habitat, and related goals. • NISP Response & Engagement – consulting support for 1) engagement in River-	

		Vision and guiding principles. **Poudre River Watershed Protection** – We engage in numerous partnerships with community groups, water utilities, suppliers, and land management agencies to plan and implement watershed health projects that reduce risks associated with wildfire and protect and enhance water quality, water supply infrastructure and watershed function. **Water Quality Monitoring Programs** – lead three ongoing collaborative monitoring programs focused on protecting drinking water quality and minimizing water quality impacts in the Poudre River from urban runoff, stormwater influence and reclaimed wastewater discharges. These programs support regulatory compliance with drinking water and wastewater regulations. **Source Water Protection Plan** – working with	wide master planning, and 2) resource-specific technical evaluation of proposed mitigation strategies and impacts, as needed. Leverage regional partnership and opportunities to improve stream flows, habitat and other related goals	

		regional partners to update the 2016 plan, which identifies potential pollution risks paired with best management practices for mitigating those risks within source watersheds.		

Community Engagement
- Ongoing efforts with regional water service providers in Northern Colorado.
- Community outreach programs through Water Conservation division.
- Participate in City and community events.
- Movie theatre ads on water conservation programs, for example sprinklers and toilets (tied to Water Efficiency Plan) – Planned for 2024.
- Flyers and website development ongoing.
- Outreach around Water Supply Requirements, water excess fees and water allotment assignments.

Strategic Outcome Area: Transportation & Mobility

Council Priority #9: 15-minute City – Accelerate our shift to Active Modes.
Lead: FC Moves and Parks/Trails
Partners: CDNS, Streets, Traffic, Engineering, Transfort, Environmental Health, Natural Areas, Police Services

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Community feels safe moving throughout the city without a car • Acceleration of Vision Zero plan • 50% travel by 2032 • Increase bike lane miles • Increase walking and biking score • Reduce fatalities	• Community feels safe moving throughout the city without a car • Acceleration of Vision Zero Plan • 50% of travel by 2032 • Count bike lane miles • Decrease fatalities	• Safe Routes to School Program • Active Modes Plan implementation • Vision Zero Plan implementation • Transportation Capital Project Prioritization Study	1. **Operationalize Active Mode Investment:** Prioritize Active Modes and Safe Routes to School across all departments and funding 2. **Update Land Use and Street Design Standards**: Update policies, standards and guidelines based on an	• The 2024 audit to identify regulatory barriers will inform additional resource needs in 2025. • Strategic Trails Plan implementation needs will be evaluated during this process.

• Safe Routes to School – quantify and set a target	• Safe to Routes to Schools – quantify and set target • Increase walking and bike scores	• Transportation Capital Improvement Plan • Shift Your Ride program • Tax renewals: Pavement Maintenance and CCIP • Transfort System Optimization • Adult education and outreach	audit to be completed in '24. 3. **Update the Strategic Trails Plan:** The update will begin in 2024 and will be integrated into the Active Mode Plan. 4. **Expand Existing Programs**: Identify short term opportunities to expand existing programs such as Safe Routes to School and Shift Your Ride for greater impact. 5. **Awareness/Coalition Building:** Test and demonstrate diverse ways to raise awareness and support 6. **Tax Renewals/BFO:** Leverage upcoming Tax Renewal efforts and Budgeting for Outcomes (including 2050 Tax) to centralize and future proof funding. 7. **Bolster Operations and Maintenance:** Explore ways to bolster maintenance and operations of existing bike and pedestrian facilities. 8. **Short Term Tracking and Metrics:** City Staff will identify the most critical metrics and tracking	• Expansion of existing programs will require additional or reallocated funding and can be explored during the 25/26 BFO Process • Based on the success of new engagement in 2024, additional resources will be required in 2025 to continue or expand. • 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. City Staff will explore opportunities to leverage existing budgets and advance proposals in the 2025/2026 Budgeting for Outcomes Process.

Proposed Council Priorities Table

			methods from all plans to focus reporting progress during this two-year timeframe.	

Community Engagement
- Robust community engagement for the next phase of the Land Use Code update.
- Citywide community engagement and outreach efforts for the Strategic Trails Plan to inform the vision and strategies of the plan.
- Customer input and demand will inform specific strategies to support programs.
- Meaningful, equitable community engagement and smaller scale events to raise community awareness and support.

Strategic Outcome Area: High Performance Government

Council Priority #10: Develop a Hughes Site Master Plan.
Lead: City Manager's Office, Community Services

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Master Plan for Hughes that allows connection to nature through recreation – foot, bikes, skis • Youth-led bike park plan • Support the creation of the wildlife and nature campus on the former Hughes site • Retain Hughes as a natural area wildlife and nature campus and low-impact recreation	• Decisions made based on broad public input and community involvement • There is a place for every idea even if it's not at Hughes. • Solidified Master Plan within 2 years.	• Broad, general engagement was conducted in the fall of 2022 to better understand community interest in different uses on the site.	• Develop a scope and cost for a planning process including community engagement and site design. • In parallel, determine feasibility of a mountain bike park and a wildlife/nature campus at this site or to identify alternate locations.	• To complete an engagement and adoptable site plan, some level of funding would be required. Consideration for an off-cycle appropriation or wait to submit an offer for the 2025-2026 budget cycle. • Any implementation of a developed plan would need to come through future budget process, grants, etc.

Community Engagement
- There is currently no engagement planned related to the Hughes site.
- A scope/timeline can be created and presented to Council at a future work session.

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Council Priority #11: Make government more accessible, approachable, and fun.
Lead: CPIO
Partners: Equity Office, all departments

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• More clarity on how you address the government • Every resident feels like they have the same access and knowledge • Keep Fort Collins fun – easier to have organic, fun things in our community • Address voter turnout and accessibility, including education on Rank Choice Voting • Communicate clearly to our community what our priorities are • How do folks want to engage with the city? • Tell our story and bring community along with us rather than just informing • Youth engagement • Neighborhood ambassadors • City interacting with community other than in a technical way. • Come to Council at 5:30 to meet your Councilmember	• Robust and inclusive plan for voter outreach and education • Rethink how City communicates with community • Identify how we reach community • Understand how community wants to receive information • Think about the City's voice on social media • Connect with all ages • Address accessibility to information (giving and receiving)	• Language access guidelines • Inclusive engagement guide • Digital experience (website, legislative management, other digital systems) • Customer Experience roadmap • Digital accessibility • Ongoing community events (Linden St., Open Streets, Bike to work day, etc.) • Ec. Health business listening sessions, business connectors/bilingual navigators' outreach, business appreciation celebrations, Council/ business features, etc. • CityWorks 101 • Cultural Services pop-ups • Council/ community meet and greets, ex Council proclamation receptions • Council listening sessions • Youth Advisory board reboot	• Optimize website and implement new digital experience platform (Phased launch through 2024 and 2025) • Digital accessibility transition plan (implementation by July 2024) • Exploration of a 3-1-1 service • Identify and remove barriers to smaller neighborhood events • Pilot deliberative democracy innovations, such as "citizen" assemblies with partners like CSU. • Video storytelling strategy • Develop a multilingual pay program	• Funding to amplify/ promote information more broadly to the org (advertising, print, traditional communication channels) • Funding for new website and ongoing maintenance • Funding for staff/technology for 3-1-1 service • 2025 BFO for a community engagement manager in Equity Office to include contractual community connectors program for multi-cultural representation • 2025 BFO for an in-house translator in Equity Office

• Bike to School Day • Utilize social media to communicate that residents can interact with Council in a variety of ways • Promote intergenerational relationships to energize inclusion of seniors in our community. e.g., Rams Against Hunger				
Community Outreach • Annual Community Survey and other engagement efforts to learn about barriers and preferred methods of communication and engagement.				

Council Priority #12: Continued stewardship of our civic institution.
Lead: City Attorney's Office
Partners: City Clerk's Office

Priority Inputs	How did Council define success?	Current work underway	Short Term Goals	Resource Requirements
• Charter Review	• Complete Charter Review	• Currently review the charter but not as a systemic effort	• Complete review of Charter for inconsistencies and obsolete language by late 2025	• Supplemental outside counsel
Community Engagement • Depends on nature of review. May not be needed for corrective changes as opposed to new policy changes.				