

2024 Big Picture

Context for Council Priority Setting

Kelly DiMartino

City Manager



Today's Agenda

1

What makes a good Council priority?

2

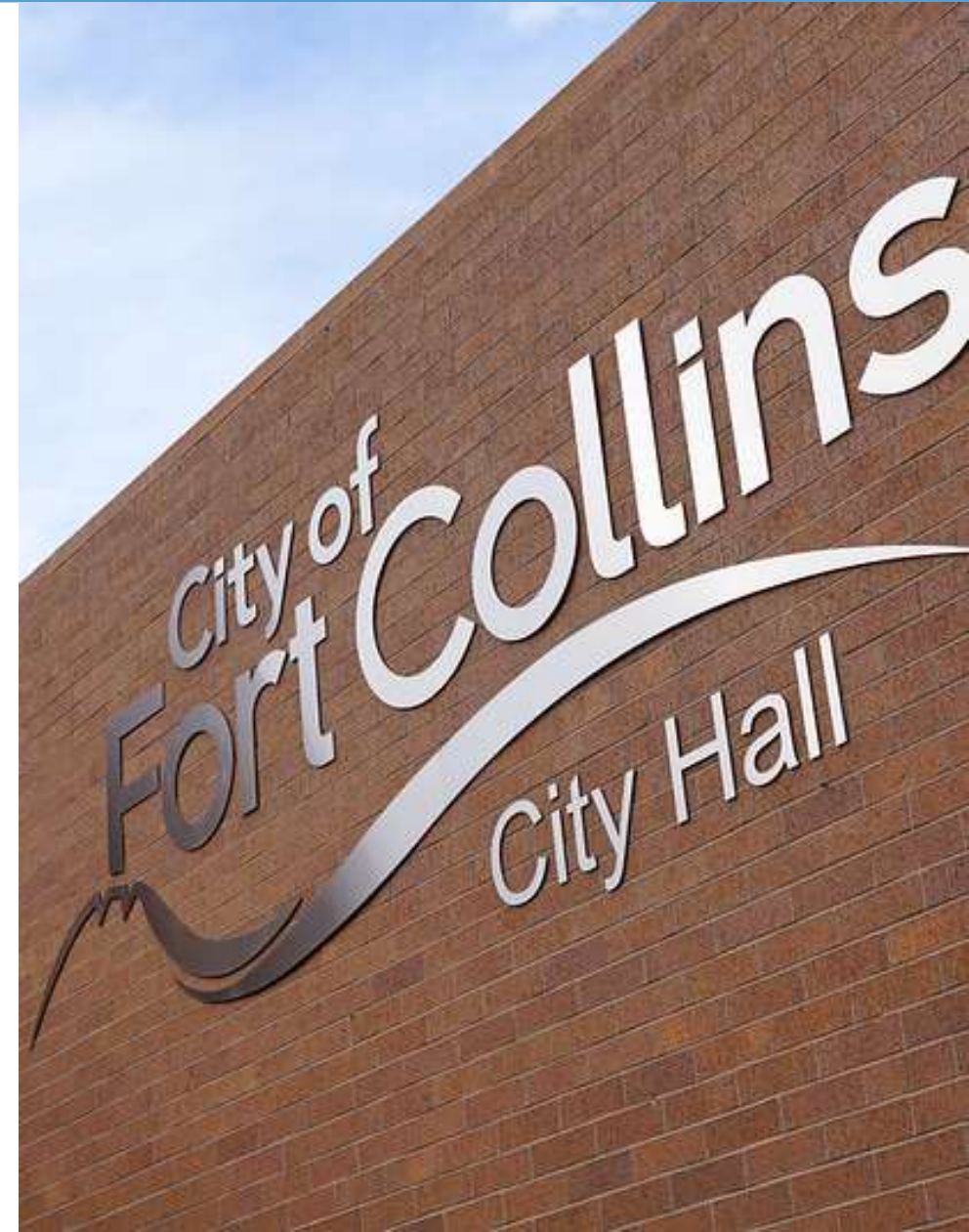
Current State: Trends and Forces and Adopted Plans

3

Existing Workstreams

4

Next Steps: Retreat Logistics and Priority Setting Timeline





What Makes a *Good Council* Priority?



Keys to Success

Created by MIT lecturer, Donald Sull

1. **Limit strategic priorities**
2. **Mid-term time horizon**
3. **Focus on innovation**
4. **Identify priorities**
5. **Address vulnerabilities**
6. **Provide actionable guidance**
7. **Synchronize internal goals**

Eisenhower Matrix

	URGENT	NOT URGENT
IMPORTANT	<p><u>Quadrant I</u> <i>urgent and important</i> DO</p>	<p><u>Quadrant II</u> <i>not urgent but important</i> PLAN</p>
NOT IMPORTANT	<p><u>Quadrant III</u> <i>urgent but not important</i> DELEGATE</p>	<p><u>Quadrant IV</u> <i>not urgent and not important</i> ELIMINATE</p>



ACTIONABLE



MEASURABLE



**LEADS TOWARDS
LARGER PURPOSE**



**NESTED WITHIN
STRATEGIC GOALS**

Examples of Tasks vs. Priorities

Task: Buy a new fleet of fire trucks.



Goal: Improve public safety initiatives.



Priority: Improve the fire department's response time to reduce damage for structural fires.

Task: Install EV chargers downtown.



Priority: Implement a climate action plan to make Fort Collins more environmentally sustainable.



Priority: Accelerate transition to all electric vehicles and fleets aligning with Our Climate Future Big Move 13.

***Consider how constituents' requests fit into larger priorities.
Think about the context what is in the desired action.***

Preparation for the January 27 Retreat

- Please bring up to five priorities to the January 27 retreat.
- Plan to present no more than 10 minutes to the whole group.





Questions and Feedback



TRENDS AND FORCES

- Ongoing Data Collection
- Census Results
- State and Metro Data Collections



COMMUNITY INPUT

- Community Survey Results
- Direct Resident Feedback
- Strategic Plan
- Engagement Efforts



ADOPTED PLANS

- Multiple Plans Outlining Community Goals and Targets



COUNCIL PRIORITIES



Trends and Forces

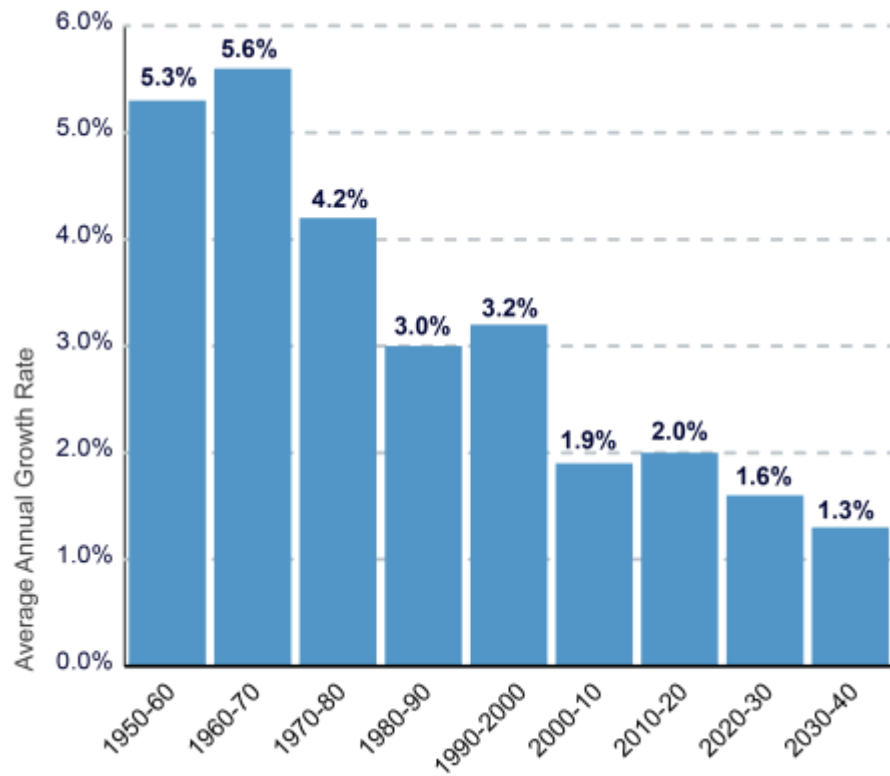
Characteristic	Amount	Source/Date
Street Centerline Miles	599	City of Fort Collins, 2023
Estimated Housing Units	70,247	City of Fort Collins Utilities, 2023
Estimated Population	171,848	State of Colorado Demographer's Office, Nov. 2023
Labor Force Participation (16+)	70.4%	ACS 5-Year Estimates, 2018-2022
Poverty Rate	16.2%	ACS 5-Year Estimates, 2018-2022
Median Age	36	ACS 5-Year Estimates, 2018-2022
Median Household Income	\$78,977	ACS 5-Year Estimates, 2018-2022
Education Level*	58.3%	ACS 5-Year Estimates, 2018-2022
Housing Cost Burden (>30% income spent on housing)	57% renter 20% owner	ACS 5-Year Estimates, 2018-2022

*Approximate percentage of population age 25 years + with completion of 4 or more years of college education

POPULATION GROWTH RATES

Fort Collins, 1950-2040

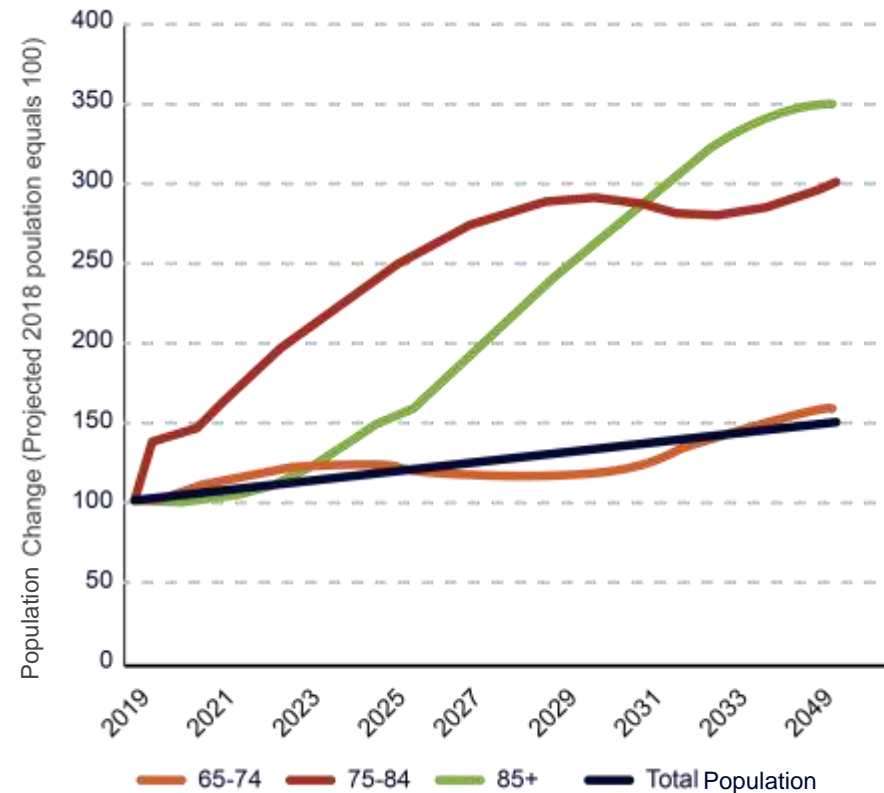
- The rate of growth has declined.
- Population is shifting towards 65+.
- Latest data show 2023 growth rate at .44%



POPULATION GROWTH RATES

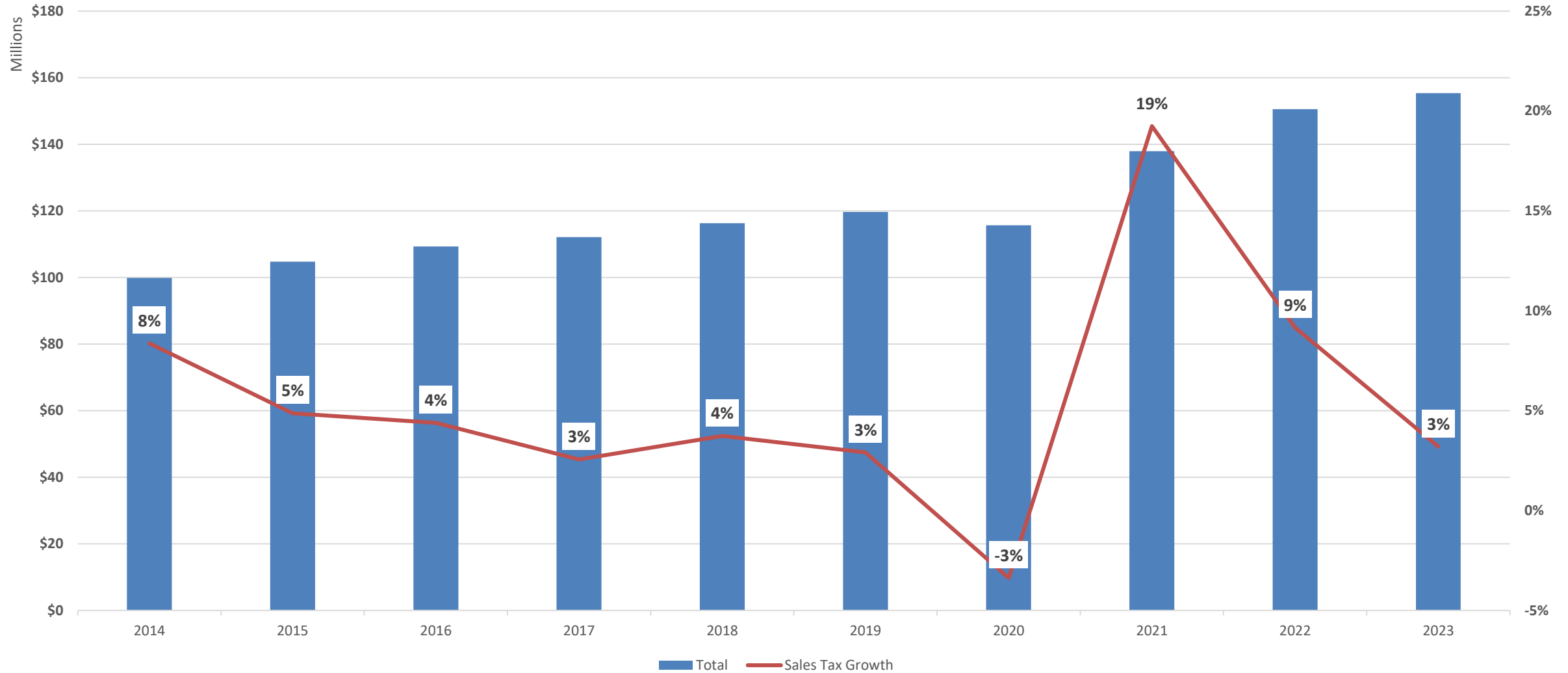
Larimer County, 2018-2050

Based on the last 4 years, the projections made in 2018 are likely off and we will be at the very low end of the estimates.

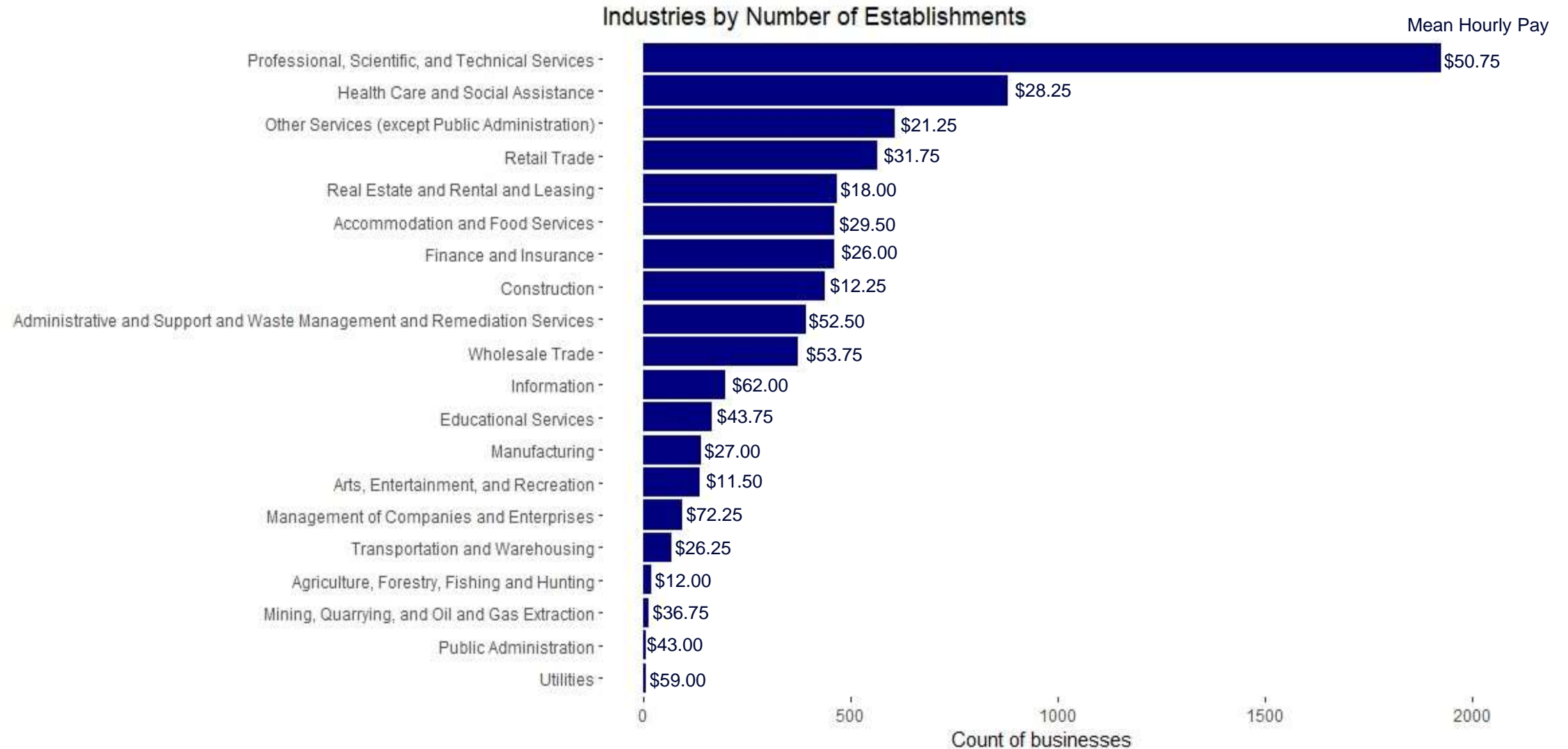


Economic Indicators - Sales Tax

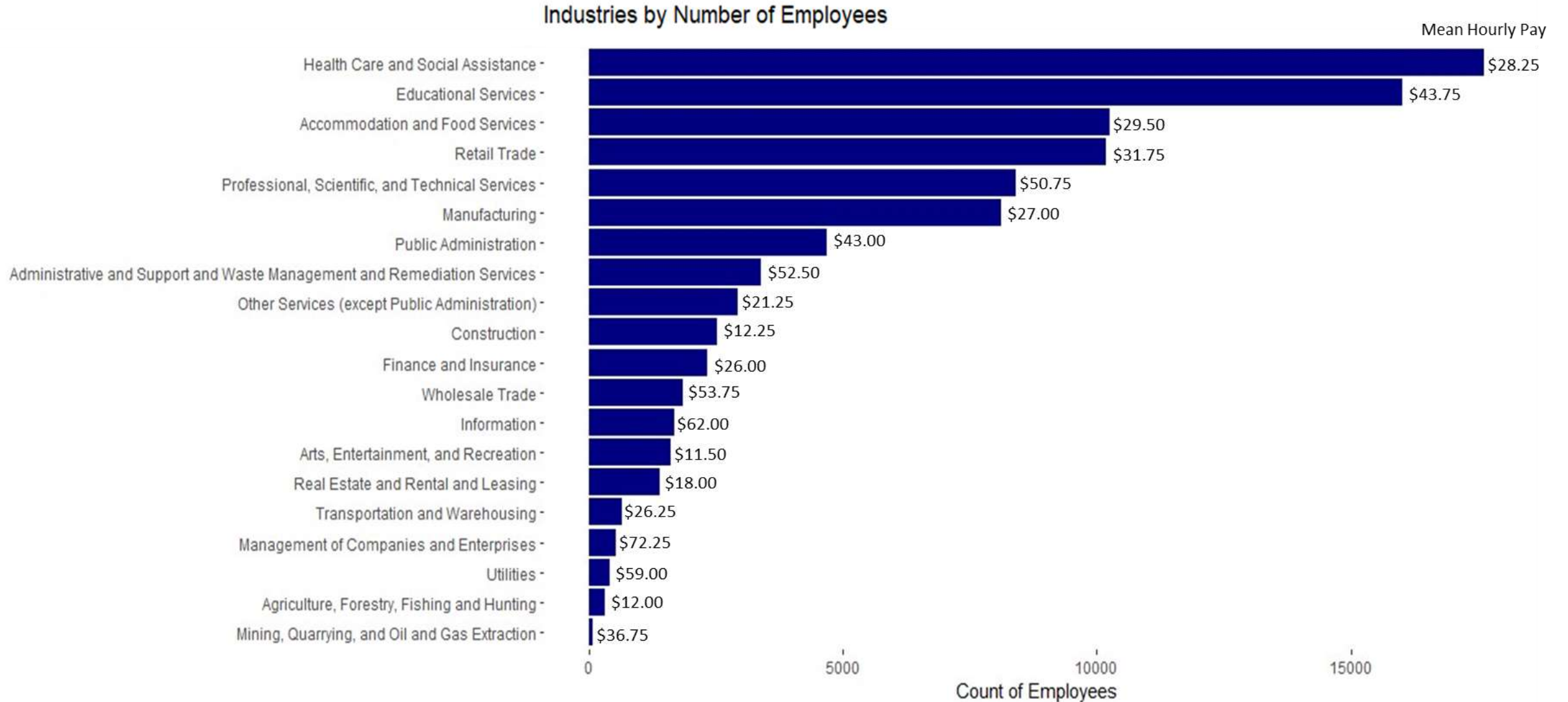
10-Year Sales Tax History



Economic Indicators - Business Trends: Establishment



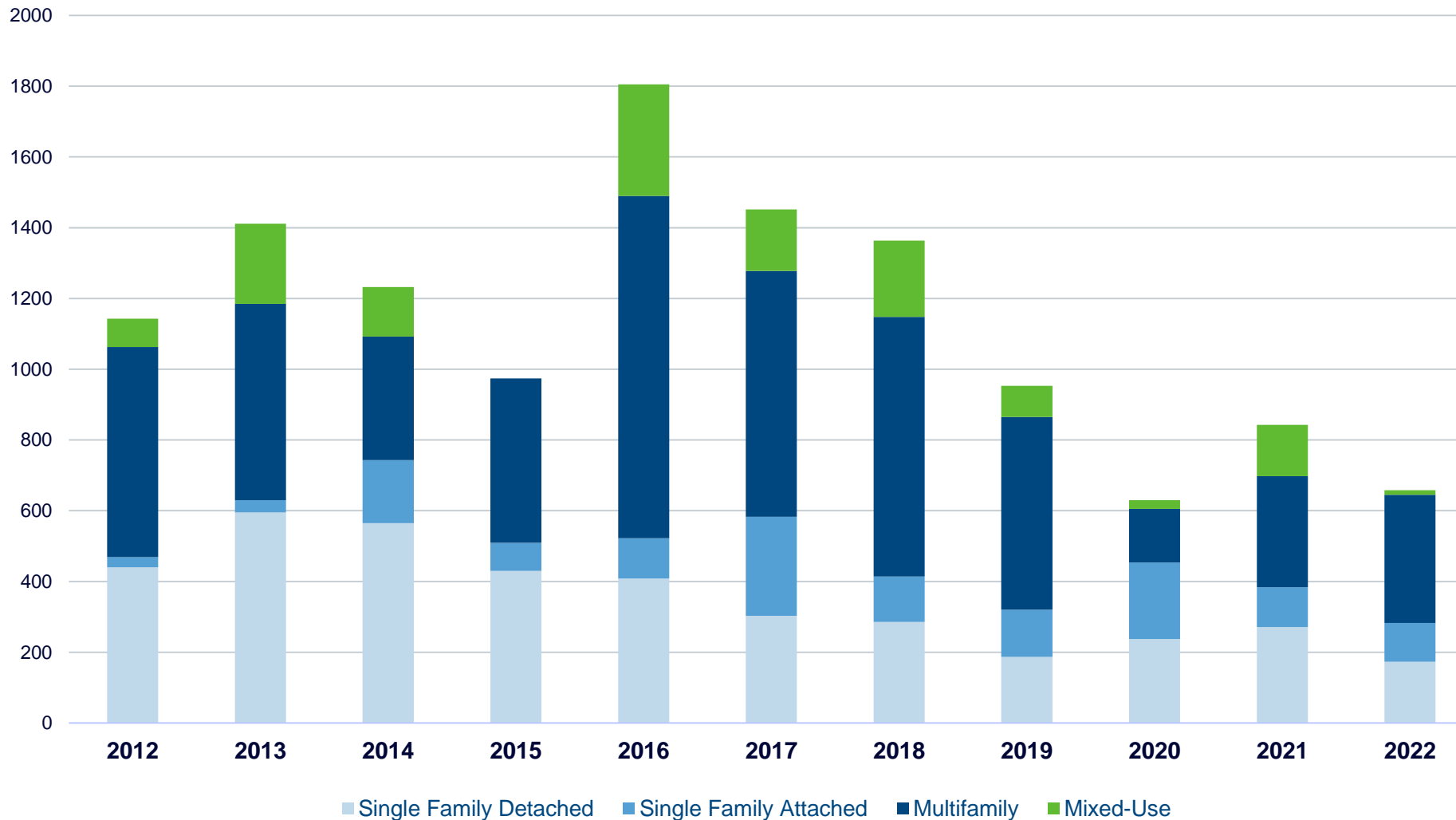
Economic Indicators - Business Trends: Employment





Housing and Commuter Trends

New Residential Units, 2012-2022



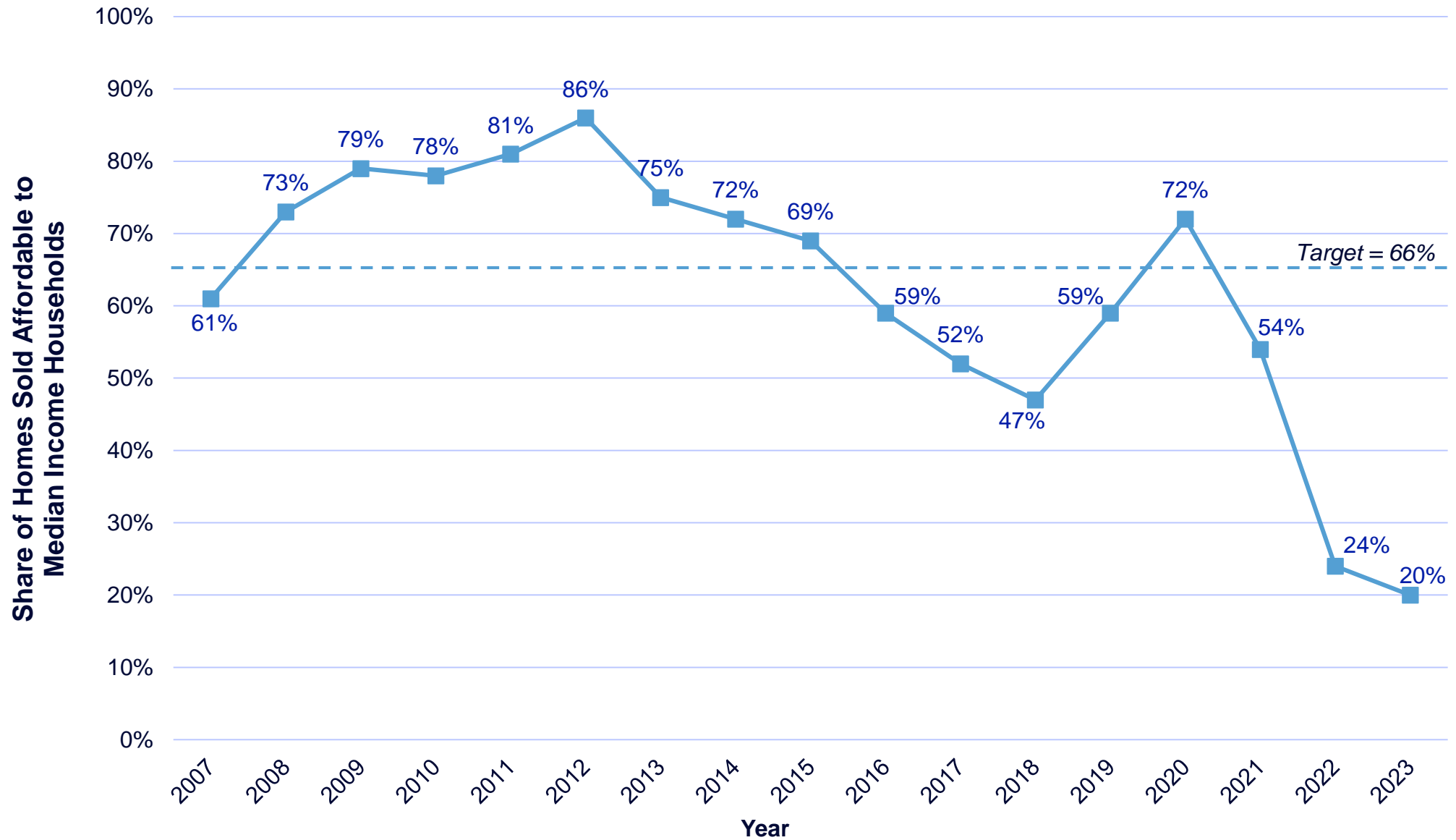
The late 1800s/early 1900s saw a diversity of housing types being built.

The 1990s and 2000s saw a majority of detached single unit home builds.

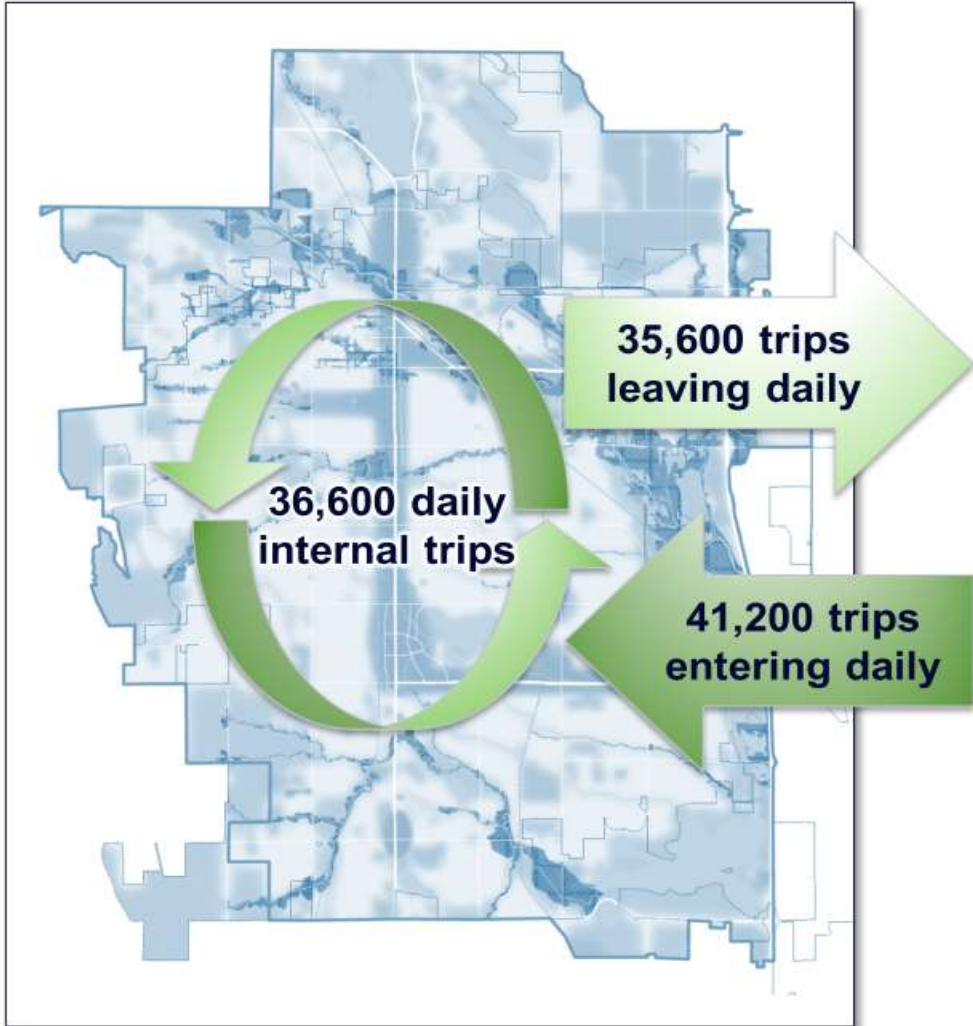
Over the last 10 years, we have seen a shift to more attached and multi-unit housing types.

Housing production has declined since 2016.

Fort Collins Housing Opportunity Index, 2007-2023



2015 Census Commute Data



Changes 2015 to 2021

- Internal trips have decreased by **-4,000**
- **6,000** more trips entering Fort Collins daily
- Trips leaving daily remained stable

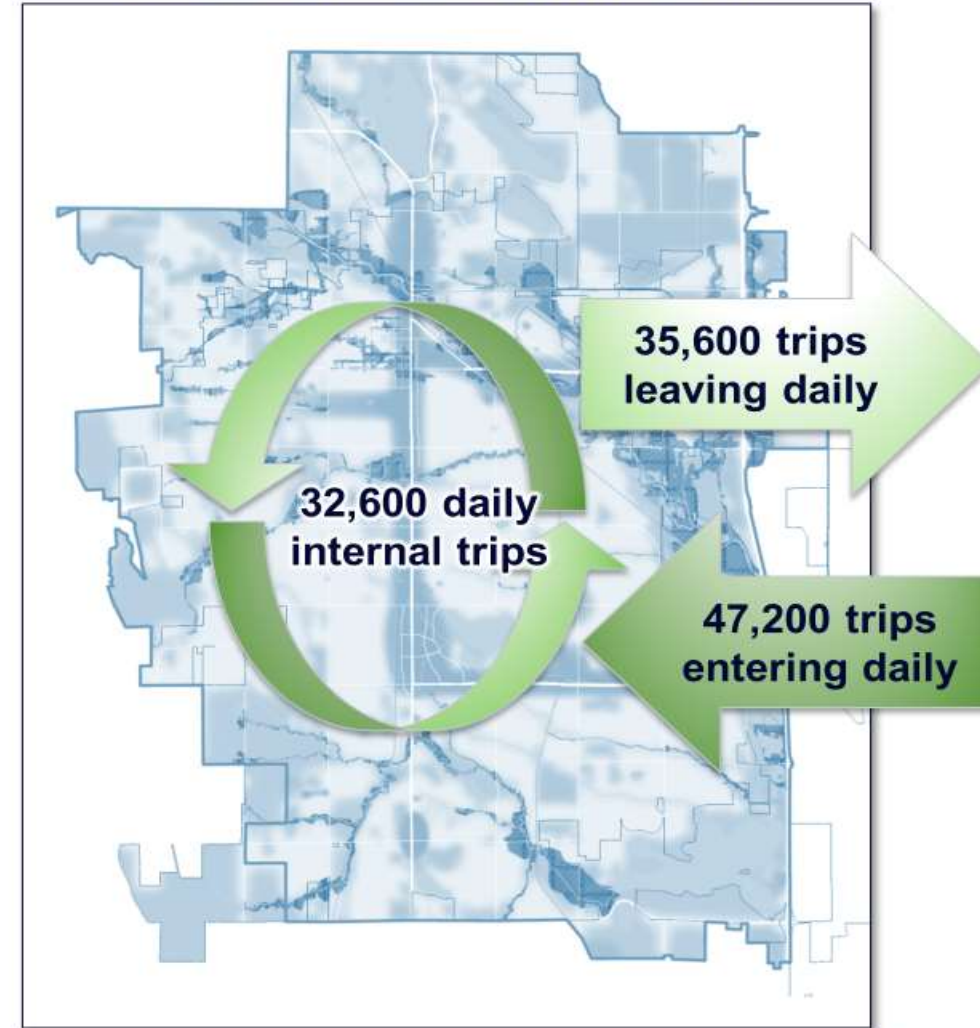
Top Three Travel Exchanges in 2015

1. Loveland
2. Greeley
3. Windsor

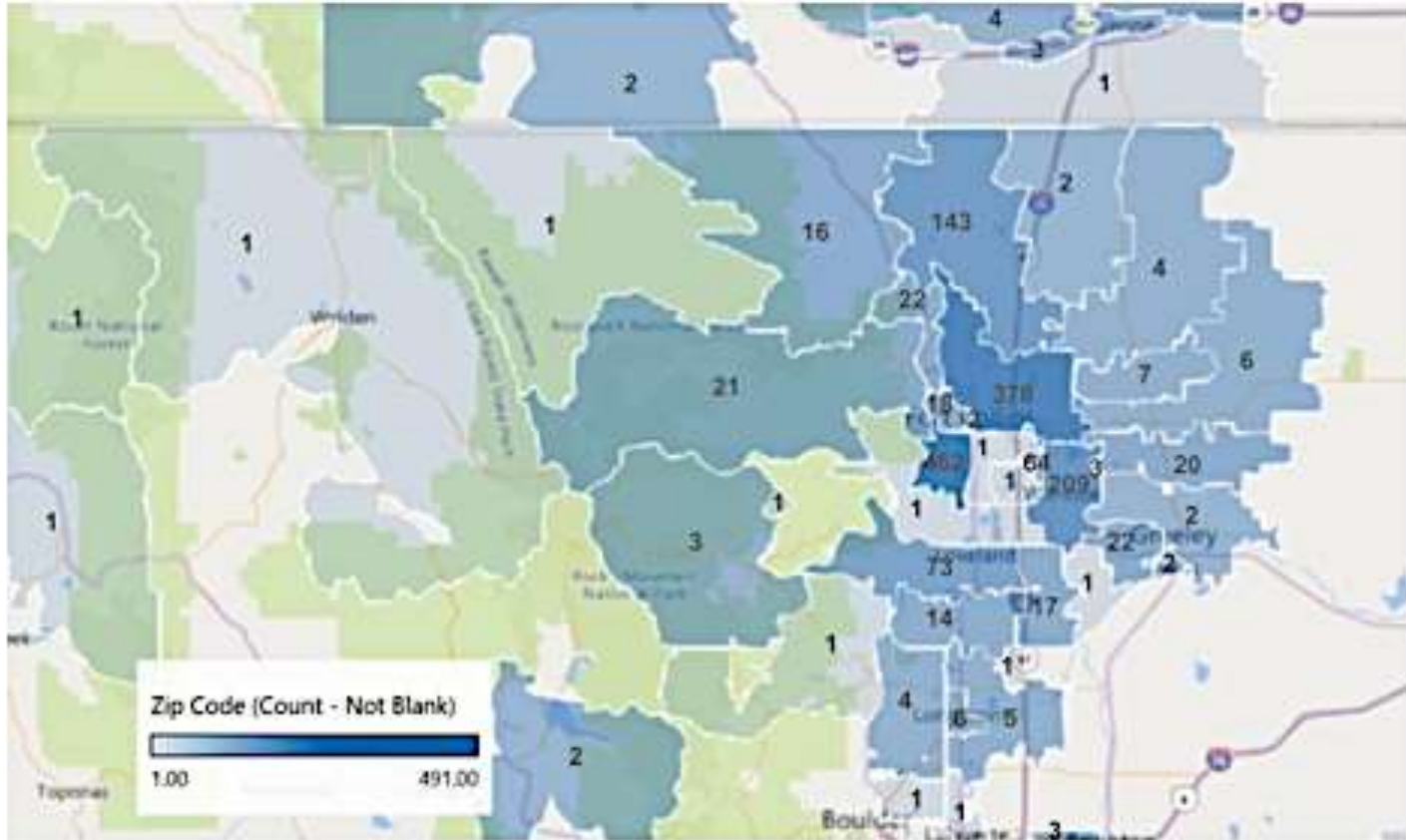
Top Three Travel Exchanges in 2021

1. Loveland
2. Windsor
3. Greeley

2021 Census Commute Data

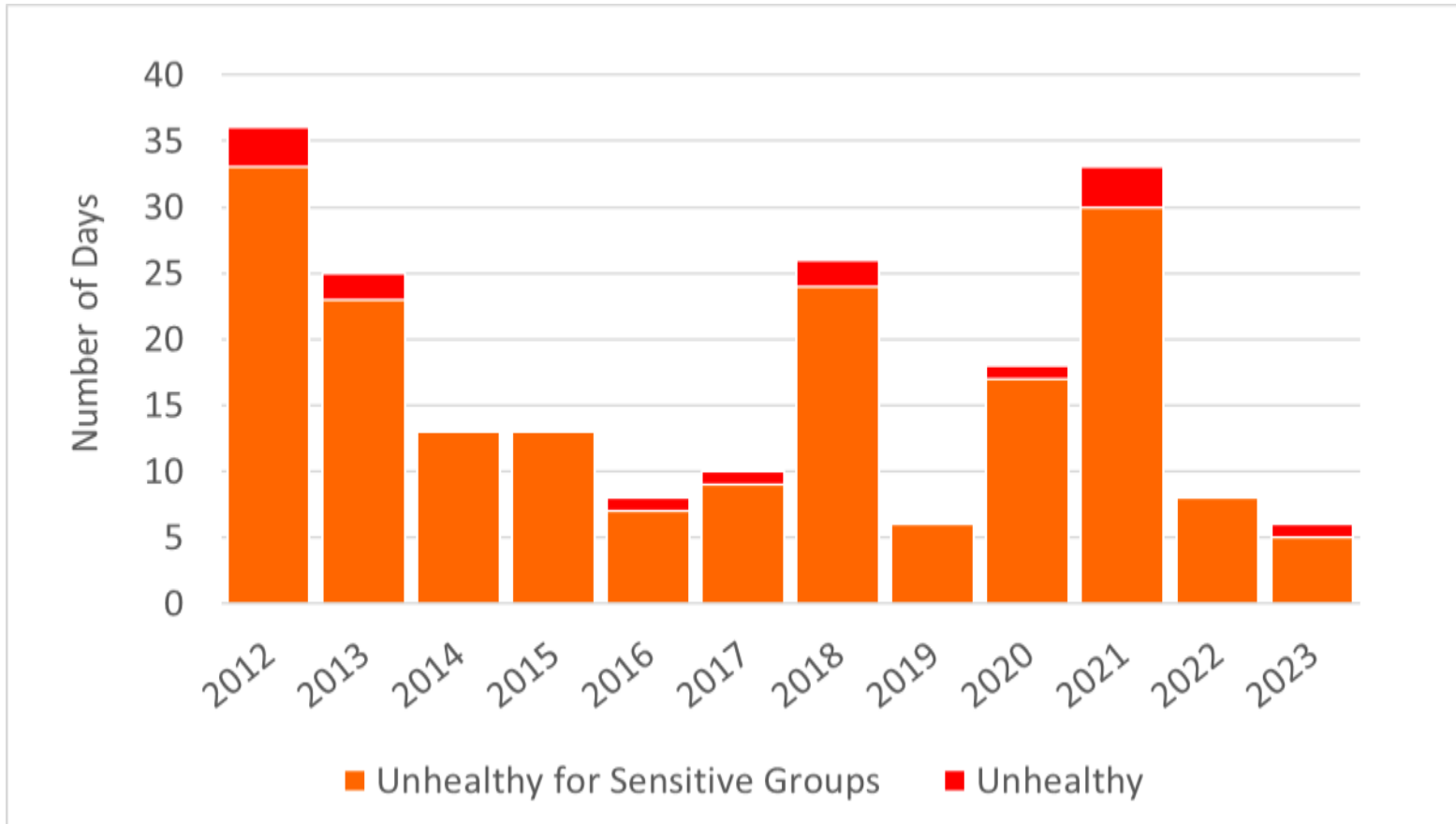


City of Fort Collins Employee Residence by Zip Code



- City employees live throughout the region.
- Of the nearly 2,700 employees approximately 2/3 live in Fort Collins.
- Loveland, Windsor, Wellington, Timnath, and Severance are the top 5 locations for in-commuting, respectively.

Air Quality Index



- Region continues to fail health-based standards for ozone
- Air Toxics (e.g., benzene) are not well characterized in our area
- Vehicles, and small gas engines (e.g., lawnmowers) are the largest **local** sources of ozone causing emissions
- Oil and gas development is the largest **regional** source of ozone causing emissions
- Air quality impacts from longer, more active fire seasons are expected with a warmer, often drier climate



Community Input

Tensions Between Community Desires



OPEN SPACE



ACCESS TO NATURE



LESS TRAFFIC



PRESERVING CHARACTER OF ESTABLISHED NEIGHBORHOODS



CARBON NEUTRAL



WATER SUPPLY RELIABILITY



DISCOURAGING SPRAWL



AFFORDABLE AND WORKFORCE HOUSING



Top 3 Budget Priorities from the 2023 Community Survey

More Effort

Neighborhood Livability
& Social Health (NLSH)



Transportation



Economy



Same Effort



Since 2018

- Desire around economy up 15%
- Desire around NLSH up 17%
- Desire around environment increased by 8%
- Transportation has consistently remained a top priority, though down 4% since 2018
- Safety, culture, parks and recreation, general government have remained consistent

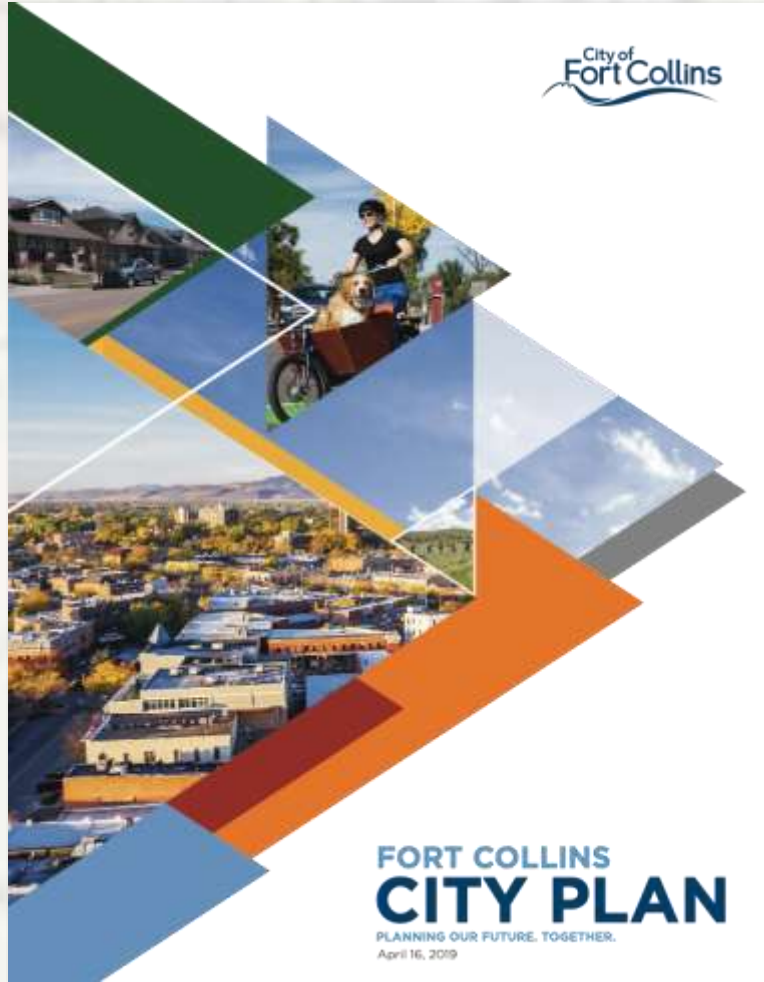


Questions?



Adopted Plans and Goals

Major Plans





Community Vision:

We take action to address the needs of all members of our community and strive to ensure that everyone has the opportunity to thrive. As a community, we commit to building a healthy, equitable and sustainable city – for our families, for our neighbors and for future generations.

Core Values:

- Livability
- Community
- Sustainability

Growth Framework:

- Making the most of the land we have left (our centers and corridors).
- Taking steps to support a healthy and resilient economy.
- Encouraging more housing options.
- Expanding transportation and mobility options.
- Maintaining our focus on climate action.

Snapshot of Adopted Goals

- **Vision Zero Action Plan (2023) and Active Modes Plan (2022)**
 - Eliminate traffic fatalities and serious injuries and increasing active modes share to 50% of all trips by 2032
- **Transit Master Plan (2019)**
 - Increase ridership by 122% (by 2040)
- **Housing Strategic Plan (2021)**
 - Affordable housing units account for 10% of the housing stock by 2040
 - Emphasis on strategies to improve equity, health, stability, and affordability of housing
- **Economic Health Strategic Plan (2023)**
 - Increase business owner representation to match Fort Collins demographics
 - Increase overall business survivability longer than five years from 45% to 50%
 - Add 1,800 new jobs in targeted, traded sectors (e.g., life science and climate technology)
 - Increase representation in employment within targeted traded sectors
 - Circular Economy Work Plan
- **Our Climate Future (2021)**
 - Reduce GHG emissions 50% below 2005 baseline by 2026 and 80% below by 2030
 - Achieve Carbon Neutrality by 2050
 - Provide 100% renewable electricity by 2030 with grid and local sources
 - Achieve zero waste, or 100% landfill diversion, by 2030



Adopted Goal:
50% active modes share
of all trips by 2032

HOW ARE WE DOING ACHIEVING THIS GOAL?

This is a recently adopted plan and we are on track to meet this goal!

Active Modes Plan 2024 Priorities

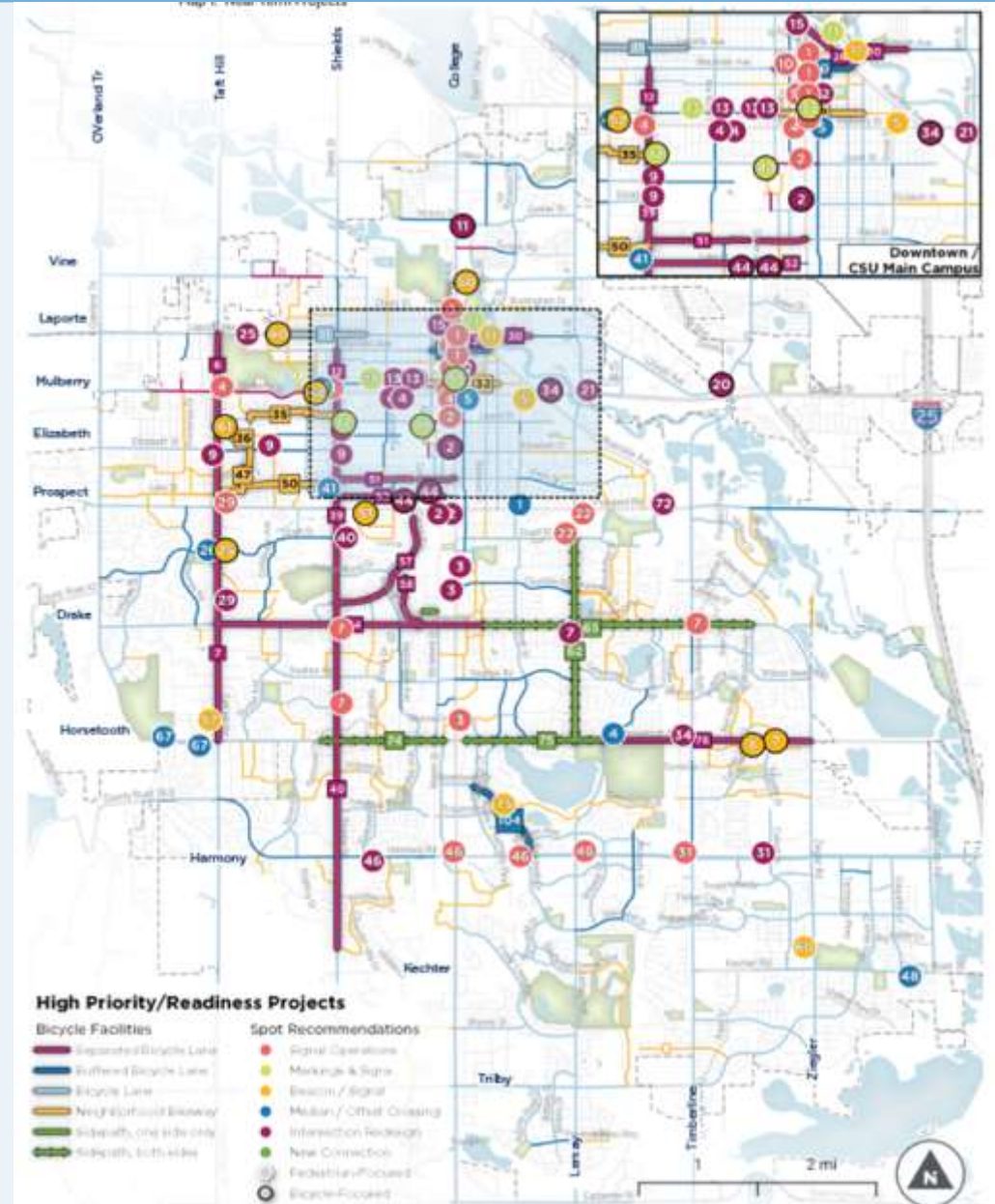
- Coordination with street resurfacing (lane narrowing, wider buffered bike lanes)
- Expand network of protected bike lanes
- Road diets (lane repurposing) to improve bike and pedestrian facilities
- Arterial bicycle and pedestrian crossing projects
- Continued education and outreach efforts like Bike to Work Day, Open Streets and Safe Routes to School

HOW CAN COUNCIL HELP?

- Promote our education and outreach efforts
- Surface trade-offs as we invest in our infrastructure
- Inform necessary regulatory and enforcement changes

Phase 1: High Priority/Readiness

- Focused on strengthening the core network
- Includes strategic crossing improvements citywide
- Cost estimate: \$30.4 million





Adopted Goal:

By 2032, no one dies or has a serious injury while traveling in Fort Collins

Vision Zero 2024 Priorities

- Police Services priorities and partnership
- Safety focused infrastructure projects
- Designs and projects to lower traffic speeds
- Update standards and codes as needed
- Education/outreach program with dedicated staff (Vision Zero Coordinator)
- Quick build projects to test safety concepts
- Shift Your Ride program implementation

HOW ARE WE DOING ACHIEVING THIS GOAL?

Increases in serious injury and fatal crashes in 5 consecutive years. Of note, bicycle and motorcycle injury/fatal crashes were up nearly 45% in 2023 compared to 2022.

There is urgent focus and support needed from Council.

HOW CAN COUNCIL HELP?

- Promote our education and outreach efforts
- Surface trade-offs as we invest in our infrastructure and prioritize traffic safety
- Inform necessary regulatory and enforcement changes

High Injury Network

91% Arterials



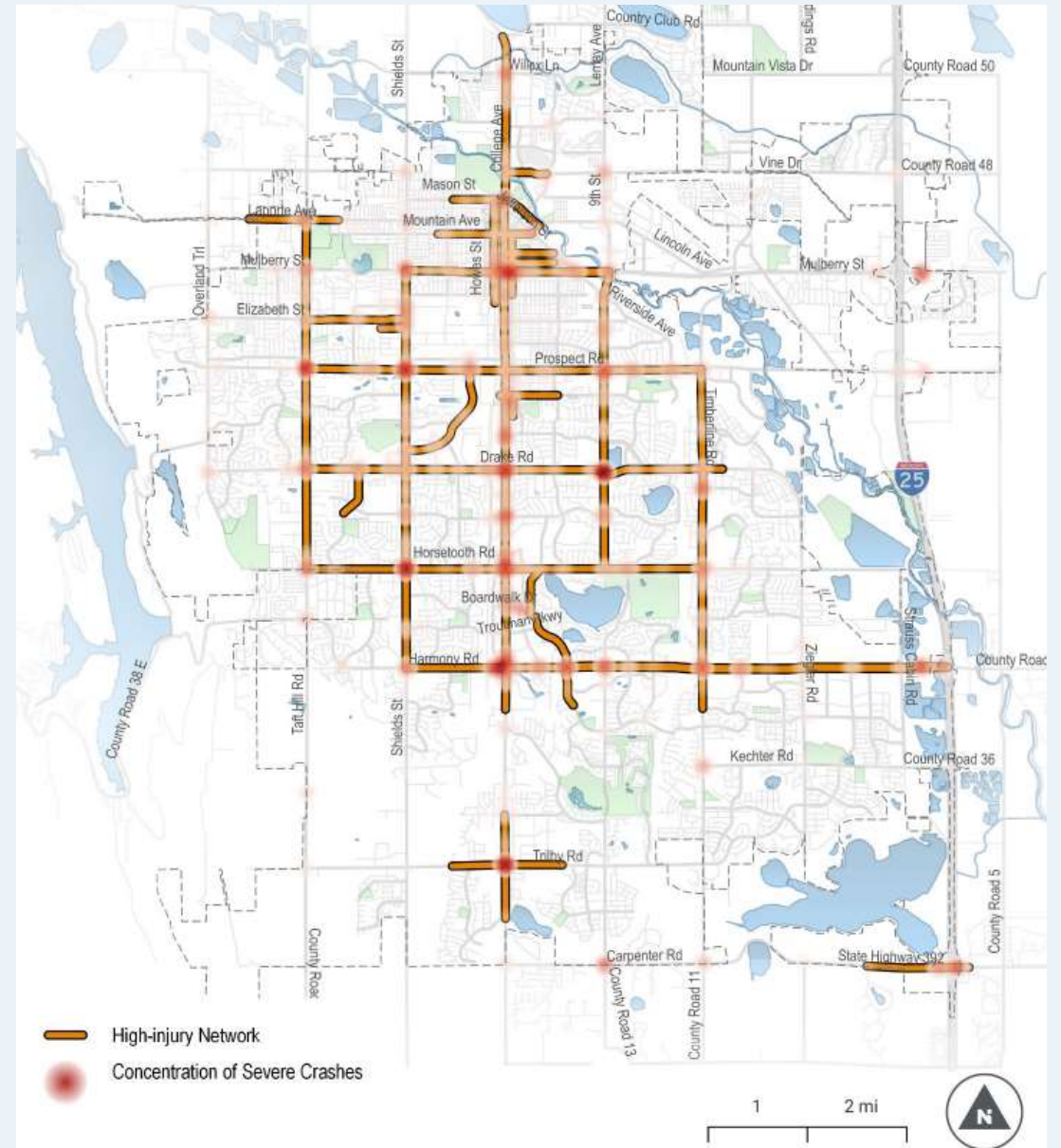
6% Collectors



3% Local Roads



63% of all fatal and serious injury crashes occur on only **8%** of Fort Collins road network





Adopted Goal:

By 2040 transit ridership would increase by 122%

Transit 2024 Priorities

- Complete system optimization and action plan
 - To include micro transit and Dial-A-Ride assessment and strategy
- Strengthen partnerships (PSD, CSU, major employers, regional, advertising program)
- Establish resilient funding for local grant matches and capital reserve
- Recruit and retain talent

HOW ARE WE DOING ACHIEVING THIS GOAL?

This goal is currently unattainable, and an urgent focus is needed due to:

- Funding levels and increasing operation costs
- Community safety perceptions
- Post pandemic travel needs
- Persistent staffing challenges

HOW CAN COUNCIL HELP?

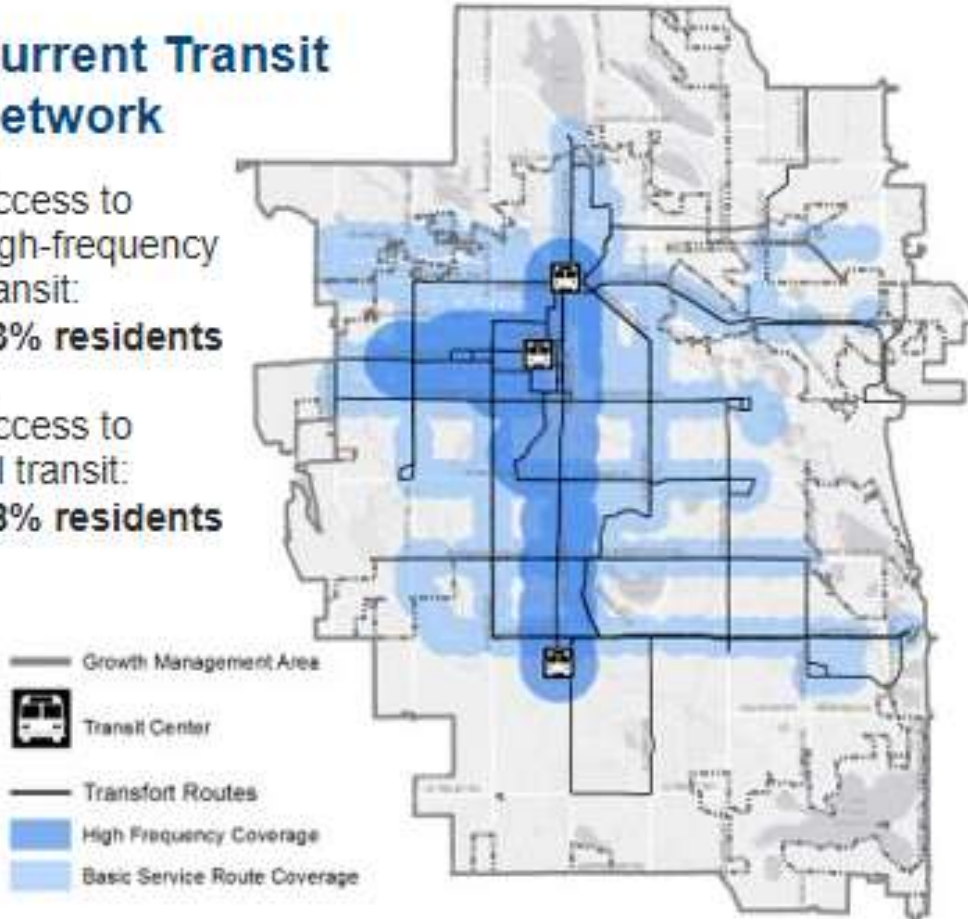
- Set vision and influence System Optimization and Action Plan
- Building local advocacy and supporting partnership conversations

Incremental Steps to Transit Buildout

Current Transit Network

Access to high-frequency transit:
23% residents

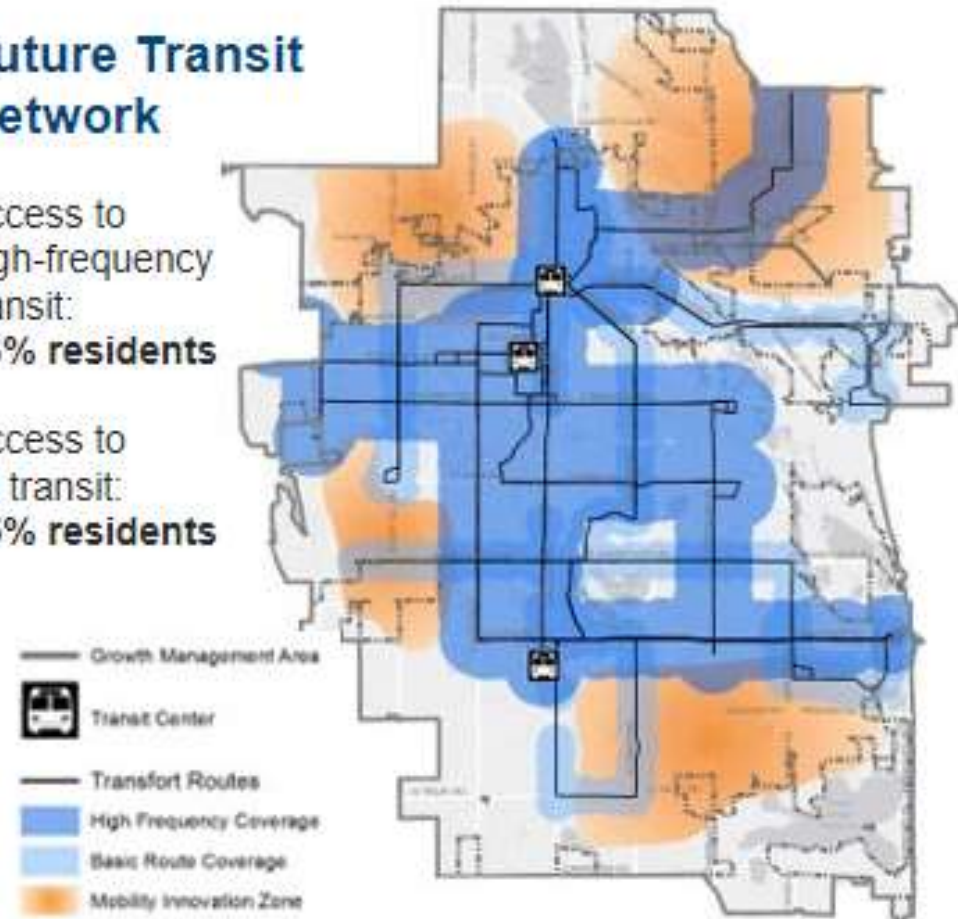
Access to all transit:
58% residents

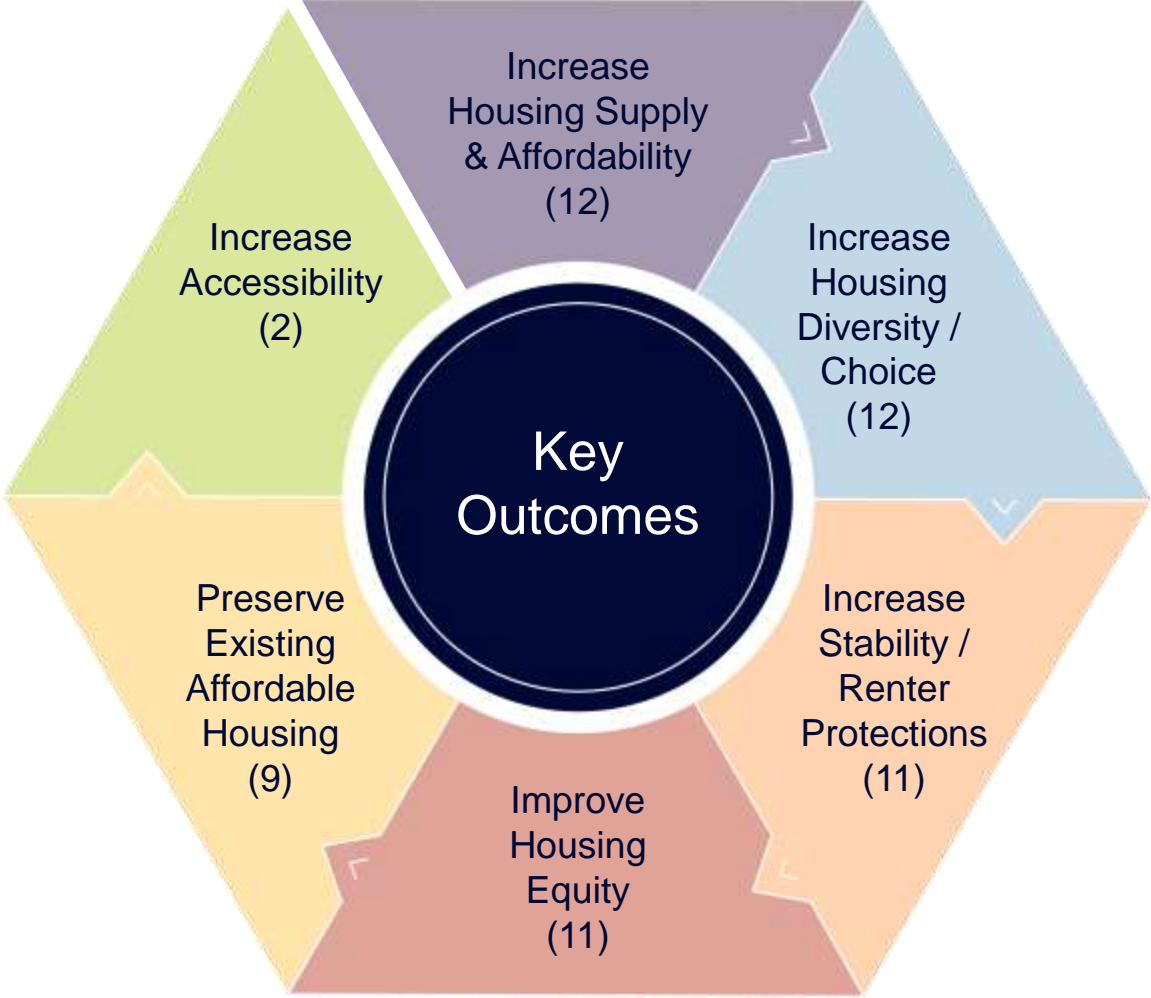


Future Transit Network

Access to high-frequency transit:
53% residents

Access to all transit:
85% residents



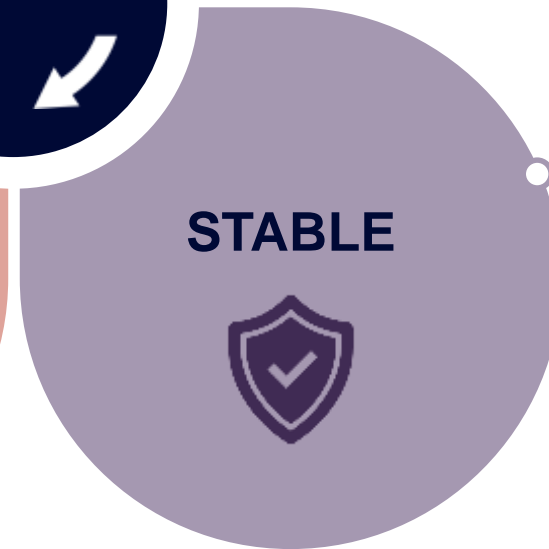


Everyone has healthy, stable housing they can afford.

- A person's identity should not predict housing outcomes
- All community members need housing and are affected by the housing system

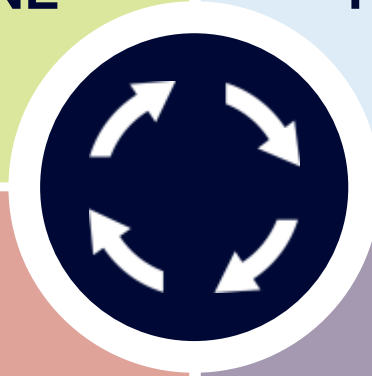


- Physical and mental well-being inside and outside of the home
- Safety, air quality, walkability, access to recreation and transportation options, etc.



- Spending 30% or less of income on housing
- Increasing amount of housing and types of housing options available

- "Housing First" approach to prevent homelessness
- Supportive services / programs to keep people housed

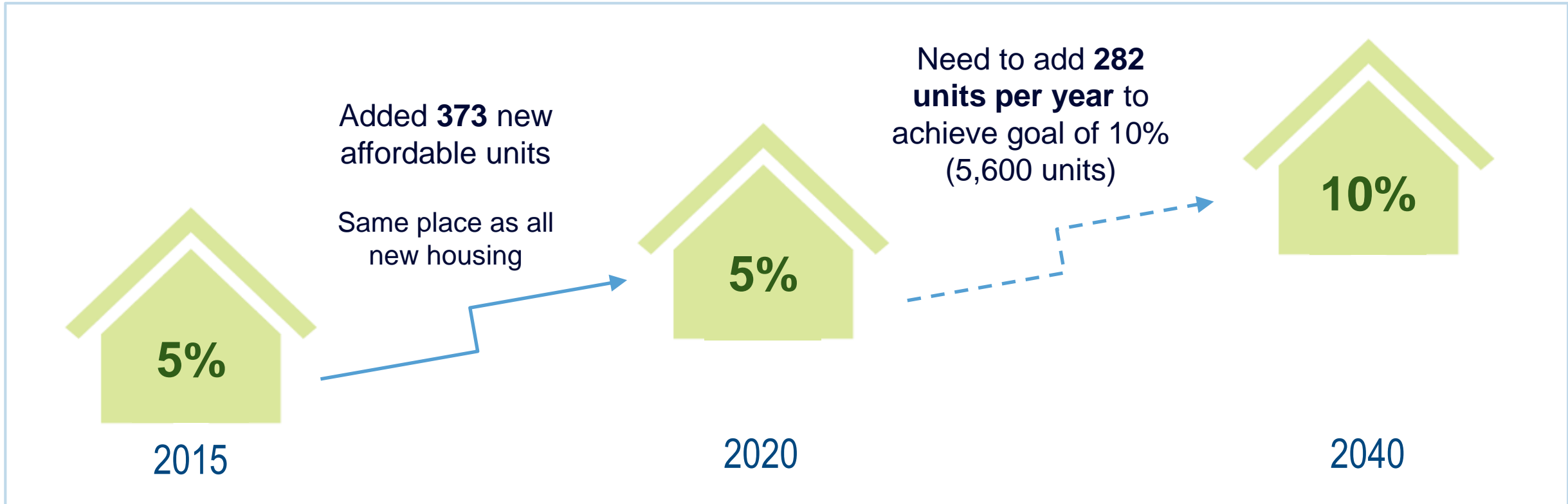


Guiding Principles

- Center the work in people
- Be agile and adaptive
- Balance rapid decision making with inclusive communication and engagement
- Build on existing plans and policies – and their engagement
- Expect and label tensions, opportunities, and tradeoffs
- Focus direct investment on the lowest income levels (80% AMI and below)
- Commit to transparency in decision making
- Make decisions for impact, empowerment, and systems (not ease of implementation)

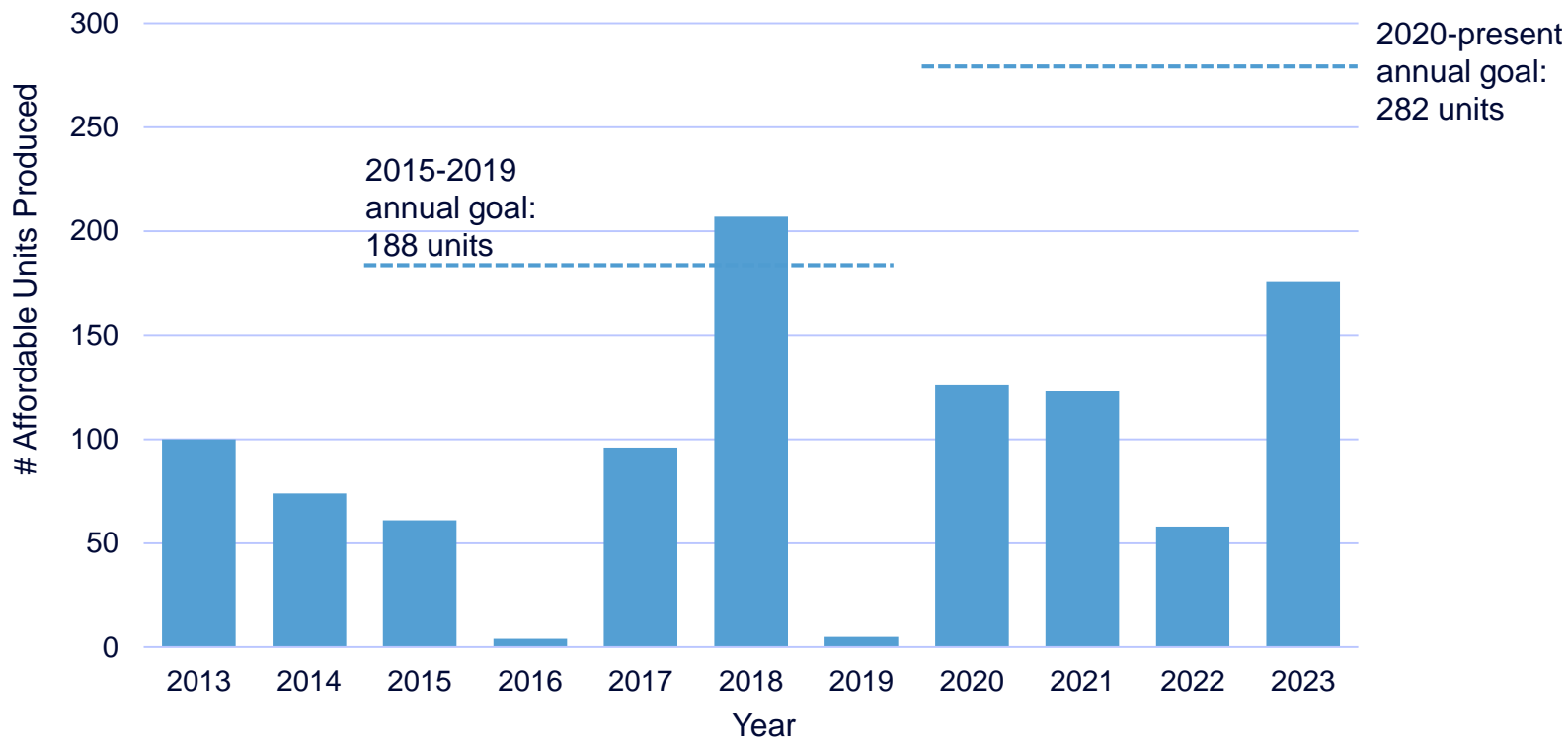


Adopted Goals - Current Status



- Since 2000, we have produced or preserved about **120 affordable units per year** on average.
- Our community commitment for Proposition 123 funding is **185 affordable units per year**.
- To achieve the 10% affordability goal by 2040, our community needs to **more than double** the annual production and/or preservation of affordable housing to 282 or more units per year.

Affordable Housing Production, 2013-2023



- Over the last 10 years, about 9% of all housing produced was deed-restricted affordable units
- Affordable housing continues to comprise about 5% of all housing stock

Housing Strategic Plan Implementation, 2021-present

Completed to Date, 2021-2023

- Equity and Opportunity Assessment
- Reaffirm 10% affordable housing goal
- Rental Registration program
- Housing Dashboard
- Interior visitability changes, 2021 Building Code
- Eviction and foreclosure prevention programs
- Manufactured housing support
- Proposition 123 commitment



Quicker Wins (<1 year) – 7 completed / ongoing, 3 underway

- LUC updates – extend affordability term (Strategy 8)
- LUC updates – recalibrate and expand incentives (Strategy 13, 14)



Transitional (1-2 years) – 1 completed / ongoing, 5 underway

- LUC updates – increase housing supply and choice (Strategy 7, 15, 16)
- Exploration of occupancy regulations (Strategy 21)

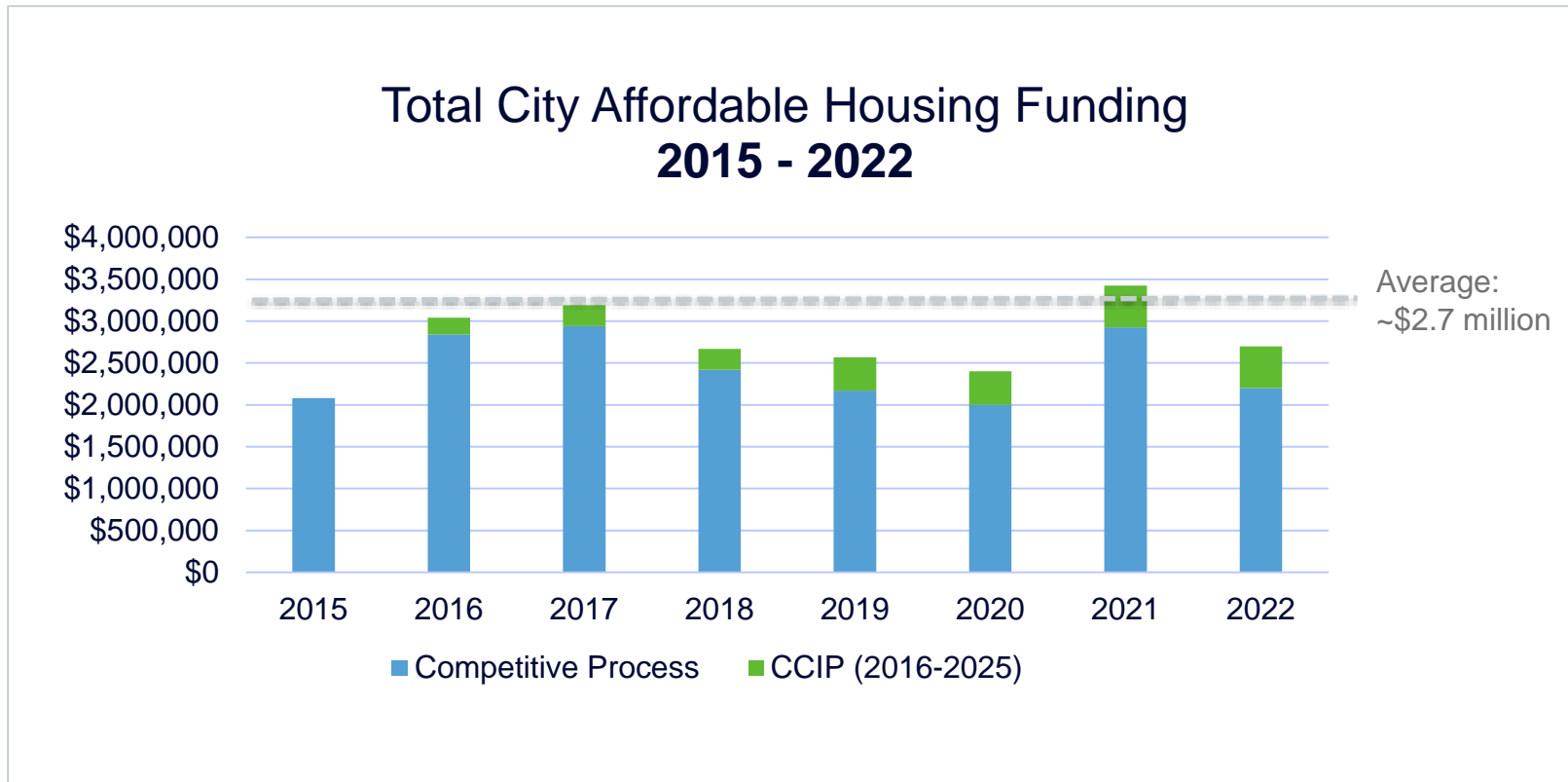


Transformational (2+years) – 2 completed / ongoing, 5 underway

- Dedicated local revenue (Strategy 11)
- Expansion and acceleration with additional funds
- Explore visitability and accessibility of housing via 2024 Building Code changes (Strategy 6)



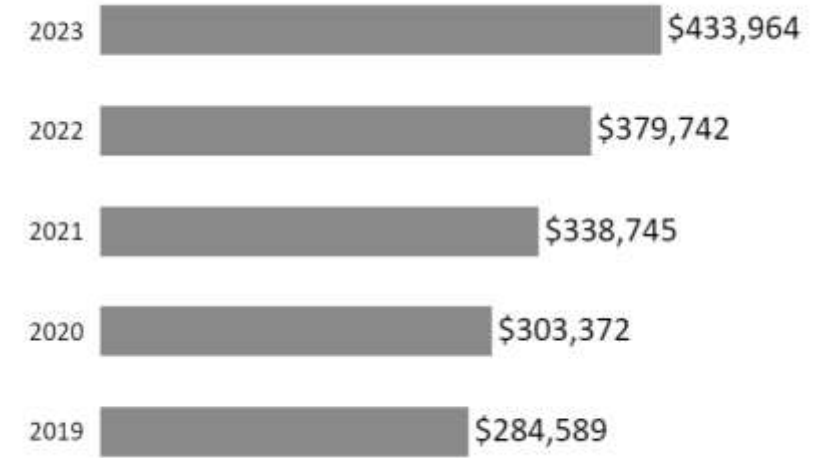
Barriers: Funding and Cost to Build Affordable Housing



\$433,964

2023 Average Per-unit Development Cost

Average Per-unit Development Cost



- Typical annual funding amount: \$2-3.0 million from all sources
- City funds dedicated to housing have remained consistent for last 10+ years
- Cost to build one unit of housing has increased by 65%+ over last 5 years



Expand the City's competitive process to better support projects seeking to: Acquire land, develop housing, preserve existing housing, and support residents.

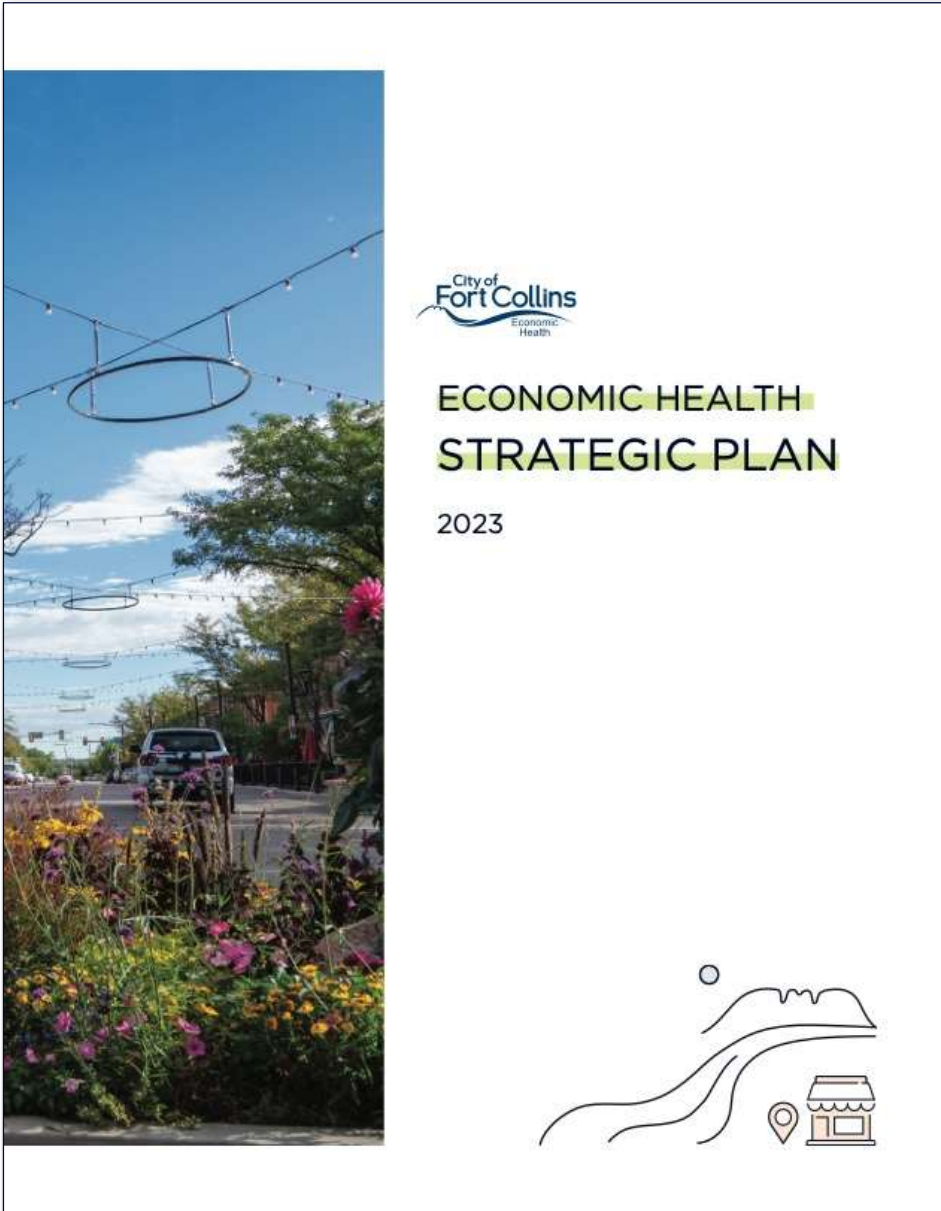
Examples:

- Housing acquisition (redevelopment/preservation)
- Land acquisition
- New construction costs
- Affordable homeownership renovation
- Renovation of affordable rental housing
- Homeownership assistance

Expand or initiate City-led efforts as identified in adopted policies including the Housing Strategic Plan, City Strategic Plan, and HUD Consolidated Plan.

Examples:

- Land Bank acquisition
- Urban Renewal Authority housing initiatives
- Extend/purchase affordability restrictions
- Fee credits for qualifying projects
- Develop incentive programs (energy efficiency, voluntary affordability restrictions, etc.)
- Explore redevelopment partnerships
- Other innovative approaches (middle income, mixed income, etc.)



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

- Future Goals from adopted Economic Health Strategic Plan (EHSP)
- Increase business owner representation to match Fort Collins demographics
- Increase overall business survivability longer than five years from 45% to 50%
- Add 1,800 new jobs in targeted, traded sectors (e.g., life science and climate technology)
- Increase representation in employment within targeted traded sectors
- Circular Economy Work Plan

- Focus Areas from adopted EHSP
- Approach Business Retention, Expansion and Attraction Thoughtfully
- Ensure Small Businesses Thrive
- Support Talent and Workforce
- Re-position Innovation

2024

- Coordinate with staff to help improve City processes such as development review
- Futureproof MBEC program including bilingual business connectors/navigators
- Ensure the success of the Revolving Loan Fund
- Expand the DEIA Talent Network across the region
- Develop an Economic Health Marketing & Communications Plan
- Establish a data-driven program to better respond to the evolving needs of employers and create quality jobs
- Obtain the Accredited Economic Development Organization Certification

2025

- Redeploy a program like Shop Fort Collins First to support business resiliency
- Pilot workforce programs that have proven success and expand to small business to support reskilling, upskilling, and new skilling (RUN) programs across the region
- Strengthen the local eco-system to incubate, retain, expand, and attract Climate Tech solution-orientated companies

2026

- Business retention, expansion, and attraction of companies that support a local Circular Economy
- Create awareness and branding that Fort Collins is test bed for climate solutions



- Support analysis of City policy changes and new programs that impact cost of doing business and employment opportunities before adoption as part of the triple bottom line approach
- Explore leveraging the Urban Renewal Authority to support and fund 15-minute Cities and Housing
- Fund workforce investments to support upward mobility and lead by example
- Build relationship with the business community and share feedback with staff
- Continue to invest in small business formation and resiliency through MBEC and Development Review Technical Assistance Fund
- Support positioning Fort Collins as a place where businesses and innovators come together to solve climate challenges
- Empower staff in developing the capacity for regional partnerships with organizations and institutional partners, such as CSU

BETTER TOGETHER

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

RESOURCE BETTER

- Healthy Local Economy and Jobs
- Zero Waste Economy

LIVE BETTER

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

BREATHE BETTER

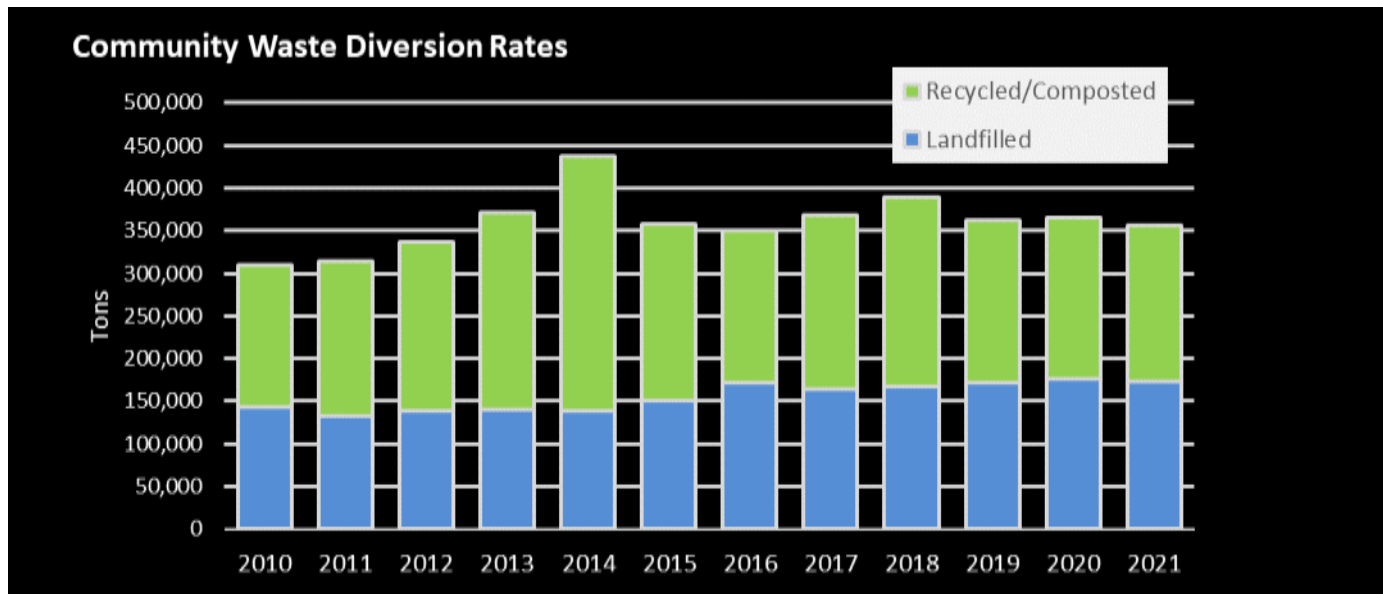
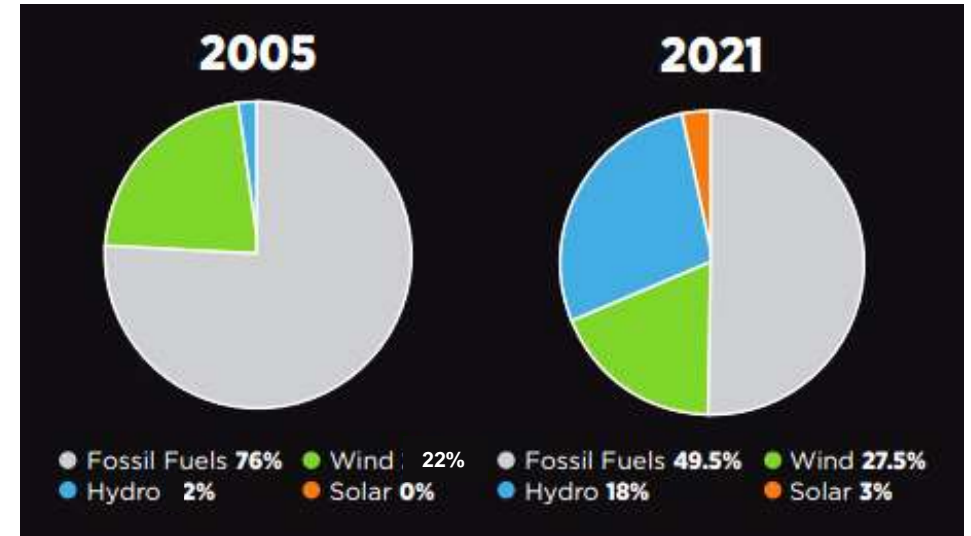
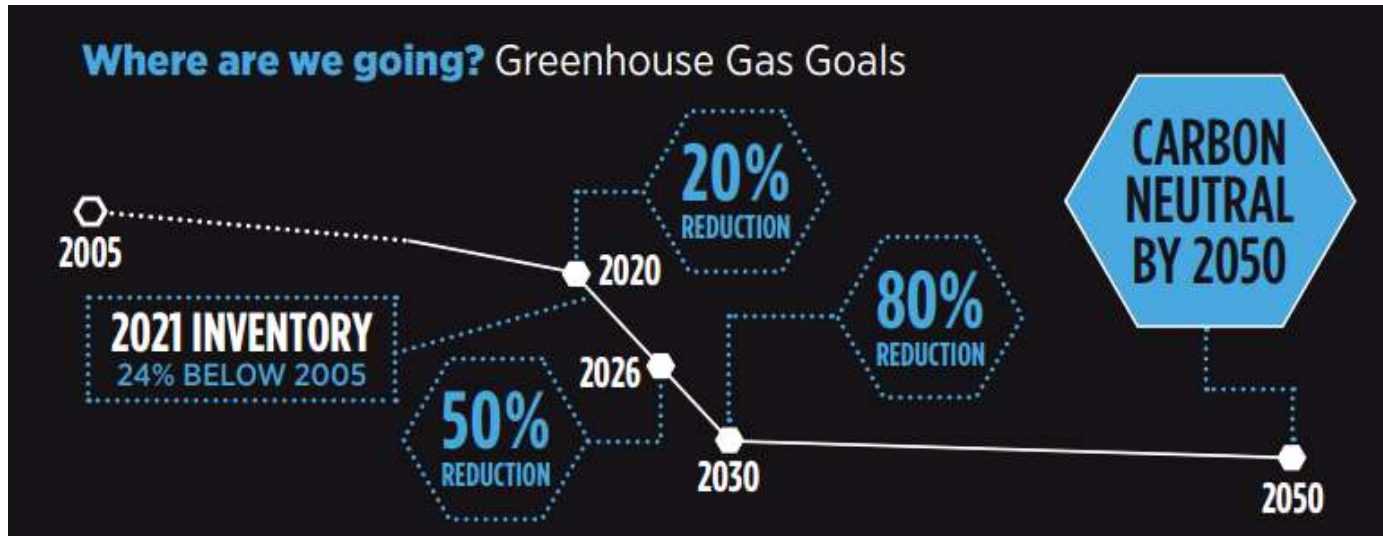
- Healthy Natural Spaces
- 100% Renewable Electricity
- Electric Cars and Fleets

Our Climate Future is a *framework for action* to mitigate and build resilience to the climate emergency.

- **We all share responsibility for Our Climate Future.** *Responding to the ongoing climate emergency requires shared leadership between businesses, community organizations, government, and residents.*
- **Injustices have the same root cause.** *Exploiting people and nature causes environmental injustice, racial injustice, and climate disruption.*
- **Governments are accountable for injustice.** *The City of Fort Collins, and other governments, have an obligation to help correct past and ongoing harms by investing in the most impacted communities.*
- **People know what they need.** *The most impacted people are best able to define successful solutions. OCF listens to and trusts what they say is needed.*
- **Equitable solutions are best.** *Solutions to limit and respond to climate disruption should also address equity and fairness.*

The OCF Guiding Principles provide a foundation for Our Climate Future, with people at the center.

Our Climate Future: Goals Status



GHGs

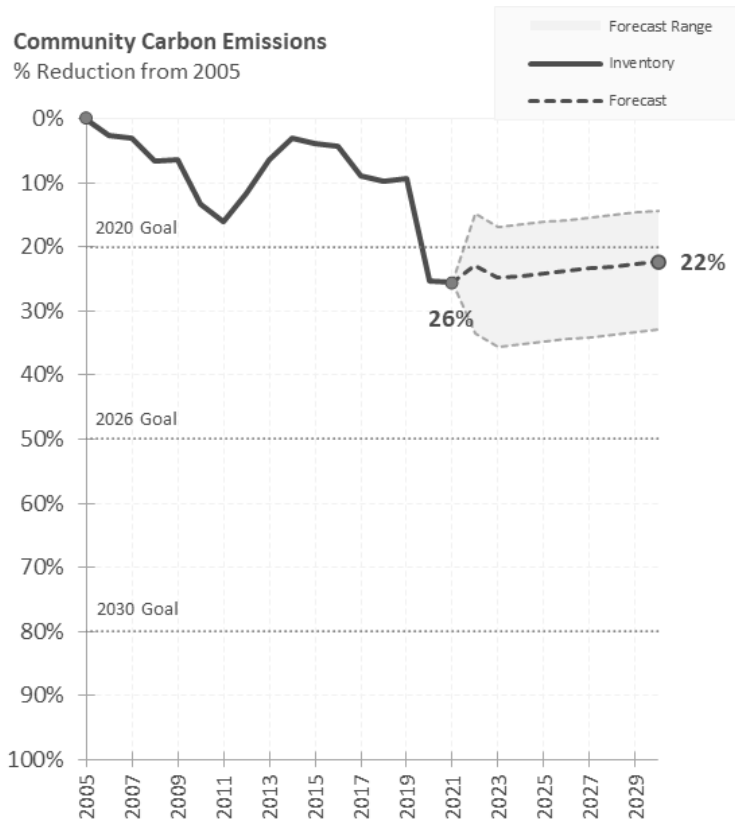
24% below 2005 baseline

Electricity

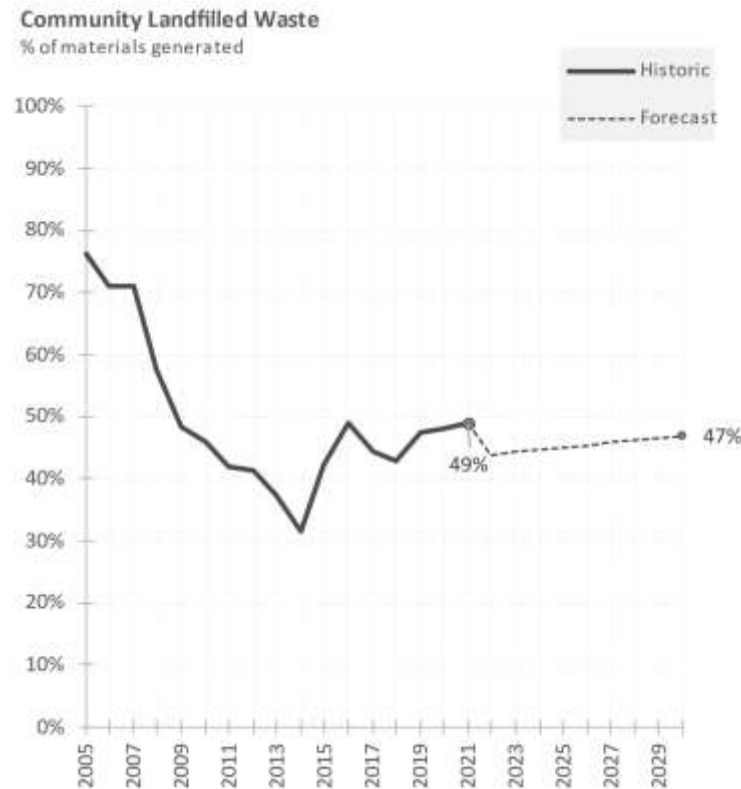
51.5% renewable

Waste

51% recycled or composted



GHG Emissions



Waste

“Do Nothing More” Forecasts

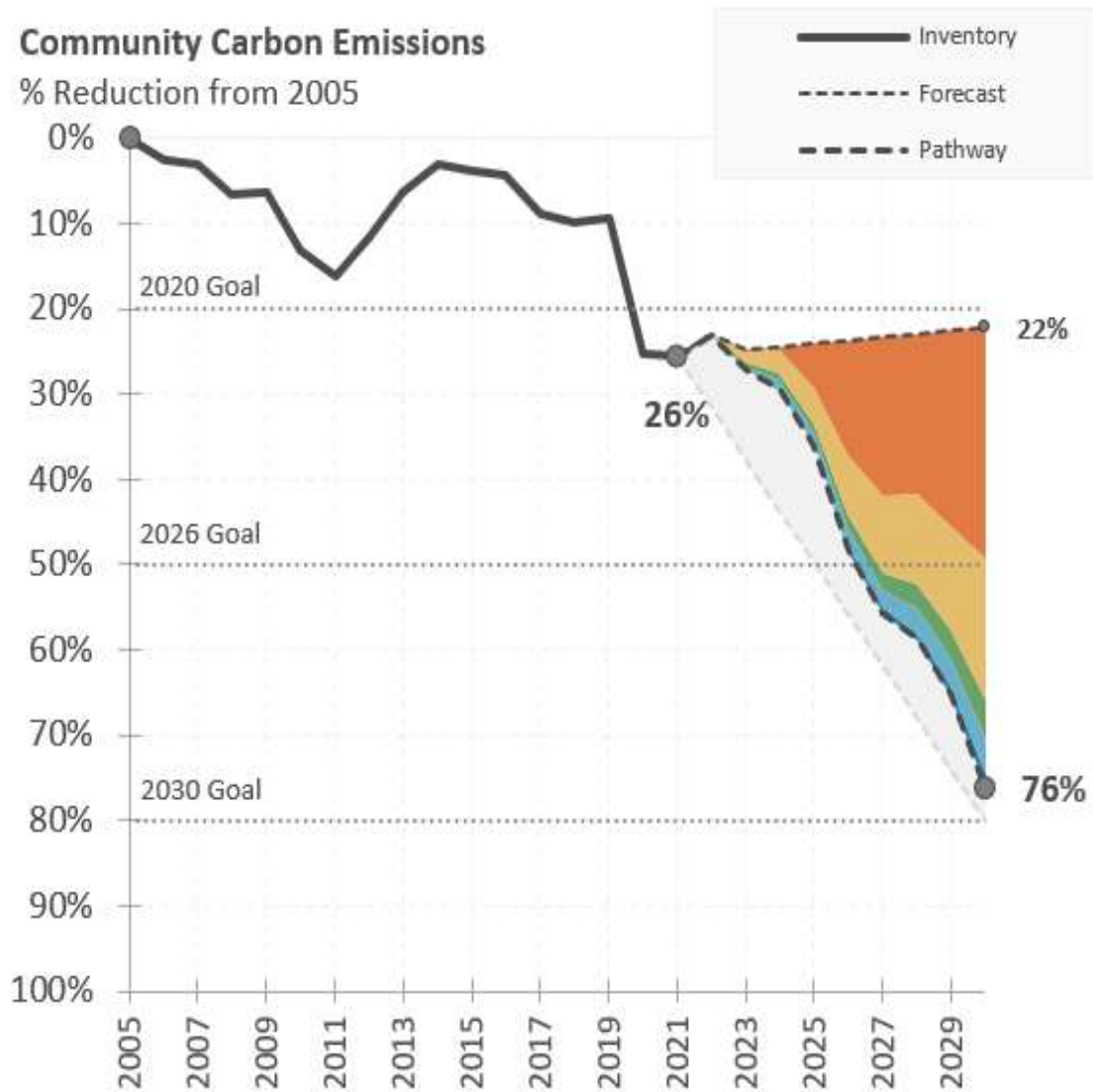
GHG Emissions

- In 2021, the community was about **26% below the 2005 GHG baseline**
- With no more action, community emissions are forecast to be between **14-33% below the 2005 baseline in 2030**
 - Range based on historic variability and weather trends

Waste

- In 2021, about **49% of the materials** generated in Fort Collins went to the **landfill** (51% recycled or composted)
- With no more action, about **47% of materials** generated are expected to go to the landfill (53% recycled or composted)

Community GHG Emissions Pathways to 2030

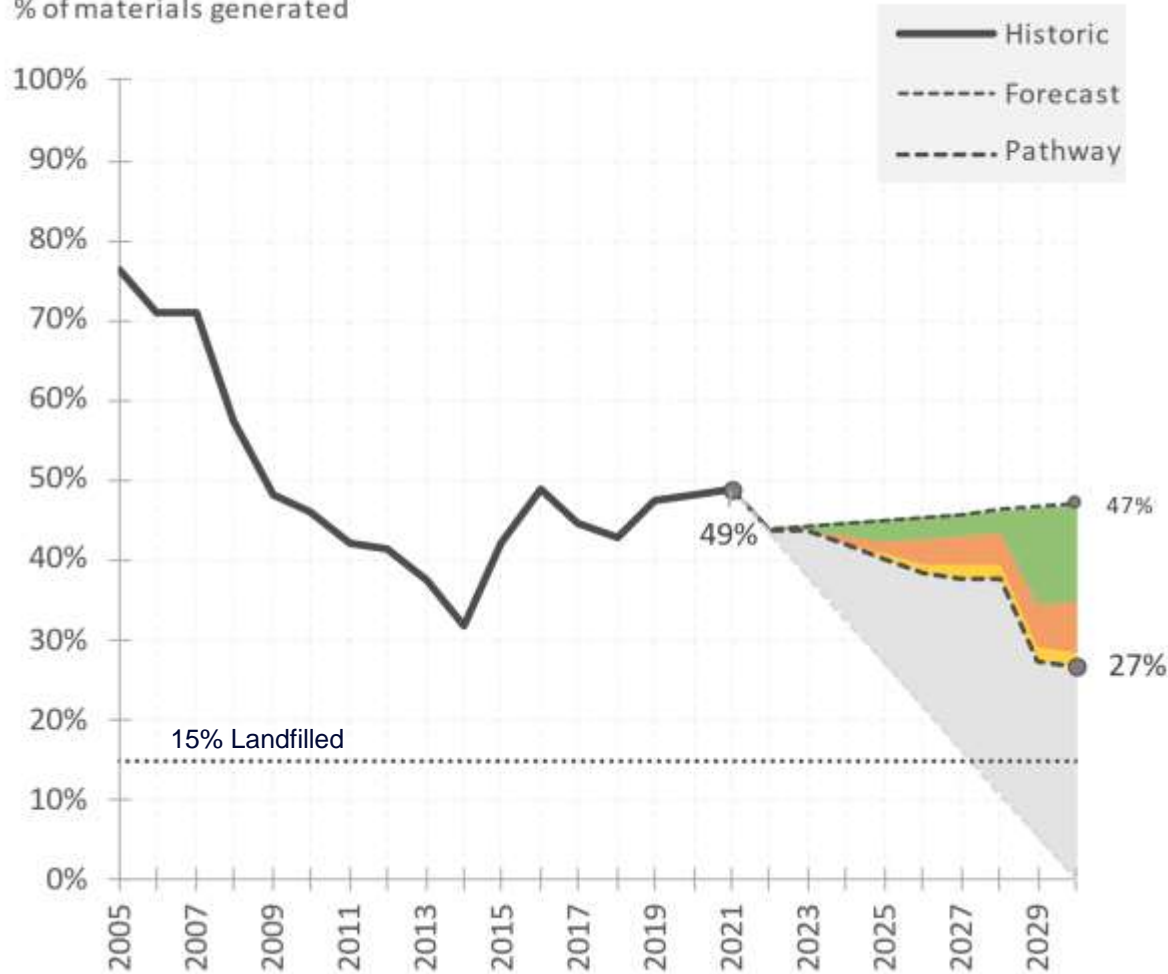


Pathways

Pathways	2030
Electricity	27.1%
Buildings	16.7%
Industrial Manufacturing	4.4%
Transportation	4.1%
Waste	1.6%
Land Use	0.1%
Undetermined to Goal	4%

Community Waste Pathways to 2030

Community Landfilled Waste
% of materials generated



Pathways

2030

Construction & Demolition	27.1%
Food Scraps & Yard Trimming	16.7%
City Industrial Materials	4.4%
Remaining Potential (e.g., behavior change, circular economy, recycling market development, etc.)	4%

Our Climate Future Council Roadmap



*indicates a change or addition from 2022 OCF Council Roadmap

Our Climate Future Council Roadmap

2027

- Start building performance standards (interim target for commercial and multifamily buildings)
- Develop net-zero carbon energy code

2028

- Adopt Energy Code
- Start energy requirements for rental properties
- Start North College MAX

2029

2030

- Building performance standards – Final energy target for commercial and multifamily buildings

Unscheduled

- Food scraps policy
- Construction and demolition policy



Questions and Feedback



Existing Workstreams

Council, Staff and Community Capacity

2024 Council Planning Calendar

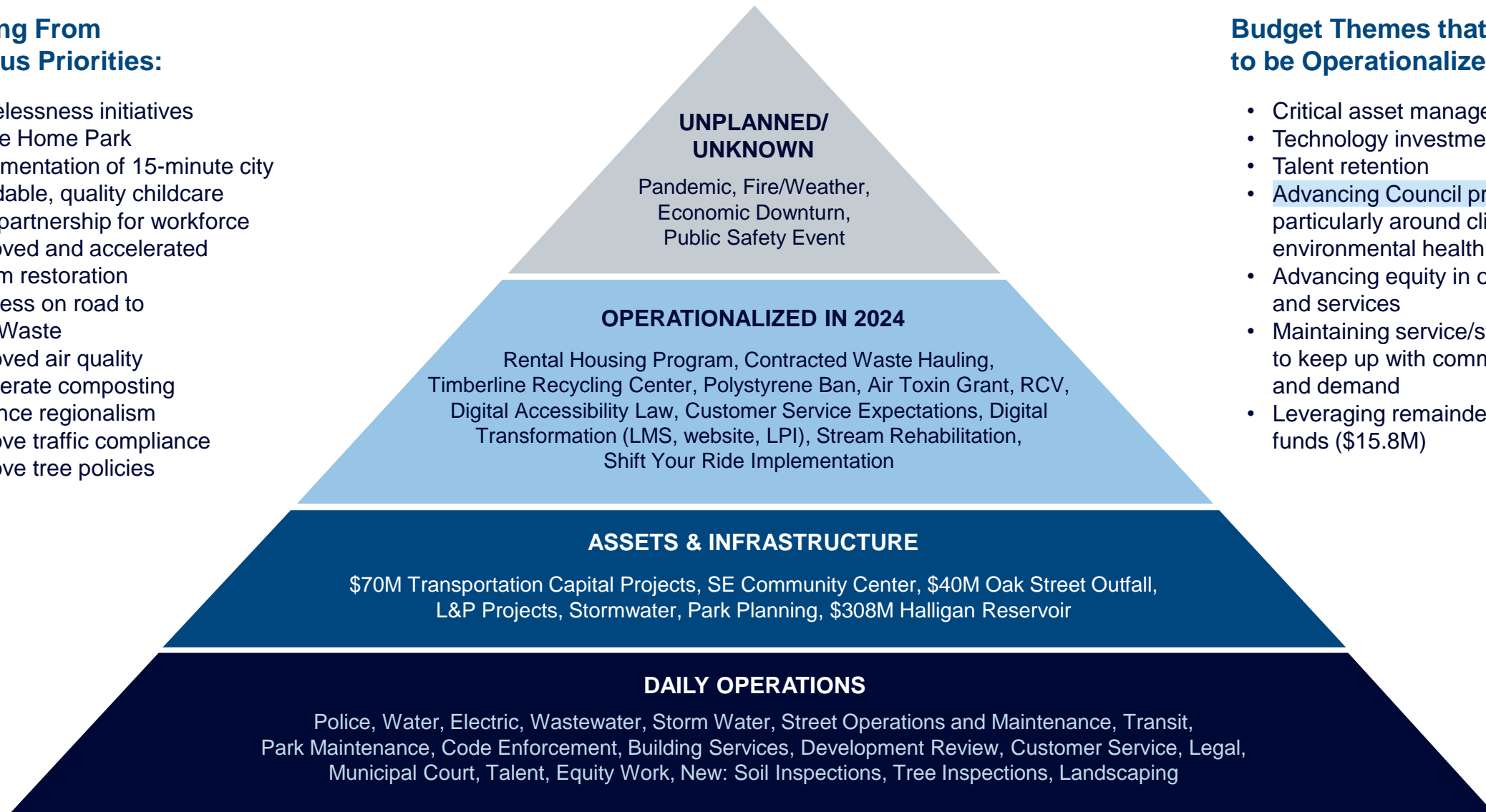
Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> • Priority Development • Water Efficiency Plan Update • Xeric and Soil Amendment Standards • Strategic Plan • Residential Occupancy Discussion • Tree Mitigation • Urban Forest Strategic Plan • Land Swap 	<ul style="list-style-type: none"> • Water Supply/Excess Water Fee/Allotment Discussion • Impact Fees • New Revenue Allocation (Parks, Climate, Transit 2050) • Tax Renewals Discussion • Building Performance Standards • Resilient and Efficient Codes Implementation • Recommended Budget Preview • Residential Occupancy Discussion 	<ul style="list-style-type: none"> • Budget Hearings • Water Supply/Excess Water Fee/Allotment Discussion • Water Efficiency Plan Discussion 	<ul style="list-style-type: none"> • Budget Adoption • Water Supply/Excess Water Fee/Allotment ordinance consideration • Water Efficiency Plan ordinance consideration • Utility Rates, Charges, Fees

UNSCHEDULED

- › Airport Governance
- › Oil & Gas Operating Standards
- › Capital Expansion Fees
- › Landscape Standard Updates (Trees)
- › Waterwise Landscape, Irrigation, and Practice Standards
- › Land Use Code Updates
- › Review of Appeals Process
- › Election Code Committee Recommendations
- › Natural Areas Masterplan Update
- › Transit System Optimization and Resilience
- › Downtown Parking-Resilient Management

Ongoing From Previous Priorities:

- Homelessness initiatives
- Mobile Home Park
- Implementation of 15-minute city
- Affordable, quality childcare
- PSD partnership for workforce
- Improved and accelerated stream restoration
- Progress on road to Zero Waste
- Improved air quality
- Accelerate composting
- Advance regionalism
- Improve traffic compliance
- Improve tree policies



Budget Themes that Continue to be Operationalized:

- Critical asset management needs
- Technology investment
- Talent retention
- Advancing Council priorities, particularly around climate, environmental health, and housing
- Advancing equity in operations and services
- Maintaining service/staffing levels to keep up with community growth and demand
- Leveraging remainder of ARPA funds (\$15.8M)

Current and future engagement should be targeted and measured to ensure quality engagement and to avoid community fatigue.



	<ul style="list-style-type: none"> Community Survey March/April 2024 2025/2026 Budget Linden Street Long-term Use Rooted in Community Halligan Reservoir Building Performance Standards Water Efficiency Plan Landscape Standards Water Supply Requirement and Water Allotments 	Planned/ Underway
	<ul style="list-style-type: none"> Development Review Project Outreach Council Listening Sessions Board and Commission Recruitment/Education 	Ongoing
	<ul style="list-style-type: none"> Tax Renewals (CCIP) and Street Maintenance Contracted Trash Hauling Land Use Code Resilient and Efficient Codes Implementation 	Anticipated
	<ul style="list-style-type: none"> Ranked Choice Voting Future Hughes site Plan Our Climate Future Transit Systems Optimization and Action Plan Downtown Parking Management 	Anticipated



Questions and Feedback



NEXT STEPS



PRIORITY SETTING SESSION #1

What items does Council want staff to bring back with more information during the February 13 Work Session?



COUNCIL LIAISON SELECTION PROCESS AND DISCUSSION

This includes other boards and commissions, Council subcommittees, and other entities for February 6 appointment.

Preparation for the January 27 Retreat

- Please bring up to five priorities to the January 27 retreat.
- Plan to present no more than 10 minutes to the whole group.



Priority setting timeline

DECEMBER 12

Work Session: Council
End of Term Report

JANUARY 27

Retreat: Priority Setting
Session 1

FEBRUARY 27

Work Session: Strategic
Plan + Council Priorities
Discussion

MARCH 19

Adoption of Strategic
Plan + Council Priorities

DEC

JAN

FEB

MAR

APR

MAY

JUN

JANUARY 23

Work Session: Ground
Setting for Priority Setting

FEBRUARY 13

Work Session: Priority
Setting Session 2 with
Staff Feedback

MARCH 7 (TBD)

Council Finance
Committee: 2024 Mini
BFO for 2050 tax

JUNE 25

Start of 2024-2026
Budget Work Sessions



Questions and Feedback