

OUR CLIMATE FUTURE TWO-YEAR TACTICAL PLAN (2021 - 2022)



A detailed description of **Our Climate Future Next Moves**
for implementation in 2021 and 2022



Our Climate Future – Two-year Tactical Plan (2021 - 2022)

Introduction

Our Climate Future (OCF) is our community guide to creating the carbon neutral, zero waste, and 100% renewable electricity future we desire. This Tactical Plan presents details for implementation of Next Move strategies while addressing equity, climate mitigation, adaptation, and resilience with a triple bottom line approach.

This document can also help advocacy groups and other partners see where the City is seeking partners or leaders and is a complementary resource to the Our Climate Future Action Guide which provides flexible options for businesses, residents, industries, and institutions to find their place of action and leadership.

This tactical plan provides detailed descriptions for implementation actions for the next two years, 2021 and 2022, and begins to increase community capacity to:

- Draw down greenhouse gas emissions, waste, and energy use, while increasing renewable electricity, carbon sequestration, and waste prevention;
- Co-create and share community leadership to develop partnerships for implementation;
- Adapt to a changing climate to improve community resilience;
- Plan for investment in a portfolio of strategies which provide net benefits;
- Ensure all parts of the community are included and see themselves in the solutions proposed; and
- Track the goals to measure success and progress toward achieving sustainability and resilience.

Our Climate Future uses an intentional, systems approach for solutions which address climate, energy and waste goals while positively impacting the daily lives of residents, business operations, and supporting community-defined sustainability priorities. The natural resources upon which we all depend – air, water, and land – are distributed across the Big Moves in many interrelated and interdependent Next Moves.

The following pages describe in detail the Our Climate Future Next Moves for each of the Big Move categories identified for the next two years. The two-year focus aligns with the Our Climate Future calibration cycle which provides ongoing opportunities for the community to review and reprioritize Next Moves based on changing conditions.

Big and Next Moves

Big Moves is the OCF way of describing the transformational outcomes which connect our specific goals for climate, energy and waste with the community’s definition of a sustainable Fort Collins. Next Moves are the specific strategies and tactics that lead to transformational outcomes of the Big Moves. Each Big Move has an associated set of Next Moves. The Next Moves are evaluated for their impact on goals, benefits and costs, potential results for improving equity and resilience.

This two-year Tactical Plan takes into context the impacts of the COVID-19 pandemic on residents, businesses and local government. The pandemic has severely impacted the community’s capacity to take on new initiatives, from financial, engagement and participation perspectives.

The primary opportunity of this first cycle of Next Moves is to further develop partnerships and leverage community expertise to improve the equitability and accessibility of existing efforts. Partnership development also helps broaden leadership and action across the community. This allows the most ambitious decade of climate action to begin with a solid foundation.

The intent of a two-year review and calibration cycle is to be able to refine the Next Moves over time to align with the community targets. Recognizing the flexibility and opportunity inherent in the evergreen approach described above, staff suggests considering the majority of Next Moves (those that are not “critical path” strategies) as a flexible portfolio that can be adjusted within a two-year period and over time to fit the community’s needs and respond to market and technology developments. Tactical Plan strategies may change accordingly and will be reviewed annually alongside key metrics like the carbon inventory. Some strategies may be revised as needed on the climate action plan dashboard.

2021-2022 Next Moves

Criteria for selecting Next Moves in the two-year tactical plan included:

- Alignment with existing and near-term resources
- Priorities from the community
- What needs to “get started” now to be successful over time
- Where there is already momentum from community partners

These Next Moves are identified by shaded rows in the Our Climate Future plan (also organized by Big Move) for cross-referencing.

The Next Move descriptions in this Tactical Plan include:

- Case studies (where applicable);
- A description for *How this could look in Fort Collins* over the next ten years;
- A description of actions for 2021 and 2022;
- Lead and support partners, and
- Impact and investment tables

Investments and Impact Estimates

Two types of investments are shown in this tactical plan in standard and expanded tables:

Two-year start-up investments that may be funded by the City through existing program budgets or budget offers for 2022. For these *enabling* or small-scale strategies, the indicated investment may be for the development phase only.

Cumulative community investments to 2030 (for large-scale *direct* actions). For these, investment scoring is based on the total investment necessary for the Next Move. Distinctions between community investment, City resources or external funding are described where available in the related bullets.

Impacts shown reflect the full mitigation, equity, or resilience potential at scale in 2030. Mitigation and equity impacts are a new feature of climate, waste and energy work and continuous improvement from one tactical plan to the next will be key.

How to read the tables

Big Move: The transformational outcome that helps achieve the waste, climate, and energy goals while addressing community priorities.

Next Move: The strategy or tactic that will help achieve the Big Move.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
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Estimated new investment: Initial community-wide investments that will be made in the 2021/22 timeframe to advance the Next Move. City investment are noted in the descriptions where relevant.

Mitigation: The potential of the strategy to lower carbon emissions.

Equity: The potential of the strategy to address equity.

Resilience: The potential of the strategy to address resilience.

2030 Cumulative Community Investment (for direct, large-scale actions only): The estimated total investments that need to be made through 2030 related to this Next Move.

2030 Annual Carbon Savings (for direct, large-scale actions only): The estimated impact on carbon emissions in 2030 (the next milestone year).

Note: Many Next Moves are marked as “enabling” which means there is not a direct impact on carbon reductions but are necessary for direct actions to be successful.

Mitigation, Equity and Resilience

Critical Path and High Impact Strategies

The Next Moves included in this tactical plan represent the first steps to large-scale reductions in carbon, including both the first steps on critical path strategies (composting, transit, and 100% renewable electricity) and other high impact strategies that support a flexible portfolio of next moves that will evolve over time (e.g. efficiency programs, electrification, electric vehicles).

Resilient Community

Though Our Climate Future is not intended to be a comprehensive community resilience and adaptation plan, climate resilience has been woven into the plan and will be a core consideration in implementing Next Moves. In the next two years, we have focus on water resources and conservation, air quality, sheltering and integrating climate considerations into City operational and strategic plans. Future calibration cycles (every two years) offer ongoing opportunities to further explore and develop Next Moves related to preparedness, land management and infrastructure.

Equity in Implementation

Like the Our Climate Future Plan itself, implementation of OCF centers in equity, leading with race. Some ways this is reflected throughout this tactical plan are below, and this list will continue to grow as we continue our equity journey and learn from community leaders and partners.

- Making space at the table, seeking **community partners and leaders** for Next Moves
- Applying the **Government Alliance on Race and Equity's (GARE) Equity Toolkit** to improve the equitability of a Next Move or tactic
- Seeking **community input** on the design and implementation of a Next Move
- **Co-creating improvements** with Plan Ambassadors and Community Partners
- Incorporating a **language justice approach** (i.e., ensuring all community members can have their voices heard without their preferred language being a barrier)
- Applying the principles of **targeted universalism** (i.e., designing for all by acknowledging and addressing a spectrum of needs and experiences)
- Considering **disaggregated community demographic data** (i.e., data split out by identities) to understand and address disparities in our services and programs

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Big Move 1 - Shared Leadership and Community Partnership: Centered in equity and leading with race, all parts of our community lead, implement and benefit from Our Climate Future

As highlighted in the [Centering Equity, Leading with Race](#) section, Our Climate Future acknowledges that in Fort Collins, as in the entire country, there has been a history of racism and discrimination and its effects continue into the present. Many Fort Collins community members and institutions are committed to changing this, so that moving forward, identity is not a predictor of one's outcomes in life. Our Climate Future is one effort of many that will help dismantle systemic racism in our community. Instead of continuing to treat climate action like a math problem that only requires technical solutions, this Big Move focuses on the changes needed to ensure our efforts are influenced by and support Black, Indigenous, and People of Color (BIPOC) and other economically disadvantaged and historically underserved community members, to ensure they all have equitable access to the same resources and opportunities as other parts of the community.

Additionally, this Big Move is the acknowledgment that the City is one of many actors working toward Our Climate Future's emissions, waste, and energy goals, and we can't and aren't doing it alone. We need every part of the Fort Collins community to be able to participate and take on leadership roles if we are going to address our community priorities and achieve our ambitious community environmental goals.

Next Move: Identify opportunities where the City and the community can partner on funding applications to advance Our Climate Future Big Moves

How it could look in Fort Collins: Staff and community members will actively seek opportunities to jointly apply for funding which serve community needs and work to accomplish the OCF Big Moves. For example, an organization local to Fort Collins that is actively working on equity and transportation issues might identify a state or federal grant focused on providing subsidized sustainable transportation alternatives such as e-bikes to low-to-moderate income households. This organization could reach out to City staff and partner to apply for the grant, ideally serving community needs and increasing the possibility of being awarded grant funds. The City could also identify partners for grants.

2021/22 efforts: The City will identify at least one community partner who is interested in jointly applying for funding and begin seeking out funding opportunities that address mutual needs.

Lead partners: City of Fort Collins, various departments, **Seeking Leaders**

Support partners: Community organizations and individuals who wish to partner, **Seeking Partners**

Impact and investment: This work will utilize existing staff and associated budgets.

Estimated investment could include the following and will be determined according to specific partnerships and funding applications:

- Staff time devoted to partnerships and grant proposals.
- Possible matching funds for grant proposals.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Low	Low

Next Move: Design an equitable implementation structure of the Our Climate Future Plan

How it could look in Fort Collins: To equitably implement the Our Climate Future Plan, it is critical that action is taken by all parts of the community, including historically underrepresented groups, businesses, residents, neighborhoods, institutions, industries, local government, and advocacy groups. Key to making sure that every part of the community has a place of action and leadership, we will need to design an equitable implementation structure that prioritizes partnerships of all kinds, including with historically underrepresented groups. Previous environmental plans’ implementation structures could be adapted to put equitable engagement and partnership/leadership models at the core of design in order to implement the Our Climate Future Plan.

2021/22 efforts: In partnership with local leaders (of equity work, historically underrepresented groups, the business community, neighborhoods, advocacy, etc.), staff will refine the implementation structure (e.g. staff and community teams, ongoing communications) for Our Climate Future. This process will take place throughout 2021 and 2022.

Lead partners: Local leaders and the City of Fort Collins Environmental Services Department, **Seeking Leaders**

Support partners: Our Climate Future Plan Ambassadors and Community Partners; City Equity Office (once established), **Seeking Partners**

Impact and investment: Investment to implement this Next Move may show up across several Next Moves.

Estimated investment could include the following and will continue to be developed through 2021 with the community:

- Compensation for community partners (e.g., Plan Ambassador and Community Partner program: \$13,000 in 2020)
- Engagement and outreach

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	High	Medium

Next Move: Reimagine the Community Advisory Committee to align with the City’s Strategic Objective to center equity for all, leading with race and explore opportunities to share decision-making

How it could look in Fort Collins: A key part of redesigning equitable implementation of Our Climate Future will be transforming the Community Advisory Committee (CAC) to center equity for all, leading with race in how the committee operates. This may require that the Committee add additional members with strong relationships to a diverse spectrum of historically underrepresented groups. The Community Advisory Committee is currently an advisory body that reviews staff documents, City policy and budget proposals and provides feedback. While staff often incorporate feedback from the Community Advisory Committee, the committee members do not currently have the ability to make decisions. This reimagining process would explore possibilities for increased decision-making abilities of the Community Advisory Committee. The focus of the Community Advisory Committee could also expand to function as an equity accountability committee for Our Climate Future implementation.

2021/22 efforts: In partnership with current CAC members and local leaders in equity, staff will facilitate a reimagining process for the scope of CAC’s role and exploration of possible decision-making capabilities in Our Climate Future implementation. This process will take place throughout 2021 and 2022.

Lead partners: CAC members, local equity leaders (will identify partners during implementation), and City of Fort Collins Environmental Services Department,

Support partner: City Equity Office (once established)

Impact and investment: The Environmental Services climate budget has historically contributed between \$3,000 - \$10,000 annually towards the CAP Community Advisory Committee. Staff time coordinating the CAC utilizes existing staff and associated budgets. Estimated investment could include translation and interpretation, childcare, transportation, and meals to reduce barriers to participation on the CAC.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	High	Medium

Next Move: Partner to provide greater access to environmental education for Spanish-speaking community members

How it could look in Fort Collins: It has been identified that current City environmental education programs are rarely offered in Spanish. To effectively provide access to environmental education for Spanish-speakers, the long-term effort to resource programs in other languages will start with this Next Move. Eventually, a guide to best practices for City Staff in creating multilingual communications and education will be needed to make multilingual education programs a standard.

2021/22 efforts: In 2021, staff will identify and study best practice environmental education programs offered by the City that are currently offered in both Spanish and English such as the Healthy Homes

program. Then, staff will focus on creating a pilot Spanish-speaking Shift Your Ride project that could be used as a template for other programs as the City expands and continues to work with community partners to enhance environmental education programs. In 2022, staff and community leaders will expand to additional environmental education programs.

Lead partners: Environmental Services Department, Spanish-speaking community leaders

Support partner: FC Moves Department

Impact and investment: Estimated investment could include:

- Compensation for Spanish-speaking community leaders’ guidance and expertise.
- Translation and interpretation of education programs.
- Staff time to coordinate this new work, utilizing existing budgets.
- The pilot Spanish-speaking Shift Your Ride focus group project is budgeted for \$2,500

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	Low

Next Move: Provide unconscious bias training to staff and partners involved in Our Climate Future implementation

How it could look in Fort Collins: To center the implementation process in equity for all, leading with race, it will be essential that community partners and staff engaged in implementation are provided with unconscious bias and racial equity training. This will improve the equity education, capacity, and awareness of those involved. This education will provide participants with the language and concepts needed to address and undo inequities, racism, and bias as we work to embed equity in implementation. Equity and inclusion is also an identified Council priority.

A virtual education curriculum could be developed as a training for staff and partners participating in Our Climate Future implementation. During the curriculum, participants could meet periodically to discuss and become more comfortable having conversations about unconscious bias and racial equity together. The training will be optional, but staff may identify specific projects where the training would be mandatory.

2021/22 efforts: In 2021, staff and community partners will identify best practices for deploying large-scale unconscious bias and racial equity training and select an approach for providing education for all people participating in Our Climate Future implementation. Then, in 2022, the curriculum and approach could be deployed as a pilot after being tested, reviewed, and improved. This will likely require resources through the BFO process to implement.

Lead partners: City of Fort Collins, local community leaders

Support partners: Local community leaders, City Equity Office (once established)

Impact and investment: New investment will be determined through implementation by identifying existing trainings and external facilitators to guide this work. Staff do not know how much this could cost at this time as it is still in early stages of development and more details about how to implement will be needed to estimate costs. Estimated investment could include:

- Purchasing curricula, paying trainers, or buying a license for online training tools
- Staff time to coordinate this new work, utilizing existing budgets.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	High	High

Next Move: Continue, and where appropriate expand, upon durable partners beyond Fort Collins to achieve climate, energy, and waste goals

How it could look in Fort Collins: This next move recognizes that achieving the Our Climate Future Big Moves requires action at the community, regional, statewide, national and international scales and partnerships across all sectors. It continues existing partnerships, such as those with Colorado Communities for Climate Action, Platte River Power Authority, Colorado State University, the Urban Sustainability Directors Network, and many, many more. Where a partnership might be expanded upon, and thus, require any new investments, it is addressed in a separate Next Move.

Fort Collins partners with 36 Colorado local governments to advance statewide policy action in alignment with Our Climate Future. Larimer County has adopted a climate smart Larimer County Framework and continues to seek input related to how the County can support residents impacted by climate hazards. The County seeks to act as a regional convener and support local partners in their efforts to address climate action. As one more example, Fort Collins is one of four communities in the municipal utility that is Platte River Power Authority. As work expands beyond Fort Collins’ borders, the potential to impact environmental goals, equity and resilience can increase significantly depending on the effort.

2021/22 efforts: Partner with these various entities to advance the Our Climate Future Big Moves, the State’s efforts to reduce emissions, and support national and international best practices toward a more people-centered approach to sustainability.

Lead partners: Varies by partnership, e.g., Fort Collins Utilities is the lead on the Platte River Power Authority partnership, Fort Collins Environmental Services is the lead on the Colorado Communities for Climate Action partnership, etc.

Support partners: Numerous internal City departments and community, regional, state, national, and international partners depending on the specific topic.

Impact and investment: No new investments are included within this Next Move; any new investment would come as a result of implementing another Next Move, see specific examples above.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	Medium

Big Move 2 - Zero Waste Neighborhoods: We can all share and reuse so we don't have to buy things we won't regularly use and are able to recycle or compost the rest

On average, Fort Collins residents and businesses throw away just under 100,000 tons of trash a year (about 3 lbs. per person per day), much of which could have been recycled or composted.¹ Some of that trash is stuff we didn't need; or bought, didn't often use, and then discarded. Often things we throw away didn't mean much to us but did have a high impact on greenhouse gases and natural resources. Zero Waste Neighborhoods is about helping people and businesses reduce waste and emissions, reuse, and feel comfortable sharing, which saves money and supports a more circular economy. By connecting with each other more, we build and strengthen relationships to create a stronger community now and in times when neighbors need to work together through floods, extreme cold, and heat waves.

This Big Move acknowledges that sometimes we are left with materials that need to be recycled or composted and that not everyone in Fort Collins currently has access to these services. While creating this plan, we learned that *More Reuse, Recycling, and Composting* was the number one priority of historically underrepresented groups in Fort Collins. Making sure that services are available to all parts of the community is crucial to creating Zero Waste Neighborhoods.

Next Move: Explore additional community-needs donation options

How it could look in Fort Collins: This strategy was suggested by a community member who wanted to see additional donation bins around the community that would be flexible to the needs of the community. The idea was born out of the COVID-19 pandemic when there were unanticipated needs across the community for PPE, hygiene articles, dry food goods, etc. This also recognizes that even without a pandemic, community needs fluctuate and flexibility is needed for collecting donations. Donations could be new items or represent an important form of community reuse.

2021/22 efforts: In 2022, community groups who wish to take the lead role on this strategy could be supported by the City's Waste Reduction and Recycling team to develop this idea, possibly leveraging the Timberline Recycling Center as a test site for a flexible donation bin.

Lead partners: Community groups and organizations that provide services to the community, **Seeking Partners**

Support partners: City of Fort Collins Environmental Services Department, other City Departments as appropriate

¹ Source: 2019 Fort Collins Community Waste & Recycling Summary.

Impact and investment:

- The primary investment would be staff time to support, if a leader in the community took this Next Move on. If no community leader is identified, no new investment would be expected in this two-year timeframe.
- Once the strategy is ready to pilot, marginal costs to purchase bins would be expected.
- Estimated new investments include the cost of bin(s) and associated awareness work about the bin system.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$20,000	Enabling	High	Medium

Next Move: Expand recycling education campaign

Case study: Atlanta’s “Feet on the Street” is a Recycling Education Campaign. The Department of Public Works (DPW) is working to improve the quantity and quality of recyclables collected from single-family homes across Atlanta, to better serve residents and achieve the city’s waste diversion goals. The Feet on the Street program puts a team of people on the streets of Atlanta to audit residential recycling carts for contamination, provides residents real-time feedback on the quality of their recycling through the “Oops” tags left on the cart if contamination is found, and delivers a broad-based educational campaign across the city to improve recycling outcomes.

How it could look in Fort Collins: The City of Fort Collins already conducts recycling education and would explore ways to conduct smaller scale waste audits, like Atlanta’s approach, to improve City programming and metrics tracking, awareness campaigns, education materials, and possibly even give real-time feedback to recyclers. Part of expanding campaigns would include applying an equity lens, creating more culturally relevant messages, and incorporating language justice. The goal of expanding recycling education, using small-scale waste audits and other mechanisms, is to get more people recycling and recycling right (and reducing contamination in the recycling stream as behavior improves!)

2021/22 efforts: In 2021, staff would look at models in other cities more closely and use this information to request funds in the future to implement the program. Visioning work in 2021 around the City’s Recycling Ambassador program could also consider how volunteers could contribute to expanded recycling education. Staff would also work with BIPOC community members and organizations to improve the cultural relevance of messaging and have more materials in different languages.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: **Seeking Partners**

Impact and investment:

- A vehicle (potentially electric) outfitted with tipping equipment for rolling waste sorts
 - Recognizing the importance of transitioning to electric vehicles, staff would explore if available electric options could meet this need.

- Waste auditing materials
- Volunteer coordination or staff members to conduct campaigns in neighborhoods

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$150,000	Enabling	Low	Low

Next Move: Implement universal recycling ordinance

Case study: The City of Austin has a Universal Recycling and Composting ordinance that requires commercial property owners to ensure that tenants and employees have access to recycling.

How it could look in Fort Collins: The City of Fort Collins passed a [Community Recycling Ordinance](#) in 2016 that requires waste haulers to provide recycling services to all their commercial and multi-family customers by June 30, 2021 unless the location is granted a variance by the City for specific reasons outlined in the ordinance. This strategy is a “critical path” Next Move because it is critical to reaching our waste and carbon goals.

2021/22 efforts: Staff will focus on supporting the haulers, the multi-family community, and businesses through this change by providing educational materials, in-person assistance, and evaluating variance requests.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: Private trash and recycling haulers, commercial and multi-family property owners

Impact and investment: Investments shown in the table below represent community costs of recycling for businesses and multi-family properties getting recycling services per the Community Recycling Ordinance. There are no anticipated new investments to the City in 2021-22.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$4.7M	High	Medium	Medium	\$27.6M	12,740

Next Move: Explore universal composting ordinance and related composting infrastructure/facilities

Case study: The City of Austin has a Universal Recycling and Composting ordinance that requires food-permitted businesses to ensure that employees have convenient access to diversion methods that keep organic materials (like food scraps) out of landfills.

How it could look in Fort Collins: Exploring a Universal Composting ordinance and related infrastructure/facilities is a “critical path” strategy that is required to meet our waste and carbon goals.

This Next Move is a continuation of work that the City has already begun over the past five years through the Regional Wasteshed planning efforts and is part of the critical path to getting to Zero Waste and 80% carbon reduction in 2030.

2021/22 efforts: Staff will explore pathways to food scrap and enhanced yard waste composting, through infrastructure and policy, for implementation in subsequent years. Continuing participation in the Regional Wasteshed effort will be a key part of this work.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: Regional partners

Impact and investment: There are no new community or City investments anticipated in the 2021-22.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	High	Medium	Medium	\$40M	59,600

Next Move: Implement disposable grocery bag policy

How it could look in Fort Collins: The Fort Collins City Council passed a disposable bag policy that, if supported by a ballot referendum, would ban plastic bags and put a 12-cent fee on paper bags at large grocers starting May 1, 2022. This strategy aligns with Council’s priority to reduce plastic pollution.

2021/22 efforts: If voters support the Council-adopted disposable bag ordinance in 2021, staff will work to transition the community through outreach, the provision of free reusable bags, and work with grocers to develop implementation plans.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: Large grocers, various service providers that work with low-income households

Impact and investment: The investment shown below would cover implementation and initial ordinance administration in the first two years. These costs would be covered by the bag fee revenue. More specifically, the investment includes:

- Outreach and awareness efforts
- Free reusable bags for low-income households
- Staff resources for implementation and administration

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$175,000	Low	Low	Medium

Next Move: Identify barriers to accessing recycling services

How it could look in Fort Collins: This strategy is about understanding the barriers that different parts of the community, including BIPOC and historically underrepresented community members, have in accessing recycling services. Gaining a better understanding will require staff to work with groups, organizations, and individuals in the community to understand their lived experience around our waste system.

2021/22 efforts: City staff will build new relationships and partnerships to explore these barriers, understanding whether some barriers are addressed through the Community Recycling Ordinance and if not, to understand possible solutions.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: Community organizations and individuals, including BIPOC and historically underrepresented community members, **Seeking Partners**

Impact and investment: Compensating community partners for their lived experience in support of applying an equity lens.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$7,000	Enabling	Medium	Low

Next Move: Facilitate the sharing of commonly needed items through libraries

Case study: Libraries all around Finland lend tools, musical instruments, sporting equipment, games, etc.

How it could look in Fort Collins: Fort Collins is already home to a Tool Lending Library and the Poudre River Public Library District. Both library systems already support the sharing economy. The Library District has a “Gadgets and Things” collection that allows community members to borrow passes to local museums, take home technology, crochet kits, telescopes, cake pans, bakeware, Fitbit Zips, solar lights, Colorado State Parks passes, birdwatching backpack kits, GoPro camera kits, karaoke systems, indoor/outdoor screen projectors, noise-cancelling headphones, energy monitoring kits, and more. The Tool Lending Library lends a variety of tools and home maintenance equipment.

2021/22 efforts: In 2021, the Poudre River Public Library staff will use available resources to expand the collection in response to community needs and requests. The City of Fort Collins will continue to help the library cultivate connections within the community in order to create partnerships. These partnerships could help avoid duplicating what is already being done.

Lead partner: Poudre River Public Library District

Support partners: City of Fort Collins, Ecothrift Tool Lending Library

Impact and investment: This strategy is funded through City-external sources.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	High	Medium

Big Move 3 - Climate Resilient Community: People, buildings, watersheds and ecosystems are prepared for the threats of climate change

Adjusting to our changing climate and preparing for future changes make a big difference in how our community is able to thrive. The threats of climate change cannot be tackled by a single organization or business. It is crucial to plan for disruption and to foster and strengthen regional, community, and personal networks by supporting each other so we are better prepared to handle those effects. Fort Collins has a significant history of resilience work in stormwater planning and infrastructure, expanding and protecting our drinking water sources, and addressing regional outdoor and indoor air quality concerns, and still there is plenty more to do. Moving forward, there continue to be opportunities to partner with community members and organizations as our community plans and prepares for the increasing effects of climate change in Fort Collins.

Next Move: Expand and enhance water efficiency programs and incentives

Case study: There are many Cities and Utilities to look to that offer programs that could be complementary to Fort Collins. Often communities with more constrained water resources and less available supplies lead the way with ever-changing technology and innovation. California, Texas and other front range communities in Colorado can provide examples of successful programs or variations to existing programs that could enhance current services.

How it could look in Fort Collins: Fort Collins Utilities currently offers numerous water efficiency programs and incentives, but our offerings are not exhaustive and as climate change creates more of a strain on our water resources, we will need to be even more innovative and responsive to changing and growing needs in our community. This next move is in alignment with the Water Efficiency and Water Supply and Demand Management Plans.

2021/22 efforts: There are three main efforts currently underway:

- 1) With free technical assistance made possible by the Colorado Water Conservation Board, Fort Collins Utilities is developing residential water budgets in 2021. Budgets will be unique to each property, based on the number of occupants and irrigable area. These budgets provide customers with improved water literacy, better understanding of what their use should be compared to what their use is. They can be used as program eligibility criteria and help target messaging to those whose use is consistently higher than their budget. In other communities, budgets are used as an innovative mechanism to address water shortage in lieu of water restrictions and as a budget-based rate structure.

2) The Xeriscape Incentive Program expanded in 2020 to offer rebates to HOAs and commercial water customers interested in reducing outdoor water use by swapping out high-water landscapes for water-wise ones. These projects save millions of gallons of water annually, and most have converted to native and regionally-adapted plant species that overall require less water, nutrient and maintenance/mowing inputs. 2021 marks the second year of this program. Rebates are entirely funded by grants. Unless pending grant funding is approved, the Xeriscape Incentive Program will not have budget to support customers in 2022.

3) Fort Collins Utilities Water Conservation staff are conducting program evaluations to identify opportunities to increase the diversity of participation, remove barriers and improve inclusivity, starting with the Sprinkler Assessment Program.

Lead partner: Fort Collins Utilities – Water Conservation

Support partners: Water Budgets, Utilities: Water Resources, Customer Connections Service Unit (CCSU) -Communications and Marketing and Finance, Colorado Water Conservation Board; Xeriscape Incentive Program, Utilities: Water Conservation, CCSU-Communications and Marketing, CCSU-Community Engagement, Colorado Water Conservation Board, United States Department of Interior, Bureau of Reclamation

Impact and investment: Water Budgets’ 2021 costs are limited to communications and currently budgeted at \$2,000. The majority of current Xeriscape Incentive Program for HOAs and Commercial customers budget goes toward customer rebates:

- 2021 budget - \$100,000,
- 2022 budget - \$0 unless grant funding approved. Pending grant amount is \$200,000.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$300,000	Low	Low	Medium

Next Move: Update codes to address existing and new developments’ indoor and outdoor water efficiency

Case study: There are many communities to look to with above-code energy and water efficiency standards and land use codes that have successfully and comprehensively incorporated water efficiency into planning and development standards. Castle Rock, CO; Austin, TX; and Santa Fe, NM have developed efficiency standards associated with new development’s existing indoor and outdoor water use. Standards that could be adopted entirely or in part include, International Green Construction Code (IGCC), RESNET HERS H20, and/or Water Efficiency Rating Score (WERS). Colorado Water Conservation Board and its partners offer examples and guidance for greater integration of water efficiency into land use practices and codes: <https://westernresourceadvocates.org/land-use-planning-for-water-efficiency/>

How it could look in Fort Collins: While Fort Collins has standards codified in the Municipal Code (Chapter 5 – Buildings and Building Regulations and Chapter 26 - Utilities) and Land Use Code, there are

areas of development that currently lack efficiency standards. Example code areas that could increase efficiency and conservation standards, but would likely need additional resources to implement include:

- Single-family residential outdoor water efficiency (landscapes and irrigation standards)
- Indoor water fixture efficiency standards outlined in plumbing codes, which are mostly minimum standards, consistent with Colorado State’s minimum fixture efficiency standards
- Year-round outdoor watering schedules to minimize day-time watering and over-irrigation associated with daily watering

Codes can provide mechanisms for above-code development incentives, such as Metro Districts. Often communities begin with voluntary programs and incentives and progress towards codifying certain elements to ensure efficiency is achieved in all developments, as appropriate. This next move is in alignment with the Water Efficiency and Water Supply and Demand Management Plans.

2021/22 efforts: There are currently three efforts underway:

- 1) Water Conservation is updating Utilities’ Water Supply Requirements and currently plans to include incentives for more water efficient developments in 2021.
- 2) Municipal Code updates presented to Council in Q4, 2021 will propose to improve energy and water efficiency in Chapter 5 Building and Building Regulations.
- 3) The creation of a revised Metro District process is being considered in 2021 and will propose above-code energy and water efficiency requirements to receive approval as a Metro District.

Lead partner: Water Supply Requirements: Utilities’ Water Resource and Water Conservation; Municipal Code, Chapter 5 updates: Building Services

Support partner: Metro Districts, Utilities’ Water Conservation and Energy Services; Municipal Code, Chapter 5 updates: Utilities’ Energy Services and Water Conservation

Impact and investment: The code work utilizes existing staff and associated budgets. The cumulative cost impact for these three efforts will depend on the number of developments that occur and based on a defined timeframe. These efforts will result in ongoing benefits. Impacts should be calculated based on any incremental cost increase to comply with new codes and the net cost or benefit associated with development in a Metro District or Water Supply Requirement compared to traditional costs. Further impacts and costs resulting from the above-code updates are planned for evaluation concurrently with the update work and are currently unknown.

Estimated new investment is dependent on the number of developments in 2021/22 and includes the costs to builders and developers in meeting code.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
<\$1M	Low	Low	Medium

Next Move: Adopt a holistic approach to integrated water resource planning and management (One Water Approach)

Case study: One Water is a progressive planning and implementation approach to managing water resources for long-term resilience and reliability, meeting both community and environmental needs. The One Water approach is an effective business practice being used by cities, utilities, and other water sectors around the world that encourages holistic thinking and practices toward managing water. The Water Research Foundation published a “Blueprint for One Water” that outlines a systematic process that can be used to guide the development and implementation of a One Water framework.

How it could look in Fort Collins: The current and predicted future impacts of climate change threaten water resources in the Cache la Poudre River watershed, creating significant challenges for the City’s water managers. The City can most effectively meet these challenges by developing a One Water framework that can be used to improve cross-departmental and multi-organizational integration and collaboration; encourage innovative planning, projects, and programs that achieve multiple benefits; identify opportunities and synergies that maximize the use of the City’s finite budgetary and water resources; and ultimately, build long-term resilience and reliability for both the community and environment. This next move is in alignment with future updates to the Water Efficiency and Water Supply and Demand Management Plans.

2021/2022 efforts: In 2021 and 2022, staff will continue to maintain momentum toward developing a One Water framework by forming a cross-departmental One Water Leaders team; improving cross-departmental communication; providing outreach and education opportunities to other City staff and leadership; continuing to engage and participate on the Water Research Foundation’s [“One Water Cities Development of Guidance Documents and Assessment Metrics”](#) Project; and convening the One Water Leaders team to “practice” the One Water approach on 1 – 2 One Water Pilot Projects.

Lead partner: Fort Collins Utilities Water Quality Services Division – Watershed Program

Support partners: Utilities: Water Production Division, Water Resources Division, Water Reclamation & Biosolids Division, Water Systems Engineering Division, Environmental Regulatory Affairs Division, Customer Connection -Water Conservation; Community Services: Natural Areas, Parks, and Parks Planning

Impact and investment:

- 2021/2022 costs will be limited to staff time dedicated from One Water leaders.
- The information collected in 2021 will be used to inform the development of a budget offer in 2022 to formally develop a One Water framework in 2023/2024, which can help inform longer term costs for implementation and staffing.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Low	Low	High

Next Move: Educate and communicate existing emergency sheltering process and explore expanded options for disproportionately affected groups

Case study: Ensuring that community members know and understand what to do during community emergencies that may include displacement from homes is a crucial component of emergency response. Expanding sheltering options for disproportionately affected groups such as those experiencing homelessness or groups located in disaster zones with fewer financial resources, will provide assistance to those most in need and/or those directly affected.

How it could look in Fort Collins: More information can be shared about the existing process for evacuations and sheltering on the City’s website with additional education and outreach in partnership with regional groups, such as Larimer County, local service agencies and community groups, especially those that work with and serve non-English speaking community members. The City and community partners can also begin exploring how to expand options for sheltering for marginalized groups during smaller emergencies such as wildfire smoke events.

2021/22 efforts: The City can begin researching best practice examples of ways to set up clean air spaces for community members who are disproportionately impacted during wildfire smoke events and explore what options may be available with partners.

Lead partner: City of Fort Collins

Support partners: Larimer County, Fort Collins Rescue Mission, American Red Cross, Catholic Charities, Murphy Center/Homeward Alliance

Impact and investment: This work utilizes existing staff in multiple departments.

While not anticipated at this time, future investments could include:

- Engagement and outreach regarding sheltering and translation to Spanish.
- Investments from community partners such as expanded operational hours, facility use, staffing and other resources needed to expand sheltering options.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
No new investment	Low	Medium	High

Next Move: Partner with trusted community sites to provide resources and information during community emergencies (Resilience Hubs)

Case study: Urban Sustainability Directors Network has developed guidance for cities to use existing or new trusted sites to provide resources and information during community emergencies.

How it could look in Fort Collins: Facilities such as community centers, faith-based organizations and others could be used to provide coordination and communication and distribute resources and other services during disruptive events.

2021/22 efforts: Northside Aztlan Community Center will be modified in 2021 to increase the building’s energy resilience with battery storage and could operate at a limited function for up to 72 hours in the event of power outages. This would enable the site to have multiple functions during emergencies, while offering reduced daily operational costs. This is one example of how this type of resource can be developed and used to improve community preparedness and response during community-level events.

Lead partner: City of Fort Collins

Support partner: State of Colorado Department of Local Affairs (DOLA)

Impact and investment: Total project cost: \$425,000 with a \$200,000 match from DOLA. This funding is already appropriated as a capital project.

Estimated investments include:

- New battery storage and control system
- Energy efficiency upgrades

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Low	High	High

Next Move: Ensure that air quality levels and information about related health concerns is representative, easily accessible, and broadly communicated

Case study: Monitoring and reporting air pollution data contributes to increased awareness of air quality issues and potential health impacts, and identification of opportunities to improve local air quality conditions. Measured data are also used to forecast future air quality impacts, such as ozone alert days, and to determine compliance with Federal and State standards. The Environmental Protection Agency (EPA) leads in these communication efforts (<https://www.epa.gov/outdoor-air-quality-data>), and many local communities augment this with local monitoring and communication efforts. Improving air quality is an identified Council priority.

How it could look in Fort Collins: To reduce health risks during adverse air quality events, it is important to:

- Effectively communicate when and where air quality conditions pose a health risk;
- Communicate actions that community members can take to protect themselves from smoke and other pollution exposure; and
- Empower community members to take actions to reduce pollution.

The City could improve communication strategies by expanding monitoring efforts and identifying which agents and methods in the community are best positioned to communicate about air quality. Furthermore, engaging interested community members, such as students, in the science of air quality and data evaluation in conjunction with an expanded monitoring network could be implemented. This next move is in alignment with the Air Quality Plan.

2021/22 efforts: Localized air quality monitoring data, real-time visibility camera images and air quality alerts are available through www.fcgov.com/AQdata. With changes in technologies, and increased accessibility of low cost, high quality air quality monitors, the City is beginning to invest in additional air quality monitors that increase areas represented. Near term efforts include further development and promotion of the City’s air quality and health impact summaries, and resources to protect from adverse health impacts.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: Colorado Department of Public Health and Environment, Larimer County Public Health and Environment

Impact and investment: Anticipated 2021 communication efforts are supported by the Environmental Services Department ongoing budget. Current efforts will require a continuation of these resources, while additional efforts, such as expanded monitoring, and outreach, may require additional resources through grants or other funding opportunities. Funding for additional efforts would depend on scale and scope, ranging from approximately \$20K - \$100K per year, depending on the number of monitors.

Estimated new investment could include:

- Funds to procure, install, operate and maintain expanded low-cost particulate monitoring network

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Seek grant funding, as appropriate	Low	Low	Medium

Next Move: Integrate climate resilience considerations into city strategic and operational plans

Case study: The City of Austin adopted a Climate Resilience Action Plan to determine which City assets and operations are vulnerable to climate-related disruptions and how to mitigate those impacts.

How it could look in Fort Collins: As one example, safety plans and operating procedures can be updated to include climate related risks and the actions that will be taken to protect staff and community members in City buildings and programs.

2021/22 efforts: In the near term, a small group of staff from various City departments are convening to develop a safety protocol on how to address poor indoor air quality in City buildings during smoke events. This includes how to track complaints about smoke exposure, operational actions to reduce smoke in buildings and actions staff can take to reduce their exposure and protect their health.

Additionally, staff will collaborate across City departments to ensure climate-related impacts are considered and included as community plans are created and/or updated. A forthcoming update to the Natural Areas Master Plan and water planning (contingent on budgetary funding) updates could have

opportunities to advance this strategy. This next move is in alignment with future updates to the Water Efficiency, Water Supply and Demand Management and Stormwater Master Plans.

Lead partner: City of Fort Collins Environmental Services Department

Support partners: Fort Collins Utilities, Safety and Risk Management and Operation Services

Impact and investment: This work utilizes existing staff resources.

Estimated new investment could include the following and will be determined by planning process:

- Funding for building upgrades, such as new ventilation systems
- Additional analysis and modeling by consultants/content experts on a plan-to-plan basis.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff time	Low	High	High

Big Move 4 - Convenient Transportation Choices: It is safe, easy, fast and affordable to get around without a car

We know that some places in Fort Collins feel safe and reasonable to get around without a car, but that this isn't true in all of Fort Collins or for all individuals. With this Big Move, we imagine that getting around the city will be a safe and easy experience without a car for everyone, especially for those who choose to bike, walk, or use transit. In the future, using a car won't have to be the first choice residents generally make because investments in transit make it a fast, convenient, safe, and accessible choice, and investments in bicycling and walking infrastructure make emissions-free choices the top pick in Fort Collins. Using a car can eventually be typically a shared experience, reducing dependence on car ownership while improving mobility and access for all residents, especially the Disabled Community and other historically marginalized groups.

Next Move: Expanding local and regional public transit coverage and frequency

Case study: Local data suggests the biggest barrier to residents using transit more frequently include frequency of service and transit route coverage. While services like Bus Rapid Transit are planned for expansion in Fort Collins, other innovative approaches should also be explored. Current models such as vanpool could serve as a case study to explore variable and flexible scheduling or service areas. Increasing regional transit options from Loveland and Greeley could also help to reduce the number of commuters driving alone.

How it could look in Fort Collins: Transit routes could be rerouted and consolidated in an effort to increase frequency of certain routes, including routes serving historically underrepresented groups. In order to continue to reduce barriers to transit use, Fort Collins should begin exploring micro-transit options and other innovative options that provide flexibility in coverage to meet real-time transit demands. The strategy supports City Council's priority "encourage and increase Transfort use/additional bus rapid transit (BRT) corridors." In coordination with the North Front Range Metropolitan Planning

Organization, which already specializes in planning regional transit, more exploration could be done to determine the best approach to reducing regional commuters’ dependence on single occupancy vehicles. This next move is directly aligned with the Transit Master Plan (2019).

2021/22 efforts: Planning for N. College BRT underway in 2021.

Lead partner: City of Fort Collins FC Moves

Support partners: City of Fort Collins Transfort, CSU Parking & Transportation Services, North Front Range Metropolitan Planning Organization

Impact and investment: Near term funding is part of ongoing budgets over two years.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$1.6M	Medium	High	Medium	\$191M	16,650

Next Move: Create mobility hubs to support convenient transportation connection options

Case study: Mobility hubs seek to create seamless connection between transit and other modes of transportation and will be strategically located where the transit network intersects other major components of the transportation network, such as intersections with multiuse trails and near local service providers or community amenities.

How it could look in Fort Collins: The Transportation Master Plan identifies several possible locations for Mobility Hubs. One such location is the Transit Center at Colorado State University. This transit center currently features high frequency transit and intersects on-campus bikeways and a robust pedestrian network. A fully realized Mobility Hub would include bike and scooter share stations nearby, dedicated parking spaces for EV charging and car share, a loading zone for ride share services, and other amenities to secure and support multiple transportation modes. This next move is in alignment with City Plan.

2021/22 efforts: TBD

Lead partner: City of Fort Collins FC Moves

Support partners: City of Fort Collins Transfort, CSU Parking & Transportation Services, micromobility companies, ride share and car share companies.

Impact and investment

- Estimated annual city costs depends on funding and operational model

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	Low	Medium	High	\$42M	2,870

Next Move: Provide travel trainings program

Case study: Providing regular trainings in a variety of settings can allow residents to learn how to integrate multiple modes of transportation, such as taking bicycles on transit, and could further provide an opportunity for residents to learn how to be mobile using all available transportation choices.

How it could look in Fort Collins: Currently, Transfort and FC Moves provide a suite of travel training classes, including transit Travel Training, bicycle-specific classes, and could evolve into another modal-specific trainings or better target specific audience segments through marketing, curriculum development, and training delivery methods (e.g. in-person, virtual, and at a variety of locations throughout the city).

2021/2022 efforts: Develop plans for audience segmentation and integrate a common marketing approach, such as Shift Your Ride to existing trainings, and begin to expand offerings to include other modes, such as e-scooters.

Lead partner: City of Fort Collins FC Moves, Transfort

Support partners: CSU Parking & Transportation Services, micromobility companies

Impact and investment: This work utilizes existing staff and associated budgets

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Low	Medium	Medium

Next Move: Continue to build bicycle facilities as identified in the Bicycle Master Plan

Case study: The best cities for bicycling in the world include a robust, interconnected system of separated bicycle facilities where bicycle users rarely mix with vehicular traffic. Academic literature and professionals world-wide suggest that best way to increase bicycle use for transportation purposes is to provide separated bicycle facilities along corridors and at intersections.

How this could look in Fort Collins: Fort Collins has already piloted protected bike lanes, most notable on Laurel Street and W. Mulberry Street. New construction also features grade-separated bicycle facilities, such as Suniga Road, and current standards call for separated facilities wherever possible. Fort Collins’ Bicycle Master Plan and Transportation Master Plan outline plans for future separated bicycle facility

construction as well as spot improvements and retrofits to existing infrastructure to increase safety and comfort.

2021/2022 efforts: City Park Ave. and W. Elizabeth St. are currently being planned for redesign and could include separated bicycle facilities as well as protected intersection design.

Lead partner: City of Fort Collins FC Moves

Supporting partners: City of Fort Collins Traffic Operations, Streets, Planning; CSU Parking & Transportation Services

Impact and investment: Community investments based on Bicycle Master Plan forecast from 2018. Annual city investment includes \$450k of ongoing operating budget.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$700k	Low	High	High	\$33.9M	17,200

Big Move 5 - Live, Work, Play Nearby: No matter where they live, everyone can meet their basic daily needs without driving across town

The way the City guides land use and development patterns plays an important role in each of our transportation decisions. Many of us probably spend a lot of time in our cars, getting to work, taking kids to after-school activities, and making sure we have food for the week. If housing is not close to where we work, shop, or recreate, it forces us to take longer trips, usually by car, and emissions from cars and other vehicles contribute to about 20% of our community carbon inventory. This need to drive leads to more congested roads and lots of space spent on parking lots, and also means that we’re farther away from resources in times of personal or community-wide emergencies. If we cut down on reasons to drive, we’ll all have a little more time in the day, we may feel more connected to those living close to us, and we’ll reduce greenhouse gas emissions.

Next Move: Evaluate opportunities within the Land Use Code to better encourage the development of “complete neighborhoods” that include a variety of housing options, access to services and amenities, and proximity of housing to jobs

Case study: Fort Collins currently has a Transit-Oriented Development (TOD) Overlay Zone within the Land Use Code. The purpose of this TOD zone is to encourage land uses, densities and design that enhance and support transit stations along the transit corridors in particular the MAX Bus Rapid Transit Corridor. Provisions allow for a mix of goods and services within convenient walking distance of transit stations to foster development patterns that support live, work, and play.

How it could look in Fort Collins: The creation of complete neighborhoods has long been a focus of land use policy in Fort Collins and is emphasized in both City Plan and the Land Use Code. There may be a number of policy options to create stronger links between the places people live, work, learn and recreate. Increasing

density allowances in areas where amenities are likely to develop, recalibrating the incentives in the TOD overlay (e.g., height allowance, density increase, parking reductions), expanding the TOD overlay to other key activity centers and travel corridors, allowing for a broader range of land uses in more restrictive zone districts, and other strategies that support complete neighborhoods should all be explored with future Land Use Code updates. This priority overlaps with numerous goals and strategies in the 2021 Housing Strategic Plan and the 2019 City Plan.

2021/2022 efforts: City staff have begun to explore updates to the Land Use Code and a mid-cycle budget appropriation has been passed at first reading by City Council. Collaboration between staff in Community Development & Neighborhood Services, FC Moves and Social Sustainability will be key to updating the Land Use Code to better support encourage walkable, accessible and inclusive neighborhoods.

Lead Partner: Community Development & Neighborhood Services

Supporting partners: FC Moves, Social Sustainability, City Attorney’s Office

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
No new investment	Medium	High	Medium

Next Move: Enhance partnerships with schools to ensure safe ways for kids to get to school

The City of Fort Collins currently funds a robust Safe Routes to School (SRTS) program that aims to educate 8,000+ school-aged youth annually on safe walking and bicycling behaviors. Students who learn and engage in safe walking and bicycling behaviors on a regular basis have been shown to have increased productivity and engagement in school, suggesting a strong connection to physical activity and success in school. Transportation to school by car also represents a significant factor in greenhouse gas emissions, especially considering local School of Choice policies allowing community members to choose the school that fits their student’s needs. Enhancing partnerships with schools could allow for more education on safe behaviors and encourage a shift to active transportation to help reduce emissions.

Case study: Fort Collins’ Safe Routes to School program already excels at encouraging 8,000+ school-aged youth to increase rates of walking and bicycling to school. SRTS also coordinates Walking/Bicycling School Buses, or groups of students who are chaperoned to and from school in a group by walking or bicycling. Enhanced partnerships could lead to more Walking/Bicycling School Buses, increased reach within existing frameworks, and expand coordination with Middle and High Schools.

How it could look in Fort Collins: Using existing SRTS engagement models through physical and wellness education classes, the City and partners could expand frequency of in-school education at elementary schools and middle schools and enhance engagement at high schools through the Bicycle Ambassador Program. Partnerships could also identify opportunities to bring SRTS curriculum to parents and youth identified as at-

risk. Partnerships could also aim to introduce safe driving curricula to high school students to augment existing Drivers’ Education curricula.

2021/2022 efforts: SRTS regular School rotation schedule already identifies 1/3 of elementary schools to host education through regular PE classes, in addition to targeting every middle school and high school once per year. Efforts are underway to enhance High School Bicycle Ambassador Programs and bicycling clubs in high schools.

Lead Partner: Safe Routes to School, FC Moves

Supporting partner: Transfort, Bike Fort Collins, Poudre School District, individual school principals

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Pending assessments	Low	Medium	Low

Big Move 6 - Efficient, Emissions Free Buildings: Everyone lives and works in healthy energy and water efficient buildings which transition to become emissions free

We spend up to 90% of our time indoors, mostly at home, at school, and at work. Our buildings and homes represent the physical fabric of our community, are the places where we connect with family, friends and colleagues, and are often where we feel the safest. Changing our buildings, and our habits in them, has the potential to positively impact our lives more than any other actions.

The buildings in our community comprise over two thirds of our community’s carbon emissions to provide for heating, cooling, lighting, cooking, entertainment, business and manufacturing. They also contribute to the physical and financial health of community members that occupy them. The investments in improving building performance create jobs, improve indoor air quality and health and enable hard-earned dollars to go toward other family needs and not utility bills. You can get started by monitoring your home energy and water use online or review tips and tricks for conserving energy within your business. Check out other actions listed in the Our Climate Future Action Guide.

As we move away from relying on natural gas and oil to power our lives, we also protect habitat and people who are negatively impacted in the supply chain of those energy sources. While renewable energy is not impact free, it is an important step forward.

Efficient, Emissions Free Buildings means working to improve efficiency in all existing buildings and new development of homes and commercial buildings to:

- Improve building efficiency to save resources and improve indoor air quality;
- Change our habits for conservation and becoming active participants in the future energy system;

- Transition away from the use of natural gas and other fuels (electrification) for heating and cooking while improving grid flexibility, and
- Engage local manufacturing partners to reduce industrial process emissions.

Next Move: Continue and expand homes and business efficiency programs

Case study: One of the most cost-effective ways to reduce energy use in existing homes and businesses is to provide rebates and other incentives to support building upgrades. Utility sponsored rebate programs across the country support local contractors, and other trade partners, resulting in a boost to the local economy and lower utility bills.

How it could look in Fort Collins: Fort Collins Utilities has existing energy and water efficiency programs for homes and businesses. This Next Move extends the range of rebates to customers and increase outreach to areas of the community that haven't typically participated in programs. Strategies to increase participation in programs might include investment in workforce training for energy upgrades, increased engagement with local organizations that offer services specifically to income qualified communities, and enhanced marketing efforts to increase awareness and improve the customer experience. The portfolio of programs works together to meet various segments, such as how the Building Energy and Water Scoring (BEWS) program links to business efficiency incentives.

2021/22 efforts: Utilities staff recently joined the initiative to participate in the American Council for an Energy Efficiency Economy (ACEEE) Leading with Equity working group, which will focus on increased transparency to organizations success in engaging underrepresented groups. Utilities staff also intends to review community and program data to improve the existing delivery strategies to eliminate barriers for participation for all community members. Recognizing the linkages between efficiency programs, electrification and grid flexibility, incentives will also be reviewed from the perspective of optimizing results across these outcomes. The proposed funding levels are consistent with current budgets for Energy Services in Utilities. Funding may move within the portfolio to achieve optimal results.

Lead partner: Fort Collins Utilities

Support partners: Platte River Power Authority (Efficiency Works programs), participating contractor networks, real estate trade ally network, local and national energy organizations and consultants.

Impact and investment: The near term investment is primarily from participating customers with \$7M over two years from ongoing utility rebate programs.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$30M	High	Medium	High	\$155M	267,000

Next Move: Develop an energy performance path for new construction to zero carbon building by 2030

Case study: Energy codes establish minimum construction or major renovation requirements that result in more efficient buildings and are consistently reported as one of the most significant and impactful step cities can take to reduce emissions. Cities across the country and in other parts of the world are establishing clear, long term plans for advancing energy codes to achieve significant reduction in emissions while savings owners money for the lifetime of the building.

How it could look in Fort Collins: Fort Collins adopts and enforces the current International Energy Conservation Code (IECC) within one year of issuance, and often amends code sections to align with community goals. Coupling adoption of the IECC with complimentary International codes and the National Fire Protection Associations National Electrical Code ensures the city is utilizing the most up to date codes and technology available within the built environment. Colorado, being a *home rule* state, allows municipalities to independently amend and adopt codes. With input from the building community, local stakeholder groups and consultants the city will develop a long term plan to achieve emissions free new construction and alterations that will help set clear expectations for builders and developers. The modeling for this Next Move assumes adoption of IECC 2021 for both residential and commercial buildings, moving toward net zero carbon building code in 2030. Financial investments are calculated for years 2025 through 2030, with benefits accruing through 2050.

2021/22 efforts: The building department, with support from Utilities, will convene a stakeholder code review committee in 2021 to review the 2021 international codes with local amendments prior to Council consideration, with a likely effective date in the first quarter of 2022. The creation of revised Metro District standards is also being considered in 2021 and will propose above-code energy and water efficiency requirements to receive approval as a Metro District. A stakeholder group will be convened to initiate the development of a long term plan for building codes, and to explore the role of natural gas for space and water heating in a clean energy future.

Lead partner: City of Fort Collins Building Department

Support partners: Fort Collins Utilities Energy Services, Urban Land Institute, US Green Building Council, National Home Builders Association, Institute for the Built Environment (CSU), Northern Colorado Renewable Energy Society, Southwest Energy Efficiency Partnership, local building industry

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	Low	Medium	High	\$1.8M	4,900

Next Move: Expand programs for electrification of space and water heating

Case study: Electrification, or the process of heating using electricity instead of natural gas, will be a transformational step in how the community uses energy in homes and buildings. Fort Collins has been collaborating with Sacramento Municipal Utility District (SMUD) as they are a national leader in the development and implementation of programs for electrification.

How it could look in Fort Collins: Fort Collins already has a comprehensive single family home efficiency program with Epic Homes. Epic Homes currently supports a wide range of efficiency improvements, including those for space heating, water heating and air conditioning. These types of retrofits will need to quickly evolve towards high efficiency electric heat pumps. While these measures are already in place, they will need a boost from education and training of homeowners and contractors, as well as adjustments to rebates.

2021/22 efforts: Fort Collins Utilities is currently working on a project which will form the foundation of future electrification offerings. The project includes efforts to review current electrification programs, engage with contractors and customer to understand their perspective on the electrification market and create a Utilities specific electrification cost effectiveness framework. The results of this analysis will drive proposed changes to program offerings and incentives to support electrification.

Fort Collins Utilities is also working with Platte River Power Authority and the other member cities on a distributed energy resources strategic framework which will include electrification.

Lead partner: Fort Collins Utilities

Support partners: Platte River Power Authority, Apex Analytics (consultant), local contractors

Impact and investment

- The 2030 cumulative community cost is modeled on a gradual transition to all furnace and water heater replacement going to efficient electric sources by 2025
- 2021/22 Utility costs included are in ongoing budgets

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
See description	Medium	Medium	Medium	\$20.3M	31,000

Next Move: Continue and expand demand response and grid flexibility programs

Case study: Fort Collins is already a leading utility with various options within demand response programs. Demand response programs have traditionally been focused on demand reduction and/or “peak shaving” but have increasingly been focused on grid flexibility strategies such as increased energy use at times of surplus renewable energy.

How it could look in Fort Collins: Fort Collins Peak Partners program currently includes various types of thermostats, hot water heater controllers and the ability to communicate with businesses through standard communication protocols. Moving forward, the program is demonstrating grid-integrated water heaters which can both store energy and reduce energy use. Future integrations will include both stationary batteries and electric vehicles as well as new standardized industry communication protocols. The system has also started to leverage fiber communications through Connexion, both at customer sites and eventually in the electric distribution system as well. Peak Partners provides support to both homes and businesses to more easily manage their usage in response to dynamic pricing, such as time of day.

2021/22 efforts: Peak Partners is embarking on a planned capital project to upgrade existing hot water heater controllers over this two year period. A grid interactive water heater pilot will continue as will ongoing optimization of other program elements. Fort Collins Utilities is also working with Platte River Power Authority and the other member cities on a distributed energy resources strategic framework which will include demand response.

Lead partner: Fort Collins Utilities

Support partners: Itron, Platte River Power Authority

Impact and investment: Ongoing budget is approximately \$1M for 2021 and 2022 with a gradual increase expected through 2030

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	Medium

Next Move: Provide focused energy efficiency and indoor air quality incentives for historically underserved households

Case study: The Energy Advice Points are a Barcelona City Council service that offers the necessary information, assistance and intervention for people to meet basic standards to avoid energy poverty <https://energy-cities.eu/best-practice/fighting-energy-poverty/>

How it could look in Fort Collins: Energy efficiency and linked indoor air quality programs will evolve to better meet the needs of historically underserved households, such as low and moderate income and BIPOC residents, rental properties and mobile homes. Initiatives can leverage the principles of targeted universalism to design programs which address the most persistent barriers for underserved households and therefore serve all households more effectively.

2021/22 efforts: This Next Move is expected to first focus on specifically identifying segments of Fort Collins who are burdened with high energy costs and community partners who may be able to help reach underserved households and neighborhoods. The next steps will be to use energy cost burden data to focus services which improve efficiency and reduce the cost burden. The analysis assumes there is no direct savings from this service and the savings are included in additional participation in other

Next Moves. Existing programs such as Epic Homes, CARE, Larimer County Energy Program and state weatherization will all play a role in improving services.

Lead partner: Fort Collins Utilities

Support partners: City of Fort Collins Social Sustainability Department, Platte River Power Authority, Larimer County, Energy Outreach Colorado

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff time	Enabling	High	Medium

Next Move: Support Incentives and Regulations to Reduce Industrial Air Pollution

How it could look in Fort Collins: Fort Collins is home to a small number of large industrial greenhouse gas emitters who are required to report emissions under the EPA’s Greenhouse Gas Reporting Rule. These gas emissions come from electricity for buildings and industrial processes, fossil fuel combustion to generate heat and in some case special gases used for industrial purposes. One example of the last category are fluorinated gasses that contribute are reported as Industrial Process and Produce Use Emissions (IPPU).

Fort Collins Utilities and Platte River Power Authority have incentive programs to support industrial businesses in increasing efficiency or renewable energy that can address electricity-related emissions. And as more companies make commitments to reduce their carbon footprint, businesses are also responding to demands for improvements in supply chain carbon footprint.

Fort Collins has one industrial source, Broadcom, that reports IPPU emissions. Other IPPU emission sources may exist in Fort Collins but fall below the current EPA reporting threshold. In 2019, IPPU emissions contributed 9% of Fort Collins total community GHG inventory. Locally, Broadcom has been installing abatement devices of their own volition to mitigate IPPU emissions since 2011 and is committed to continuing to install them. Broadcom is a member of the State’s Environmental Leadership program and commits annually to various environmentally driven projects.

2021/22 efforts: In 2021, Broadcom is working with Colorado Department of Public Health and Environment, as one of many stakeholders, as they develop plans to implement HB1261 to address GHG emissions at the state level. This rule-making is anticipated to require large emitting facilities to conduct a third party audit of their emissions and to assess the use of emissions related Best Available Control Technology.

While large industrial emissions are not typically addressed at the local level, Fort Collins staff is committed to meeting periodically with Broadcom. In addition, City staff will follow up with other communities who have large sources of IPPU emissions in their inventory to see if there are new ways that other local governments have supported these larger sources in reducing emissions.

Fort Collins is also a member of Colorado Communities for Climate Action (CC4CA.) CC4CA works to advance state legislation and rule-making to reduce GHG emissions based on a policy agenda approved annually by all member communities.

Lead partners: Fort Collins Utilities, Environmental Services Department

Support partners: Economic Health Office, local industrial partners

Impact and cost

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	Medium	Medium	Medium	Pending	20,500

Big Move 7 - Healthy Affordable Housing: Everyone has healthy stable housing they can afford

This Big Move is critical because today not all community members have affordable, safe, and healthy places to live. Nearly 20% of homeowners and 60% of renters in Fort Collins cannot afford their monthly housing costs.² We know that while all community members are impacted by the rising house prices, our Black, Indigenous, and People of Color (BIPOC) as well as low-income residents are disproportionately impacted by these costs. Because so many community members have to live out of town, they end up commuting into Fort Collins – which usually increases greenhouse gas emissions. Additionally, having a stable housing situation positively contributes to people’s ability to respond and recover from a disruptive event and their capacity to engage with topics like climate change and reducing emissions. While it may be new to see healthy, affordable housing addressed in a climate, energy, and waste plan, a plan that is shaped around humans and their lives can’t go without this topic.

Note that six of the strategies in this Big Move are also included in the Housing Strategic Plan. These strategies not only advance the Housing Strategic Plan’s vision that everyone has stable, healthy housing they can afford, they also have the potential to reduce carbon emissions, increase community resilience, and advance more equitable solutions for all community members. In other words, like many of the moves included in Our Climate Future, these strategies benefit more than just any one area.

² Source: American Community Survey, 2018. The U.S. Department of Housing and Urban Development defines cost-burdened households as those that pay more than 30% of their income for housing.

Next Move: Increase the number and diversity of housing types and allow more homes per lot (density) via an update to the City’s Land Use Code

Case study: Communities throughout the United States are modernizing their Land Use Codes to align with current best practices and community demand. Examples include Colorado Springs, Loveland, Denver, Portland, and many more.

How it could look in Fort Collins: Today, Fort Collins’ daily population grows by almost 28% from commuters traveling into and out of Fort Collins, representing almost 13% of our emissions. By creating more housing opportunities either in our existing housing or in the land we have left, we can reduce transportation emissions and create more walkable, livable communities. As noted in the 2020 Land Use Code (LUC) Audit, barriers to fully realizing allowed densities include multifamily unit number maximums, square footage thresholds for secondary or non-residential buildings, and height limitations that restrict the ability to maximize compact sites using tuck-under parking. Such requirements should be recalibrated or removed entirely.

2021/22 efforts: Funding has been approved for phase one of the LUC audit. Beginning the LUC update is an important step to advancing several strategies included in the draft Housing Strategic Plan that will also address new housing types, recalibrate of incentives for affordable housing, and simplify the development process. City staff will lead this effort, supported by outside consultants to help balance daily work assignments with the demands of this complex update to the LUC regulations. This strategy is also included in the Housing Strategic Plan and is aligned with City Plan.

Lead partner: City of Fort Collins Community Development and Neighborhood Services Department

Support partners: Builders/Developers, Special Districts and Government Entities, other partners

Impact and investment

- First phase of the Land Use Code update for housing-related changes
 - \$290K from the 2021 budget
 - \$60K matched from Home2Health grant funding

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$350,000	Low	High	Low

Next Move: Continue the Housing First model for supporting persons experiencing homelessness and provide wraparound services

Case study: [Homeward 2020](#) has employed this model since its founding.

How it could look in Fort Collins: According to Homeward 2020, “a successful homelessness response system is a coordinated, regional response centered in the principles and practices of Housing First and Supportive Housing. The system is data and performance driven and strives to achieve Functional Zero, where homelessness is prevented whenever possible, and if it is experienced, there is a supported return to housing as soon as possible.” This strategy is also included in the Housing Strategic Plan.

2021/22 efforts: Continue partnership with the Northern Colorado Continuum of Care, which coordinates funding and delivery of housing and services for people experiencing homelessness in Northern Colorado, bringing together agencies in Larimer and Weld Counties to develop a strategic, regional approach to homelessness.

Lead partner: [Northern Colorado Continuum of Care](#)

Support partners: City of Fort Collins, Homelessness Service Providers, Builders/Developers, Larimer County

Impact and investment: New City investment in 2021 to create a staff position entitled Homelessness response and Solutions Lead Specialist; future investments pending additional analysis

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Low	High	Medium

Next Move: Expand foreclosure and eviction prevention and legal representation, especially in times of crisis

How it could look in Fort Collins: Housing counseling generally takes the form of providing assistance with mortgage debt restructuring and mortgage and/or utilities payments to avoid foreclosure; short-term emergency rent and utilities assistance for renters. Cities often partner with local nonprofits experienced in foreclosure counseling. Landlord-tenant mediation is similar but generally conducted by local Legal Aid for more involved disputes between the landlord and tenant. CARES Act funding is currently dedicated to a legal defense fund for renters, but additional resources are necessary to carry this strategy beyond the duration that CARES resources allow. This is a high impact, best practice strategy that leverages success of existing program; addresses acute needs exacerbated by the ongoing COVID-19 pandemic (and related levels of unemployment). This strategy is also included in the Housing Strategic Plan.

2021/22 efforts: Seek additional funding to continue this work beyond 2020

Lead partners: City of Fort Collins Community Development and Neighborhood Services & Social Sustainability Departments

Support partners: Manufactured Housing Neighborhoods, Homeowners, Renters

Impact and investment

- Promoting housing stability through eviction prevention educational materials, training sessions, legal advice clinics for tenants and landlords, and legal representation in eviction court hearings (\$125,000 annually, funded in 2020 via CARES resources).

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
\$250,000	Low	High	Medium

Next Move: Explore revisions to the City’s occupancy policy (U+2) to determine opportunities to streamline processes and right size the policy for today’s needs for achieving stability, health, and affordability citywide

How it could look in Fort Collins: Occupancy limits and narrow family definitions often create unintended constraints on housing choice and options, including those on cooperative housing opportunities for seniors and people with disabilities or low-income renters desiring to live with unrelated adults in a single family home setting. Occupancy limits can also pose fair housing liabilities to the extent that they have a disparate impact on people with disabilities. Current best practices allow up to eight unrelated or base occupancy on building code requirements instead of family definitions. Occupancy limits do not always have a direct relationship to neighborhood livability, and there may be a better way to address livability concerns. This strategy is also included in the Housing Strategic Plan.

2021/22 efforts: Form an internal task force to develop a proposal for policy and community engagement.

Lead partner: City of Fort Collins Community Development and Neighborhood Services Department

Support partners: Numerous City Departments, Community, Homeowners, Renters

Impact and investment:

- This work utilizes existing staff in multiple departments
- Estimated new investment for administration and community costs for potential registration

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Pending implementation of the Housing Strategic Plan	Low	High	Medium

Big Move 8 - Local, Affordable and Healthy Food: Everyone has access to healthy and affordable food, sourced or rescued from local and regional producers

Like housing, food is an essential component of each of our lives. Being intentional about what we eat can help reduce greenhouse gas emissions, based on types of foods and where they’re coming from,

and considering how much we buy can help reduce food waste. A sustainable, local food system can have other broad reaching and positive impacts ranging from improved soil, water, and ecosystem health to providing a healthy and reliable food source for all members of our community. Nearly 40,000 residents in Larimer County are considered food insecure, while one third of school-aged children receive free or reduced meals. Through innovative partnerships, all of us can have increased access to healthy, fresh foods grown and raised close to home. Affordable, accessible local food will require support across the food system – decreasing barriers for farmers to establish and expand their efforts, while building an efficient and effective system for affordably distributing this food to the community.

To be successful, this Big Move will require deep and sustained partnerships between governmental entities, nonprofits, and private enterprises. The City as an organization has had limited focus on our food systems, but there are many leaders in this space in Fort Collins, and as a community, we can begin to shift our food systems to be more focused on local, affordable, and healthy food options.

Next Move: Promote local food through education

How it could look in Fort Collins: By establishing and leveraging strong partnerships, Fort Collins community members would be better informed about the benefits of eating locally grown and raised food. They are aware of local food sources and resources available to help secure local foods and grow their own food.

2021/22 efforts: City of Fort Collins Natural Areas Department will be working to highlight the benefits of integrating conservation agriculture into its suite of land management practices. A conservation agriculture webpage will describe the practice and Natural Areas partnerships with Poudre Valley Community Farms and their member farmers. Additionally, Natural Areas will be partnering with Poudre River Public Library District to host a community education offering in late Summer 2021. Finally, the Gardens on Spring Creek offers a diverse catalog of courses to support home gardeners looking to increase their knowledge about growing fruits and vegetables, as well as integrating sustainable practices into their gardening efforts.

Lead partner: City of Fort Collins Natural Areas and Gardens on Spring Creek

Support partners: Community partnerships need to be cultivated and may include government agencies such as Larimer County and CSU Cooperative Extension, as well as numerous regional non-profit organizations working in this space.

Impact and investment: This work utilizes existing staff and associated budgets in multiple departments.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff time	Low	High	Medium

Big Move 9 - Healthy Local Economy and Jobs. The community supports a healthy innovative local economy with new opportunities for all people and businesses to thrive

Supporting the creation of jobs and a healthy economy is something our community has been co-creating for decades. Along with hundreds of businesses, both local and international, our diverse economy has become known as a place of innovation. With innovation so deeply embedded in our DNA, Fort Collins can and has supported businesses from start up to established who are creating solutions that act on climate change locally and globally - solutions such as job training and development in renewable energy, energy efficiency, and transformation of waste into resources, and solutions that shift to more sustainable operations that save businesses time and money while positioning them to be successful in a world that increasingly favors sustainable business. Finally, creating more high paying jobs locally that work to solve these critical issues ensures more people that work in Fort Collins are able to live here instead of commuting from other communities and increasing transportation emissions.

Next Move: Update the Economic Health Strategic Plan to adapt to rapidly changing economic conditions

Case Study: The City's Economic Health Strategic Plan was last updated in 2015. The region, state, and world have undergone significant changes since the last plan was adopted. An update to the plan could reflect those changes and adapt the City's priorities and strategies to the rapidly changing economic conditions, specifically the COVID-19 pandemic and accelerating climate change.

How it could look in Fort Collins: Fort Collins and Northern Colorado have changed significantly since 2015 and the economic forces affecting Fort Collins businesses are different. For example, the laborshed has continued to grow with a significant amount of the labor working in Fort Collins on a daily basis coming from outside the community. As people are increasingly moving outside Fort Collins to find affordable housing and then driving into Fort Collins for work (as noted the Healthy Affordable Housing Big Move, Fort Collins daily population grows by 28%), the importance of high paying jobs and affordable living become crucial to reducing transportation emissions from commuting. Additionally, the economic crisis brought on by the COVID-19 pandemic will necessitate both an economic and social recovery. Developing a plan for this recovery could form the foundation of an update to the City's broader economic strategy. With a continued focus on innovation in the face of the economy broadly recognizing climate risks, this plan update aligns with many Our Climate Future Big Moves.

2021/22 efforts: The Economic Health Office would partner with the community to update the Economic Health Strategic Plan building upon the work completed as part of the region's economic recovery plan called "[Reignite Our Economy.](#)" and the City's own economic and social recovery plan.

Lead partner: City of Fort Collins Economic Health Office

Support partners: Northern Colorado Regional Economic Development Initiative (NoCo REDI), Larimer County Economic and Workforce Development (LCWED), Larimer County Small Business Development Center, Innosphere, Fort Collins Area Chamber of Commerce

Impact and investment: The plan update would depend upon funding which will be determined later in 2021

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	Medium

Next Move: Support small businesses and workforce development in times of crisis

Case study: The COVID-19 crisis has reinforced the importance of Main Street businesses which are locally owned, serve the community and typically employ community members. Developing systems to support these businesses and the associated workforce during both crisis and good times should be an essential part of the City’s economic health work. The influx of funds from both the Federal and State government have given the City an opportunity to support hundreds of local businesses. This work will need to continue as rebuilding the economy will likely take longer than reopening our society post COVID-19 pandemic.

How it could look in Fort Collins: Leveraging Federal, State, and even local dollars the City should continue to develop programs like the Small Business Assistance Program, Small Business Relief Program, Restaurant Training Program, De-escalation Training, and numerous others to support Main Street businesses. Additionally, outreach should continue to inform businesses about changing public health orders and operational considerations through activities like – NoCoRecovers, For Fort Collins, and Keep NoCo Open. These resources should be made available in both English and Spanish with added support for outreach to traditionally underserved businesses.

2021/22 efforts: Continue to leverage funding when available to develop specific programs targeted at supporting both small businesses and workforce development, pending Federal and State funds. Continue to communicate changes in public health orders to businesses and promote shopping local and supporting local businesses through outreach and marketing.

Lead partners: City of Fort Collins Economic Health Office (locally), Northern Colorado Regional Economic Development Initiative, Larimer County Economic and Workforce Development (regionally)

Support partners: Fort Collins Area Chamber of Commerce, Upstate Colorado, Larimer County Small Business Development Center, Colorado State Minority Owned Business Office

Impact and investment: Investment will depend on Federal and State funds

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	High

Next Move: Support small businesses and workforce development in times of stability

Case study: Ensuring that small businesses remain vibrant, resilient and strong through coordination of technical support, funding, education, and policy initiatives is essential for our local economic health. The City has learned a lot about the needs of small Main Street businesses during the COVID-19 pandemic response. These learnings should be leveraged to develop specific programs (supported with funding and resources) to help small business flourish within Fort Collins. These programs should be identified and refined as part of an update to the Economic Health Strategic Plan. Small business support is also an identified Council priority.

How it could look in Fort Collins: The biggest challenges that small businesses face are, (a) evaluating and understanding their financial information, (b) keeping current with operational requirements, (c) identifying and implementing cost savings measures, and (d) building lasting and effective relationships with banking partners. Fort Collins working with its partners should identify and implement programs that address these business pain points. These programs could include technical assistance, training, software licenses, relationship building, and mentoring and peer learning.

2021/22 efforts: Continue to sponsor the Larimer SBDC and participate in program development with LCEWD. Develop and request funding for additional programs aimed at meeting the challenges identified during the crisis.

Lead partner: City of Fort Collins Economic Health Office, Larimer Small Business Development Center, Larimer County Economic and Workforce Development

Support partners: Fort Collins Area Chamber of Commerce, Downtown Business Association, North Fort Collins Business Association, Midtown Business Improvement District

Impact and investment: Funding is currently included in 2021 Economic Health Office and community partner budgets

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	Medium

Next Move: Reimagine a sustainable business program

Case study: ClimateWise has been a successful business recognition program for sustainability for 20 years in Fort Collins and there are numerous business recognition programs across Colorado and the United States with measurable success. Now that ClimateWise has ended as a Fort Collins program it is time to imagine a new business sustainability program that is adapted to a changing environment and uses industry benchmarks to measure success.

How it could look in Fort Collins: A new iteration of a sustainable business recognition program needs to adapt to an evolving business climate to educate, incentivize, and support businesses becoming more financially resilient and environmentally sustainable. Businesses and nonprofits in Fort Collins need to support and lead each other to become more resilient and sustainable while also being incentivized and

supported by the City. The design of the new program should include input from the business community or be designed by the business community.

2021/22 efforts: Staff will partner with the Sustainable Living Association, a local nonprofit focused on sustainability in Fort Collins, and local businesses and nonprofits to envision a new sustainable recognition program that is adapted to the current business climate.

Lead partner: Sustainable Living Association

Support partners: Fort Collins Utilities, Economic Health Office, Environmental Services Department

Impact and investment: Funding will depend upon the planning and assessment for a new model.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Low	Medium

Next Move: Explore opportunities and best practices for multilingual business and workforce development programs

How it could look in Fort Collins: Engage businesses and community members who have historically been underserved by multilingual business and workforce development programs to learn what opportunities and best practices there might be for designing more linguistically accessible and culturally relevant business support and job training. Through partnerships with local and state agencies and leveraging one-time money available due to the COVID-19 crisis, pilot a number of programs aimed at supporting underserved populations. Based on the success of these pilot programs present the most successful programs for ongoing funding to the City, County and partners.

2021/22 efforts: Leverage the 1-year contractual Opportunity Specialist in the Economic Health Office to provide boots on the ground outreach and technical support to underserved populations, while simultaneously identifying pilot programs that could be developed and tested for future ongoing multilingual business support and workforce development programming.

Lead partner: City of Fort Collins Economic Health Office

Support partner: Larimer County Economic and Workforce Development

Impact and investment: Funding is currently included in 2021 Economic Health Office budget and is short-term at this time.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	Medium

Big Move 10 - Zero Waste Economy. Business, industry, institutions, and government collaborate to recirculate resources and eliminate waste

Creating a zero waste or “circular” economy is about rethinking systems so the materials used in processes, products, and projects are used thoughtfully, are long-lasting, and have somewhere to go when they are no longer needed. Every year Fort Collins generates over 200,000 tons of materials like asphalt, concrete, wood, soil, and other materials from industrial activities and a little over one-third of that ends up in the landfill.³ When these materials can instead be recycled or used by another local or regional business, companies save money and avoid using new materials. By closing loops closer to home, businesses can increase resilience to supply chain disruptions and reduce environmental impacts. Keeping materials in circulation can also create new jobs in our region as remanufacturing, renovating, and recycling are often labor-intensive professions. Creating a Zero Waste Economy will change our systems as much as our perceptions about the value of materials, perhaps even making the term “waste” feel old fashioned.

Next Move: Support work on a digital marketplace for industrial waste

Case study: The City of Rotterdam has implemented a digital marketplace that connects companies that can use the outputs of one industry as inputs to another.

How it could look in Fort Collins: Recycle Colorado, a statewide organization, has been working to develop ReCircle, a statewide digital marketplace for trading materials to increase the communication between all parts of the manufacturing, waste, and recycling industry. Currently, the platform allows users to search, buy, sell, or donate available or wanted materials. Recircle partners include a variety of large industries, recyclers, and waste management companies active in the State.

2021/22 efforts: City staff will support Recycle Colorado’s efforts to support the platform as capacity allows and will share the opportunity with partners in Fort Collins who may be interested in using the platform.

Lead partner: Recycle Colorado

Support partner: City of Fort Collins Environmental Services Department

Impact and investment: This Next Move is funded by Recycle Colorado. Fort Collins pays a small membership fee of \$350/year.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Medium	Low	Medium

³ Source: 2019 Fort Collins Community Waste & Recycling Summary.

Next Move: Continue to explore ways to further reuse and recycle soil from City projects

How it could look in Fort Collins: The City of Fort Collins already has systems in place to sort and reuse much of the substantial amounts of soil generated from City operations. This strategy would seek to expand these systems, helping reduce unnecessary transportation and making sure soil can be used circularly instead of landfilled or downgraded to material used to cover trash at the landfill (known as “alternative daily cover”).

2021/22 efforts: A study was done in 2019 to help understand the best opportunities to support and expand existing systems. This Next Move would work toward implementing some of those recommendations, including exploring systems to equitably distribute excess soil to interested community members and integrate soil need or generation as part of the capital projects planning system. City Waste Reduction and Recycling staff will work in a convening role to support implementing strategies in 2022 in collaboration with other City departments.

Lead partner: City of Fort Collins departments

Support partner: NA

Impact and investment: This Next Move would involve primarily staff time in 2021/22.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Low	Low	Medium

Big Move 11 - Healthy Natural Spaces: We all are stewards of healthy natural spaces and honor the deep and historical human connection to this land

Fort Collins is loved for its natural spaces. Spending time outside has valuable physical and mental health benefits for everyone, and nature has particular significance for people who identify as Native or Indigenous and have a long history of stewardship of the land as a way of life. For thousands of years, many Indigenous peoples lived in this area and cultivated a deep culture and tradition of relationship to the land, and some of our community members still honor those traditions.

Conserved lands at the local level can support species’ habitats and travel corridors that would otherwise be disconnected by urban development, while sequestering carbon. To maintain and enhance this vital part of the city, we can all take responsibility for ensuring that as the city’s landscape becomes increasingly developed, we are maintaining healthy landscapes and implementing nature-based solutions to address a changing environment. By nurturing diverse ecosystems that range in size from front yards to large spans of open space, we can all more easily connect to nature where we live, work, and play, while supporting the wildlife that also calls this region home.

Next Move: Protect and expand natural habitats as growth occurs

How it could look in Fort Collins: A connected open space network made up of both publicly conserved lands and smaller patches of privately owned habitat, can ensure natural spaces are accessible to the entire community. These natural habitats support healthy environments where plants and wildlife thrive, while facilitating opportunities for people to engage with nature in a meaningful way.

2021/22 efforts: Many City departments support this area of work on an ongoing basis. The Natural Areas Department continues to actively conserve and enhance habitat for plants and wildlife. Utilities pursues green infrastructure opportunities to manage stormwater and supports turf to native grass conversion efforts. Programs such as Nature in the City and the Xeriscape Incentive Program support community-driven efforts on smaller scales, as well. This next move is in alignment with the Natural Areas Master Plan and the Nature in the City Plan.

Lead partner: City of Fort Collins Natural Areas, City of Fort Collins Parks Planning and Development, City of Fort Collins Utilities

Support partners: Residential and commercial properties owners, managers, renters, including interested community members and HOAs.

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff time	Enabling	Low	Medium

Next Move: Pursue habitat protections in the case of oil and gas development within natural areas and/or in close proximity to natural habitat features

How it could look in Fort Collins: Per State statute, local regulations must match or exceed Colorado Oil and Gas Conservation Commission (COGCC) requirements to ensure the protection of public health, safety, welfare, the environment, and wildlife resources. The City could adopt more protective standards through a combination of setback distances, zoning regulations and design standards. These regulations will influence where and how new oil and gas development could occur within the community, providing greater protection for humans, wildlife, and natural resources.

2021/22 efforts: Building on broad community engagement, the City of Fort Collins will make progress toward updating regulations to oil and gas development within City limits. The City will explore regulatory options and seek public input. Additionally, for city-owned properties outside City Limits, staff will work with Larimer County’s Planning and Natural Resources teams to provide input and encourage the strongest possible protections for natural areas and habitats. This next move is in alignment with the Natural Areas Master Plan

Lead partners: City of Fort Collins Community Development and Neighborhood Services, City of Fort Collins Environmental Services, Larimer County Planning

Support partners: City of Fort Collins Natural Areas, Larimer County Natural Resources

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff time	Enabling	Low	Medium

Next Move: Explore partnerships for habitat management and education for wildfire mitigation

How it could look in Fort Collins: With the largest wildfires in Colorado history fresh in our minds from 2020 and the recent memories of other fires and floods, it is clear that issues related to watershed wildfire recovery will be a priority in the coming years. These efforts will also need to be aligned with water quality and potential water restrictions.

2021/22 efforts: Fire recovery at Bobcat Ridge Natural Area is a top restoration priority for the Natural Areas Department. Goals will include habitat management for continued fire resilience, as well as integrating education and resources into the visitor experience, focusing on the role of wildfire in ecosystem management. Late summer 2021 is the goal date for reopening the site to the public.

Utilities is coordinating with a wide range of partners for broad-based watershed recovery including an intergovernmental agreement with Greeley, Larimer County and others. Emergency watershed stabilization methods will be focused on aerial mulching and erosion control techniques, particularly in areas of moderate to severe burn severity. Utilities Water Production Division have been developing costs associated with changes to operations and maintenance from post-fire water supply and water quality impacts, and a team from Customer Connections is working on communications, social media, education and outreach to begin planning for 2021.

This next move is in alignment with the Natural Areas Master Plan.

Lead partners: Fort Collins Utilities, City of Fort Collins Natural Areas

Support partners: City of Greeley, Larimer County, State and Federal agencies

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
See description	Enabling	Medium	High

Next Move: Explore opportunities for the City to recognize historical BIPOC connections to the land, especially indigenous connections, and explore ways to support BIPOC-led efforts around land

How it could look in Fort Collins: BIPOC Partners and City staff could explore opportunities to recognize BIPOC connections to the land and ways to support BIPOC-led efforts around land by:

- Making space for more dialogue with existing and new BIPOC partners;
- Listening to understand BIPOC priorities related to land;
- Building trust through initial implementation opportunities to partner around land (for example supporting efforts around indigenous farming and gardening practices that are possible to support immediately), and
- Thinking creatively together about non-traditional approaches to meeting priorities (for example through third-party funding).

Finally, part of the exploration will be monitoring when conditions are right (budget, community capacity, organizational capacity, etc.) to move from “explore” to “design” or “implement” this Next Move.

2021/22 efforts: City staff will increase internal coordination around these issues, continue current discussions with BIPOC partners and leaders who are interested in conversations about historical BIPOC connections to the land as described above, and explore new relationships as community trust allows.

Lead partner: Local indigenous and native partners, City of Fort Collins

Support partners: **Seeking Partners**

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff time	Enabling	High	High

Big Move 12 - 100% Renewable Electricity. Everyone in the community receives affordable and reliable 100% renewable electricity, including from local sources

Electricity powers our lives, local economy, homes, and businesses and comprises nearly 50% of current community carbon emissions. This Big Move envisions a future electric system very different from the legacy systems in use for nearly 100 years. Solar panels, wind turbines and batteries will support an interconnected system across many states. Individual homes and businesses will be able to choose to provide some of their energy directly. Our buildings and electric vehicles will become part of the system, adjusting use up or down to help align the demand with the supply. This is one area of action that will include substantial technological innovation while also being paired with meeting daily needs.

Critically, this evolution needs to ensure that electricity remains an affordable and accessible to everyone in Fort Collins. This new electric system also needs to remain reliable as it relies on dynamic sources and the likelihood of more frequent weather-driven extreme events due to climate change.

Fort Collins has traditionally been served by coal power plants and long-established hydro-electric sources. Fort Collins Utilities is a municipally-owned electric utility and a part owner with three other cities of Platte River Power Authority, giving us substantial influence and control over electricity supply

options. Currently, non-fossil resources account for over 50% of our electricity sources, resulting in a sharp decrease in emissions from previous years.

In October 2018, City Council adopted a goal of 100% Renewable Electricity by 2030. Months later, Platte River Power Authority adopted a Resource Diversification Policy which includes a target of 100% non-carbon resources by 2030.

Looking out towards electricity emissions in 2030, Platte River has announced that a new 150-megawatt solar project will be online by 2024 and that a Rawhide Unit 1 coal generator will be closed by 2030. Their Integrated Resources Plan calls for 90% non-carbon sources by 2030. Since electricity makes up about half of Fort Collin' community inventory, these commitments will have an immense contribution towards reducing emissions. You can get started by learning more about renewable energy options from City of Fort Collins Utilities, including a subscription to 100% renewable energy, purchasing renewable energy to power your business, or exploring how to generate your own electricity (i.e. adding solar panels to your roof). Check out other actions listed in the Our Climate Future Action Guide.

The 100% renewable electricity Big Move means:

- Working with Platte River to increase utility scale renewable electricity sources;
- Continuing to expand the capacity of local solar and battery storage;
- Deploying new capabilities and strategies to support variable renewable energy, and resources with responsive homes, businesses, and electric vehicles.

Next Move: Increase utility scale renewable generation by Platte River Power Authority

Case study: Platte River Power Authority Integrated Resources Plan

<https://www.prapa.org/irp/>

How it could look in Fort Collins: Fort Collins receives all of its electricity from Platte River Power Authority and is also a member owner. Platte River's current resource plan calls for them to be 90% non-carbon by 2030. This will include additional wind and solar energy, as well as adequate storage and participation in future electricity markets.

2021/22 efforts: Additional detailed planning will occur for a 150 megawatt solar project, as well as joint planning for additional distributed energy resources such as solar and batteries. The Green Energy Program provides a program delivery model to deliver renewable energy to customers who want to reduce their personal carbon footprint for electric consumption.

Lead partner: Platte River Power Authority

Support partner: Fort Collins Utilities

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	High	Medium	Medium	\$5.1M	423,700

Next Move: Continue to implement distributed solar programs

Case study: Fort Collins has extensive experience with this strategy with over 2,000 distributed solar systems installed.

How it could look in Fort Collins: Fort Collins Utilities has existing solar programs for homes and businesses. This next move supports continued investment by Utilities to leverage private investment in new solar projects, which in turn offset electricity use and export electricity which is used by nearby customers. The incentives will be adjusted to meet customer interest levels with similar levels of Utilities funding.

2021/22 efforts: Staff intends to review existing programs from an equity perspective to identify opportunities for improvements in outcomes. Opportunities to streamline the application and interconnection processes will also be reviewed. The proposed funding levels are consistent with current budgets for Energy Services in Utilities. Funding may move within the portfolio to achieve optimal results.

Lead partner: Fort Collins Utilities

Support partners: Participating Solar Contractor Network

Impact and investment: The near term investment is primarily from participating customers with \$1.25M from ongoing utility rebate programs over two years.

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$14M	Medium	Low	High	\$70M	36,270

Next Move: Explore new community solar options

How it could look in Fort Collins: Platte River has recently committed to a large utility scale solar project of 150 megawatts. This next move would explore options to increase the size of that array by ten megawatts with the incremental output allocated to Fort Collins. Fort Collins Utilities would then create a model where customers “buy into” the program and then receive bill credits associated with the solar production. This next move is related to the one to provide solar for low and moderate income customers by apportioning 10% of the community solar for that purpose.

2021/22 efforts: Investigate options with Platte River for expansion of the next utility scale solar project. Develop a program business model for customer investment and receipt of benefits.

Lead partner: Fort Collins Utilities

Support partner: Platte River Power Authority

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	Medium	Low	Medium	\$15M	12,100

Next Move: Explore options for renewable energy for low-income households

How it could look in Fort Collins: Platte River has recently committed to a large utility scale solar project of 150 megawatts. This next move is tied to the new community solar one and would carve out one megawatt of the proposed ten megawatt addition with benefits provided to low and moderate income customers.

2021/22 efforts: Investigate options with Platte River for expansion of the next utility scale solar project. Develop a program business model for customer investment and receipt of benefits. Explore integration of solar with the Weatherization Assistance Program, which is eligible only for income-qualified customers.

Lead partner: Fort Collins Utilities

Support partner: Platte River Power Authority

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
No new investment	Low	High	Medium	\$1.5M	1,350

Next Move: Develop systems to implement shared solar solutions

How it could look in Fort Collins: Fort Collins has one community solar project (Riverside) where the common output of the solar system is apportioned to participating customers based on their ownership share of the system; however, this system relies on non-standard billing tools that prevents scaling. This

enabling Next Move would develop the systems in order to have this option in place as a standardized approach which could apply to multi-family properties, mixed-use commercial properties or future community solar projects. Once implemented, shared solar projects could enhance the equity of access to local rooftop solar for customers who rent or otherwise are unable to install solar on their own roof. This Next Move is closely aligned with Utilities implementation of a new billing system.

2021/22 efforts: Continue to refine requirements of the Utilities billing system. Review associated electric service standards, interconnection standards and codes to facilitate shared solar and remove potential barriers to implementation.

Lead partner: Fort Collins Utilities

Support partner: City Attorney’s Office

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Staff hours	Enabling	Medium	High

Next Move: Continue to implement battery storage programs

How it could look in Fort Collins: Fort Collins has a pilot program which provides incentives for residential battery installation and research on a commercial battery demonstration. This next move proposed to continue the development and optimization of these pilots to refine the business case and define additional benefits. See www.fcgov.com/utilities/residential-battery-storage-program.

2021/22 efforts: Continue pilot implementation, refine requirements for communications and control capabilities, gather additional data for improving business case and necessary metrics. Coordinate with the DER Strategic Planning project.

Lead partner: Fort Collins Utilities

Support partners: Platte River Power Authority, Participating Solar Contractors Network

Impact and investment: Funding is included in ongoing Utilities Energy Services budgets

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
No new investment	Low	Low	High

Big Move 13 - Electric cars and fleets. Residents can afford and use electric cars, including shared electric cars, and conventional fleets are converted to electric

Though Our Climate Future imagines a future with less dependence on cars, single occupancy vehicles and cars will undoubtedly still play a role in getting us around, such as in times of emergencies. In line with market shifts and our priorities of equity and climate action, over the next several years, those cars will continue to transition to be electric, rely on renewable electricity, and be easy to connect to community charging infrastructure. Electric cars can be made more affordable for private purchase through business, City, State, or Federal incentives. Car use can also become a more frequently shared experience, such as through carpools or a shared neighborhood electric car. This will be even more possible when most of our daily transportation needs can be met through transit, biking, or walking. Commercial and municipal fleets, such as trucks, buses, and business-related vehicles, will also continue a transition to electric, improving local air quality, reducing noise, and improving our health.

Next Move: Support market driven adoption of electric cars

Case study: The City completed the Electric Vehicle Readiness Roadmap in 2018. The Roadmap outlines strategies to implement to support electric vehicles. The City will continue to engage internal and external stakeholders regarding the Roadmap and strategies outlined therein.

How it could look in Fort Collins: The City will continue collaboration with residents, policy makers at various levels and stakeholder groups to support initiatives which facilitate EV adoption. These could include education and awareness, charging infrastructure or data initiatives. The City can also help to facilitate opportunities for additional external funding and workplace charging by Fort Collins businesses. In planning to implement these strategies, the City will focus on equitable engagement and seek opportunities to make electric cars more widely available to all.

2021/22 efforts: The State recently adopted its version of an EV Roadmap, with which the City will continue to align. The City will also continue pursuit of external funding opportunities. The City can also coordinate and support group buy events with local auto dealers, which have been shown to increase EV sales in Fort Collins more than six times over average monthly sales.

Lead partner: City of Fort Collins FC Moves

Support partner(s): City of Fort Collins Environmental Services Department, Northern Colorado Clean Cities, Fort Collins Utilities, Drive Electric Northern Colorado

Impact and investment: The near term and 2030 community investments are based on EV purchases assuming the mid-range scenario for EV adoption from the Colorado Energy Office

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$7.6M	High	Low	Medium	\$38M	93,400

Next Move: Assess community needs for electric vehicle infrastructure and programs

Case study: The City completed the Electric Vehicle Readiness Roadmap in 2018. The Roadmap outlines strategies to implement to support electric vehicles. The City will continue to engage internal and external stakeholders regarding the Roadmap and strategies outlined therein.

How it could look in Fort Collins: The City will coordinate ongoing assessment of how public charging infrastructure is meeting the needs of local and visiting EV drivers and how the electric system is performing to meet home, business and public EV charging. The assessment scope will also review needs for programs, services or code-related opportunities to facilitate EV use in Fort Collins.

2021/22 efforts: The City will also continue pursuit of external funding opportunities for public charging infrastructure. The City can also coordinate and maintain data which provides insights into charging behavior and future infrastructure needs. Staff will seek community input to improve the equitability of these efforts.

Lead partner: City of Fort Collins FC Moves

Support partner(s): Fort Collins Utilities, City of Fort Collins Environmental Services Department, Northern Colorado Clean Cities, Drive Electric Northern Colorado

Impact and investment

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience
Pending assessments	Enabling	Low	Medium

Next Move: Transition to an emissions-free public transit

Case study: The City has received external funding to purchase our first three all-electric buses. The City will continue to purchase electric buses as funding becomes available and focus on seeking external funding sources as capacity allows. Denver has case study info at <https://www.rtd-denver.com/projects/battery-electric-bus-fleet>.

How it could look in Fort Collins: As current buses are phased out at the end of their life-cycle, electric buses will be considered as replacements. This could allow the City to plan for funds, charging infrastructure needs and cadence needed to replace vehicles and a realize a fully electric fleet. However, there are significant growing pains documented from larger communities across the world that should serve as collaborators to avoid pitfalls experienced by peer communities. The City is also transitioning to electric vehicles within other fleets on an ongoing or replacement basis.

2021/2022 efforts: City staff will continue to identify opportunities for external funding while also planning for eventual transition of City funds towards electrification.

Lead partner: City of Fort Collins Transfort

Support partner: City of Fort Collins FC Moves

Impact and investment: \$4.4M CMAQ funds have been awarded for 2022 and 2023 for the purchase of five electric buses and two depot chargers

Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
\$4.4M	Low	Low	Medium	Pending	330

Summary of Tactical Plan Next Moves

Big Move	Next Move	Mitigation	Equity	Resilience
1	Continue, and where appropriate expand, upon durable partners beyond Fort Collins to achieve climate, energy and waste goals.	Low	Medium	Medium
1	Design an equitable implementation structure of the Our Climate Future Plan	Low	High	Medium
1	Identify opportunities where the City and the community can partner on funding applications to advance Our Climate Future Big Moves	Low	Low	Low
1	Partner to provide greater access to environmental education for Spanish-speaking community members	Low	Medium	Low
1	Provide unconscious bias and racial equity training to staff and partners involved in OCF implementation.	Low	High	High
1	Reimagine the Community Advisory Committee to align with the City’s Strategic Objective to center equity for all, leading with race and explore opportunities to share decision-making	Low	High	Medium
2	Expand recycling education campaign	Low	Low	Low
2	Explore additional community-needs donation options	Low	High	Medium
2	Explore Universal Composting Ordinance and Related Composting Infrastructure/Facilities	High	Medium	Medium
2	Facilitate the sharing of commonly needed items through libraries	Low	High	Medium
2	Identify barriers to accessing recycling services	Low	Medium	Low
2	Implement Disposable Grocery Bag Policy	Low	Low	Medium
2	Implement universal recycling ordinance	Medium	Medium	Medium
3	Adopt a holistic approach to integrated water resource planning and management (One Water Approach)	Low	Low	High
3	Educate and communicate the current emergency sheltering process and explore expanded options for disproportionately affected groups	Low	Medium	High
3	Ensure that air quality levels and information about related health concerns is representative, easily accessible and broadly communicated.	Low	Low	Medium
3	Expand and enhance water efficiency programs and incentives	Low	Low	Medium
3	Integrate climate resilience considerations into city strategic and operational plans	Low	High	High
3	Partner with trusted community sites to provide resources and information during community emergencies (Resilience Hubs)	Low	High	High
3	Update codes to address existing and new developments’ indoor and outdoor water efficiency	Low	Low	Medium

Big Move	Next Move	Mitigation	Equity	Resilience
4	Continue to build bicycle facilities as identified in the Bicycle Master Plan	Low	High	High
4	Create mobility hubs to support convenient transportation connection options	Low	Medium	High
4	Expanding local and regional public transit coverage and frequency	Medium	High	Medium
4	Provide travel trainings program	Low	Medium	Medium
5	Enhance partnerships with schools to ensure safe ways for kids to get to school	Low	Medium	Low
5	Evaluate opportunities within the Land Use Code to better encourage the development of “complete neighborhoods” that include a variety of housing options, access to services and amenities, and proximity of housing to jobs	Medium	High	Medium
6	Continue and expand demand reponse and grid flexibility programs	Low	Medium	Medium
6	Continue and expand home and business efficiency programs	High	Medium	High
6	Develop an energy performance path for new construction to zero carbon building by 2030	Low	Medium	High
6	Expand programs for electrification of space and water heating	Medium	Medium	Medium
6	Provide focused energy efficiency and indoor air quality incentives for historically underserved households	Low	High	Medium
6	Support incentives and regulation to reduce industrial (air pollution) emissions	Medium	Medium	Medium
7	Continue the Housing First model for supporting persons experiencing homelessness and provide wraparound services	Low	High	Medium
7	Expand foreclosure and eviction prevention and legal representation, especially in times of crisis	Low	High	Medium
7	Explore revisions to the City’s occupancy policy (U+2) to determine opportunities to streamline processes and right size the policy for today’s needs for achieving stability, health, and affordability citywide	Low	High	Medium
7	Increase the number and diversity of housing types and allow more homes per lot (density) via an update to the City’s Land Use Code	Low	High	Low
8	Promote local food through education	Low	High	Medium
9	Explore opportunities and best practices for multilingual business and workforce development programs	Low	Medium	Medium
9	Reimagine a sustainable business recognition program	Low	Low	Medium

Big Move	Next Move	Mitigation	Equity	Resilience
9	Support small businesses and workforce development in times of crisis	Low	Medium	High
9	Support small businesses and workforce development in times of stability	Low	Medium	Medium
9	Update the Economic Health Strategic Plan to adapt to rapidly changing economic conditions	Low	Medium	Medium
10	Continue to explore ways to further reuse and recycle soil from City projects	Low	Low	Medium
10	Support work on a digital marketplace for industrial waste	Low	Low	Medium
11	Explore partnerships for habitat management and education for wildfire mitigation	Low	Medium	High
11	Protect and expand natural habitats as growth occurs	Low	Low	Medium
11	Pursue habitat protections in the case of oil and gas development within natural areas and/or in close proximity to natural habitat features	Low	Low	Medium
11	Explore opportunities for the City to recognize historical BIPOC connections to the land, especially indigenous connections, and explore ways to support BIPOC-led efforts around land.	Low	High	High
12	Continue to implement battery storage programs	Low	Low	High
12	Continue to implement distributed solar programs	Medium	Low	High
12	Develop systems to implement shared solar solutions	Low	Medium	High
12	Explore new community solar options	Medium	Low	Medium
12	Explore options for renewable energy for low-income households	Low	High	Medium
12	Increase utility scale renewable generation by Platte River Power Authority	High	Medium	Medium
13	Assess community needs for electric vehicle infrastructure and programs	Low	Low	Medium
13	Support market driven adoption of electric cars	High	Low	Medium
13	Transition to emissions-free public transit	Low	Low	Medium

Summary of Quantified Direct Greenhouse Gas Reduction Next Moves

Big Move	Next Move	Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
2	Implement universal recycling ordinance	\$4.7M	High	Medium	Medium	\$27.6M	12740
2	Explore Universal Composting Ordinance and Related Composting Infrastructure/Facilities	No new investment	High	Medium	Medium	\$40M	59600
4	Expanding local and regional public transit coverage and frequency	\$1.6M	Medium	High	Medium	\$191M	16650
4	Create mobility hubs to support convenient transportation connection options	No new investment	Low	Medium	High	\$42M	2870
4	Continue to build bicycle facilities as identified in the Bicycle Master Plan	\$700k	Low	High	High	\$33.9M	17200
6	Continue and expand home and business efficiency programs	\$30M	High	Medium	High	\$155M	267000
6	Develop an energy performance path for new construction to zero carbon building by 2030	No new investment	Low	Medium	High	\$1.8M	4900
6	Expand programs for electrification of space and water heating	See description	Medium	Medium	Medium	\$20.3M	31000
6	Support incentives and regulation to reduce industrial (air pollution) emissions	No new investment	Medium	Medium	Medium	Pending	20500
12	Increase utility scale renewable generation by Platte River Power Authority	No new investment	High	Medium	Medium	\$5.1M	423700
12	Continue to implement distributed solar programs	\$14M	Medium	Low	High	\$70M	36270

Big Move	Next Move	Estimated new investment (2021-2022)	Mitigation	Equity	Resilience	2030 Cumulative Community Investment	2030 Annual carbon savings (MT)
12	Explore new community solar options	No new investment	Medium	Low	Medium	\$15M	12100
12	Explore options for renewable energy for low-income households	No new investment	Low	High	Medium	\$1.5M	1350
13	Support market driven adoption of electric cars	\$7.6M	High	Low	Medium	\$38M	93400
13	Transition to emissions-free public transit	\$4.4M	Low	Low	Medium	Pending	330