



WHAT IS *sustainability?*

Sustainability to a Finance Analyst



2011

New position to heighten sustainability around Triple Bottom Line.

Bruce Hendee named CSO; Sustainability Services Area formed.

2012

Environmental Services (from Natural Resources) joins Economic Health (from Finance) and newly formed Social Sustainability (created from programs in Advance Planning).

2013

City receives TLG Innovation Award for new division.

2015

Hendee retires; Jackie Kozak Thiel named CSO.



- 1973 - First sales tax to support open space
- 1992 - City Framework for Environmental Action
- 1994 - Air Quality Policy
- 1995 - Pay-As-You-Throw
- 1998 - First to offer voluntary wind subscription
- 1999 - Waste Diversion Goals
- 1999 - Climate Action Goals
- 2003 - First Energy Policy
- 2006 - Municipal Sustainability Plan
- 2007 - Roadmap for Green Building
- 2015 - Updated Climate Action Goals
- 2016 - Community Recycling Ordinance



Community Outcome Areas

**Neighborhood
Livability and
Social Health**



**Culture and
Recreation**



Economic Health



**Environmental
Health**



Safe Community

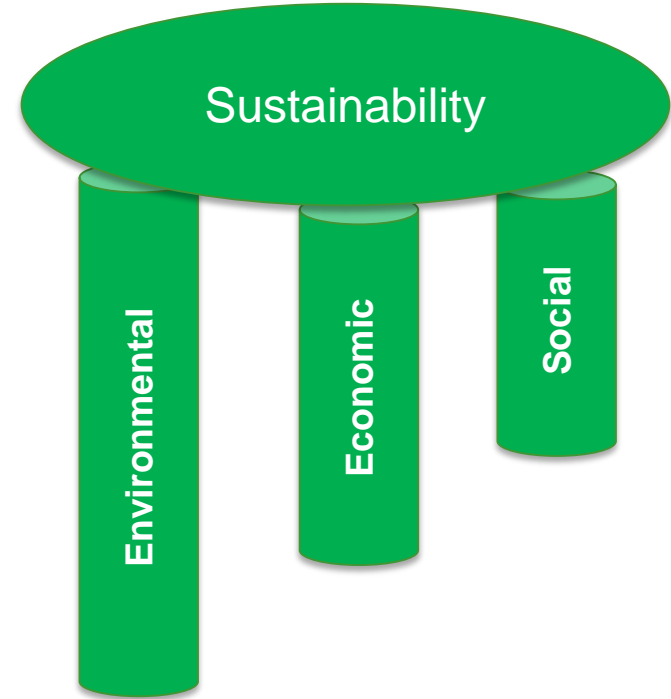


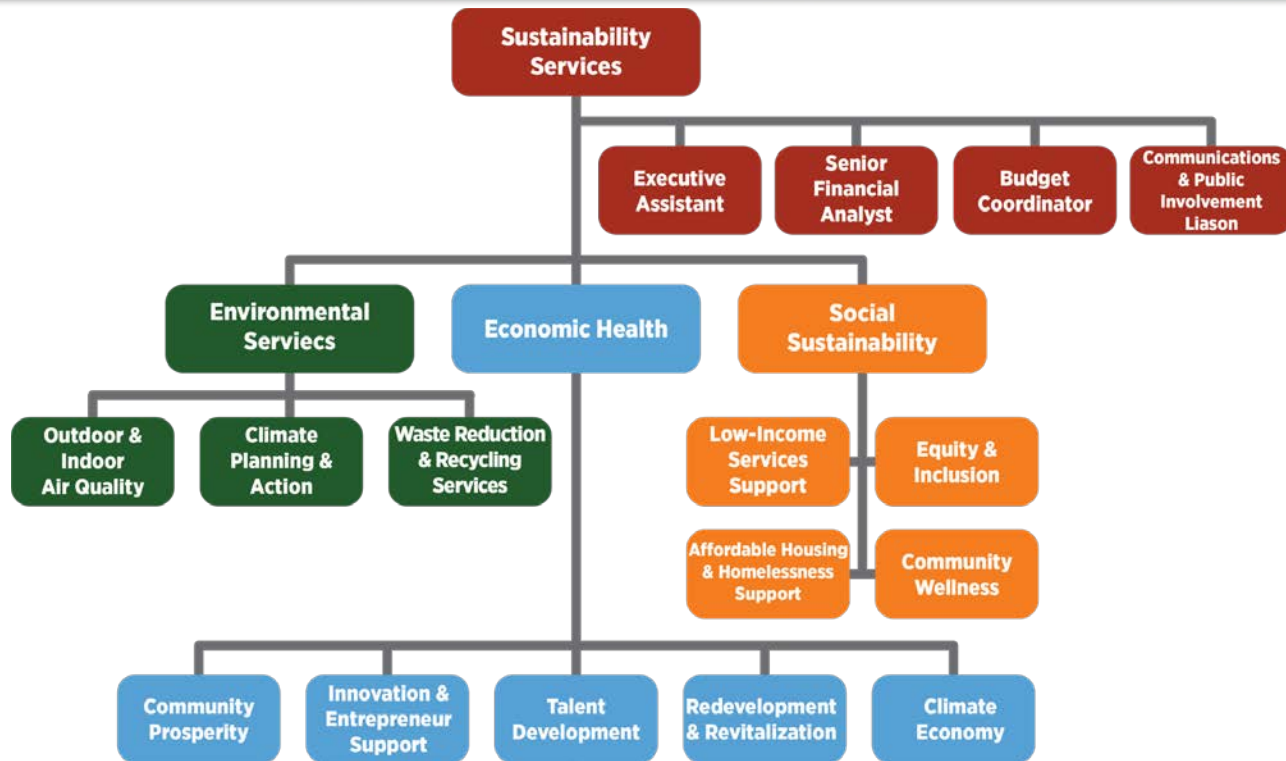
Transportation



**High
Performing
Government**

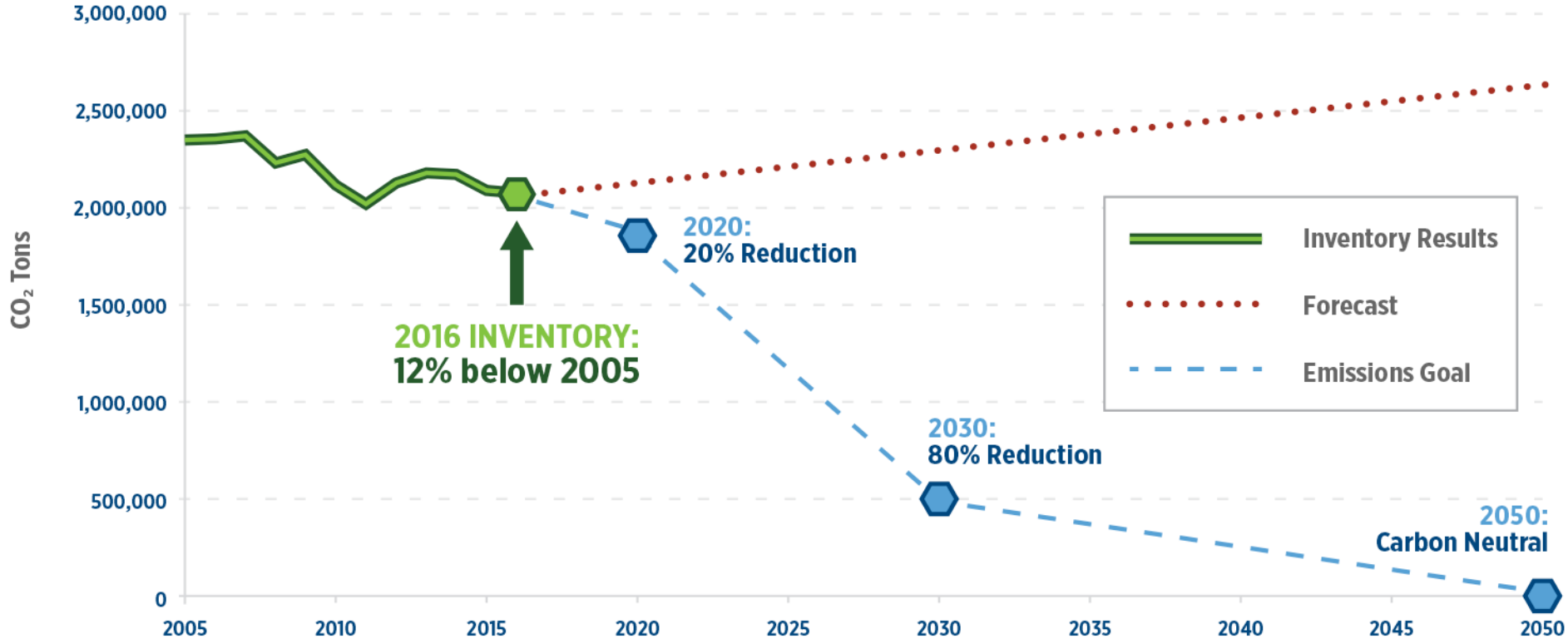






- CAP Planning, Reporting & Implementation
- Green Building
- City Energy Project
- EV Readiness Roadmap
- Adaptation/resiliency planning
- Municipal Sustainability





Triple Bottom Line Approach (TBL)



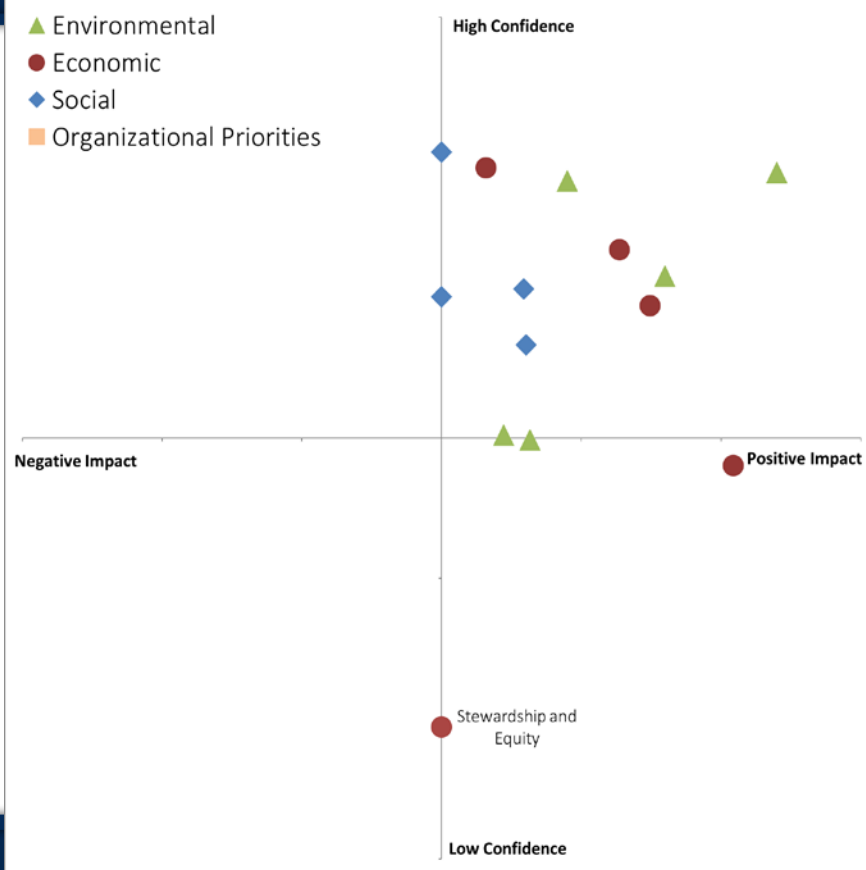
- **A systems approach**
- **Optimizing outcomes**
- **Setting the stage for continued success – health & resiliency**
- **Long-term viewpoint**

Triple Bottom Line Scan

ENVIRONMENTAL SERVICES		Impact of measure (in \$)	Level of confidence (1-5)
ENVIRONMENTAL IMPACT			
How will the proposed project affect environmental resources or processes related to air, water, or other environmental resources?			
PRO-1	How will the proposed project impact environmental resources?		
PRO-2	How will the proposed project impact environmental resources?		
CLIMATE COMMITMENT			
How will the proposed project impact the community's efforts to meet the climate action goals (20% reduction by 2025 and 40% by 2050)?			
PRO-3	How will the proposed project impact the community's progress and efforts to reduce greenhouse gas emissions, energy use, and other climate-related factors?		
BE AN AIR AND WATER WARRIOR			
How will the proposed project impact the City's water conservation goals, surface water quality goals, and air quality goals?			
PRO-4	How will the proposed project impact the City's water conservation goals, surface water quality goals, and air quality goals?		
ROAD TO ZERO WASTE			
How will the proposed project impact the City and community efforts to meet the City's Zero Waste goals?			
PRO-5	How will the proposed project impact the City and community efforts to meet the City's Zero Waste goals?		
COLLABORATE AND ENGAGE			
How will the proposed project impact the generation of knowledge or educational opportunities that can support environmental stewardship (i.e., reduce air pollution, improve water quality, reduce energy use, etc.)?			
PRO-6	How will the proposed project impact the generation of knowledge or educational opportunities that can support environmental stewardship (i.e., reduce air pollution, improve water quality, reduce energy use, etc.)?		
ECONOMIC HEALTH			
How will the proposed project impact the City's economic health and vitality?			
PRO-7	How will the proposed project impact the City's economic health and vitality?		
PRO-8	How will the proposed project impact the City's economic health and vitality?		
COMMUNITY WELLBEING			
How will the proposed project impact the well-being of the local workforce and community?			
PRO-9	How will the proposed project impact the well-being of the local workforce and community?		

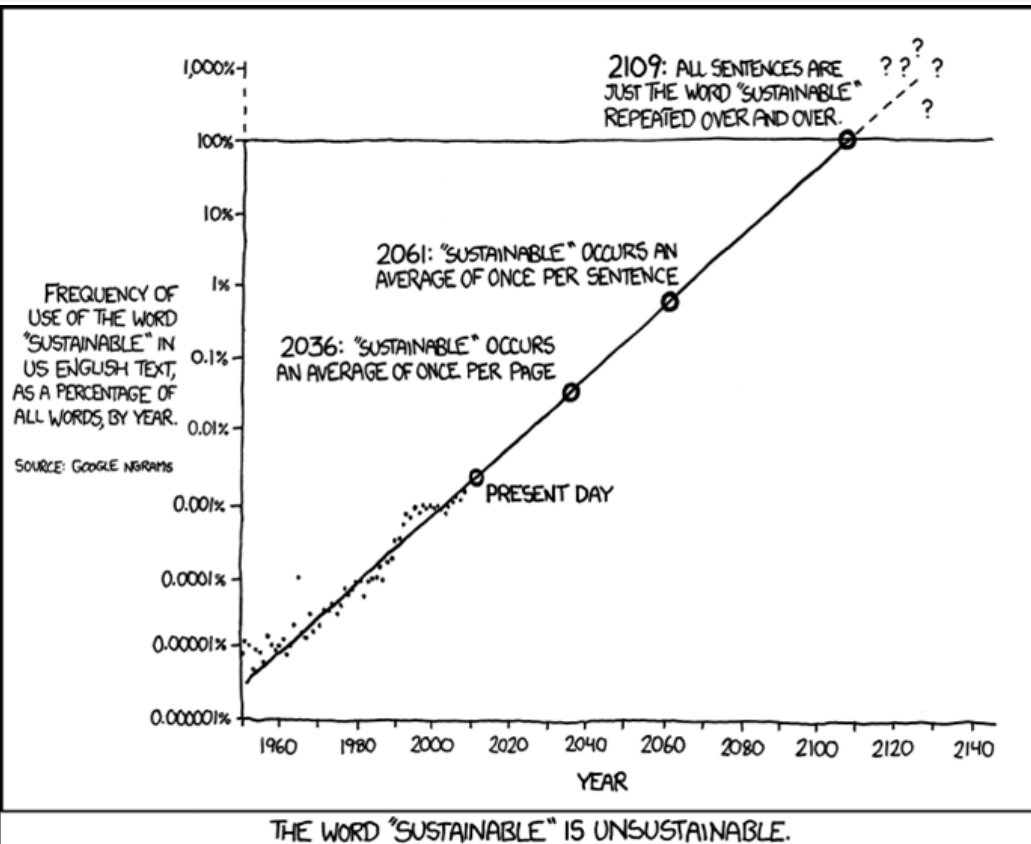
SOCIAL SUSTAINABILITY		Impact of measure (in \$)	Level of confidence (1-5)
PROVISION			
How will the proposed project impact the provision of services or programs to the community?			
PRO-10	How will the proposed project impact the provision of services or programs to the community?		
PROTECTION			
How will the proposed project impact the protection of the community's resources and assets?			
PRO-11	How will the proposed project impact the protection of the community's resources and assets?		
PUBLIC PARTICIPATION			
How will the proposed project impact the community's participation in the planning and decision-making process?			
PRO-12	How will the proposed project impact the community's participation in the planning and decision-making process?		
PROVISIONS AND SERVICES			
How will the proposed project impact the provision of services or programs to the community?			
PRO-13	How will the proposed project impact the provision of services or programs to the community?		
PROTECTION			
How will the proposed project impact the protection of the community's resources and assets?			
PRO-14	How will the proposed project impact the protection of the community's resources and assets?		

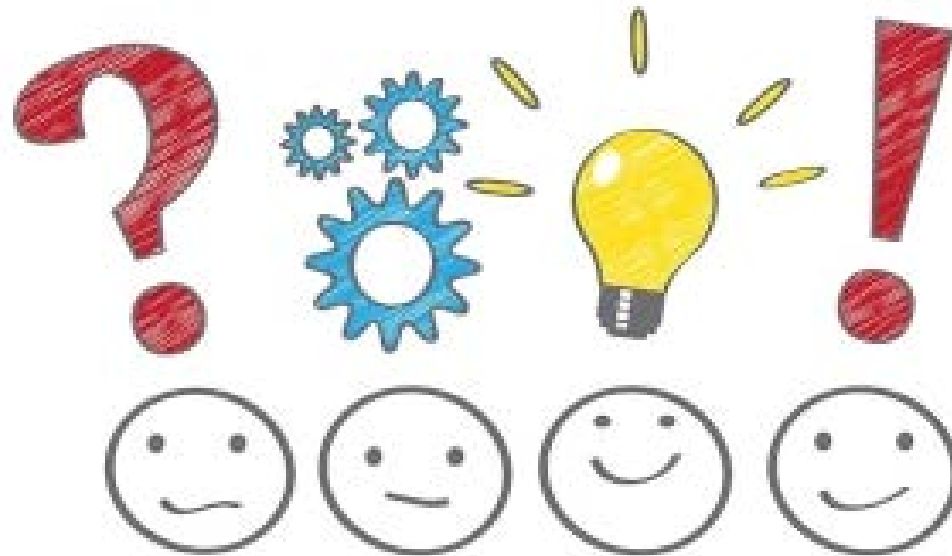
1. Fill-out to find-out!
2. Visualization & recommendations
3. Make relevant changes to address impacts if needed; then re-evaluate
4. Provide 1-page summary to Council



Metrics are Critical for Success

“For sustainability to have any meaning, it must be tied to clear and rigorous definitions, milestones and metrics.”





Next up: Economic Health



Happy Economic Development Week!

City Works – Economic Health Office
Shannon Hein & Patrick Rowe, City of Fort Collins









Business Support

- SeonAh Kendall (Lead)
- Shannon Hein (SME)
- Jensen Morgan (Policy/Metrics)



Redevelopment

- Patrick Rowe (Lead)



Innovation & Climate Economy

- Sean Carpenter (Lead)
- Jessica Rawley (Innovation)

Jackie Kozak Thiel (Chief Sustainability Officer); Josh Birks (Director);
Erin Zimmermann (Support); Emily Wilmsen (Communication)

Employment

- Job growth is strong, but underemployment is a concern

Housing

- Jobs are growing faster than housing, 1.25 jobs per housing unit
- Average house prices increasing rapidly

Labor Market

- Tight labor market
- Job growth outpacing workforce growth



Development

- Infill and redevelopment activity increasing

Local Economy

- Education and healthcare remain dominant

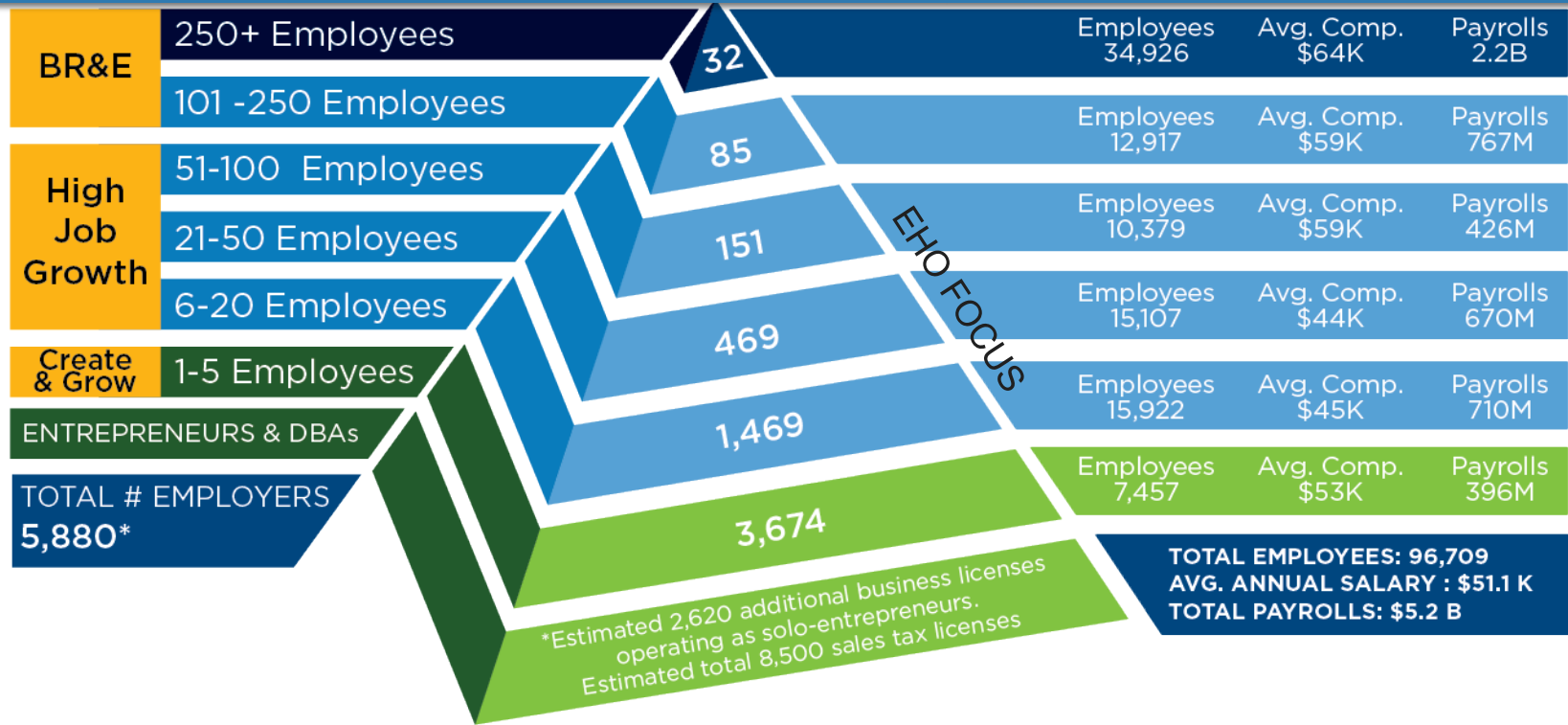
Wages

- Average growing, but median stagnant to decreasing



Economic Makeup

2015 EMPLOYER/EMPLOYEE MATRIX



Top Ten Largest Employers⁴¹

Fort Collins, 2016

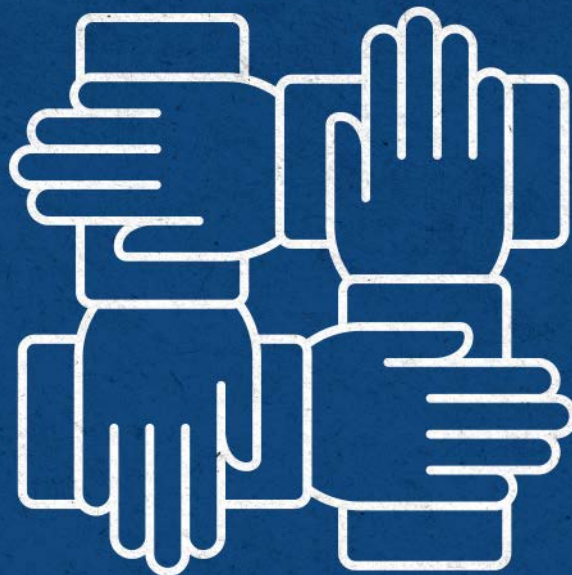
EMPLOYER	INDUSTRY	EMPLOYEES
Colorado State University	Educational Services	7,525
Poudre School District	Educational Services	4,300
University of Colorado Hospital	Health Care and Social Assistance	3,800
City of Fort Collins	Public Administration	1,840
Larimer County	Public Administration	1,840
Woodward, Inc.	Wholesale Trade	1,230
Broadcom Limited	Manufacturing	1,080
Department of Agriculture	Public Administration	1,080
Otter Products, LLC	Retail Trade	860
Employment Solutions Personnel	Administration and Waster Management	850

◀ **OLD
WAY**

**NEW
WAY** ▶



**We'll take
it from
here.**

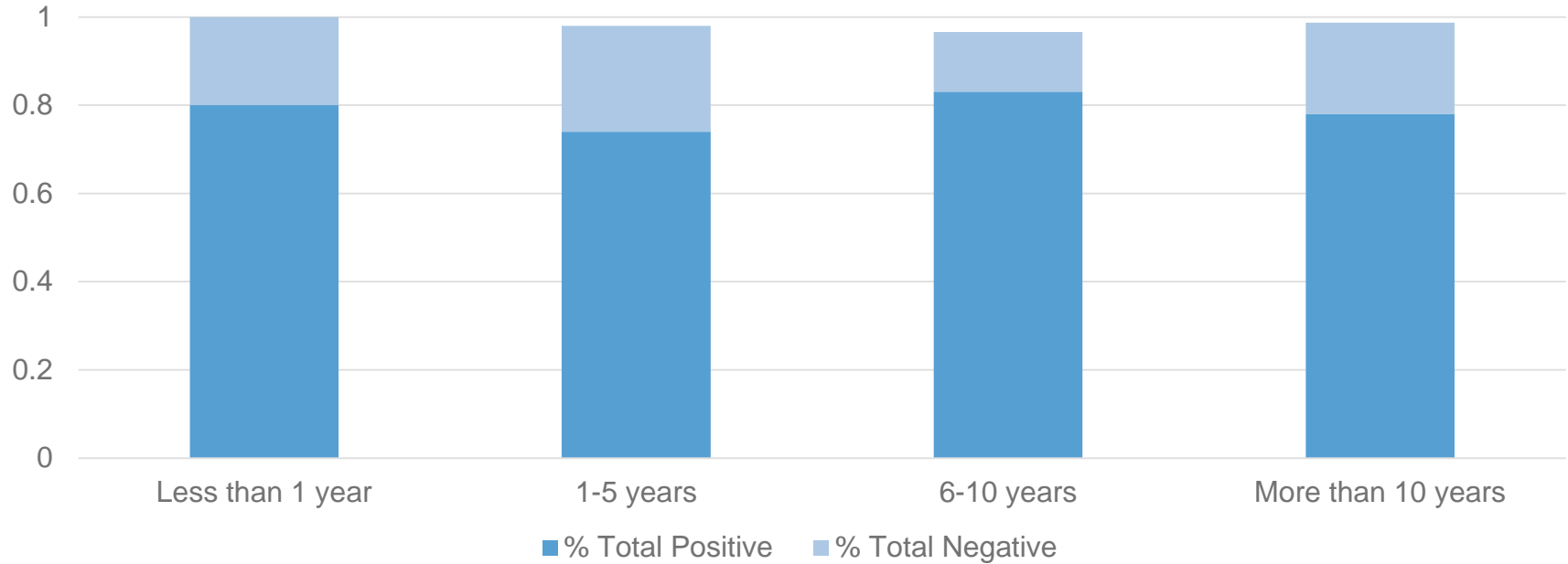


**We're
in this
together!**

PATERNAL MODEL

COCREATION MODEL

Overall Quality of City Services



Q: If the City were to implement the following services, how beneficial, if at all, would each be to your business?

- Physical improvements to City-owned property (i.e., streets, sidewalks, public facilities) – 79%
- Increased flexibility in City regulation – 74%
- Streamlined permitting – 67%
- City-financed marketing and promotion – 65%
- Financial assistance (i.e., loans, grants, rebates) – 59%
- Offer skill-building classes/workshops for workers – 56%



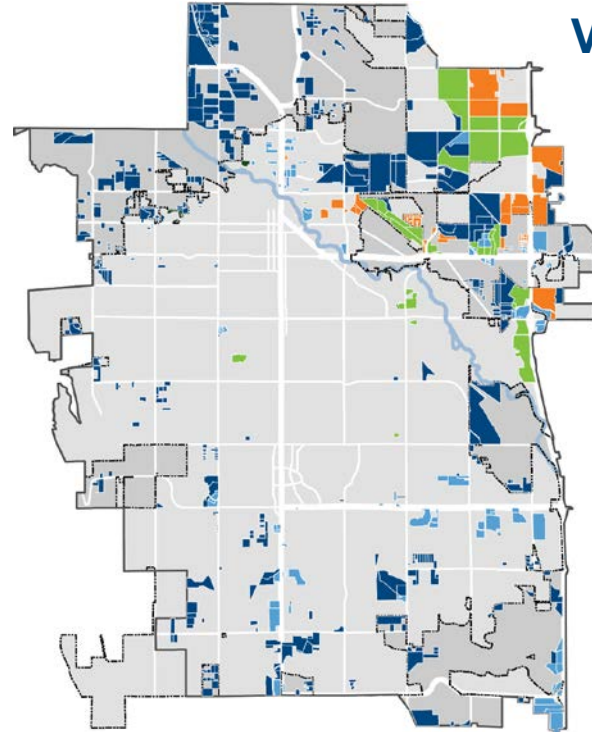
Q: Please rate the following categories of Fort Collins government performance.

- The job Fort Collins does informing businesses of community issues and values 54%
- The job Fort Collins does attracting new businesses 57%
- The job Fort Collins does at retaining existing businesses 50%
- The job Fort Collins does at supporting or creating new jobs 50%



Key Trends:

- Vacant lands in GMA diminishing
- Redevelopment more important to community growth
- Vacant lands shifting outside City utility service areas



Vacant Lands in the GMA

2008: 9,600 acres

2017: 6,900 acres



28% decrease

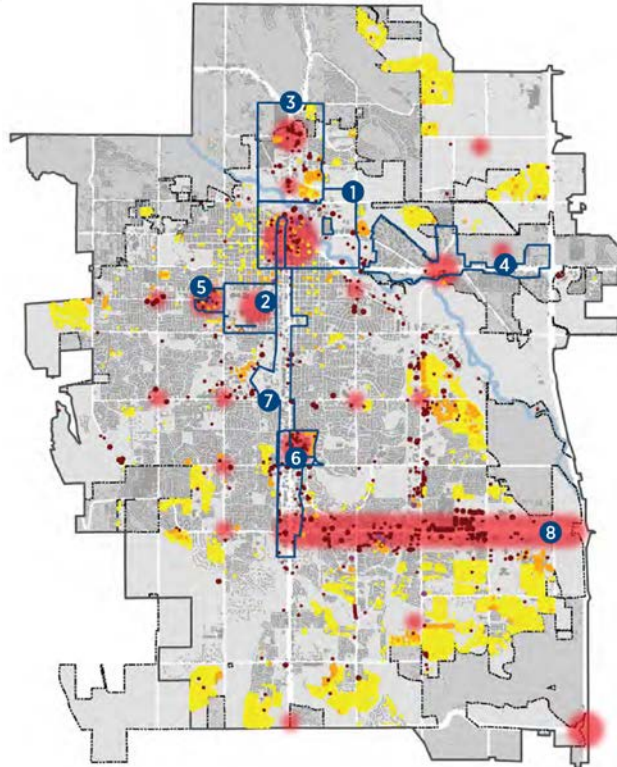
- Residential Zoning
- Commercial/Mixed-Use Zoning
- Employment Zoning
- Industrial Zoning
- Other Zoning

Type of Development

- Single-Family Detached
- Single-Family Attached/Multifamily
- Commercial
- Mixed-Use

City Plan Development Areas

- Activity Centers
- Targeted Redevelopment Areas
- 1 Downtown
- 2 Colorado State University
- 3 North College
- 4 East Mulberry Corridor
- 5 Campus West
- 6 Foothills Mall
- 7 Midtown Corridor
- 8 Harmony Corridor



- Most new development occurred at the community periphery on vacant lands
- 22% of new residential units were constructed in targeted infill & redevelopment areas



Objectives:

- Realize Community Vision & Expectations
- Launch a Catalytic Opportunity in Midtown
- Realize a Significant Revenue Opportunity
- Minimize Risk to Balance Sheet, Credit Rating & Revenue



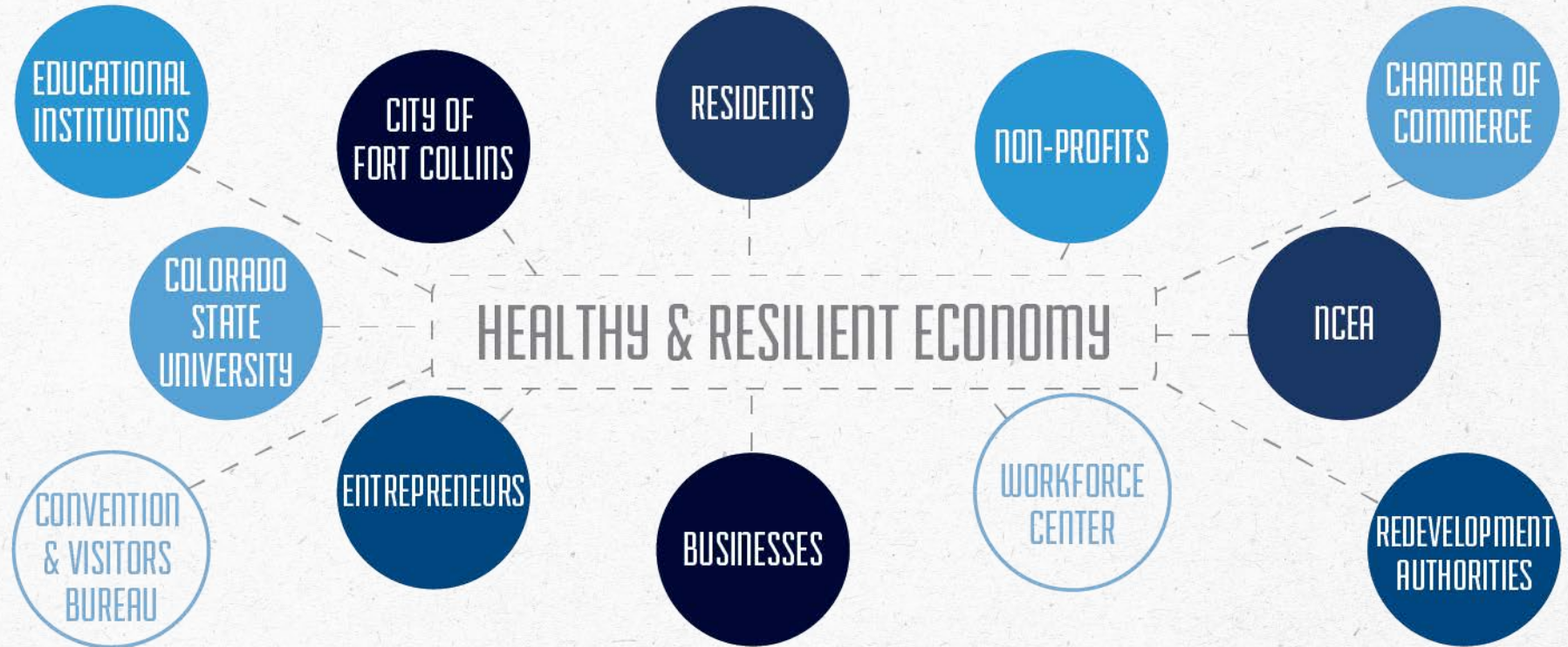
- Property tax increment.
- Sales tax increment – 2.25%
- Add-On PIF – 1%
- District Debt Service Levy – 50 mills



The Drake at Midtown



- Improved intersections
- Compelling public spaces
- Improved pedestrian connections



Shannon Hein

Business Specialist

(970) 416-2294 or

shein@fcgov.com

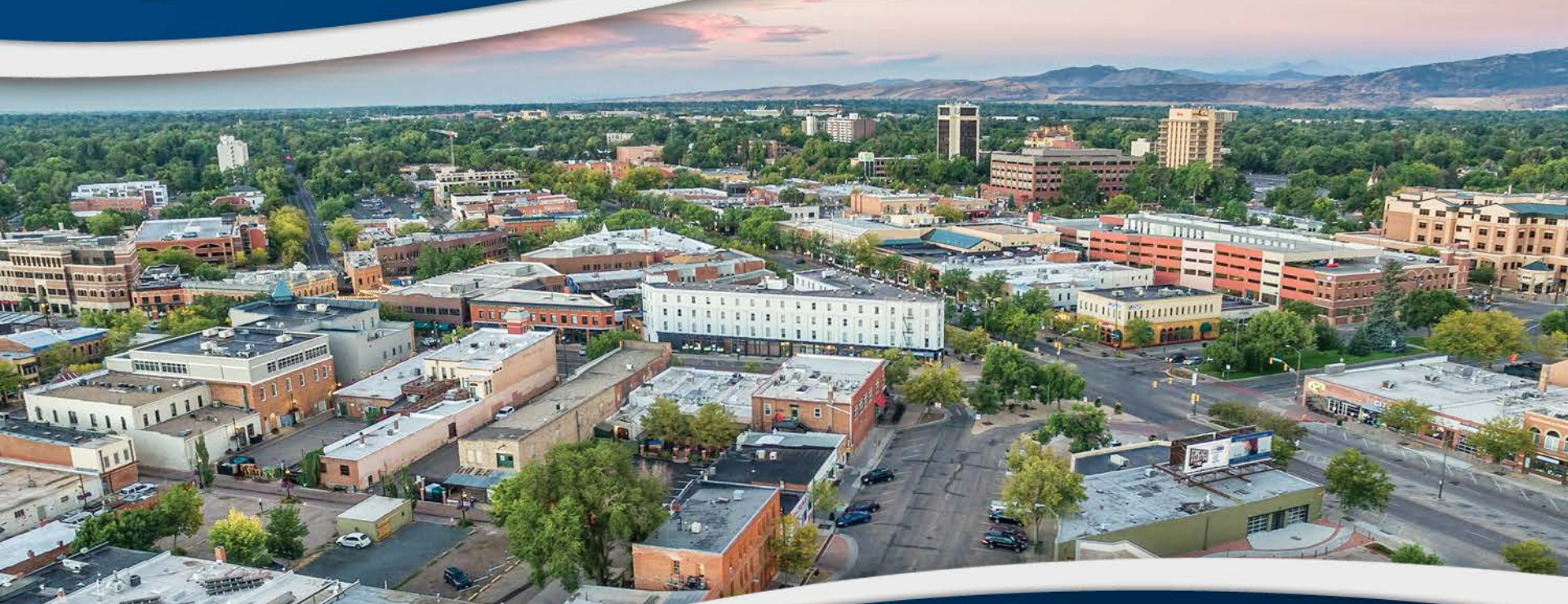
Patrick Rowe

(970) 416-2231

prowe@fcgov.com



Next up: Social Sustainability



People

- ❖ Social Sustainability

Planet

- ❖ Environmental Services

Profit

- ❖ Economic Health



Theme Areas

- **Community Wellness**
People Matter
- **Equity & Inclusion**
All Are Welcome
- **Community Prosperity**
Opportunities for All
- **Housing**
A Place to Call Home



A Housing System that offers options for all:

- Income Levels,
- Life Stages; and
- Ages.

WE ALL THRIVE

When all members of our community can afford to live here, we build a stronger community.



Seniors



Retail Workers

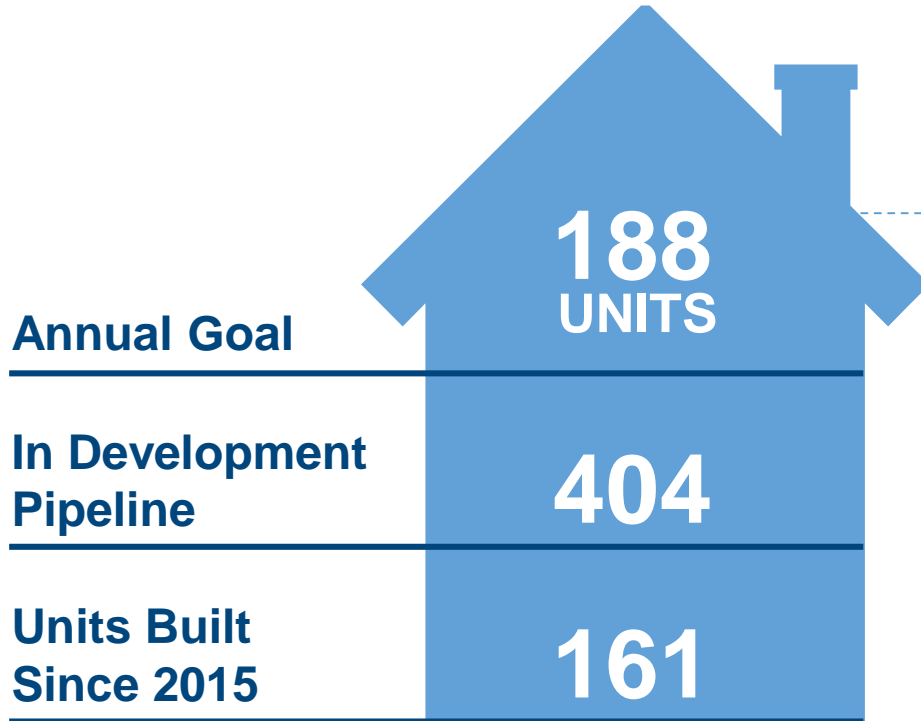


Nurses



Teachers

Affordable Housing Goals



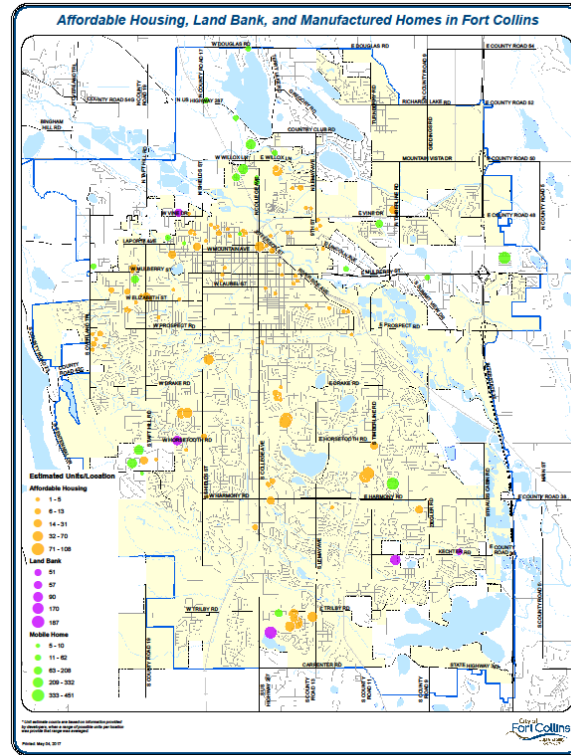
Overarching Production Goal

Increase ratio of affordable housing to all housing **from 5% to 10%** by City Build out.

Steps up to 228 units per year starting in 2020

- Land Bank Program
- Land Use & City Code Incentives
- Competitive Process
 - Federal Community Development Block Grants
 - Federal HOME funds
 - City Affordable Housing Fund
- Affordable Housing Capital Fund

Good distribution throughout the City



Citywide Task Force

- City Manager's Office
- CPIO
- Economic Health Office
- Environmental Services
- Engineering
- Finance
- Planning
- Social Sustainability
- Transfort
- Utilities - Community Engagement
- Utilities - Finance
- Utilities - Water



Land Use Policy

Water and Utilities

Possible
Incentives

Financial Tools

Affordable Housing Programs
and Education

What: Affordable Housing Open House

Where: Northside Aztlan Center

When: Tomorrow at 4-6pm, April 26, 2018

Why: Contribute your ideas for housing solutions!

AFFORDABLE HOUSING



Home » Affordable Housing

Affordable Housing



The City of Fort Collins plays a role in helping the community with affordable housing for families making the lowest wages – from working as a partner with non-profit housing agencies to providing fee waivers to developers. Through its Affordable Housing Strategic Plan, which was adopted in 2015, the City has set a goal to help developers build about 185 affordable housing units per year through 2019. The aim is to have 10% of the City's housing stock be affordable by buildout around 2040, which is the estimated timeline for when the city will reach its potential for development in terms of amount and location.

- IDEAS
- FORUM
- NEWS FEED

SHARE ON



What housing types would you like to see in Fort Collins?

22 days ago



22 DAYS AGO

Single family homes

I would like to see more affordable single family homes. It's tough having a

15 DAYS AGO

Let home owners have a carriage house or mother-in-law suite to supplement income.

Key Dates

- Coffee Chat on Affordable Housing
April 20 2018
- Open House and Conversation on Affordable Housing
April 26 2018
- Community Issue Forum Featuring Affordable Housing
May 02 2018

Timeline

- February 2017**
City forms internal housing task force
- January 2018**
City Council work session
- Spring 2018**
Public Engagement and Community Ideas



BREAK TIME

Next up: Environmental Services

- Foster environmental stewardship to:
 - Improve indoor and outdoor AIR QUALITY
 - Encourage WASTE REDUCTION & RECYCLING
 - Support a resilient CLIMATE
- How do we do it?
 - Engage local and regional partners
 - Conduct education and outreach
 - Develop appropriate policy
 - Support community innovation



Environmental Services Programs

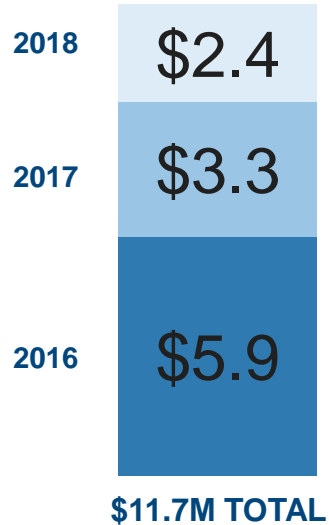




Using the City as a platform to reduce community Greenhouse Gas (GHG) emissions

- What is a GHG?
 - Gases in the atmosphere that can absorb and emit heat
- How do we impact GHGs?
 - Fossil fuel combustion (e.g., coal, natural gas, gasoline, diesel)
 - Waste Generation (decomposition of organic materials)

NEW CITY INVESTMENTS



OVERALL IMPACT



**LEVERAGING OF \$1.70
FOR EVERY \$1 INVESTED**



**2016 & 2017
ENERGY
EFFICIENCY
SAVINGS ALONE
~ 7500 HOMES**



**INCREASED
MOMENTUM
FROM PLATTE
RIVER AND
PARTNER CITIES**

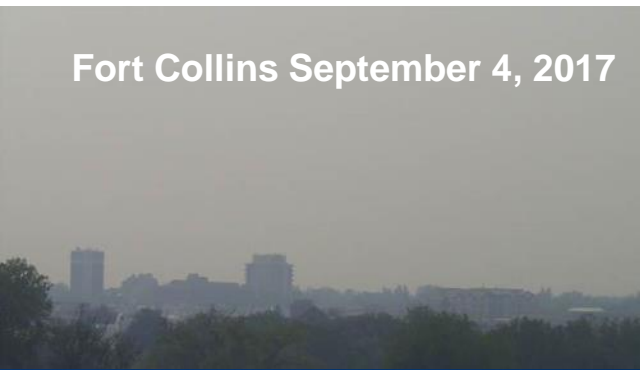
Outdoor Air

- Ozone & particulates
- Visibility and pollutant monitoring
- Oil and gas
- Fugitive Dust
- Mower rebates
- Idling

Indoor Air

- Healthy Homes
- Radon
- Zero Interest Loans

Fort Collins September 4, 2017



Fort Collins – Clean Day reference

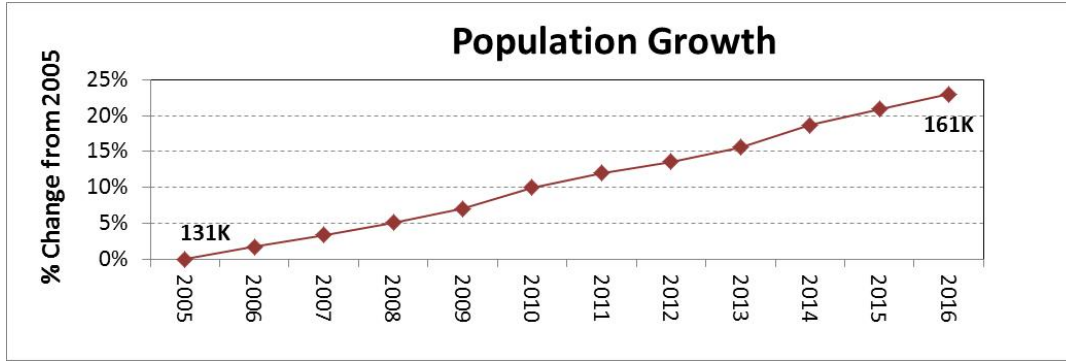


Air Quality	Visibility (miles)
Good	≥ 10 miles
Moderate	5-10
Unhealthy for Sensitive Groups	3-5
Unhealthy	1.5 - 3
Very Unhealthy	1 - 1.5
Hazardous	≤1

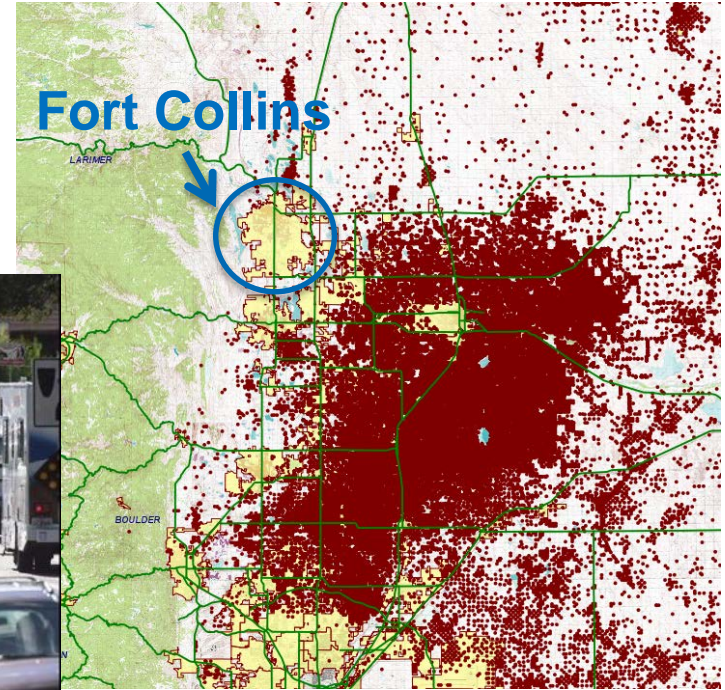
Drought + warmer temperatures = increased likelihood of wildfires



Air Quality Challenges



Regional O&G Wells





“Village Green” Monitoring site/exhibit

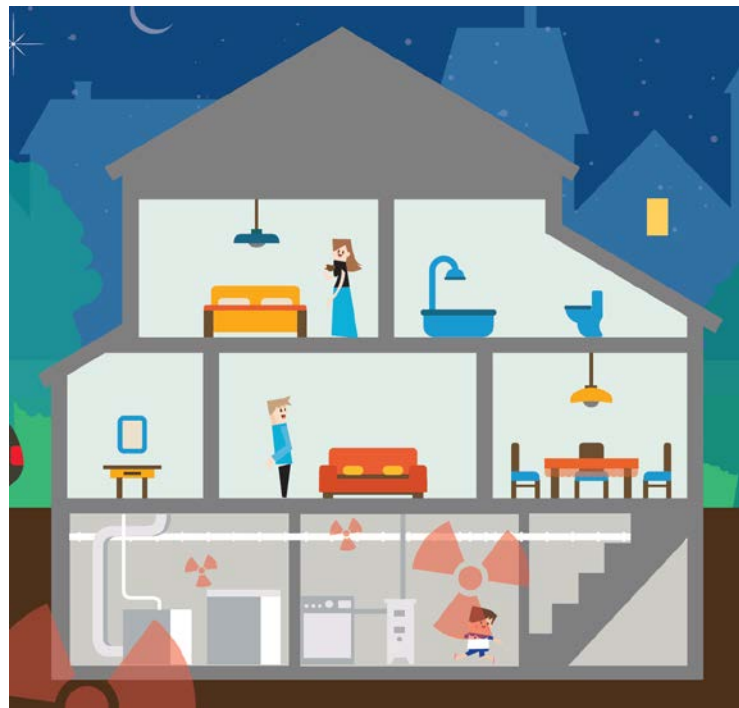
- Ozone and meteorology
- Ozone sensitive plants
- Solar powered



Ozone-damaged Aspen leaves



- Leading cause of lung cancer in non-smokers
- Second highest among smokers
- EPA estimates 21,000 deaths per year in U.S. associated with radon

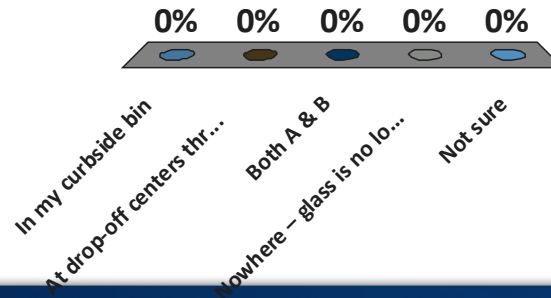




Zero Waste Plan

- Increase Access to Recycling
- Compostable Organics Out of Landfills
- Improve Regional Cooperation
- Provide Education & Outreach

- A. In my curbside bin
- B. At drop-off centers throughout Fort Collins
- C. Both A & B
- D. Nowhere – glass is no longer recyclable
- E. Not sure



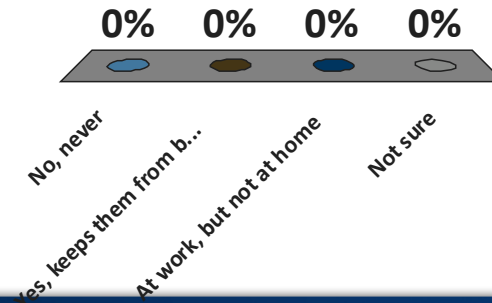
Momentum Recycling

- Opened in 2017
- Accepts broken glass from recycling facilities and source-separated glass
- Finished glass “cullet” used for bottles, sandblasting, insulation, etc.



Recyclables Should Be Bagged

- A. No, never
- B. Yes, keeps them from blowing around
- C. At work, but not at home
- D. Not sure





RECYCLE

ALL ITEMS MUST BE EMPTY AND DRY

METALS & GLASS



CARDBOARD & PAPER



PLASTIC BOTTLES, TUBS & PAPER CARTONS



KEEP OUT

THESE ITEMS CAUSE PROBLEMS



Please follow this handy guide for **curbside recycling**. * Starred items can be recycled elsewhere. Learn more at fcgov.com/recycle or fcgov.com/a-z.

Quality Matters



Not everything is recyclable

- **Don't be a wish-cycler!**

*We've learned to recycle more, now
we need to **recycle better***



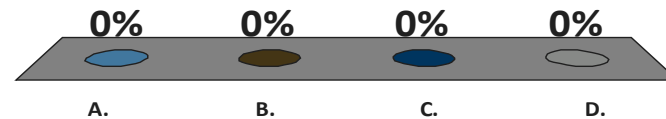
What does recycling better mean?

- **Focus on the good stuff**
 - Not all are equal
 - Empty & Dry
- **Don't bag your recyclables**
- **When in doubt, keep it out**
 - and then figure it out



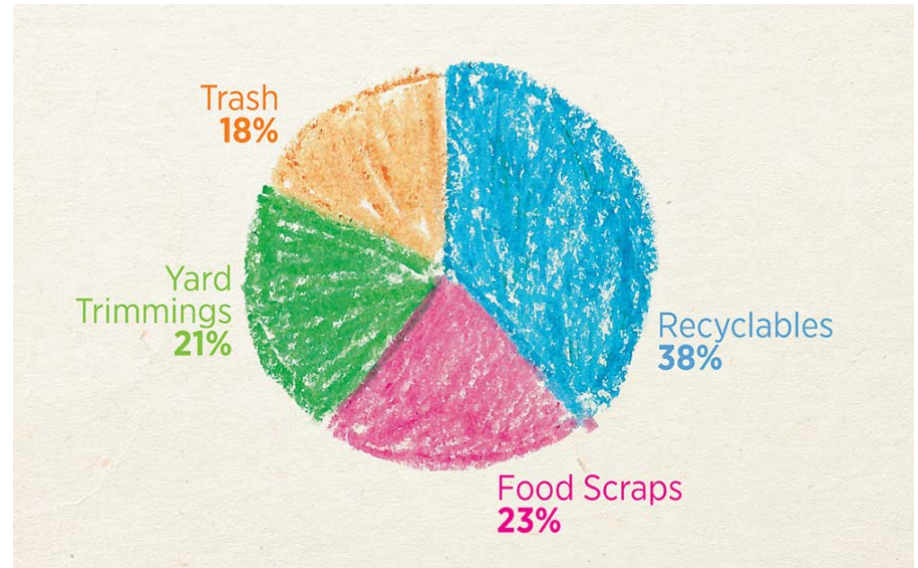
How much of FC household trash is food?

- A. 3%
- B. 13%
- C. 23%
- D. 33%



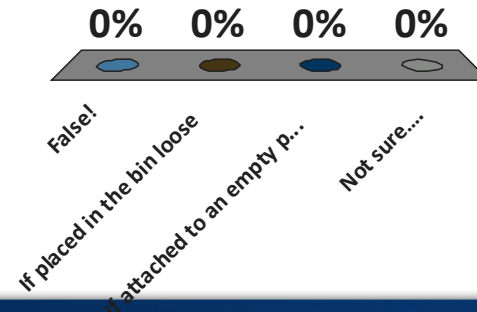
FC Residential Landfill Waste - 2016

23% of the garbage
Fort Collins residents
sent to landfills in 2016
was food



Plastic bottle caps are recyclable

- A. False!
- B. If placed in the bin loose
- C. If attached to an empty plastic bottle
- D. Not sure....





RECYCLE

ALL ITEMS MUST BE EMPTY AND DRY

METALS & GLASS



PLASTIC BOTTLES, TUBS, JUGS, JARS & PAPER CARTONS

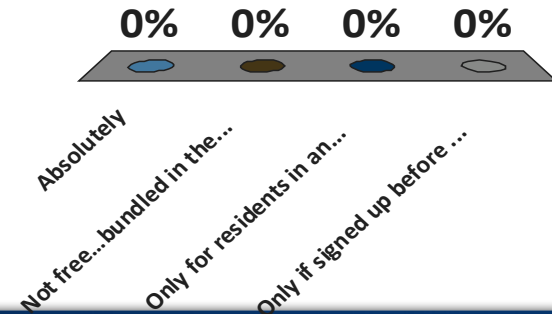


CARDBOARD & PAPER



Please follow this handy guide for **curbside recycling**.
Learn more at fcgov.com/recycle or fcgov.com/a-z.

- A. Absolutely
- B. Not free...bundled in the cost of trash service
- C. Only for residents in an HOA
- D. Only if signed up before 2016



1) Recycling service included with trash service
(cost embedded)

2) Trash pricing based on volume of trash can
subscription

- 100% price difference



R
 REGIFT
REDUCE
 RETHINK
 SHARE
REPURPOSE
 REDUCE

U
 REPAIR
CR
YEU
CS
LE

A - Z Who Recycles What?



Timberline Recycling Center

1903 S. Timberline Rd.



New “Hard to Recycle” Yard

WELCOME TO THE HARD-TO-RECYCLE MATERIALS YARD

ELECTRONIC WASTE RECYCLING

Fees	
Desktop Computers, CPU's & Hard Drives <small>Includes external Hard Drives or Hard Drives that have already been removed</small>	\$5
Printer / fax / scanner	\$10
Standing Floor Copiers	\$50
Microwave Ovens	\$10
Reader Devices, Kindle/Book etc.	\$5
Laptops	\$10
Televisions smaller than 19" <small>Sony Trinitron</small>	\$20
Televisions 19" to 27" <small>Sony Trinitron</small>	\$60
Televisions 27" to 34" <small>Sony Trinitron</small>	\$30
Televisions larger than 34" <small>Sony Trinitron</small>	\$90
Televisions - Console <small>Sony Trinitron</small>	\$40
Televisions - Projection TV's	\$120
Televisions - Flat Screen Monitors	\$50
Any Size LED/Plasma TV's	\$150

No Charge Items

- Computer Peripherals
cables, keyboards, mice, speakers, and external floppy drives
- Home/Office Phones
- Cell Phones
- UPS (will be counted as a battery)
- Power Supplies

Sorry - Not Accepted!

- Fire and Smoke Alarms
- Carbon Monoxide Alarms

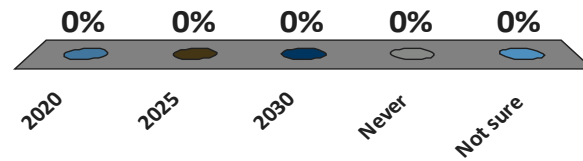
- Scrap metal
 - no refrigerators, a/c units
- Concrete, asphalt, porcelain
- Motor/cooking oil, antifreeze
- Batteries
- Paint (no gate fee charged)

Plus, with small additional fees:

- Electronics
- Unpainted/untreated lumber
- Yard debris

When will the Larimer County Landfill reach capacity?

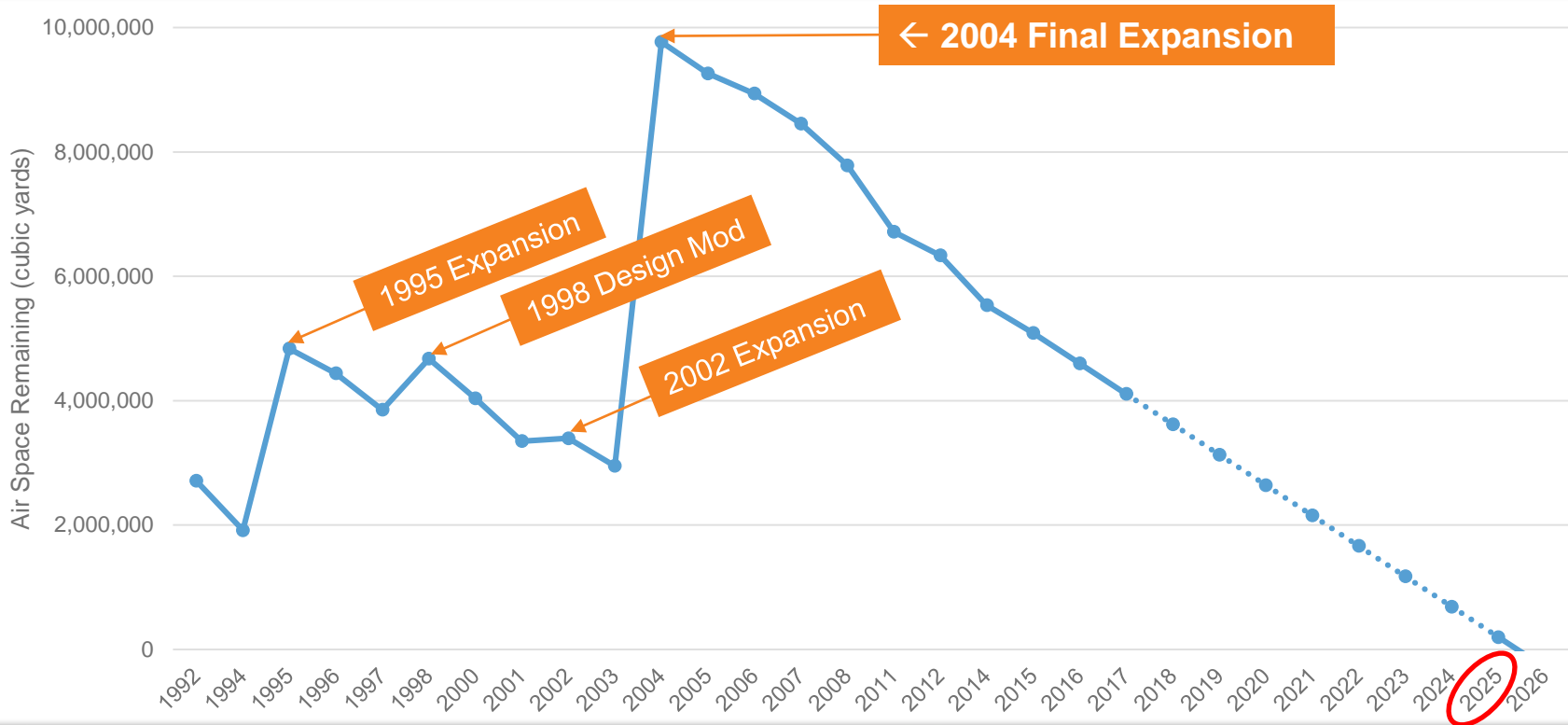
- A. 2020
- B. 2025
- C. 2030
- D. Never
- E. Not sure



Larimer County Landfill projected to reach capacity in 2025



Larimer County Landfill: Remaining Air Space





Regional Wasteshed
Project

Technical Advisory Committee (TAC)

- Options Analysis
- Stakeholder & Public Engagement

Policy Advisory Committee (PAC)

- Policy Direction
- Evaluation of TAC Recommendations

PAC Members

Larimer County

Steve Johnson

City of Fort Collins

Wade Troxell

Ross Cunniff

City of Loveland

Leah Johnson

Town of Estes Park

Wendy Koenig



1. Establish regional materials **management system**
2. Implement **programs and facilities**
3. Develop waste diversion/reduction **goals** for all jurisdictions
4. Conduct strong, consistent **public education** and outreach

Yard Waste Composting Facility



New Landfill



Construction & Demolition Debris Processing Facility



Central Transfer Station



Recycling Transfer Upgrades



Food Waste Composting Facility



- County delivers facilities and infrastructure
- Municipalities adopt rules for waste handling
 - Hauler licensing throughout Larimer County
 - Centralized data collection and reporting
 - Flow Control for construction debris and recyclables
 - Yard trimmings banned from waste stream
 - All trash to landfills with gas capture

Intergovernmental Agreement (IGA)

	Education	Hauler License	Data Reporting	Flow Control	Waste Ban
Trash (MSW)*	X	X	X		
Construction & Demolition Debris	X	X	X	X	
Yard Waste	X	X	X		X
Food Waste	X	X	X		
Recyclables	X	X	X	X	

*All MSW must go to landfills with gas capture system

Agreement (IGA) Elements

- Hauler Licensing
 - Businesses that collect, transport, or dispose of solid waste must meet requirements for service and reporting
- Data Reporting
 - Centralized and streamlined for haulers
- Education
 - Consistent, simple, extensive
- Process Controls Adopted (next slide)



Proposed Process Controls

Rules to protect public health and safety by directing the collection, transport, and disposal of solid waste to minimum standards for handling/processing.

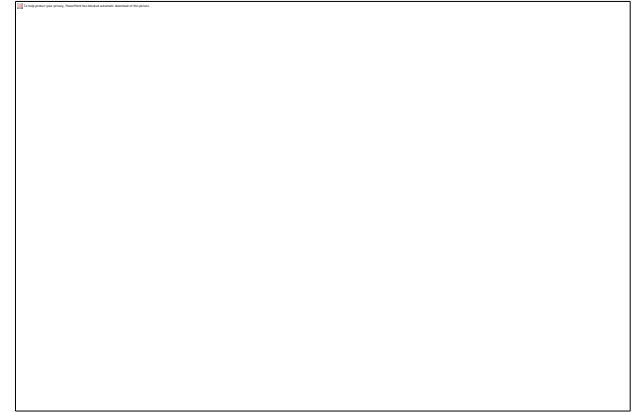
- **Flow Control** for Construction Debris and Recyclables
 - Not for trash
- **Yard Waste Ban** in Waste Stream
- Landfill **Gas Capture Required** at landfills accepting trash from Larimer Cty.

Community Issues Forum

Fort Collins Senior Center

May 2
6:00-8:30 PM

**Housing Affordability and Outdoor Residential
Burning**



Open House: What's the Future of Our Garbage?

Date: Monday, May 7, 4:30 pm – 6:30 pm

Location: Northside Aztlan Community Center

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WHAT
IS
sustainability?