



7:35 - 7:45 **SSA Overview**

7:45 - 8:20 **Economic Health**

8:20 - 8:55 **Environmental Services**



WHAT IS *sustainability?*

Sustainability Services History

2011

- New position to heighten sustainability focus
- Bruce Hendee named as CSO; Sustainability Services Area formed

2012

- Environmental Services (from Natural Resources)
- Economic Health (from Finance)
- Social Sustainability (from programs in Advance Planning)

2013

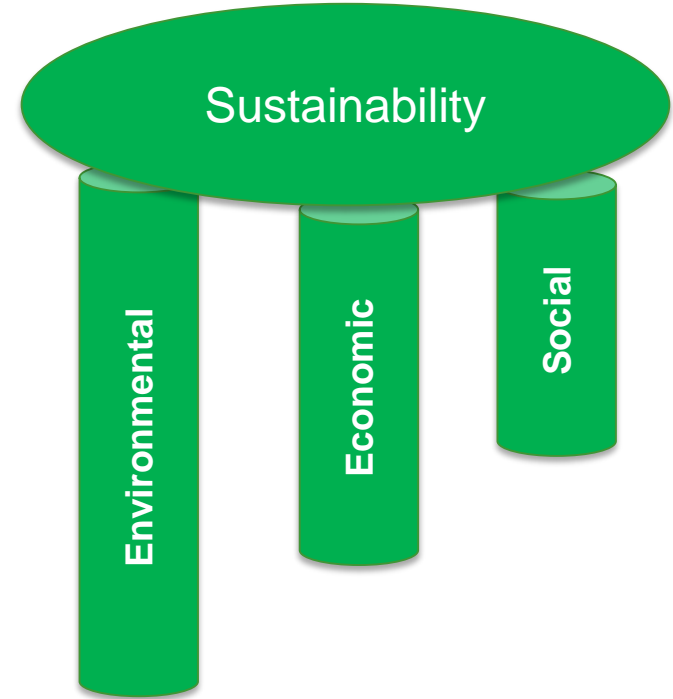
- City receives TLG Innovation Award for new division

2015

- Jackie Kozak Thiel named CSO



The Three Legged Stool



- 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



2004 - Economic Vitality and Sustainability Action Plan
2005 - first Economic Health Strategic Plan adopted
2009 – Economic Health Office formed
2012 – Economic Health Strategic Plan updated
2018 - City as a Platform Recommendations

2005 – Housing Affordability Index Model
2010 – Affordable Housing Strategic Plan
2012 – Social Sustainability Department formed
2014 – Social Sustainability Gaps Analysis
2015 – Affordable Housing Strategic Plan updated



Community Outcome Areas

**Neighborhood
Livability and
Social Health**



**Culture and
Recreation**



Economic Health



**Environmental
Health**



Safe Community



Transportation



**High
Performing
Government**



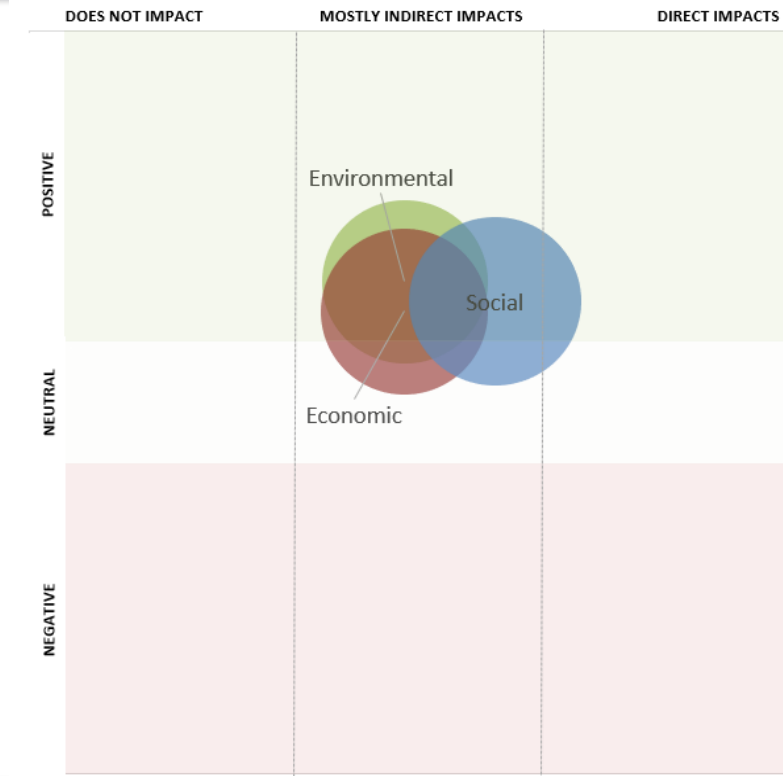
Triple Bottom Line Approach (TBL)



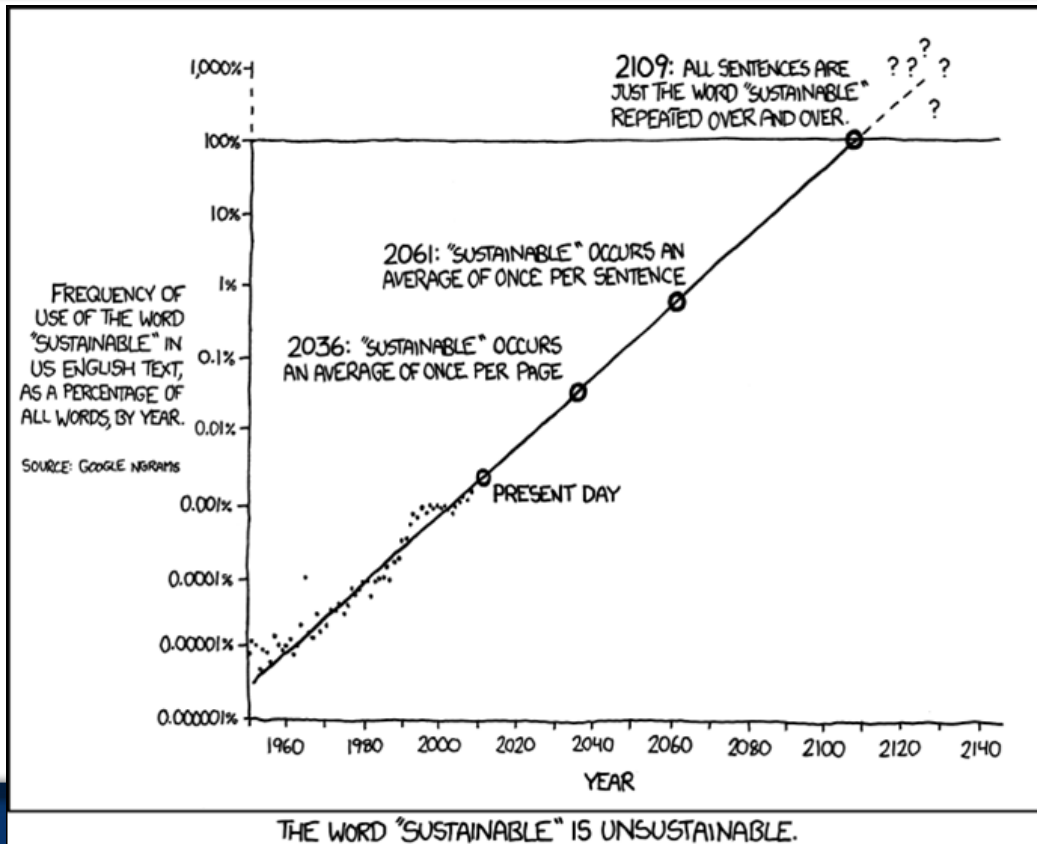
- **A systems approach**
- **Optimizing outcomes**
- **Setting the stage for continued success – health & resiliency**
- **Long-term viewpoint**

Triple Bottom Line Scan

ENVIRONMENTAL HEALTH		Expected Impact (Positive, Neutral, Negative)	Scale of Expected Impact (Direct, Indirect, NA)
ENVIRONMENTAL IMPACT			
ENV 1	To what extent could this project impact the natural environment including land, plant, or animal communities?		
CLIMATE COMMITMENT			
ENV 2	To what extent could this project impact the community's efforts to meet the Climate Action goals?		
ENV 3	To what extent could this project impact the community's preparedness and resiliency for climate change risks and other natural disasters?		
WATER AND AIR QUALITY			
ENV 4	To what extent could this project impact water conservation?		
ENV 5	To what extent could this project impact rivers, streams, or groundwater?		
ENV 6	To what extent could this project impact outdoor air quality and/or indoor air quality?		
MATERIALS MANAGEMENT AND ZERO WASTE			
ENV 7	To what extent could this project impact the City's Zero Waste goals?		
ENV 8	To what extent does this project promote a circular economy or sustainable reuse?		
COLLABORATE AND EDUCATE			
ENV 9	To what extent could this project impact opportunities for education and support of environmental stewardship principles?		
ENV 10	To what extent will this project promote environmental sustainability at local, regional, state, and/or national levels?		
ECONOMIC HEALTH		Expected Impact (Positive, Neutral, Negative)	Scale of Expected Impact (Direct, Indirect, NA)
LOCAL BUSINESS COMMUNITY			
ECON 1	To what extent could this project impact the ability of the local business community to thrive?		
ECON 2	To what extent could this project impact the city's community brand and identity?		
JOBS AND WORKFORCE			
ECON 3	To what extent could this project impact the skills, training, and job diversity of the local workforce?		
ECON 4	To what extent could this project impact costs of living in the community?		
ECON 5	To what extent could this project impact the attraction or retention of talent in our community?		
ECON 6	To what extent could this project impact job wages or benefits in Fort Collins?		
INFRASTRUCTURE AND INVESTMENT			
ECON 7	To what extent could this project impact the City's ability to meet future infrastructure needs?		
ECON 8	To what extent could this project impact infill and redevelopment?		

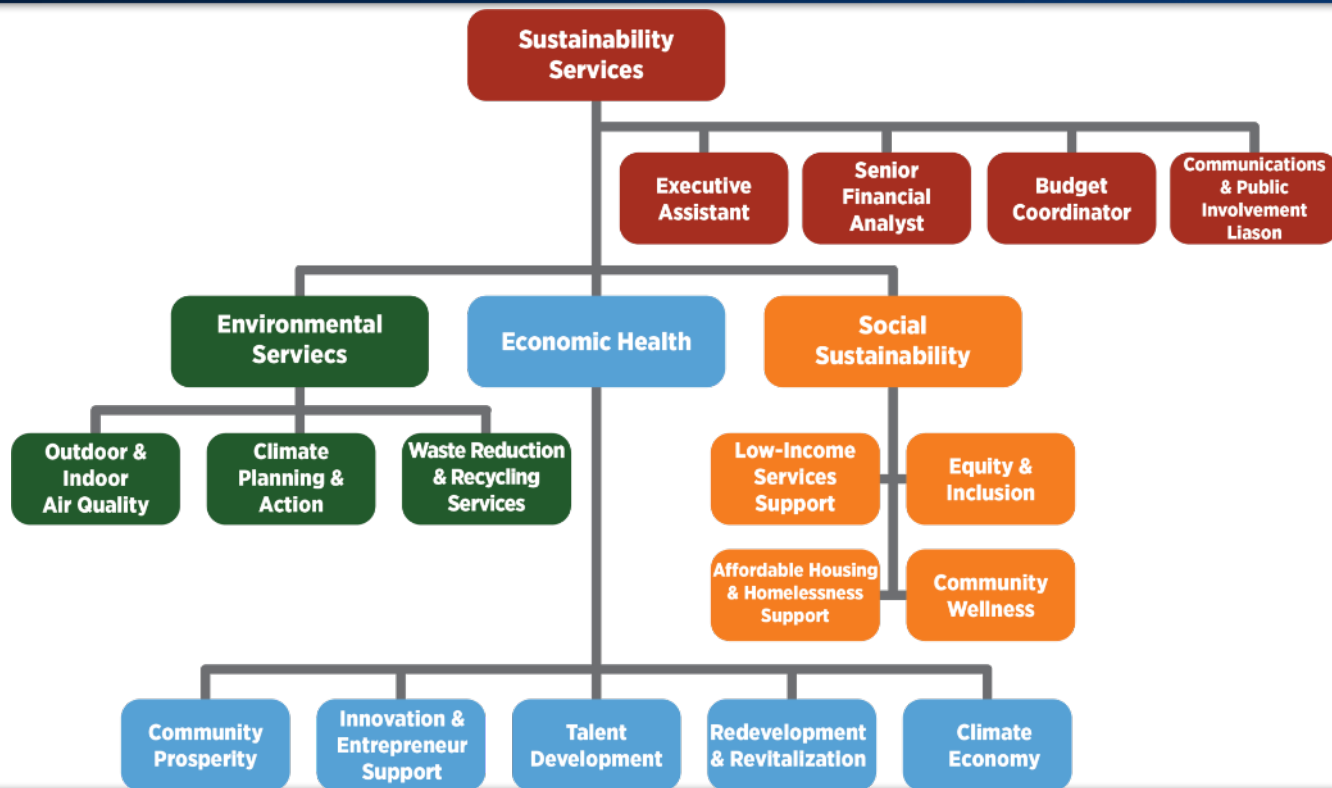


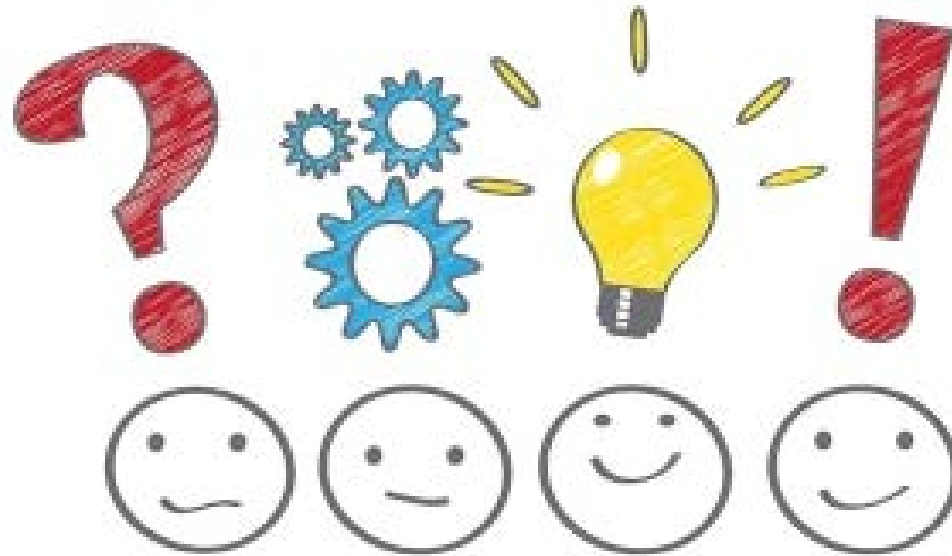
Metrics are Critical for Success



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

<http://fortcollins.clearpointstrategy.com/>





Next up: Economic Health

An aerial photograph of Fort Collins, Colorado, showing a mix of urban buildings, green trees, and distant mountains under a soft, hazy sky. A semi-transparent white banner is overlaid across the center of the image.

Happy Economic Development Week!

City Works – Economic Health Office
Shannon Hein & Rachel Rogers, City of Fort Collins



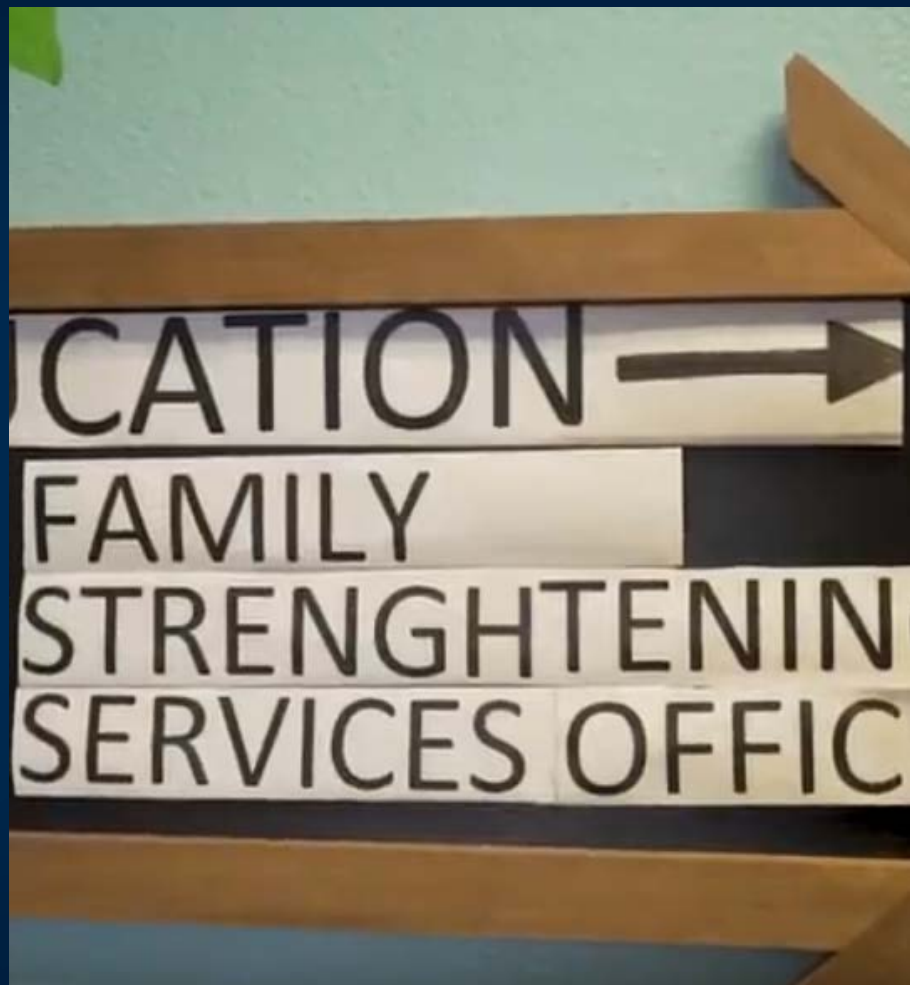












Vision: Promote a healthy sustainable economy reflecting community values.

**Taken from the City of Fort Collins Strategic Plan, 2018*

Mission: We help shape a resilient economic future.

SMART

FUN

INNOVATIVE

EHO Outcome Areas



Innovation Ecosystem

New economic activity is generated through a system of stakeholder collaboration in Fort Collins.



Business Engagement

Businesses have a positive relationship with the City and actively work to build a better Fort Collins.



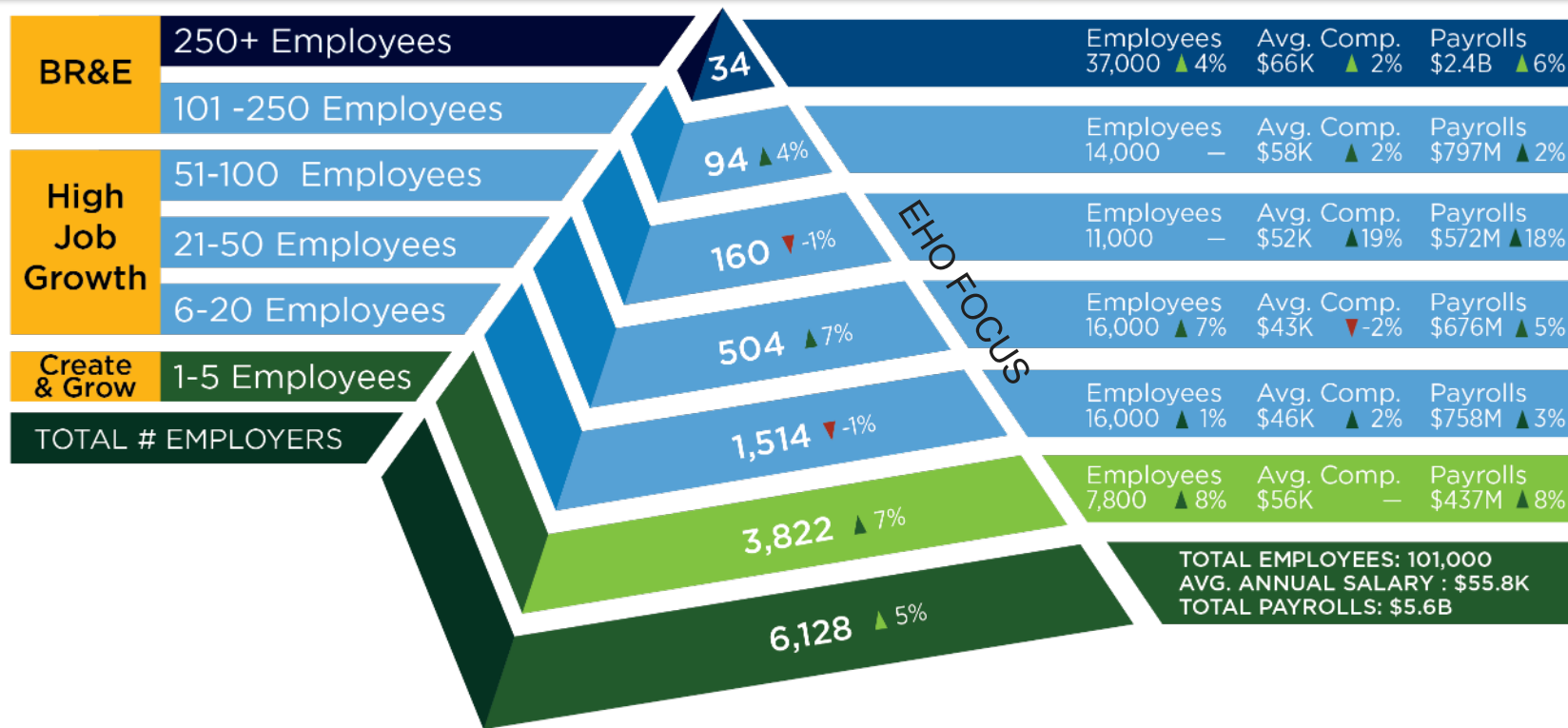
Redevelopment

Sustainable redevelopment is best practice in Fort Collins.

EHO BHAG: By 2030, Fort Collins will be 40 percent more resilient
(Community Level Indicators- Resiliency Index)

Economic Makeup

2017 EMPLOYER/EMPLOYEE MATRIX



Fort Collins Top 10 Employers

Colorado State University

Poudre R-1 School District

Poudre Valley Hospital

City of Fort Collins

Larimer County

Broadcom (Avago Technologies) . .

Woodward, Inc

Otter Products

Department of Agriculture

Tolmar Inc

Sources: various, including BizWest Book of Lists, CDLE, Labor Market Information, newspaper articles, and annual reports



Employment

- Job growth is strong, but underemployment is a concern

Housing

- 75 more homes sold in 2019 than 2018 YTD
- Starting to see some stabilizing and pricing

Labor Market

- Tight labor market
- Job growth outpacing workforce growth



Development

- Infill and redevelopment activity increasing

Local Economy

- Education and healthcare remain dominant

Wages

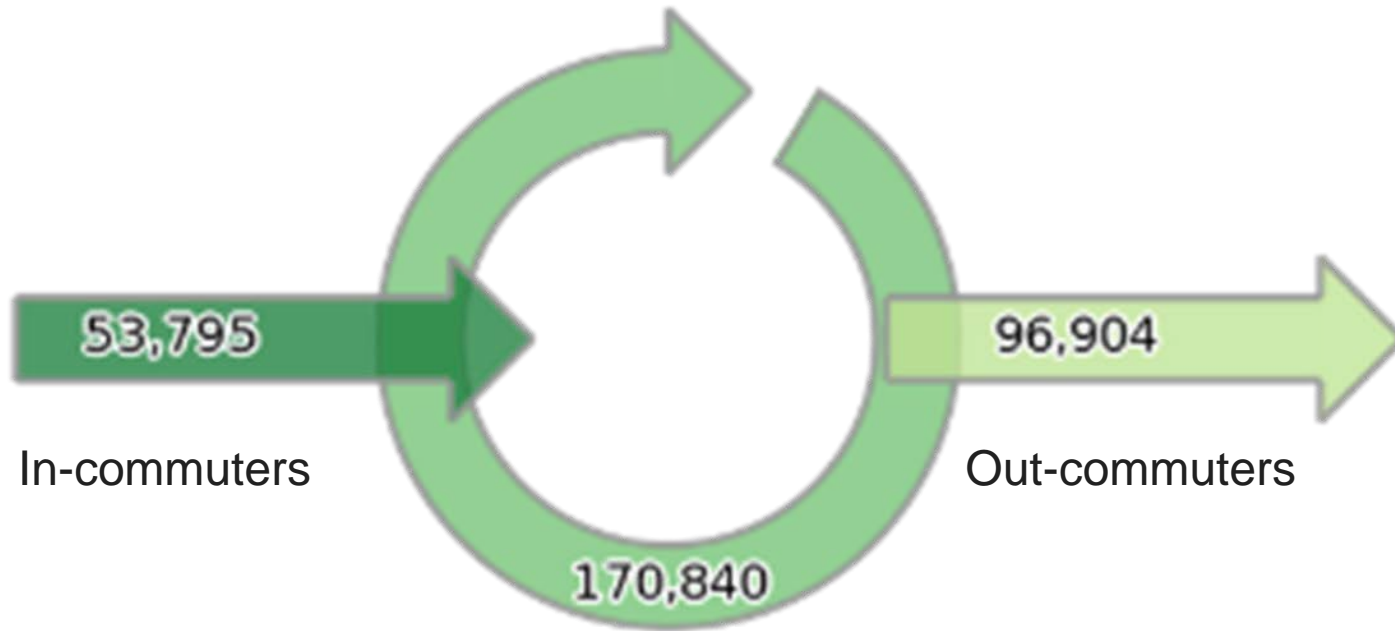
- Average growing, but median stagnant to decreasing



Regional Workforce Report



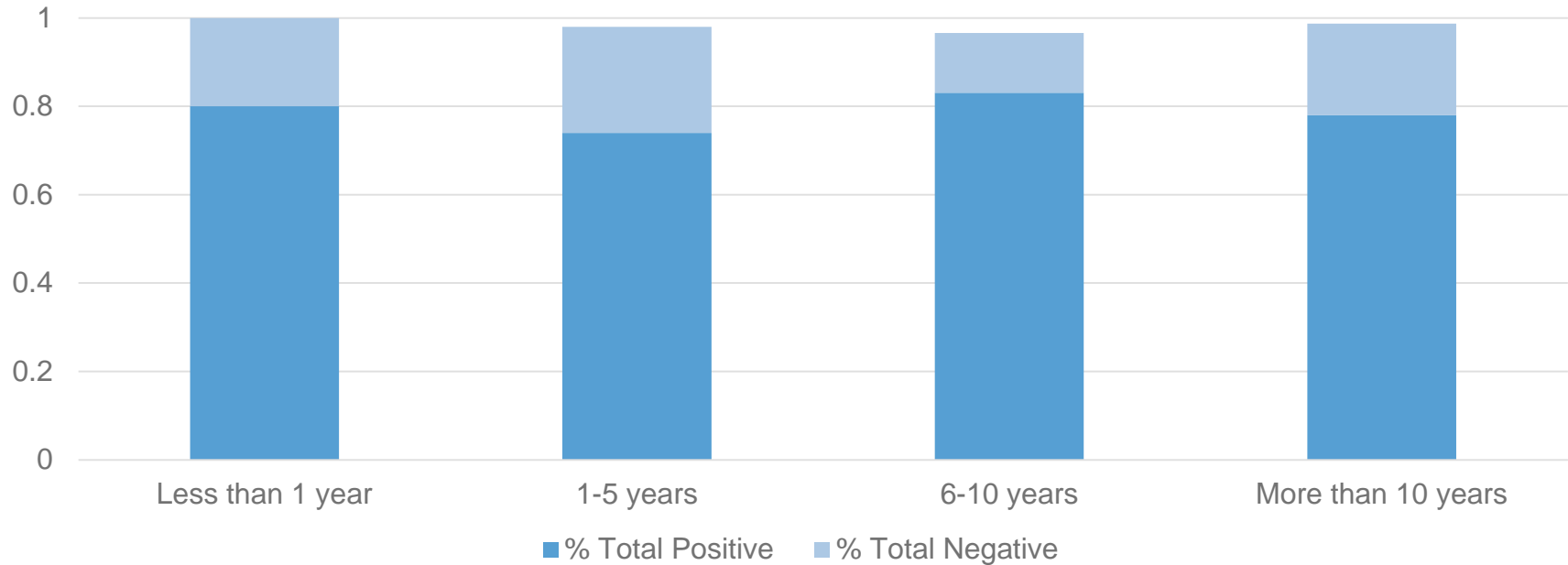
Northern Colorado Labor Shed





National Business Survey (NBS)	Fort Collins businesses	4,633 businesses	506 completed , response rate of 12%
Small Business Needs Assessment	100 or fewer employees	2,000 randomly selected	194 completed, response rate of 11%
Utilities Survey (phone)	Small/Medium Commercial	2,651 randomly selected	205 completed, response rate of 12%
Community Survey	Residents/Students	3,700 randomly selected	747 completed, response rate of 21%

Overall Quality of City Services



What Are All These Surveys Telling Us

Businesses:

- ☐ Identified Safety, Economy and Mobility* as priorities for the upcoming two years
- ☐ Wish to engage more with the City
- ☐ Don't anticipate relocating out of the area
- ☐ Talent and workforce continue to be a priority



TALENT 2.0
REGIONAL WORKFORCE STRATEGY
FORT COLLINS-LOVELAND METRO AREA

NORTHERN COLORADO
Business Retention and Expansion
Annual Report 2018

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

	Percent rating positively (e.g., excellent/good)	
	2018	2017
The job Fort Collins does informing businesses of community issues and values	57%	54%
The job Fort Collins government does at welcoming business involvement	48%	51%
Overall confidence in Fort Collins government	59%	54%
The job Fort Collins does at retaining existing businesses	48%	50%
The job Fort Collins does at attracting new businesses	57%	57%
The job Fort Collins does at supporting or creating new jobs	47%	50%

How do we fix perception of City's role/goals in economic health?

Comparison Community and NBS Survey

	Residents	Businesses
Overall quality of life	87%	92%
Fort Collins as a place to work	73%	90%
Fort Collins as a place to retire	71%	69%
Police Services Overall	72%	90%
Visual Attractiveness	88%	95%
Ease of Transportation – Walking	61%	87%
Welcoming Resident/Business Involvement	61%	48%

Where do we go from here?

Desire to engage

- ☐ Business engagement guides for departments
- ☐ Convene survey participants and focus groups
- ☐ Council district profiles and engagement plans

Communication

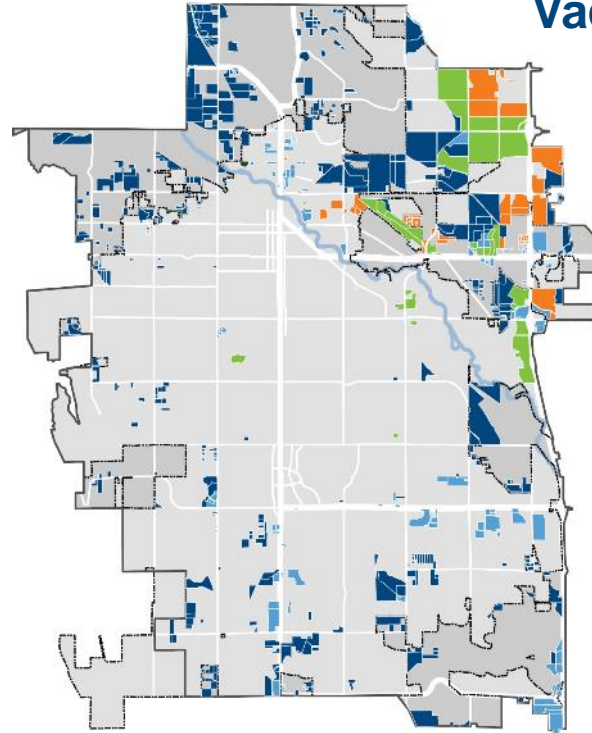
- ☐ Storytelling
- ☐ Incorporate businesses into outreach tools
- ☐ Communication plan with our partners
- ☐ Road shows and feedback

Access training & dev

- ☐ Work with partner organizations to develop/communicate programming
- ☐ Launch Revolving Loan Fund
- ☐ Customer Service Training

Key Trends:

- Vacant lands in GMA diminishing
- Redevelopment more important to community growth
- Estimated population capacity of the GMA is 250,000



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

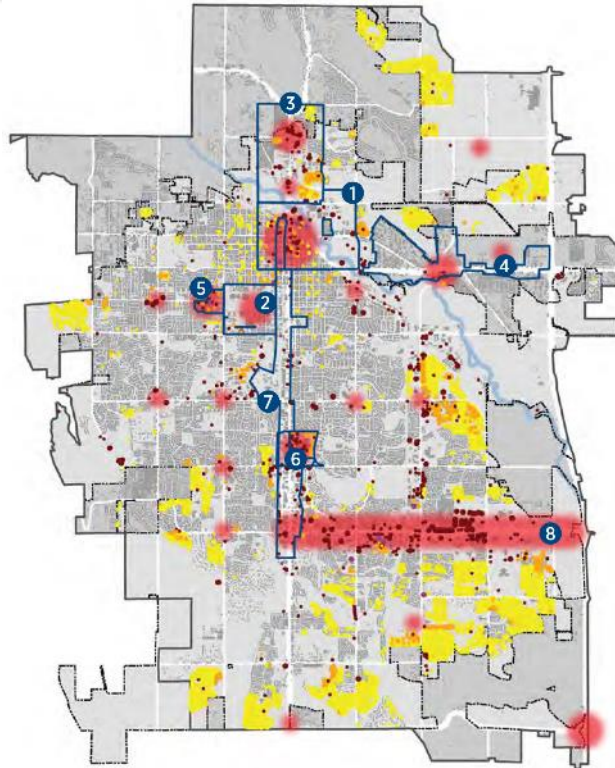
Development Activity

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



The Drake at Midtown



- Improved intersections
- Compelling public spaces
- Improved pedestrian connections

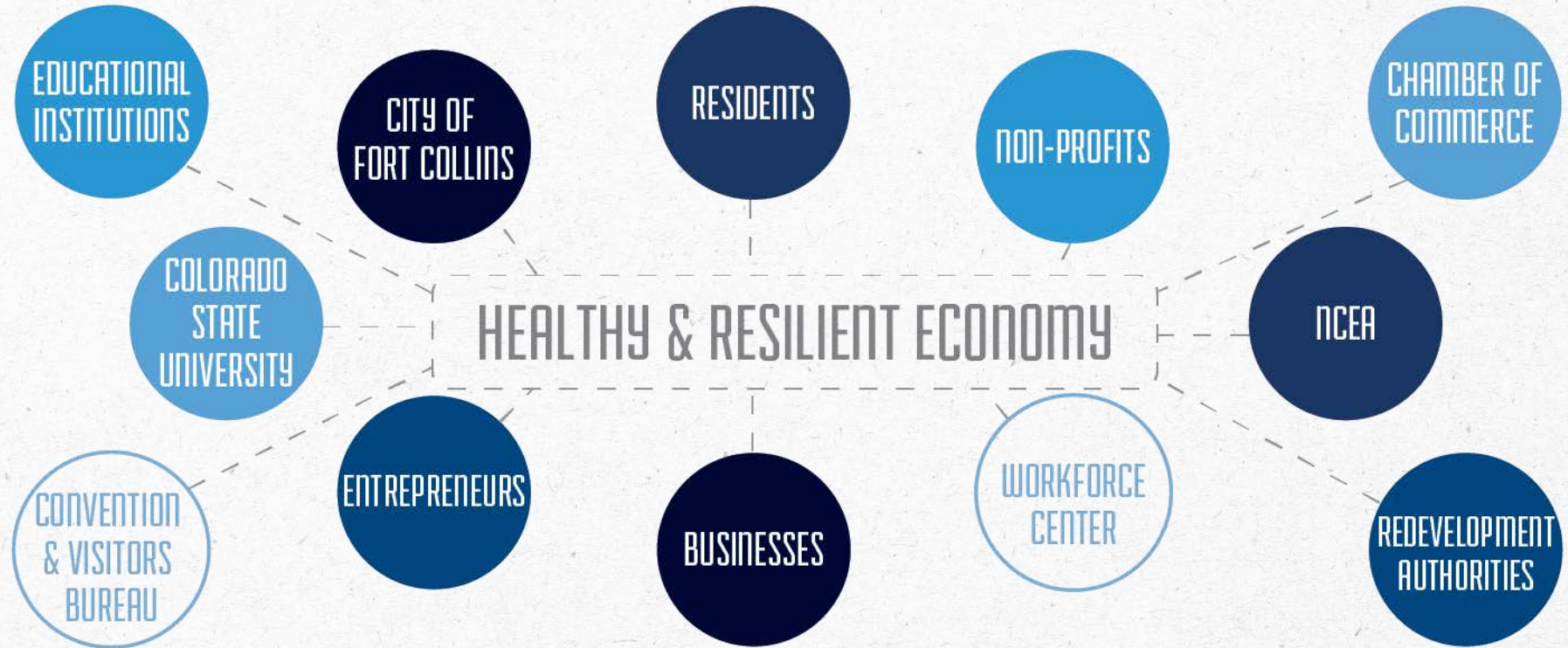
The Drake at Midtown



Incorporating Midtown plan and MAX use:

- Building orientation toward streets
- Grand promenade
- Catalyst/economic generator
- Max Line connectivity

It's a Team Sport



Shannon Hein
Business Specialist
(970) 416-2294 or
shein@fcgov.com

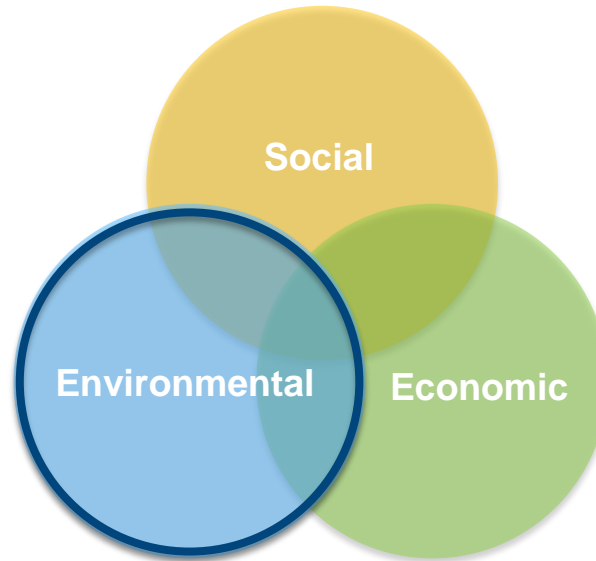
Rachel Rogers
Senior Specialist
(970) 416-4276
rrogers@fcgov.com



Next up: Environmental Services

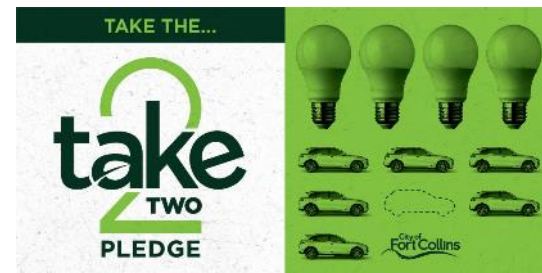
AIR QUALITY

CLIMATE



WASTE
REDUCTION
&
RECYCLING

Environmental Services Programs



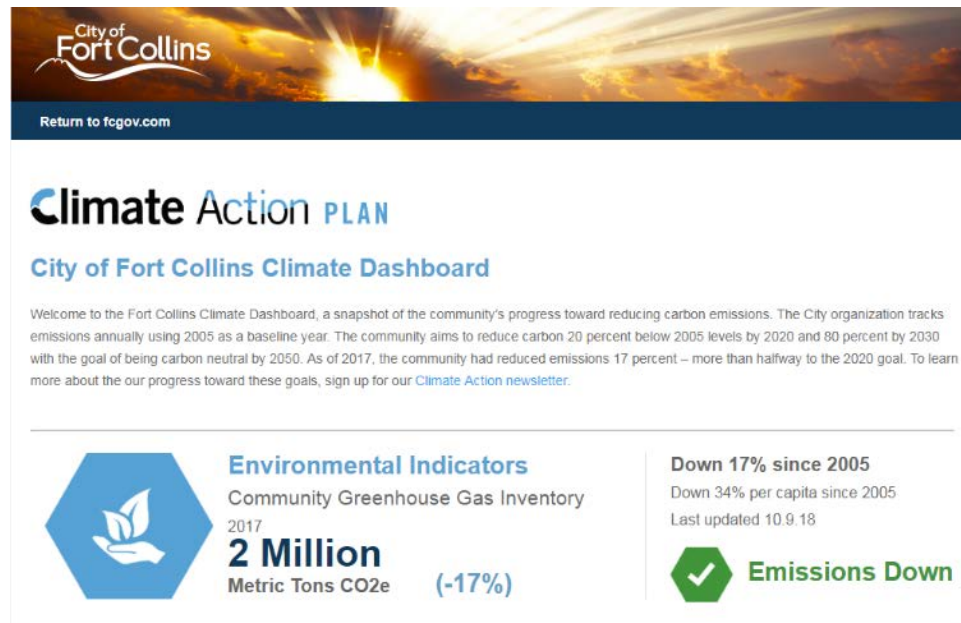


Using the City as a platform to reduce community Greenhouse Gas (GHG) emissions

- GHGs:
 - Gases in the atmosphere that can absorb and emit heat
- How do we impact GHGs?
 - Fossil fuel combustion
 - Waste Generation (decomposition of organic materials)

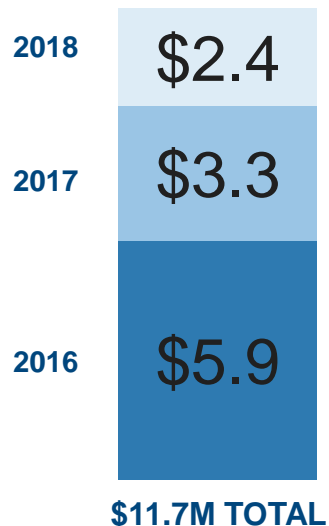
Climate Action PLAN

- By 2020
 - Reduce carbon levels by 20%
 - 2005 Baseline
- By 2030
 - By 80%
- By 2050
 - Carbon Neutral



CAP Dashboard: <https://ftcollinscap.clearpointstrategy.com/>

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**

Take 2 Program

- Save \$\$ and Emissions
- Spark community action
- Raise awareness of Climate Action Plan

A promotional poster for the "Take 2 Pledge" program. The poster is divided into several sections. At the top left, it says "TAKE THE..." in green. Below this is the "take TWO PLEDGE" logo, where "take" is in black, "TWO" is in green, and "PLEDGE" is in black. To the right of the logo, it says "Take TWO simple steps to make a BIG difference:". Below this are two numbered steps in green boxes. Step #1 says "Switch out your home's four 'most used' bulbs to LEDs" with a lightbulb icon. Step #2 says "Make one trip a week car-free" with a car icon. At the bottom, it says "AND when you do we will (while supplies last):" followed by two bullet points: "Email you a FREE Day Pass to the Taste of Fort Collins" and "Give you four LED lights to make the switch". Below the bullet points is a dark green banner that says "A COLLECTIVE VALUE OF OVER \$35.00!". In the bottom right corner, there is a small "Taste of Fort Collins" logo and the "City of Fort Collins" logo.

SHIFT

to what matters most.



MAKE A **SHIFT**

SHIFT your mail.

#makeitstop
#toomuchmail



Signing up
for electronic
bills and stopping
junk mail saves you
TIME for what matters
most.

Give a **SHIFT**. Make a **SHIFT**. Be the **SHIFT**.

Learn more at fcgov.com/shiftfoco

#shiftfoco



MAKE A **SHIFT**

SHIFT your cool.

#justplayitcool
#dogdaysofsummer



As the weather
warms up, choose
fans before AC and
close your blinds
and curtains to
keep the heat out
and save **MONEY**.

Give a **SHIFT**. Make a **SHIFT**. Be the **SHIFT**.

Learn more at fcgov.com/shiftfoco

#shiftfoco



MAKE A **SHIFT**

SHIFT your ride.

#cardiocommute
#giveashift



Riding a bike or jumping on a bus
saves you gas **MONEY** for what
matters most.

Give a **SHIFT**. Make a **SHIFT**. Be the **SHIFT**.

Learn more at fcgov.com/shiftfoco

#shiftfoco



Air Quality Program
The air we breathe

Air Quality Program

Outdoor Air

- Ozone & particulates
- Wood smoke
- Oil and gas
- Fugitive Dust
- Mower rebates
- Idling

Fort Collins September 4, 2017



Fort Collins – Clean Day reference



Indoor Air

- Healthy Homes
- Radon
- Zero Interest Loans

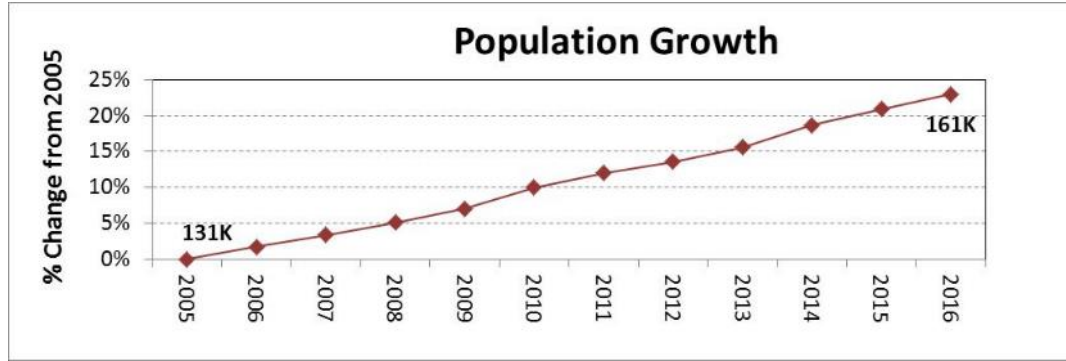


Air Quality	Visibility (miles)
Good	≥ 10 miles
Moderate	5-10
Unhealthy for Sensitive Groups	3-5
Unhealthy	1.5 - 3
Very Unhealthy	1 – 1.5
Hazardous	≤ 1

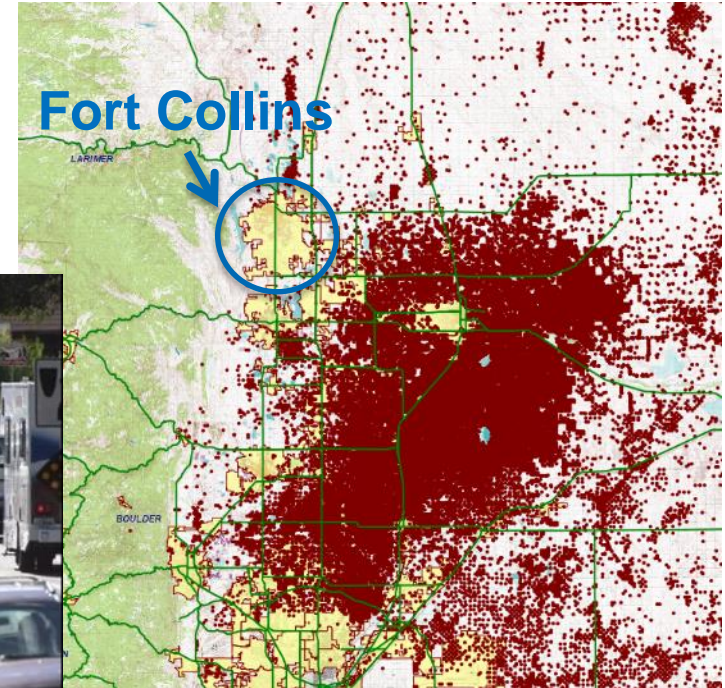
Drought + warmer temperatures = increased likelihood of wildfires



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



R
REGIFT
REDUCE
RETHINK
SHARE
REPURPOSE
REDUCE

U
REPAIR
CR
YE
CS
LE



Zero Waste Plan

- Increase Access to Recycling
- Reduce Organics in Landfills
- Improve Regional Cooperation
- Provide Education & Outreach

- Infrastructure
 - Timberline Recycling Center
- Education & Outreach
 - Recycling information / education
 - Programs to improve systems
- Policy & Planning





Timberline Recycling Center

1903 S. Timberline Rd.



Everyday Recyclables Yard

FREE



Hard-to-Recycle Yard

\$5 Entry



Fcgov.com/A-Z

- [Fcgov.com/recycling](https://fcgov.com/recycling)
- Save Your Food
- Videos
- Events
- Recycling Ambassadors



Ordinances

- Cardboard & E-waste – banned from trash
- Construction & Demolition Rules
- Pay-as-You Throw
- Community Recycling Ordinance

Planning

- Regional Wasteshed



- 1) Recycling service included with trash service (cost embedded)
- 2) Trash pricing based on volume of trash can subscription
 - 100% price difference

Trash Less
SAVE \$\$\$



Community Recycling Ordinance

**Recycling Required to be Part of Service by end of 2020
for businesses and apartment complexes**



Larimer County Landfill projected to reach capacity in 2024



Regional Wasteshed Project



**Transfer Station
(Trash)**



**Recycling Center
(Upgrades)**



**Construction and
Demolition Debris
Sorting**



**Food Waste
Composting**



**Yard Waste
Composting**



New Landfill

- No taxpayer funding for projects
- Divert more from landfill



Let's Put Your Recycling Knowledge To the Test

Can you Recycle Right?



RECYCLE

ALL ITEMS MUST BE **EMPTY** AND **DRY**

METALS & GLASS



CARDBOARD & PAPER



PLASTIC BOTTLES, TUBS & PAPER CARTONS



KEEP OUT

OF CURBSIDE RECYCLING





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Sarah Meline
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smeline@fcgov.com

WHAT
IS
sustainability?