



# OUR CLIMATE FUTURE





Revised - March 31, 2021

# ACKNOWLEDGMENTS

**Our Climate Future would not be possible without the help of so many people.**



## City Council

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Ann Hutchison, *Fort Collins Area Chamber*  
Big Wind, *Northern Arapaho Tribe*  
Bruno Sobral, *Community member*  
Dana Villeneuve, *New Belgium Brewing*  
Dawn Paepke, *Kaiser Permanente*  
Dimitris Stevis – *Colorado State University*  
Javier Echeverria Diaz – *Motherlove Herbal Company and farmer*  
JD Murphy, *veteran and retired business owner*  
Jean Runyon, *Front Range Community College*  
Patrick Shyvers, *Advanced Micro Devices*  
Rose Lew, *Fort Collins Sustainability Group*  
Stacey Baumgarn, *Colorado State University*  
Steve Kuehneman, *CARE Housing*  
Todd Dangerfield, *Downtown Development Authority*  
Trudy Trimbath, *Poudre School District*

## The Fort Collins Community

City Boards and Commissions  
Residents and Businesses, including:

- Historically Underrepresented Groups
- Black, Indigenous and People of Color Groups

Over 1,000 community members helped shape this plan through workshops, one-on-one discussions, surveys, and engaging their friends and neighbors

## Fort Collins Triple Bottom Line Community Leaders

Sustainable Living Association | Fort Collins Sustainability Group | Platte River Power Authority | Republic Services | Waste Management | Ram Waste Systems | Fort Collins Area Chamber of Commerce Local Legislative Affairs Committee | Larimer County Food Bank | Compost Queen | Poudre Valley Community Farms | Colorado State University: Dr. Becca Jablonski (Agriculture and Resource Economics); School of Global Environmental Sustainability (SOGES); Center for Public Deliberation

## Our Climate Future Plan Ambassadors

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CARE Housing  
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Northern Colorado Intertribal Powwow Association  
Sunrise Movement Fort Collins

## Our Climate Future Staff Teams

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City staff that have supported the planning efforts

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## From the Mayor and City Manager

As we look ahead towards our transformational 2030 climate action, zero waste, and renewable electricity goals, Fort Collins is taking another innovative step with this Our Climate Future Plan, an ongoing framework and set of implementation strategies to simultaneously address climate, waste and energy goals while improving our community equity and resilience outcomes.

We recognize innovation and disruption are linked, and in 2020, we saw these disruptions globally and locally as we continued this work in the midst of a global pandemic, a national racial justice movement, and wildfires that impacted our region, our country, and every community member directly. While reflecting the values and spirit that have made us a national leader for decades, Our Climate Future responded by recognizing the interconnected and systems nature of waste, energy, and climate by combining these three formerly separate plans into one, and centered them in equity, leading with race. This means putting people and their priorities first and creating a plan that is truly meant to be owned by and benefit all parts of our community.

Acting on climate change is urgent and we recognize it will take our community actively working together to address the challenge. These challenges are no longer “ahead,” but are here as we feel the effects of an already changing climate. We also recognize these effects are felt unevenly along lines of race, ethnicity, disability, income level, housing status and more. Continuing our work to reduce carbon emissions to prevent even worse effects will take our best technologies and the understanding that these technologies are only as good as the people who design, use, and benefit from them. It is people who will choose to take the bus or buy an electric vehicle, who will choose to invest in circular technologies for their business, or who will help a neighbor sign up for reverse 911. Over the next ten years, this approach will increasingly mean climate action no longer feels like something “extra” for people to worry about or do, instead it will just be how we live our lives and do business. This plan is the next step down this road, setting a framework for improvement, flexibility, and breakthroughs to come.

As you read, you will see this plan is addressed to you – whether you live or work in our community, are visiting or see yourself as a key stakeholder. Rooted in collaboration, Our Climate Future works with the community acting, partnering, and leading in climate, waste and energy actions. We know the City cannot do this alone, nor should we go it alone – the benefits of action positively impact our health, air quality and economic opportunities.

Our Climate Future expresses our unwavering commitment to mitigating climate change with a systems-approach that is centered in people and community priorities. Together, we can create Our Climate Future.

Sincerely,



Mayor Wade Troxell



Darin Atteberry, City Manager

## LETTER FROM THE **CLIMATE ACTION COMMUNITY ADVISORY COMMITTEE**

As members of the Fort Collins Climate Action Plan Community Advisory Committee (CAC), we are honored to share our perspectives and hopes for our City's climate future. As a committee, we comprise a small cross-section of the community – we are your fellow community members, employers, advocates, and parents – all striving to enrich and strengthen the City's path toward carbon neutrality by bringing forth broader and unique perspectives.

Today, the need for bold, just and equitable action on climate cannot be overstated. The summer of 2020 brought this into sharper focus as we bore the pandemic and wildfire's simultaneous economic, climate and health crises against the backdrop of a national social justice re-awakening. As individuals and organizations, we are rising to the challenge – our businesses are committing to becoming carbon neutral, we are reducing our personal footprints, and we are marching and voting for the change we seek. In order to meet these challenges, however, more must be done. To lay the foundation of certainty necessary for our individual actions to succeed, we need leadership and commitment from all levels of government. In particular, leadership at the City level is critical to bringing climate action to a personal, real and relevant level for our fellow residents.

We applaud the City's concerted efforts to begin leading on equity, diversity and inclusion through both actions and words, and its increasing efforts to connect with more diverse community organizations. This progress is an excellent step, and we hope continued engagement efforts will reach an even greater cross-section of the population. For example, we are encouraged that the local Indigenous community is represented within Our Climate Future's Community Partners, and hope organizations that represent Black People and other People of Color shall also be included. Additionally, the City must ensure equity in engagement: that access is enabled and tailored to different communities, that relationships with historically excluded communities go well-beyond transactional in nature, and that the quiet voices, along with the loud, are given equal consideration. It is critical to be intentional in providing opportunities for input and understanding of impacts, especially when impacts can be asymmetrical and inequitable.

The CAC understands Our Climate Future and its Tactical Plan to be living documents that are continually updated with input from the community based on current conditions and the emergence of new technology. In an effort to maintain and further a high quality of life for all residents, we expect City staff to continue to gain input and insight from the community as the plan is implemented. A key strategy moving forward will be to continually develop the plan with inclusivity, equity, and equality while ensuring clear, concise, and actionable objectives. We embrace the goal of community ownership of our climate future, and we hope the City will ensure resources, support and authority are enabled across the community to help achieve our shared and co-developed goals.

We also hope for the City of Fort Collins to enable and create more regional and national connections and collaboration across all sectors, including organizations and businesses of all sizes, through preparation and training of working people for a decarbonized economy, e.g. as identified in the plan with respect to recycling and resilience. As the proverb states, "...if we hope to go far, we must go together." As the United States re-enters the Paris Agreement, it is time for all sectors of society and levels of government to accelerate their pursuit of an inclusive, resilient, and zero-carbon future. The CAC is grateful that Fort Collins is poised to continue leading on climate and equity, and we are energized for the work and opportunities ahead.

### **ACTIVE MEMBERS OF THE CLIMATE ACTION PLAN COMMUNITY ADVISORY COMMITTEE**

Amy Maxey, *Northern Colorado Clean Cities*  
Ann Hutchison, *Fort Collins Area Chamber*  
Big Wind, *Northern Arapaho Tribe*  
Bruno Sobral, *Community member*  
Dana Villeneuve, *New Belgium Brewing*  
Dawn Paepke, *Kaiser Permanente*  
Dimitris Stevis, *Colorado State University*  
Javier Echeverria Diaz, *Motherlove Herbal Company and farmer*

JD Murphy, *veteran and retired business owner*  
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Stacey Baumgarn, *Colorado State University*  
Steve Kuehneman, *CARE Housing*  
Todd Dangerfield, *Downtown Development Authority*  
Trudy Trimbath, *Poudre School District*

# CONTENTS

Acknowledgments	3
From the Mayor and City Manager	4
Letter from the Climate Action Community Advisory Committee	5
Executive Summary	7
Introduction	10
Climate Action Requires a Community – Locally, Regionally, Nationally and Internationally	11
Centering Equity, Leading with Race	13
Our “Not So City” Community Partnership Journey	15
Leaders in Our Climate Future	16
Climate Resilience	17
Putting it all together	18
Past Goals and Progress to Date	20
Our Climate Future Goals	21
Big Moves and Next Moves	26
Our Climate Future Two-Year Tactical Plan (2021-2022)	28
<b>Better Together</b>	29
<b>Big Move 1 – Shared Leadership and Community Partnership:</b> Centered in equity and leading with race, all parts of our community lead, implement and benefit from Our Climate Future	29
<b>Big Move 2 – Zero Waste Neighborhoods:</b> 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	32
<b>Big Move 3 – Climate Resilient Community:</b> People, buildings, watersheds and ecosystems are prepared for the threats of climate change	35
<b>Live Better</b>	38
<b>Big Move 4– Convenient Transportation Choices:</b> It is safe, easy, fast and affordable to get around without a car	38
<b>Big Move 5 – Live, Work and Play Nearby:</b> No matter where we live, we all can meet our basic daily needs without driving across town	40
<b>Big Move 6 – Efficient, Emissions Free Buildings:</b> Everyone lives and works in healthy energy and water efficient buildings which transition to become emissions free	42
<b>Big Move 7 – Healthy, Affordable Housing:</b> Everyone has stable, healthy housing they can afford	44
<b>Big Move 8 – Local, Affordable and Healthy Food:</b> Everyone has access to healthy and affordable food, sourced or rescued from local and regional producers	47
<b>Resource Better</b>	50
<b>Big Move 9 – Healthy Local Economy and Jobs:</b> The community supports a healthy innovative local economy with new opportunities for all people and businesses to thrive	50
<b>Big Move 10 – Zero Waste Economy:</b> Business, industry, institutions, and government collaborate to recirculate resources and eliminate waste	53
<b>Breathe Better</b>	56
<b>Big Move 11 – Healthy Natural Spaces:</b> We all are stewards of healthy natural spaces and honor the deep and historical human connection to this land	56
<b>Big Move 12 – 100% Renewable Electricity:</b> Everyone in the community receives affordable and reliable 100% renewable electricity, including from local sources	59
<b>Big Move 13 – Electric cars and fleets:</b> Residents can afford and use electric cars, including shared electric cars, and conventional fleets are converted to electric	62
Conclusion	64
Glossary of Terms	65
Appendices	66
Companion Documents	66

# EXECUTIVE SUMMARY

Welcome to Fort Collins Our Climate Future Plan. This Plan is about the future of everyone in Fort Collins in these times of climate change, and it is our community guide to creating the carbon neutral, zero waste, and 100% renewable electricity future we desire.

The Our Climate Future and companion Two-year Tactical Plan present implementation strategies to simultaneously address climate, waste and energy goals and improve our community equity and resilience outcomes. You will find these Plans express and articulate an unwavering commitment to mitigating climate change with a systems-approach, centering in people and community priorities<sup>1</sup> and an evergreen review cycle. **Our Climate Future implementation intensifies our community efforts to achieve these three primary environmental goals:**

- **Reduce 2030 greenhouse gas emissions by 80% below 2005 baseline levels;**
- **Provide 100% renewable electricity by 2030 with grid and local sources, and**
- **Achieve zero waste, or 100% landfill diversion, by 2030.**

These are ambitious goals and will require deep and broad commitment by everyone in Fort Collins. The three areas of work for climate, energy and waste are deeply interconnected, as illustrated by the broad community priorities for sustainability reflected in the Plan's scope.

## PUTTING PEOPLE FIRST

Our Climate Future recognizes that if our aim is for everyone to benefit from these efforts, we must intentionally put people at the center of the work. Throughout the Our Climate Future planning process the goal has been to seek equitable solutions, and this is the first major City planning effort with a defined intent to center in equity and lead with race. Leading with race means that we recognize the most disparate outcomes in our country follow racial lines, and that Fort Collins is no exception. While Our Climate Future is an important step forward, we know that equity is an ongoing journey; the City is committed to staying on the path to put people at the center of our work.

Fort Collins' previous plans for climate action focused primarily on technical solutions – more renewable energy, more efficient homes and businesses, low-emissions vehicles and more. Technical solutions are important pieces of the climate change puzzle, yet without considering people at the center of climate, energy, and waste actions, the work won't get done, and people's needs won't be met.

It's clear that the northern Front Range of Colorado is rapidly changing. The changes we're experiencing, like a soaring population with increased development, traffic and need for water, present both opportunities as well as challenges. Climate change is also dramatically shaping the community's present and future. Evidence of climate change is well documented globally and we have directly experienced these impacts locally with recent wildfires, floods and temperature extremes.

When we redesign our efforts to put people, their respective communities, and community-defined priorities at the center of our approach, with technical solutions serving and uplifting those priorities, climate action becomes a catalyst for addressing many of our challenges, from affordable housing, to a healthy economy, to convenient ways to get around. As we make this about each of us and what we care most about, we create space for more partners, leaders, and perspectives at the table and increase the effectiveness, innovation, and scale of what is possible in the next ten, twenty, and thirty years.

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<sup>1</sup> Our Climate Future Community Priorities are detailed [here](#).

# THE OUR CLIMATE FUTURE PLAN

Our Climate Future intentionally uses a 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. Taken together, Big and Next Moves begin 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 and 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.

The intent of the two-year review and calibration cycle is to enable the refinement of Next Moves over time to align with the community targets. Recognizing the flexibility and opportunity inherent in this evergreen approach, Next Moves become a flexible portfolio that can be adjusted over time to fit the community's needs and respond to market and technology developments. Our Climate Future's model for implementation and updates is adaptive and flexible to evolve with new solutions and partnerships with community leaders over time.

This Plan includes introductory sections which describe the people first approach, centering in equity and leading with race, background on resilience, history of planning and results, current goals and a critical path of Next Moves. The remaining sections lay out the thirteen Big Moves shown below, grouped into four areas which recognize how these outcomes impact how we work together, live, and breathe and how we resource our work and lives.

Each Big Move section includes a short narrative, a quote from a community member, a description for tracking, and a table of associated Next Moves with indicative scoring from the evaluation framework for goal-related savings, positive impacts on equity and resilience, and level of investment. Next Moves which are shaded in each table are described in more detail in the companion Our Climate Future Two-year Tactical Plan (2021-2022).

## BIG AND NEXT MOVES

Big Moves is the Our Climate Future 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.





# THIRTEEN BIG MOVES FOR OUR CLIMATE FUTURE<sup>2</sup>

## BETTER TOGETHER

**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.

**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.

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

## LIVE BETTER

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

**5 - Live, Work and Play Nearby:** No matter where we live, we all can meet our basic daily needs without driving across town.

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

**7 - Healthy Affordable Housing:** Everyone has healthy, stable housing they can afford.

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

## RESOURCE BETTER

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

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

## BREATHE BETTER

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

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

**13 - Electric Cars and Fleets:** Residents can afford and use electric cars, including shared electric cars, and conventional fleets are converted to electric.



## OUR CLIMATE FUTURE AND YOU

This plan is about you and is an invitation to lead. Because this plan is about all of our futures, it will take all parts of our community to ensure the future is equitable, climate resilient, carbon neutral, renewable, and zero waste.

Whether you are a resident, business owner, community institution, or visitor, consider this an invitation to get involved and find your place of action and leadership in Our Climate Future. See the Our Climate Future Action Guide for a starting point of ideas to get started.

<sup>2</sup> The Big Move numbering is for easy referencing; the order does not imply priorities of any kind.

# INTRODUCTION

## THE OUR CLIMATE FUTURE PLAN IS ABOUT YOU.

**Our Climate Future is about the future of all members and parts of the Fort Collins community in times of climate change.**

## AN INVITATION TO LEAD.

Because this plan is about all our futures, it will take all parts of our community to ensure that future is equitable, climate resilient, carbon neutral, renewable, and zero waste. **Whether you are a resident, business owner, or visitor, consider this an invitation to get involved and find your place of leadership in Our Climate Future. It's also a recognition of all the ways you may already be working toward this future.**

## WHO ARE “WE”?

This plan is written by City staff with input and review from community members and organizations, including those who are or connected with the Black, Indigenous, People of Color (BIPOC) communities and historically underrepresented groups. We write in the first person, as staff, unless we say otherwise.

## WHAT DO WE MEAN WHEN WE SAY “ALL”?

In this document, we say “all” a lot. For example, we write “all parts of our community” or say that something will “benefit all.” This is a recognition that if we don’t say “all,” our efforts could end up only benefiting some, and unintentionally exclude others, especially historically underrepresented or BIPOC groups (BIPOC stands for Black, Indigenous, and People of color) (see page 1412 for a list of historically underrepresented groups and more about equity<sup>3</sup>).

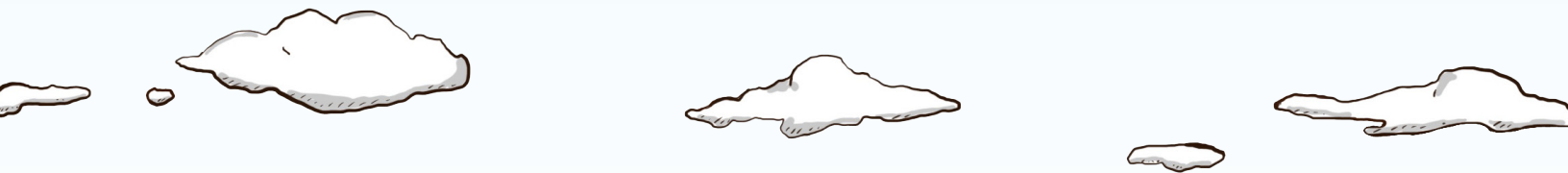
## CLIMATE ACTION TODAY: PEOPLE AT THE CENTER OF OUR WORK

Fort Collins has, like many cities, worked on climate action and climate resilience as primarily technical problems with technical solutions – more renewable energy, more efficient homes and businesses, low-emissions vehicles and more. Technical solutions are important pieces of the climate change puzzle, yet there’s a key piece consistently lacking – you and the other people who live in solar-powered homes, who work to make their business more efficient, and who drive their electric cars or ride their bikes. **Without people at the center of climate action, energy, and waste work, the work won’t get done, and people’s needs won’t be met.**



3 Review was supported by Our Climate Future Plan Ambassadors and Community Partners (see page 15)

When we redesign our efforts to put people, their communities, and community priorities at the center, with technical solutions serving and uplifting those priorities, climate action becomes a catalyst for addressing all kinds of challenges, from affordable housing, to a healthy economy, to convenient ways to get around. Our strategies are designed to meet our community’s needs and our environmental goals at the same time, allowing us to have a greater impact overall. It also means we can continue our ambitious work toward mitigating climate change while also preparing us for the increasing effects of climate change. As we make this about each of us and what we care most about, **we create space for more partners, leaders, and perspectives at the table and increase the effectiveness, innovation, and scale of what is possible in the next ten, twenty, and thirty years.**



## READER HEADS UP:

There’s a lot that is new about this plan and we explain that first. A little later, we touch on some of the things we’ve always done, like setting ambitious goals to reduce carbon, waste, and energy and taking our environmental leadership seriously. Both are key pieces of context and crucial to our work.

## CLIMATE ACTION REQUIRES A COMMUNITY – LOCALLY, REGIONALLY, NATIONALLY AND INTERNATIONALLY

Our community is committed to doing our part in addressing global climate, energy, and natural resource challenges and we know this is a community-wide effort. Key partners in this work include over 6,000 Fort Collins businesses and community members, as well as large institutions like Colorado State University and Platte River Power Authority.

Climate action is a global challenge and Fort Collins is a member of various networks<sup>4</sup> to share best practices, advocate for climate action at state and federal levels, and compare results. Fort Collins is a signatory on the America Is All In pledge that comprises over 2000 local governments, businesses, universities, faith groups and hospitals to meet the Paris Climate Agreement while driving economic growth and advancing equitable solutions. As a local effort, Our Climate Future enables us to craft strategies that are adapted to local values, opportunities, constraints, and economic considerations, while being prepared to align with state or federal actions. One benefit of working at these larger scales is testing new approaches alongside other cities. This Plan’s approach to integrating equity and focusing on community partnerships is one such example!

**The bottom line is that our community isn’t going it alone.**

<sup>4</sup> Key groups include Urban Sustainability Directors Network, Colorado Communities for Climate Action, Compact of Mayors, International Council for Local Environmental Initiatives (ICLEI), Recycle Colorado, the Regional Wasteshed and others

1999	City Council adopts the community's first waste diversion goal of 50% diversion by 2010
1999	City Council adopts "Local Action Plan to Reduce Greenhouse Gas Emissions"
2003	City Council adopts Electric Energy Supply Policy
2009	City Council adopts revised, updated and renamed Energy Policy
2013	City Council adopts Zero Waste by 2030 goal
2015	City Council adopts Climate goals of 80% greenhouse gas reduction by 2030, carbon neutral by 2050
2015	City Council adopts revised Energy Policy with alignment to Climate Action Plan
2015	Smithsonian Recognizes Fort Collins As A 'Place of Invention' in part due to energy innovations
2017	Climate Action Plan wins international recognition as the winner of Cities4Action by C40Cities
2018	City Council adopts the goal for 100% renewable electricity
2018	Fort Collins awarded \$1.1M for energy efficiency upgrades for low and middle-income rental housing as part of the U.S. Bloomberg Mayor's Challenge
2019	City Council passes a global climate emergency resolution, following requests from community members

## THE HISTORY THAT MAKES OUR CLIMATE FUTURE POSSIBLE

Fort Collins has long been a leader in climate protection. Through leadership and involvement by many community members, Fort Collins has demonstrated the value of midsize communities committing to and action on climate change.

Since these bold goals were adopted, Fort Collins has stayed in the forefront of community actions. In 2017, our climate action plan won international recognition as the winner of Cities4Action by C40Cities, a global network of cities committed to addressing climate change. As part of the 2018 U.S. Bloomberg Mayor's Challenge, Fort Collins was awarded \$1.1M to develop and test a program focused on energy efficiency upgrades for low and middle-income rental housing to reduce health and economic disparities.

By request from community members, and reviewed by the [CAP Community Advisory Committee \(CAP CAC\)](#), City Council passed a [Resolution that acknowledges the global climate emergency](#) in 2019. Importantly, this community-led Resolution established a commitment to centering Our Climate Future in equity and to solicit additional representation from indigenous community members. This was a first step toward the Our Climate Future approach to Climate Action moving forward.

# CENTERING EQUITY, LEADING WITH RACE

As our community continues to grow, we want new and existing residents to feel included and welcomed, and to thrive. Here is the challenge - we know that not everyone has the same experience living in Fort Collins, and today, identity is a predictor of one's outcomes in life - whether that is related to home ownership, neighborhood safety, mental health concerns, utility cost burden, or ease of using public transit<sup>5</sup>. From an everyday perspective, we acknowledge that our Black, Indigenous, and People of Color (BIPOC) communities and our historically underrepresented groups may not feel as safe, heard, or cared for as others in our community. As highlighted in the Our Climate Future Existing Conditions Assessment, these inequities are exacerbated by climate change, with our current systems leaving BIPOC and other marginalized populations more susceptible to climate change impacts<sup>6</sup>.

We designed Our Climate Future with the goal of equitable solutions that address a spectrum of needs within our community. Leading with race means we recognize that the most disparate outcomes in our country follow racial lines, and Fort Collins is no exception. An emphasis on racial disparities is a starting place for inclusion as we expand to bring in all marginalized populations and all parts of our community. This approach is intentional about addressing barriers and designing solutions that work for those most impacted, while also ensuring all community members can benefit, participate, and influence outcomes. This illustration is one way we imagine Our Climate Future as we achieve equity in community outcomes and processes.

## EQUITY VS. EQUALITY

**Equity:** Designing programs, policies, and systems to ensure identity is not a predictor of outcomes

**Equality:** Designing programs, policies, and systems that treat everyone the same

- DACA Students
- LGBTQIA+ Communities
- Local Indigenous Communities
- Migrant Communities
- Communities of Disability
- Veterans
- Religious minorities
- People experiencing homelessness
- People living in manufactured homes
- Commuter community
- Low-income communities
- Small businesses

## WHAT IS A HISTORICALLY UNDERREPRESENTED GROUP?

Leading with equity in process means asking who is most impacted by a decision and has historically had the least influence. For Our Climate Future, historically underrepresented groups include, but are not limited to:

- Communities of Color
- Community members under age 29

These identities can overlap and intersect. We recognize that many people are a part of multiple groups

<sup>5</sup> Check out the forthcoming Equity Indicators dashboard for more information.

<sup>6</sup> See for example, this article and this article about vulnerabilities to wildfire, the Fourth National Climate Assessment, which illustrates how climate change exacerbates existing vulnerabilities - especially in low-income communities, communities of color and other vulnerable populations.



This is the first big City effort to center equity in this way. While Our Climate Future is an important step forward, **we know that equity is an ongoing journey; the City is committed to staying on the path to put people at the center of our work.** We also recognize that everyone is on their own equity journey. Some terms and concepts may be unfamiliar to some and familiar to others, just as engaging in discussions on racial equity may be easier or harder. We invite you to learn with us and we firmly believe our commitment to centering in equity will benefit the entire community. See Appendix I for more background on equity-centered engagement.

## FORT COLLINS AND ENVIRONMENTAL JUSTICE

As in many cities in the U.S. and around the world, in and near Fort Collins, there is a history of environmental injustice. Examples include pollution and environmental hazards in neighborhoods that were in the northern area of Fort Collins with large Hispanic populations in the early 1900s. Sugar factories and the nearby dump burned material that likely caused poor air quality. Data today shows that these same neighborhoods, which still have large BIPOC populations, continue to see disproportionate outcomes compared to other parts of Fort Collins. More information can be found in the Our Climate Future Existing Conditions Assessment.

*Source: Hang Your Wagon to a Star: Hispanics in Fort Collins 1900 – 2000. Adam Thomas, SWCA Environmental Consultants*

## OUR “NOT SO CITY” COMMUNITY PARTNERSHIP JOURNEY

We’ve been learning from our community members, peer cities, the Government Alliance on Race and Equity (GARE), and other leaders in equity how to be a better partner to each of you and the various groups that comprise our whole community. Some of our community partners coined the term “not so City” to describe this approach of showing up as people first.

By using tools like GARE’s Racial Equity Toolkit, staff and community partners worked to transform engagement for this planning effort. At its highest level, the engagement process looked like:

### PHASE I: UNDERSTANDING OUR COMMUNITY

- Historically underrepresented groups, the broader community, and businesses shared their priorities and barriers to a sustainable future.
- Outcome: Eleven Community Priorities and Eight Big Barriers<sup>7</sup>

### PHASE II: BRAINSTORMING STRATEGIES FOR TACKLING PRIORITIES AND BARRIERS

- Historically underrepresented groups, broader community, and businesses suggested the strategies needed to accomplish their priorities and overcome their barriers.
- Outcome: Thirteen Big Moves and over 700 ideas for Next Moves

### PHASE III: PUTTING IT ALL TOGETHER

- The Our Climate Future Plan was written by staff and reviewed by Community Partners and Plan Ambassadors, then taken to City Council for consideration and adoption.
- Outcome: Our Climate Future Plan

### PHASE IV: WORKING TOWARD OUR CLIMATE FUTURE

- Historically underrepresented groups, community leaders, businesses, staff, and community members will partner together and share leadership to achieve community priorities over the coming decades.
- Outcome: Our Climate Future Two-Year Tactical Plan and ongoing two year review and calibration cycle

<sup>7</sup> Our Climate Future Community Priorities and Big Barriers are detailed here.

# LEADERS IN OUR CLIMATE FUTURE

Trusted and long-lasting relationships with individuals, community leaders and community-based organizations are our priority for implementation of these strategies. The historic, current, and future power dynamics within our community carry significant weight and influence for climate, energy, and waste efforts. Woven throughout this plan are strategies to begin (and continue) to repair past harms experienced by our BIPOC communities and other historically underrepresented groups, as well as to prevent further or new inequities. However, this recognition and advancement is only possible with the voices and leadership of community members. The following community members and organizations have taken on leadership roles in Our Climate Future, acting as Plan Ambassadors and Community Partners to give a voice to their respective communities. The roles varied based on the lived experiences and interests each person offered.

## PLAN AMBASSADORS

Note: The community groups listed do not indicate the person is a part of the community but rather that they helped connect that group to Our Climate Future. Volunteer partners helped connect Our Climate Future to the broader community.

- Amber: *Native community*
- Christian: *Under 29, University*
- Jesus: *Latinx/Hispanic, DACA community*
- Isabel: *LGBTQIA+, Under 29, University*
- Julia: *Under 29, University*
- John: *Youth/students*
- Maritza: *Latinx/Hispanic community, DACA community*
- Sam: *University*
- Paul
- Natalie
- India
- Marna
- Rosie
- Kristina
- Danny

## COMMUNITY PARTNERS

- Northern Colorado Intertribal Powwow Association: *Indigenous and Native community*
- CARE Housing: *Low-income communities*
- Sunrise Movement Fort Collins: *Youth/students*
- Fort Collins Chamber of Commerce: *Small businesses*

We appreciate the incredible work of our Plan Ambassadors and Community Partners and recognize that more partners will be needed in the future to connect with other historically underrepresented groups (e.g. Disabled Community, Black Community, Latinx Community<sup>8</sup>). You will see many of these Plan Ambassadors featured throughout the plan, highlighting the impact of their ideas and perspectives.

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8 We recognize that historically underrepresented groups like the Disabled Community or the Latinx Community hold diverse perspectives on the best wording to describe their identity, for this plan, we use Latinx and Disabled Community and recognize that many community members may prefer Hispanic or Latino or person experiencing a disability.



# CLIMATE RESILIENCE

It's clear that the northern Front Range of Colorado is rapidly changing. The changes we're experiencing, like a soaring population with increased development, traffic and need for water, present both opportunities as well as challenges.

Climate change is also dramatically shaping the community's present and future. Evidence of climate change is well documented globally and the impacts of a changing climate on Fort Collins are substantial. The state has warmed two degrees Fahrenheit since the beginning of the 20th century and nine of the twelve warmest years on record have occurred since 2000<sup>9</sup>. These increases lead to significant changes in other areas, such as:

- Snowpack;
- Precipitation patterns;
- Increased storm intensity;
- Stream and runoff flows;
- Changing ecosystems;
- Increased wildfire risk; and
- Human health effects<sup>10, 2</sup>

## THE CITY OF FORT COLLINS DEFINES RESILIENCE AS:

The capacity to prepare our human and natural systems to respond and adapt to changes and disruptions of various scales that affect our ability to thrive.

It's likely we can all reflect on 2020 and remember tangible impacts to air quality from the Cameron Peak and East Troublesome wildfires, higher than average summer temperatures, and dry conditions from the regional drought. These types of events are exacerbated by climate change, and ambitious action to reduce greenhouse gas emissions, adjust existing systems, and reduce risk will benefit each of us, including our businesses, infrastructure, and ecosystems. This plan offers a strong next step in advancing actions that can strengthen community partnerships and networks; prepare, and protect infrastructure, businesses, homes, and natural resources; while strengthening our resolve to recover, adapt and thrive after challenging events.

**The Water-Resilience Connection.** While our water system contributes little to our community climate inventory (thanks to gravity!), we recognize that our water supply, water quality and storm events will continue to be impacted by climate change for generations to come. Our Climate Future recognizes this linkage with a focus on resilience, including adaptation, and with understanding that our actions need to extend well beyond our City boundaries, both upstream and downstream. We have begun detailed analysis of our water-related vulnerabilities and will continue to adapt our planning processes to incorporate new data and modify systems accordingly.

<sup>9</sup> Source: Colorado Climate Center.

<sup>10</sup> Source: [Colorado Climate Change Vulnerability Study](#), Eric Gordon and Dennis Ojima, 2015. For more information about how Fort Collins is currently experiencing climate change and how it may look in the future, take a look at Appendix II or the [2019 Municipal Sustainability and Adaptation Plan](#).

## PUTTING IT ALL TOGETHER

Moving forward, we need to spend our time and resources on actions that address multiple community priorities because climate change interacts with everything else going on in our lives and community. The potential for impact is much broader when we recognize that every action has ripple effects to other parts of our daily lives. We've found new strategies that accomplish more for our community and expect to uncover even more going forward, whether it is advancing multiple community priorities or improving equity and resilience while lowering emissions, energy or waste.

Examples of the intersection of these priorities are woven throughout this plan, including improving the efficiency of buildings and homes to be comfortable and safe during very hot summer days, focusing on multi-family and rental properties, or using trusted community sites to provide resources and information during extreme events. When we work at the intersections, like in the illustration below, we simultaneously deliver on community priorities while reducing our climate emissions.

Our Climate Future recognizes the need for ambitious efforts to draw down all sources of emissions, including from energy, waste, transportation, water, and industrial process and product use (IPPU) emissions and especially those from major industrial sources, recognizing that IPPU emissions are a source of potent and long-lived greenhouse gases.



*When outdoor air quality is poor from pollution or wildfires, keeping people housed and their indoor air quality healthy is critical. Tools like air purifiers, proper ventilation, and the Fort Collins Air Quality website can help you be prepared for disruptive events.*



*Reducing greenhouse gases is a critical part of our responsibility to address climate change. From electricity sources, to home efficiency to our daily practices, we all can play a role to reduce emissions.*

## **READER HEADS UP:**

Next we're going to talk more about our ambitious goals and processes. It's going to get a little more "City" as we describe the numbers and the nuts and bolts of how this plan will work. If you prefer to jump to the Our Climate Future strategies, see page 30 or stay and learn more about the details of our progress, how we track, and how we'll keep this plan fresh over time.

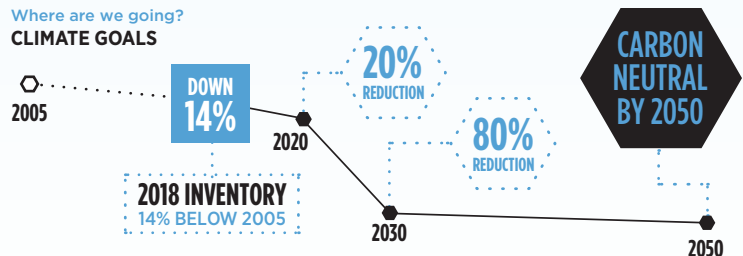
# PAST GOALS AND PROGRESS TO DATE

Our Climate Future is an update to three plans: Climate Action Plan, Energy Policy, and the Road to Zero Waste. The planning processes were combined to recognize the interconnection between carbon emissions, energy use and waste, yet each area retains unique goals.

## CLIMATE

In 2015, Fort Collins City Council unanimously adopted community carbon emission reduction goals of **20% below 2005 levels by 2020, 80% lower by 2030 and carbon neutral by 2050.**

- **2019 progress:** Emissions were 7% below 2005 levels.<sup>11</sup> Current projections place 2020 emissions 17% below 2005 and 2021 emissions 26% below 2005. The 2030 target is a primary focus of this plan.



- **Primary drivers of progress include:**

- Increases in renewable electricity, externally and locally
- Increased energy efficiency
- Methane gas collection at our landfills
- Increased efficiency in our vehicles
- Choices by individuals to ride bikes, walk, or take the bus; reduce their home or business energy use; and reduce food waste and pursue personal compost options.

## ENERGY

The 2015 Energy Policy included goals **for energy efficiency (reaching savings of 2.5% of community electricity use annually) and renewable energy (20% by 2020 with 2% from local sources). In 2018, we adopted a goal of 100% renewable electricity by 2030.**

- **2020 progress:** Efficiency savings targets are on track and have kept the community's electricity use nearly flat as the population has grown by 28%. The renewable electricity percentage exceeded the 2020 goal of 20%, met the local target of 2% and will be over 50% in 2021.

## WASTE

Road to Zero Waste goals were set in 2013 to reach a **75% diversion rate by 2020 and Zero Waste by 2030.**

- **2020 progress:** The diversion rate in 2019 was 53% and did not meet the interim target in part because of delays in regional infrastructure to process yard and food waste, dramatic changes in waste and recycling markets for plastic, and an increase in per capita waste generation.

<sup>11</sup> See Appendix III for more information about the Community Carbon Inventory.

## HOW WE MEASURE PROGRESS ON CARBON

City staff complete a carbon inventory each year to measure progress towards the community's climate action goals. Each inventory includes electricity, natural gas, ground transportation, waste, water, and, starting in 2019, industrial process and product use emissions. The inventory is reported in metric tons of carbon dioxide equivalents (MTCO<sub>2e</sub>). This reporting structure follows the Global Protocol for Community-scale Greenhouse Gas Emissions Inventories as part of Fort Collins' commitment to the Global Covenant of Mayors.

Adjustments and changes to the inventory are common as we learn more and as data sources emerge. One recent change (2019) was the inclusion of Industrial Processes and Product Emissions (IPPU), which are non-energy emissions produced as a byproduct from or used as an input to a manufacturing process. IPPU emissions are often sources of potent and long-lived greenhouse gases. This new inclusion shifted reported progress between 2018 and 2019 significantly. More detail about inventory methodology can be found in Appendix III.



## OUR CLIMATE FUTURE GOALS

Our Climate Future includes an update to energy and waste goals and sets a timeline for reviewing community climate goals. A review of waste, energy and climate goals for 2030 and 2050 will be considered during the two-year review and calibration cycles described in the following section, the first of which will be in 2022. The goals review is to validate that they remain in alignment with changes to market conditions, community priorities, developments in technology and ongoing updates to scientific findings regarding climate change.

This Plan, and the companion Two-year Tactical Plan, demonstrate a systematic approach to intensify our community efforts to achieve these three primary environmental goals in the 2030 timeframe:

- **Reduce 2030 greenhouse gas emissions by 80% below 2005 baseline levels;**
- **Provide 100% renewable electricity by 2030 with grid and local sources, and**
- **Achieve zero waste, or 100% landfill diversion, by 2030.**

Additional primary goals include:

- Climate – Fort Collins is **carbon neutral by 2050**
- Waste
  - At least **85%** of what is recoverable in any given year **is recovered**
  - **Decrease in residential pounds landfilled** per capita per year
- Energy
  - **Provide 5%** of community electricity **from local distributed renewable sources** by 2030
  - Achieve a **20% reduction in forecast electricity** use between 2021 and 2030 through efficiency and conservation programs in all building types and industrial processes

The City's role as the community's electricity provider and energy code authority and a recognition of the importance of natural gas use drive the following additional energy objectives:

- Annual reliability metrics of:
  - *Customer Average Interruption Duration Index (CAIDI)* is a measure of how long, on average, it takes to restore power to a customer experiencing an electric outage. Target is less than 45 minutes.
  - *System Average Interruption Duration Index (SAIDI)* is a measure of how long, on average, each customer was without power in the last year. Target is less than 30 minutes.
  - *System Average Interruption Frequency Index (SAIFI)* is a measure of how many times per year the average customer experiences a power outage. Target is less than 0.66 annually.
- Achieve a **10% reduction in forecast natural gas use** between 2021 and 2030 through efficiency, conservation and electrification programs in all building types and industrial processes.
- Advance efficiency, indoor environmental quality, installed performance and readiness distributed energy resources through **adoption and enforcement of updated energy codes on a three year cycle**. Adopt current International Energy Conservation Codes (IECC) with local amendments within one year of issuance.
- Support the deployment of distributed energy resources to achieve **bidirectional demand flexibility capacity of 5% of peak loads** by 2030.



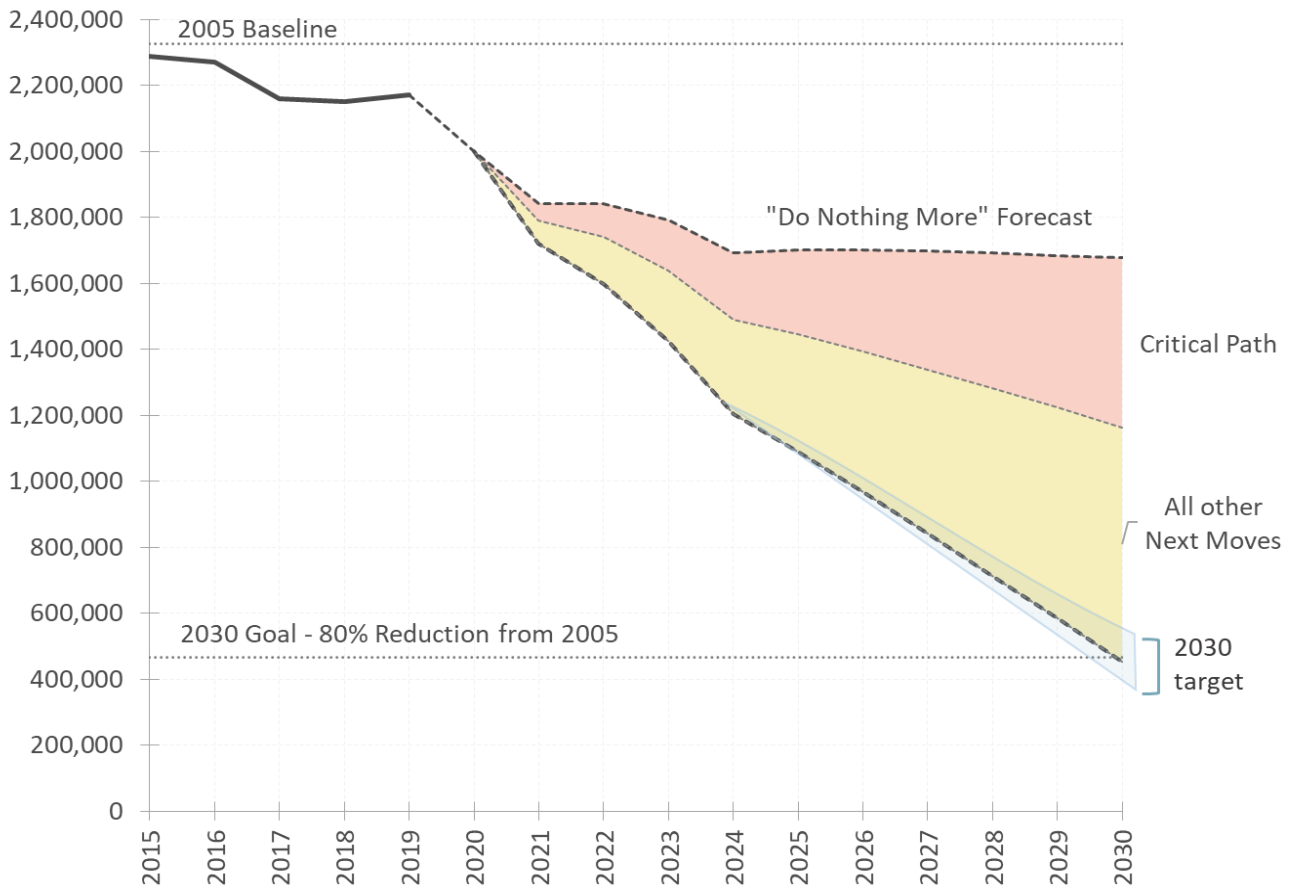
# THE PATH TO THE 2030 CARBON GOAL

Our Climate Future has identified a set of Next Moves which we call the Critical Path. These three Next Moves all have the characteristics of contributing significantly to carbon reduction, requiring long and sustained efforts by the City and community partners, and resulting in transformational systematic outcomes. The three Critical Path Next Moves are:

- 100% renewable electricity
- Expanding local and regional public transit coverage and frequency
- Community-wide organic waste diversion

These three Next Moves will need to be supplemented by a portfolio of other Next Moves in order to achieve the target of an 80% reduction in greenhouse gases by 2030. The current evaluation modeling shows that, after these three critical moves and remaining Next Moves included in this plan are accounted for, the community is on target to reach the 80% goal. However, we also know that there remain significant uncertainties for many strategies and that the intent of a two-year review and calibration cycle is to be able to refine and add to the Next Moves over time to align with the community targets.

**Community Carbon Inventory Emissions MTCO<sub>2</sub>e**



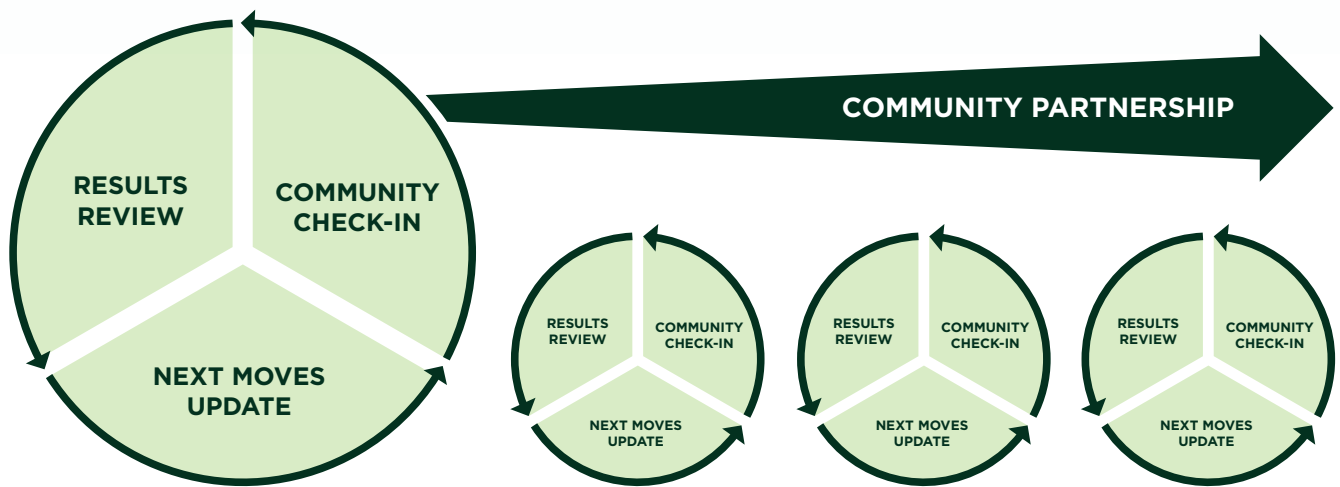
## OUR CLIMATE FUTURE IMPLEMENTATION AND CALIBRATION

Our past policy processes for climate, energy and waste had similar structures of brief, intensive community outreach and a review and update cycle about every five years. The Our Climate Future model for implementation and updates will be very different. With an adaptive and flexible approach, Our Climate Future will continue to evolve with new solutions and partnerships with community leaders over the next several years.

Each two-year calibration and review cycle will include:

- Evaluation, reporting, and prioritizing of Next Moves;
- Increased opportunities for community partnerships and engagement;
- A check-in with the community to review results and revise Next Moves, and
- An updated Two-Year Tactical Plan which can align with the City’s biennial budget process.

## TWO-YEAR CALIBRATION AND REVIEW CYCLE



2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	BFO		BFO		BFO		BFO		BFO
		FUNDING CYCLE				FUNDING CYCLE			





# OUR CLIMATE FUTURE'S THIRTEEN MOVES<sup>12</sup>

## BETTER TOGETHER

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

## LIVE BETTER

- 4 - Convenient Transportation Choices:** It is safe, easy, fast and affordable to get around without a car.
- 5 - Live, Work and Play Nearby:** No matter where we live, we all can meet our basic daily needs without driving across town.
- 6 - Efficient, Emissions Free Buildings:** Everyone lives and works in healthy energy and water efficient buildings which transition to become emissions free.
- 7 - Healthy Affordable Housing:** Everyone has healthy, stable housing they can afford.
- 8 - Local, Affordable and Healthy Food:** Everyone has access to healthy and affordable food, sourced or rescued from local and regional producers.

## RESOURCE BETTER

- 9 - Healthy Local Economy and Jobs:** The community supports a healthy innovative local economy with new opportunities for all people and businesses to thrive.
- 10 - Zero Waste Economy:** Business, industry, institutions, and government collaborate to recirculate resources and eliminate waste.

## BREATHE BETTER

- 11 - Healthy Natural Spaces:** We all are stewards of healthy natural spaces and honor the deep and historical human connection to this land.
- 12 - 100% Renewable Electricity:** Everyone in the community receives affordable and reliable 100% renewable electricity, including from local sources.
- 13 - Electric Cars and Fleets:** Residents can afford and use electric cars, including shared electric cars, and conventional fleets are converted to electric.

## READER HEADS UP:

The remaining sections of this plan lay out the thirteen Big Moves shown below, grouped into four areas which recognize how these outcomes impact how we work together, live, and breathe and how we resource our work and lives.

<sup>12</sup> The Big Move numbering is for easy referencing; the order does not imply priorities of any kind.

# BIG MOVES AND NEXT MOVES

**“Big Moves” is our 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.** The Big Moves, each with a title and tagline, were developed from input from community workshops and refined based on a community survey and discussions with historically underrepresented community members, community partners, and plan ambassadors. Together they form a vision of what a sustainable, resilient, and equitable Fort Collins would be like for community members like you as it transforms to reflect the community’s priorities, carbon neutrality, zero waste, 100% renewable electricity.

**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, and potential results for improving equity and resilience. The Next Moves shown in the plan are those that have “risen to the top” based on these evaluations and input from the community engagement process.

## **Each Big Move section on the following pages includes:**

- A quote from a community member introducing the section with why they view the Big Move as having a positive effect on their life.
- A short narrative
- Illustrations of our Plan Ambassadors, Community Partners or other visual storytelling
- How we’ll track progress on the Big Move
  - We have identified key metrics for each Big Move to use as indicators that we’re going in the right direction, and we will continue to work with the community to identify appropriate metrics, particularly related to equity and resilience. Some of the suggested metrics already exist while others are proposed or in development<sup>13</sup>.
- Associated Next Moves with indicative scoring from the evaluation framework for goal-related savings, positive impacts on equity and resilience, and level of investment.
  - Shaded Next Moves in the table indicate that these specific strategies are included in the companion Our Climate Future Two-year Tactical Plan (2021-2022) where they are described in more detail.
  - Each Next Move was evaluated for equity, resilience, mitigation (reduction of greenhouse gas emissions and waste) and investment on a high, medium, low scale. See the table below for how each Next Move was evaluated.
  - The 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 Tactical Plan for selected Next Moves.

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<sup>13</sup> A complete list of the proposed metrics included in this plan is provided in Appendix III.

	EQUITY	RESILIENCE	MITIGATION	COST <sup>14</sup>
<p><b>LOW</b></p> 	<p>Little to no potential improvement in the daily lived experiences of BIPOC and historically underrepresented individuals and communities</p>	<p>Little to no increase in preparedness for climate change impacts and/or the ability to withstand other shocks</p>	<p>Marginal impact on carbon or waste inventory (less than 0.5% or 10,850 MTCO<sub>2</sub>e or 1.4M lbs.)</p>	<p>less than \$1 million</p>
<p><b>MEDIUM</b></p> 	<p>Moderate potential for improvement in the daily lived experiences of BIPOC and historically underrepresented individuals and communities</p>	<p>Moderate increase in preparedness for one or more climate change impacts and/or the ability to withstand other shocks</p>	<p>Moderate impact on carbon or waste inventory (between 0.5% and 2.5% or 10,850 to 54,300 MTCO<sub>2</sub>e or 1.4M to 6.95M lbs.)</p>	<p>\$1 to 10 million</p>
<p><b>HIGH</b></p> 	<p>Substantial potential for systemic or institutional change and/or significant improvement to the daily lived experiences of BIPOC and historically underrepresented individuals and communities</p>	<p>Substantial increase in preparedness for one or more climate change impacts and/or the ability to withstand other shocks</p>	<p>Significant impact on carbon or waste inventory (more than 2.5% or 54,300 MTCO<sub>2</sub>e or 6.95M lbs.)</p>	<p>more than \$10 million</p>

Shaded items are included in the Tactical Plan 2021/2022 and are currently being implemented.

\* = Inspired by the community

<sup>14</sup> These are total costs, not only what may be covered by the City as an organization. Distinctions between community investment, City resources or external funding are described in the Tactical Plan for selected (shaded) Moves where available.

## EQUITABLE METRICS AND REPORTING

Our Climate Future's equitable approach to partnering with community members and organizations, with intentional focus on BIPOC, and historically underrepresented groups also extends to how we develop metrics, measure progress, and summarize results. It's crucial that we have insight and expertise from outside the City organization and acknowledge that various groups experience Fort Collins in different ways. Identifying the appropriate ways to track progress on goals will be an ongoing process in partnership with community members. Where data exist, we commit to using metrics that are disaggregated by race and other identities. This means we'll look at broad outcomes split out by identities, such as race, ethnicity, ability, and gender identity, that help us understand disparities, while acknowledging that for many individuals these identities overlap and intersect. When summarizing results, we will seek reviews from external partners to validate meaning and provide insights into how we can present information in ways that honor community members' experiences.

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

The companion Our Climate Future Two-year Tactical Plan presents details for implementation of Next Move strategies that are intended to begin or continue implementation in 2021 and 2022. The Tactical Plan 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.

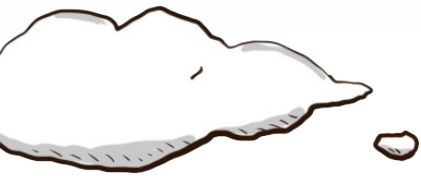
The primary focus of this first cycle of Next Moves is to further develop partnerships and leverage community expertise to improve the equability and accessibility of existing efforts. Partnership development also helps broaden leadership and action across the community. This allows the most ambitious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



# BETTER TOGETHER



“ Changing our climate future is going to take support at all levels, so all residents need to feel like they are included and respected in the process. This makes it positive for me because I feel confident that my leaders are implementing processes that keep historically marginalized and under-resourced communities at the forefront of innovation. ”



## 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.**

### Tracking progress on this Big Move:<sup>15</sup>

- % of staff and partners trained in leading with equity for implementation of the Next Moves
- Number of Next Moves and/or tactical projects led by an organization or group external to the City of Fort Collins
- Demographics of staff and community members who are part of Our Climate Future implementation (ongoing programs and various next moves)
- Resources allocated in project budgets to achieve equity in process, e.g., language justice and compensation for community members' time and expertise



**AMBER** connected with the Native Community and is a member of the Seneca Nation Wolf Clan

*“To meet our climate goals, I think three questions should be asked in every decision:*

*Are treaties being honored?  
Does this benefit all people?  
Is it sustainable seven generations from now?”*

<sup>15</sup> **What do these mean?** These four metrics will help indicate if we are on the right track in centering equity through implementation of OCF. Staff and partners trained in leading with equity is a way of being transparent about the activities we’re undertaking. The number of Next Moves or projects led by another organization or group tells us if we are really partnering with the community and sharing leadership. Understanding the demographics of everyone who is part of OCF implementation points to if Black, Indigenous, and People of Color (BIPOC) and other historically underrepresented groups feel included and heard in this work. Resources allocated to achieve equity is one way to understand what support we are giving community members who face barriers to participating in City process and programs.

# BIG MOVE 1 SHARED LEADERSHIP AND COMMUNITY PARTNERSHIP

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
SLCP1	Continue, and where appropriate expand, upon durable partners beyond Fort Collins to achieve climate, energy and waste goals.	CRC	\$	●	●	●
SLCP2*	Identify opportunities where the City and the community can partner on funding applications to advance Our Climate Future Big Moves	-	\$	●	●	●
SLCP3*	Partner to provide greater access to environmental education for Spanish-speaking community members	-	\$	●	●	●
SLCP4	Design an equitable implementation structure of the Our Climate Future Plan	CRC	\$	●	●	●
SLCP5	Provide unconscious bias and racial equity training to staff and partners involved in OCF implementation	-	\$	●	●	●
SLCP6	Embed resilience into City policy planning initiatives	CRC	\$	●	●	●
SLCP7	Explore sliding scale incentives based on income and equity for Our Climate Future related programs	EEFB	\$	●	●	●
SLCP8	Explore creation of a city policy that dedicates a portion of resources to programs for low- and moderate-income community members	HAH	\$	●	●	●
SLCP9	Re-imagine 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	-	\$	●	●	●

GHG IMPACT

Shaded items are included in the Tactical Plan 2021/2022 and are currently being implemented.

\* = Inspired by the community

● = HIGH   ● = MED   ● = LOW

“ This would have the greatest impact in my life because I could avoid buying all the tools that we just need for one job AND it would mean a closer sense of community with my neighbors, which is somewhat lacking now. ”

## 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.<sup>16</sup> 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.

Fort Collins is a part of the Regional Wasteshed Coalition of local governments (with Larimer County, Loveland, Estes Park and Wellington) that are seeking to bring innovative new waste and recycling infrastructure to the region with the recognition that the materials we throw away have value that can benefit our regional economy when recovered. Facilities planned include yard and food scrap composting, a construction and demolition processing facility, and a new landfill and transfer site. These facilities will have a significant impact on Fort Collins' ability to meet its Zero Waste goals!



### SUNRISE MOVEMENT FORT COLLINS

engaged with youth and high school students.

*Members of the Fort Collins branch of the Sunrise Movement gave feedback on the Zero Waste Neighborhoods Big Move*

16 Source: 2019 Fort Collins Community Waste & Recycling Summary



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.

**You can get involved by starting a backyard compost, indoor worm compost bin, or signing your business up for recycling. Check out other Zero Waste Neighborhood actions listed in the Our Climate Future Action Guide.**

**Tracking progress on this Big Move:<sup>17</sup>**

- % of Fort Collins single and multi-family households and businesses with access to recycling
- % of Fort Collins households and businesses with access to composting
- Number of sharing resources and number of “shares” at those resources

## BIG MOVE 2 ZERO WASTE NEIGHBORHOODS

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
ZWN1*	Expand recycling education campaign	HLEJ	\$	●	● ● ●	●
ZWN2*	Explore additional community-needs donation options	ZWE	\$	◎◎◎	● ● ●	◎◎◎
ZWN3*	Explore Universal Composting Ordinance and Related Composting Infrastructure/Facilities	ZWE	\$\$\$	◎◎◎	◎◎◎ ◎◎◎	◎◎◎
ZWN4*	Identify barriers to accessing recycling services	ZWE	\$	◎◎◎	● ● ●	●
ZWN5*	Implement universal recycling ordinance	ZWE	\$\$\$	◎◎◎	◎◎◎ ◎◎◎	◎◎◎
ZWN6	Facilitate the sharing of commonly needed items through libraries	ZWE	\$	◎◎◎	● ● ●	◎◎◎
ZWN7*	Facilitate the sharing of commonly needed items through libraries	ZWE	\$	◎◎◎	● ● ●	◎◎◎
ZWN8*	Implement Disposable Grocery Bag Policy	ZWE	\$	●	● ● ●	◎◎◎
ZWN9*	Establish decentralized waste collection strategies for times of crisis	CRC	\$	◎◎◎	● ● ●	◎◎◎

<sup>17</sup> **What does that mean?** City staff will develop a new metric that tracks the percent of households and businesses with access to recycling and another that tracks access to composting. It will also develop a new metric to assess sharing resources (like libraries) and how much formal sharing activity is happening.

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
ZWN10*	Establish strategies for recycling damaged materials from natural disasters	CRC	\$\$	●	●	◎◎
ZWN11	Businesses and community groups work with the City to perform waste audits and reduce food waste	HLEJ	\$	◎◎	●	●
ZWN12*	Expand recycling end markets and job opportunities	HLEJ	\$	◎	●	◎◎
ZWN13*	Highlight businesses who reuse, reduce, and recycle	HLEJ	\$	◎	●	●
ZWN14	Explore collaborative consumption apps and platforms	SLCP	\$	◎	●	◎
ZWN15*	Develop zero waste community partnership program	ZWE	\$	●	●	◎
ZWN16*	Financial incentives to support composting, recycling, and waste reduction	ZWE	\$	◎	●	◎
ZWN17*	Implement a home composting incentive program	ZWE	\$	◎	●	◎
ZWN18	Support sharing, repair, and reuse	ZWE	\$	◎◎	●	◎◎

GHG IMPACTS    WASTE IMPACTS

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◎ = HIGH    ◎ = MED    ● = LOW



“ Our community is a recognized leader in sustainability. We have further potential to positively impact climate for our region and other regions through our resilience planning and implementation. ”



### 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. **You can get involved by developing an emergency plan for your household or an emergency and communication plan for your business and employees. Check out other actions listed in the Our Climate Future Action Guide.**

### Tracking progress on this Big Move:<sup>18</sup>

- Proposed metrics about how we're preparing for continuing changes to our climate:
  - Number of programs or agencies that support community networks
  - Collaboration with regional agencies, including intergovernmental agreements in place
  - Number of community, operational plans, and related activities that address resilience through the integration of preparedness, response, recovery and adaptation
  - Campaigns or programs that reduce ozone or particulate matter
  - Reduced water use
  - Community survey results
- Metrics about how we respond and recover from disruptive events will be reported following a disruptive event.

### MARITZA

engaged with the Latinx/Hispanic community

*"The Big Moves are the first step at addressing environmental inequities that my community experiences. This initiative also puts us at the decision-making table for changes towards a more sustainable and inclusive future."*



<sup>18</sup> **What do these mean?** Preparing for climate change can usually be measured by the activities we're doing to be better prepared. Because each event will require different responses and have different impacts, staff will use a variety of measurements to evaluate the community's recovery from a disruption specific to the type of event. Disruptive events may include wildfires, floods, emerald ash borer, high heat events, and drought, and preparedness, response and recovery may look very different for each of these.

# BIG MOVE 3 CLIMATE RESILIENT COMMUNITY

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
<b>CRC1</b> *	Adopt a holistic approach to integrated water resource planning and management (One Water Approach)	HNS	\$	●	●	◎◎
<b>CRC2</b> *	Ensure that air quality levels and information about related health concerns is representative, easily accessible and broadly communicated	HNS	\$	●	●	◎
<b>CRC3</b> *	Expand and enhance water efficiency programs and incentives	HNS	\$	●	●	◎
<b>CRC4</b> *	Update codes to address existing and new developments' indoor and outdoor water efficiency	HNS	\$	●	●	◎
<b>CRC5</b> *	Educate and communicate the current emergency sheltering process and explore expanded options for disproportionately affected groups	HAH	\$	◎	●	◎◎
<b>CRC6</b>	Integrate climate resilience considerations into city strategic and operational plans	SLCP	\$	◎◎	●	◎◎
<b>CRC7</b>	Partner with trusted community sites to provide resources and information during community emergencies (Resilience Hubs)	SLCP	\$	◎◎	●	◎◎
<b>CRC8</b>	Develop and foster community relationships and partnerships to strengthen cooperation in emergencies or events	SLCP	\$	◎	●	◎◎
<b>CRC9</b>	Engage community-based organizations in building climate resilience communities	SLCP	\$	◎	●	◎◎
<b>CRC10</b>	Explore options that enhance the availability of financing to support small business creation, expansion, and retooling	SLCP	\$	◎	●	◎◎
<b>CRC11</b> *	Increase information campaigns directed towards young adults and college students regarding climate change impacts, their effects in Fort Collins, and how to act	SLCP	\$	●	●	◎


GHG IMPACT

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# LIVE BETTER



“ Just remember wheelchair accessibility! If we do not have snowplowing of residential sidewalks and side streets, we cannot access even the most wonderful public transportation offerings. ”



## BIG MOVE 4

### CONVENIENT TRANSPORTATION CHOICES

It is safe, easy, fast and affordable to get around without a car.



**NORTHERN COLORADO INTERTRIBAL POWOW ASSOCIATION (NCIPA)** is connected to the Native and Indigenous communities in Fort Collins

*“We must do our part to protect and preserve our Mother Earth for our future generations.”*

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. **You can get involved by going car-free one extra trip per week than you currently do or start incentive programs in your business to encourage people to save car trips. Check out other actions listed in the Our Climate Future Action Guide.**

**Tracking progress on this Big Move:**<sup>19</sup>

- Transit Ridership (Transfort and FLEX services)
- Percent of commuters who drive alone, carpool, bike, use transit, or telework (mode share)
- Total community vehicle miles traveled (VMT)
- Average travel time across Fort Collins
- Transit access and safety

**BIG MOVE 4 CONVENIENT TRANSPORTATION CHOICES**

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
CTC1	Continue to build bicycle facilities as identified in the Bicycle Master Plan	CRC	\$\$\$	🎯	●	🎯
CTC2*	Create mobility hubs to support convenient transportation connection options	CRC	\$\$\$	🎯	●	🎯
CTC3*	Expanding local and regional public transit coverage and frequency	LWPN	\$\$\$	🎯	🎯	🎯
CTC4*	Provide travel trainings program	LWPN	\$	🎯	●	🎯
CTC5*	Offer integrated transport tickets and timing to promote cycling	CRC	\$	●	●	🎯
CTC6*	Create flexible transit system that adapts with variable demand	LWPN	\$	🎯	●	🎯

GHG IMPACT

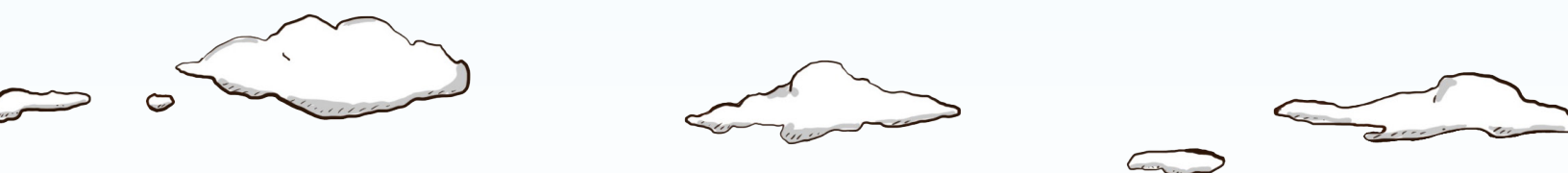
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<sup>19</sup> **What do these mean?** These existing metrics help us understand if people are making choices other than use of a personal vehicle and point to what may be barriers to making those choices.

“ For me, this is one of the defining characteristics of a ‘livable’ city. It means that what I need is close by and easily accessible. ”



## BIG MOVE 5

# LIVE, WORK AND PLAY NEARBY

No matter where we live, we all can meet our 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.<sup>20</sup> 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. **You can get involved by looking into businesses nearby to see if they can meet your needs or offering loaner bikes that your employees can borrow to run short errands or go to lunch. Check out other actions listed in the Our Climate Future Action Guide.**

### Tracking progress on this Big Move:<sup>21</sup>

- Neighborhood walkability
- Neighborhood safety
- Residential proximity to grocery stores and public schools
- Percent of residents who respond that they have good or excellent access within their neighborhoods to everyday needs (Community Survey)

20 Source: 2019 Community Carbon Inventory.

21 **What does that mean?** Staff will develop three metrics, which together will help determine people’s ability to get where they need to go without a car, since we know that proximity may not be the only reason that people choose how to get to their destination. The fourth metric comes from the biannual Community Survey.



## BIG MOVE 5 LIVE, WORK, AND PLAY NEARBY

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
LWPN1	Enhance partnerships with schools to ensure safe ways for kids to get to school	CTC	\$	●	●	●
LWPN2	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	CTC	\$	●	●	●
LWPN3 *	Encourage neighborhood level work sites (coffee shop plus)	CTC	\$	●	●	●
LWPN4 *	Increase density and mixed uses through the land use code as guided by City Plan	HAH	\$	●	●	●

GHG IMPACT

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“ Getting our community behind this goal would create jobs, provide individual savings, and provide a goal that all members of the community could contribute to. The community pride I would feel being part of this effort is a big positive. ”

## 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.

**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, which are a source of potent and long-lived greenhouse gases.

**Tracking progress on this Big Move:<sup>22</sup>**

- Annual electricity and natural gas program portfolio savings
- Annual changes in community use of electricity and natural gas
- Available electric capacity for grid flexibility
- Number of homes (total and rentals) upgraded annually

<sup>22</sup> **What do these mean?** Electricity and natural gas savings as a percentage of community use are consistently measured and reported by utilities and are a good indicator of programs' overall performance. Community electricity and natural gas use are closely tied to the carbon inventory and provide a breakdown by energy source. Grid flexibility capacity is an emerging metric in the utility industry and will likely evolve over the coming years. The number of homes and rental homes upgraded provides an indication of how the residential programs are meeting the community's single family housing types.

# BIG MOVE 6 EFFICIENT, EMISSIONS FREE BUILDINGS

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
EEFB1	Continue and expand demand response and grid flexibility programs	RE	\$\$\$	⊙	●	⊙
EEFB2*	Develop an energy performance path for new construction to zero carbon building by 2030	RE	\$\$\$	⊙	●	⊙
EEFB3*	Continue and expand home and business efficiency programs	HAH	\$\$\$	⊙	⊙	⊙
EEFB4*	Expand programs for electrification of space and water heating	HAH	\$	⊙	⊙	⊙
EEFB5	Provide focused energy efficiency and indoor air quality incentives for historically under-served households	HAH	\$	⊙	●	⊙
EEFB6*	Explore models to support geo-exchange shared heating and cooling systems for multi-family buildings	RE	\$\$	⊙	●	⊙
EEFB7	Explore adding performance standards to Building Energy and Water Scoring program	CRC	\$\$\$	⊙	⊙	⊙
EEFB8	Explore residential Home Energy Score point of listing requirement	CRC	\$\$\$	⊙	●	●
EEFB9*	Explore paired efficiency and jobs program with dedicated funding	HLEJ	\$\$	⊙	●	⊙
EEFB10*	Support incentives and regulation to reduce industrial (air pollution) emissions	HNS	\$	⊙	⊙	⊙
EEFB11	Explore door to door outreach model for efficiency and home envelope improvements	HAH	\$	⊙	●	⊙

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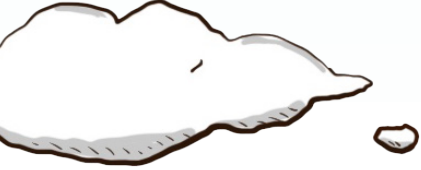
**CARE HOUSING** is connected to low-income communities.

*“For CARE Housing, developing and maintaining healthy, efficient, affordable rental homes is critically important on many levels. It’s a win for the organization, the community, and the family living in the home.”*





“ There are many people who do not desire the traditional house with a 20-30 year mortgage... there are so many people (both young and old) who want to live smaller, and we are ready for those options to be available in our city. ”



## BIG MOVE 7

# HEALTHY, AFFORDABLE HOUSING

Everyone has stable, healthy housing they can afford.



**JESUS** engaged with the Latinx/ Hispanic and DACA Communities.

*He lent his perspective to the Healthy and Affordable Housing Big Move.*

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.<sup>23</sup> 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.

**Tracking progress on this Big Move:**<sup>24</sup>

- % Fort Collins housing stock that is affordable housing
- % daytime population growth
- % of cost-burdened homes (renters and owners paying more than 30% of their income on housing), disaggregated by race
- Homeownership rates, disaggregated by race and income



**HOMEOWNERSHIP RATES IN FORT COLLINS VARY BY RACE**

*(Source: Equity Indicators):*

- 55 in 100** white households
- 42 in 100** Hispanic/Latinx households
- 52 in 100** Asian households
- 20 in 100** Black households
- 47 in 100** Native American households



23 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.

24 **What does that mean?** There are many ways to measure the affordability of housing in Fort Collins. We look at these measures by identities to see housing affordability programs are benefiting all groups equitably. In the first metric, affordable housing is defined housing that is affordable for at least 20 years to someone earning 80% or less of area median income (AMI). The second metric, regarding daytime population growth, tracks people who commute into the city for work but don’t live here.

# BIG MOVE 7 HEALTHY, AFFORDABLE HOUSING

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
HAH1*	Expand foreclosure and eviction prevention and legal representation, especially in times of crisis	CRC	\$\$			
HAH2*	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	EEFB	\$\$			
HAH3*	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	LWPN	\$			
HAH4*	Continue the Housing First model for supporting persons experiencing homelessness and provide wraparound services	SLCP	\$\$\$			
HAH5	Create targeted neighborhood level interventions to increase green infrastructure and/or energy retrofits to address environmental justice issues (also known as Green Zone)	EEFB	\$\$\$			
HAH6*	Explore the option of mandated rental licensing/rental registry with minimum standards for health safety, stability, and efficiency	EEFB	\$\$\$			
HAH7*	Provide guidelines on the optimal space use and sizing for various housing spaces to increase efficiency and reduce cost of living	EEFB	\$			
HAH8*	Improve infrastructure in low-income neighborhoods	LWPN	\$			
HAH9*	Strengthen incentives for mixed-use development along the MAX corridor to encourage more housing	LWPN	\$			

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= HIGH   = MED   = LOW



“ Having access to healthy local sourced goods allows me to directly support local farmers and other small businesses. ”



## BIG MOVE 8

# LOCAL, AFFORDABLE AND HEALTHY FOOD

Everyone has stable, healthy housing they can afford.



**JULIA** connected with college students and community members under the age of 29.

*“Eating locally not only helps lessen your environmental footprint, but also supports local businesses during such a crucial time. This is one of the best ways to support our planet, our community, and our future.”*



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.<sup>25</sup> 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. **You can get started by visiting a local Farmer's Market or buy local and healthy food for meals and events at your business. Check out other actions listed in the Our Climate Future Action Guide.**

**Tracking progress on this Big Move:<sup>26</sup>**

- % of households participating in the Supplemental Nutrition Assistance Program (SNAP), disaggregated by age and race
- % of farmers market sales from SNAP dollars

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25 Source: Food Bank of Larimer County. The USDA defines food insecurity as a household-level economic and social condition of limited or uncertain access to adequate food.

26 **What do these mean?** Metrics for this Big Move are still in development. Using data about who receives assistance for paying for food through the Supplemental Nutrition Assistance Program (SNAP) helps us understand whom is food insecure in our community.



## BIG MOVE 8 LOCAL, AFFORDABLE, AND HEALTHY FOOD

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
LAHF1 *	Promote local food through education	CRC	\$			
LAHF2 *	Decrease barriers for home gardening, residential farming, and small, sustainable farming operations	CRC	\$			
LAHF3	Explore mechanisms to incentive partnerships between government, nonprofits, and private enterprises that increase access to local, affordable, and healthy food	CRC	\$			
LAHF4 *	Increase access to affordable CSAs (community supported agriculture subscriptions)	CRC	\$			

GHG IMPACT

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# RESOURCE BETTER

“ Having a healthy economy and jobs is essential to enabling us to care for our families/community while improving Our Climate Future. ”

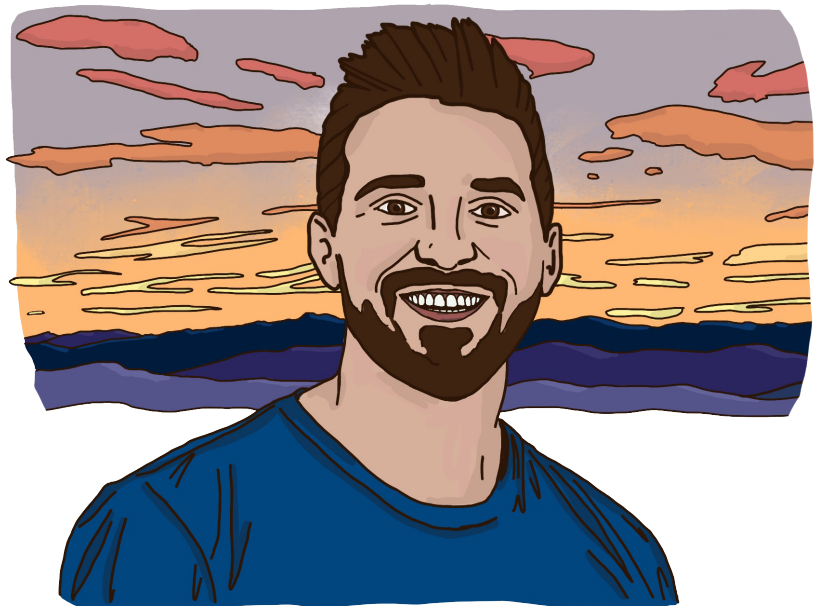
## BIG MOVE 9

### HEALTHY LOCAL ECONOMY AND JOBS

The community supports a healthy innovative local economy with new opportunities for all people and businesses to thrive.

**CHRISTIAN** connected with college students.

*“To me, OCF means that we are moving forward in the right direction. The effects of climate change are already being felt around the world- and especially in Colorado. Truly, lives, economies, and ecosystems hang in the balance. We must work diligently, together, to overcome today and tomorrow’s challenges.”*



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. **You can get started by shopping locally for yourself or your business. Check out other actions listed in the Our Climate Future Action Guide.**

**Tracking progress on this Big Move:<sup>27</sup>**

- Unemployment Rate
- Business Establishments per Capita
- Net of jobs created overall per year in Fort Collins
- Number of businesses as lead or support partners of Next Moves
- % of total jobs created that are in environmental sustainability sectors

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<sup>27</sup> **What do these mean?** Staff will track numbers of Fort Collins residents who are unemployed, how many businesses are in Fort Collins compared to total population, and the net number of new jobs created each year to understand the health of Fort Collins' economy. The number of businesses as partners on Next Moves and the percent of new jobs that are in environmental sustainability sectors will give us a more specific lens for the economy and Our Climate Future.

## BIG MOVE 9 HEALTHY LOCAL ECONOMY AND JOBS

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
HLEJ1 *	Explore opportunities and best practices for multilingual businesses and workforce development programs	CRC	\$	●	●	●
HLEJ2 *	Support small businesses and workforce development in times of crisis	CRC	\$	●	●	●
HLEJ3	Update the Economic Health Strategic Plan to adapt to rapidly changing economic conditions	CRC	\$	●	●	●
HLEJ4	Reimagine a sustainable business recognition program	SLCP	\$	●	●	●
HLEJ5 *	Support small businesses and workforce in times of stability	SLCP	\$	●	●	●
HLEJ6 *	Explore policies and incentives for more local green jobs	RE	\$	●	●	●

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### OUR ECONOMY AND CLIMATE CHANGE

Without a healthy economy there can be no ambitious climate action and without ambitious climate action locally and globally, we will be hard pressed to have a healthy economy. Both are essential to the future we want in Fort Collins. That is why our community needs to partner with our innovative, creative businesses to help lead the way by turning the challenges of climate change into business opportunities. The economy of tomorrow will inevitably embed the risks, challenges and opportunities of climate change into how it functions and is already doing so. If Fort Collins is going to rise to the opportunity and challenges of climate change, collaborating with our businesses will be essential to developing solutions.



“ I think a circular economy is vital to the overall process of waste and consumption moving forward. If we invest in these technologies and platforms, we can seriously put NoCo ahead of many US states. ”



## 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.<sup>28</sup> 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. **Your industry or institution can get started by using Recycle Colorado’s material exchange platform. Check out other actions listed in the Our Climate Future Action Guide.**

**Tracking progress on this Big Move:** % increase in value retained in economy instead of lost<sup>29</sup>

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

29 **What does this mean?** City staff will develop a new metric that estimates the dollar value of industrial materials retained in the economy instead of lost. This will be a challenging metric to develop but if successful will help make the business case for our local circular economy.

## WHAT IS THE CIRCULAR ECONOMY?

The circular economy is a way of changing how our economic system works (i.e. extracting raw materials, processing, manufacturing, consumer use, and then landfilling) to a new lower-impact system that connects “waste” materials back to the start of the chain to be used as inputs again (proving they weren’t waste at all!) If that sounds similar to recycling, it is! But with a few key differences. The circular economy seeks to preserve the value of materials as much as possible, making a much stronger business case for reusing materials instead of landfilling. This typically requires innovation in how things are manufactured, for example, using higher quality materials so that they hold up to the recycling process or designing products to be easily taken apart. The circular economy also thrives on partnerships and platforms (like the “digital marketplace for waste” strategy shown in the table below) that help get one industry’s by-product into the hands of another industry’s production process. An example is coffee chains partnering with mushroom producers who can use the spent coffee grains as a growing substrate. **The circular economy will be an area where Fort Collins’ history of innovation can serve our business community and our climate action and waste goals!**

## BIG MOVE 10 ZERO WASTE ECONOMY

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE	
ZWE1	Support work on a digital marketplace for industrial waste	ZWN	\$	●	◎	●	◎
ZWE2	Continue to explore ways to further reuse and recycle soil from City projects		\$	●	●	●	◎
ZWE3	Explore waste-to-energy and other tier 3 Regional Wasteshed strategies	CRC	\$\$\$	●	◎	●	◎
ZWE4*	Prioritize retaining and improving existing buildings	CRC	\$	◎	●	◎	◎
ZWE5	Establish or support materials reuse facilities	EEFB	\$	◎	●	●	◎
ZWE6*	Explore prefabricated or modular construction opportunities	EEFB	\$	◎	●	◎	◎
ZWE7	Require recycled/recyclable construction materials in city projects	EEFB	\$	●	●	●	◎
ZWE8	Establish a dedicated innovation platform for the circular economy	HLEJ	\$\$	◎	●	◎	◎
ZWE9*	Require circular and affordable land use development	HAH	\$\$\$	◎	●	●	◎

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
ZWE10	Build a reuse-focused innovation hub	SLCP	\$			
ZWE11*	Explore reuse partnerships for exclusive salvage rights of reusable materials from transfer stations with local partners	SLCP	\$			
ZWE12	Expand construction and demolition waste ordinance	ZWN	\$\$			


GHG IMPACTS WASTE IMPACTS

Shaded items are included in the Tactical Plan 2021/2022 and are currently being implemented.


\* = Inspired by the community

= HIGH   = MED   = LOW

# BREATHE BETTER



“ Natural spaces and healthy ecosystems are a place I like to go for peace. Having access to these things is very important to me, and can offer many benefits to others. ”



## BIG MOVE 11

### HEALTHY NATURAL SPACES

**We are all 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 all can 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 all can more easily connect to nature where we live, work, and play, while supporting the wildlife that also call this region home. **You can get started by adding pollinator friendly plants to landscaping or flowerpots at your home or business. Check out other actions listed in the Our Climate Future Action Guide.**



### Tracking progress on this Big Move:<sup>30</sup>

- Percent of residents within a 10-minute walk of a park or natural area
- Water quality of Horsetooth Reservoir and Poudre River
- Water savings
- Acres actively managed to improve plant and wildlife habitat
- Tree replacement rate and percent canopy coverage (in development)

## NATURE-BASED SOLUTIONS

Red Fox Meadows is a great example of a nature-based solution. It is both a neighborhood natural area and a stormwater detention site, providing habitat for wildlife and trails and outdoor space for people, while reducing flood risk.



**ISABEL** is connected to the LGBTQIA+ and college community, as well as people under 29.

*“The protection of natural spaces is greatly important to the young people of our community because we deserve to have the same access to healthy environments as the generations before us. As climate change continues to damage the natural world around us, partnerships between the City government and the Fort Collins community will become increasingly necessary to manage these issues. As a member of the LGBTQIA+ community, I also believe it is important to ensure that each of us- no matter who we are- have abundant access to safe, vibrant environments.”*

<sup>30</sup> **What do these mean?** These metrics help us understand both human connection to the land and the health of the city’s ecosystems. Active management is the restoration of land for native vegetation and high-quality wildlife habitat.

# BIG MOVE 11 HEALTHY NATURAL SPACES

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
HNS1 *	Explore partnerships for habitat management and education for wildfire mitigation	CRC	\$			
HNS2 *	Pursue habitat protections in the case of oil and gas development within natural areas and/or in close proximity to natural habitat features	CRC	\$			
HNS3 *	Protect and expand natural habitats as growth occurs	HAH	\$\$			
HNS4	Begin development of an Urban Forest Strategic Plan in support of maintaining a healthy and resilient tree canopy on public and private lands	CRC	\$			
HNS5 *	Establish recovery plans for natural areas impacted by disasters	CRC	\$\$			
HNS6 *	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	SLCP	\$			

GHG IMPACT

Shaded items are included in the Tactical Plan 2021/2022 and are currently being implemented.

\* = Inspired by the community

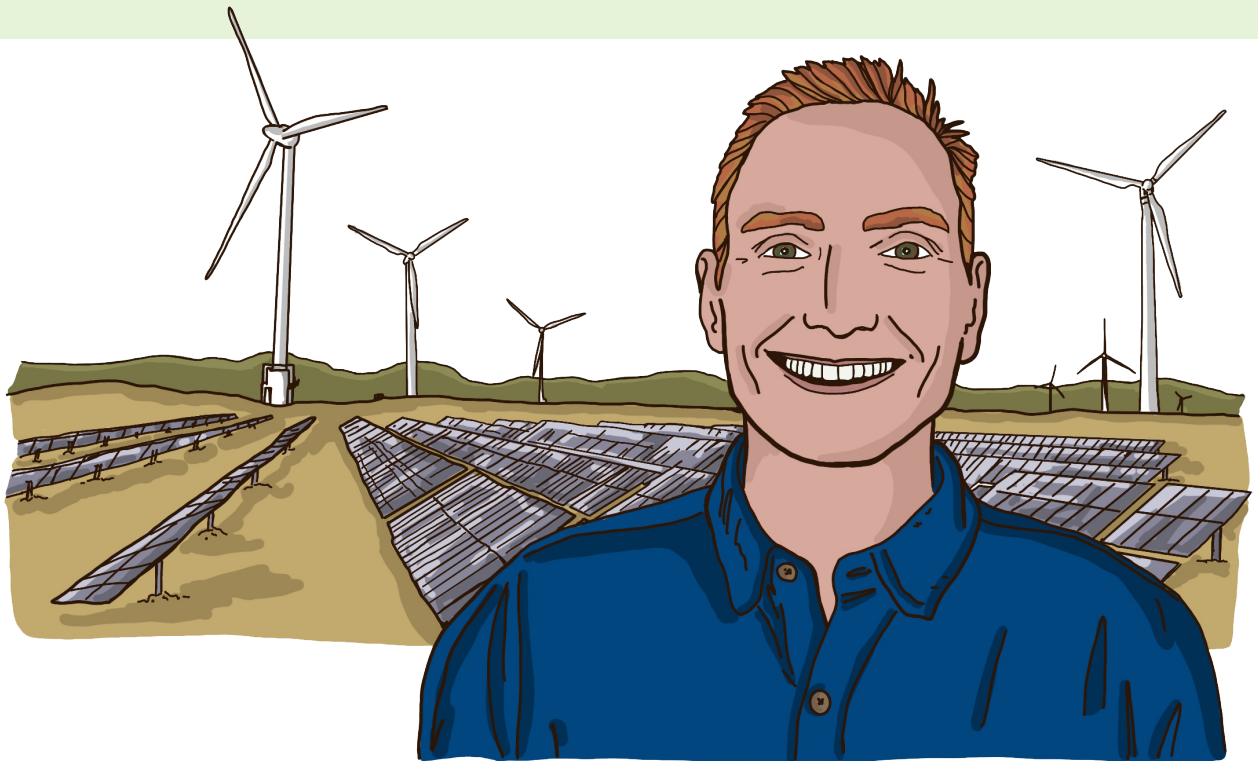
= HIGH   = MED   = LOW

“ Electricity is another major source of GHG emissions in Ft. Collins and elsewhere. I’m most concerned about meeting our 2030 goal to set an example for the rest of the state, country, and world. ”

## BIG MOVE 12

### 100% RENEWABLE ENERGY

Everyone in the community receives affordable and reliable 100% renewable electricity, including from local sources.



**JOHN** connected with youth and young students.

*“Renewable energy makes economic as well as ecological sense. Now is the time to transition to clean, green energy sources.”*

Electricity powers our lives, local economy, homes, and businesses and comprises nearly 50% of current community carbon emissions.<sup>31</sup> This Big Move envisions a future electric system very different from the legacy systems in use for nearly 100 years. Solar panels, wind turbines, 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 a new 150-megawatt solar project to be online by 2024, that Rawhide Unit 1 coal generator will be closed by 2030 and 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, purchase renewable energy to power your business, or explore generating 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, and
- Deploying new capabilities and strategies to support variable renewable energy resources with responsive homes, businesses, and electric vehicles.

#### **Tracking progress on this Big Move:<sup>32</sup>**

- Annual percentage of renewable electricity;
- Annual percentage of local renewable electricity;
- Annual reliability metrics, and
- Electricity cost burden (in development)

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<sup>31</sup> Source: Fort Collins 2019 Community Carbon Inventory.

<sup>32</sup> **What does that mean?** City staff will track the percent of our community's electricity use that is from renewable sources (e.g., solar and wind) and will specifically pull out the percent that is generated from sources within Fort Collins (e.g., rooftop solar). The reliability metrics are tracking on an ongoing rolling basis by the Light & Power Utility and regularly reported to the Energy Board and Senior Management.

# BIG MOVE 12 RENEWABLE ELECTRICITY

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
RE1 *	Explore new community solar options	CRC	\$\$\$	●	◎	◎
RE2 *	Increase utility scale renewable generation by Platte River Power Authority	CRC	\$\$\$	◎	◎◎	◎
RE3	Continue to implement battery storage programs	EEFB	\$\$\$	●	●	◎◎
RE4 *	Continue to implement distributed solar programs	EEFB	\$\$\$	●	◎	◎◎
RE5	Develop systems to implement shared solar solutions	EEFB	\$	◎	●	◎◎
RE6 *	Explore options for renewable energy for low-income households	HAH	\$\$	◎◎	●	◎
RE7	Include distributed energy resources in the next Integrated Resources Plan with Platte River	CRC	\$	●	●	◎◎

GHG IMPACT

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◎ = HIGH    ◎ = MED    ● = LOW

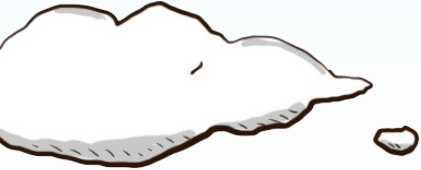
## ELECTRICITY PRICING

The pricing of electrical energy should strive to balance the following principles:

- Reflect the short-term and long-term costs, both direct and indirect, of generating and delivering electricity
- Demonstrate equity and fairness by distributing costs over the customer base in proportion to the cost of service
- Consider both per unit costs (rates) and total bills in comparisons of competitiveness and affordability
- Promote efficiency and conservation with meaningful price signals
- Set a clear, transparent, long-term direction for electric rates with gradual changes
- Develop rates in the context of long-term asset planning, fixed cost recovery and financial stability



“Cleaner air will improve my health. Fewer carbon emissions will improve prospects for my children’s future.”



## 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. **To get started, consider replacing your existing gas or diesel vehicle with an electric car at your home or business or consider an electric vehicle car sharing option. Check out other actions listed in the Our Climate Future Action Guide.**

#### Tracking progress on this Big Move:<sup>33</sup>

- Percent of community (residents and business) fleet that is emissions free
- Miles per gallon equivalence (MPGe) efficiency

<sup>33</sup> **What do these mean?** Our community fleet, made up of personal and businesses vehicles, can be broken out by type, so we can track what percent of personal and business vehicles are electric. An interim step in transitioning to electric vehicles is increased miles per gallon efficiency, meaning cars can travel farther on the same amount of gas and therefore create less emissions.

## BIG MOVE 13 **ELECTRIC CARS AND FLEETS**

NM#	NEXT MOVES	CONNECTIONS	INVESTMENT	EQUITY	MITIGATION	RESILIENCE
ECF1 *	Assess community needs for electric vehicle infrastructure programs	RE	\$	●	●	◎
ECF2	Transition to emissions-free public transit	CTC	\$\$	●	●	◎
ECF3	Support market driven adoption of electric cars	CRC	\$\$\$	●	◎◎	◎
ECF4 *	Encourage EVs for ride-hailing	CTC	\$	◎◎	●	◎
ECF5 *	Encourage EV car shares supporting low-income ares	LWPN	\$\$\$	◎◎	●	◎

GHG IMPACT

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◎ = HIGH    ◎ = MED    ● = LOW

## **OZONE NON-ATTAINMENT**

Ozone levels measured in Fort Collins, and along much of the northern Front Range, are higher than federal health-based standards set by the Environmental Protection Agency. Locally, transportation sources are one of the largest contributors to ozone causing pollutants. Reductions in transportation emissions can both lower greenhouse gas emissions and improve ozone.

# CONCLUSION

When we set out to write this plan, we wanted to create a document people would want to read where they could see themselves and their daily lives. We hoped some would read the plan and say “I can help with that” or “my business could take that action” or “my organization could lead that.” The feedback on our first draft showed us where we had succeeded and where we still had room for improvement. For example, we heard that people liked our invitation to get involved but then felt like many of the actions still felt very focused on “the City.” We took that feedback and created the Our Climate Future Action Guide as a first step to closing that gap and we recognize the even greater opportunity is to double down on our relationship building so when we review the plan in 2023, new partners will join us in the process and tell us what new or revised strategies they plan to lead or support.

We also heard people say they were worried we might be leaving behind the technical solutions in favor of working more closely with the community or shifting from our history of ambitious carbon mitigation in favor of adapting to climate change. The Our Climate Future plan is clear – this is not a binary choice. We will need technical solutions that support our community priorities. We will need to continue acting ambitiously and urgently to reduce carbon emissions and will need to make our community resilient to changes already occurring. This plan shows how our work will address many fronts, just as you told us that a carbon neutral, 100% renewable, and zero waste Fort Collins looks like many different priorities – from housing to local food to solar panels. Ultimately, Our Climate Future will succeed because of all of us taking action.

While Our Climate Future is broad and intersectional in its approach, there remain open questions and areas to explore more deeply, from green infrastructure to urban tree canopy, and parts of the community that we haven’t yet engaged. Our Climate Future is not a plan that will be stale only a few years after its inception, but rather a living plan of action that we will have the honor of calibrating every two years to stay on track. In the meantime, remember this plan is about you. Get in touch with us or other environmental leaders in our community to find your place of action or leadership in Our Climate Future.



# GLOSSARY OF TERMS

**Affordable Housing** - Housing that has a sales price or rental amount that is within the means of a household with moderate income (80% AMI) or less. In the case of dwelling units for sale, housing that is affordable means housing in which principal, interest, taxes, homeowners' association dues and insurance constitute no more than 38 percent of the gross household income. In the case of dwelling units for rent, housing that is affordable means housing for which the rent, heat, and utilities other than telephone constitute no more than 30 percent of the gross annual household income. The rent or sale price must be affordable to households making no more than 80 percent area median income. The unit must be affordable for a period of not less than 20 years.

**Adaptation** - The process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate harm or exploit beneficial opportunities. In natural systems, human intervention may facilitate adjustment to expected climate and its effects. IPCC, 2021.

**Big Barrier** - Community-identified barriers to reaching an equitable carbon neutral Fort Collins.

**Big Move** - Transformational outcomes which connect our specific goals for climate, energy and waste with the community's definition of a sustainable Fort Collins

**BIPOC** - A term that refers to Black, Indigenous, and People of Color.

**Circular Economy** - An alternative economic system that keeps materials cycling in a loop to avoid unnecessary natural resource extraction and to preserve the value of materials that would otherwise be landfilled.

**Community Partner** - A community organization that engaged a historically underrepresented community on behalf of Our Climate Future and provided strategic guidance to the planning process.

**Community Priority** - A topic that the Fort Collins community identified as crucial to achieving an equitable carbon neutral Fort Collins.

**Carbon Neutral** - Refers to a community with net zero

greenhouse gas emission, meaning that the community has reduced its greenhouse gas emissions as much as possible and then over-generates renewable energy or invests in carbon offsets to achieve net zero emissions. Or "Having achieved a state in which the net amount of carbon dioxide or other carbon compounds emitted into the atmosphere is reduced to zero because it is balanced by actions to reduce or offset these emissions."

**Carbon Mitigation** - Reducing climate change, by reducing emissions and stabilizing the levels of greenhouse gases in the atmosphere, through actions like replacing coal-generated electricity with renewable sources or enhancing systems that accumulate and store greenhouse gases, like forests and soil.

**Critical Path** - A small set of strategies that must happen in order to achieve our goals (see related "Flexible Portfolio")

**Energy Efficiency** - Reducing the energy use or intensity to provide a service, without reducing the quality of the service (e.g. more efficient appliances, light bulbs or home insulation)

**Equity** - Designing programs, policies, and systems to ensure identity is not a predictor of outcomes.

**Equality** - Designing programs, policies, and systems that treat everyone the same.

**Flexible Portfolio** - A large set of strategies that will help us achieve our goals but for which multiple alternatives exist (see also "Critical Path")

**Greenhouse Gas (GHG)** - A type of gas that traps heat in the atmosphere due to its molecular structure. Carbon dioxide, methane, nitrous oxide, and sulfur hexafluoride are examples of greenhouse gases. Though GHGs are naturally occurring, most of the time when we refer to them, we mean anthropogenic GHGs, or GHGs that are produced because of human activities.

**Historically Underrepresented Group** - A group that has historically not been represented in planning processes, other local government processes, or in other systems and institutions.

**Identity** – The unique things that make us who we are, including personality and physical traits, sexual preferences, gender, where we grew up, the historical, political, and social context around us, family dynamics, and more.

**Indicator** – A trend or fact that functions as a proxy or representation of something else. For example, the presence of certain species can be an indicator of overall health of the river.

**Institutional Racism** - Policies, practices, and programs that, most often unintentionally and unconsciously, work to the benefit of white people and to the detriment of people of color.

**Language Justice** – Language justice is a powerful tool for social change, connecting people and movements across language barriers and ensuring all voices are heard. Fundamentally, we believe that everyone has a right to express themselves in their languages, to understand and to be understood. Language justice is a commitment to creating spaces where no one language dominates over any other and to building cross-language communication over the long haul.

**Metric** – A standard way of measuring something. The metrics in this plan are listed under “tracking progress on this Big Move” and in Appendix III.

**Metric ton CO2e** – Metric tons of carbon dioxide equivalent, where the global warming potential of other greenhouse gases are converted into a carbon dioxide equivalent and summed. Fort Collins considers the contribution of methane, nitrous oxide, and sulfur hexafluoride as well as carbon dioxide.

**Next Move** - Specific strategies and tactics that lead to transformational outcomes of the Big Moves

**Plan Ambassador** – A community member that engaged a historically underrepresented group on behalf of Our Climate Future and provided strategic guidance to the planning process.

**Recoverable Waste** – The amount of waste that can be diverted from the landfill because systems are in place at the community scale to recover and recycle it.

**Renewable electricity** - includes non-fossil fuel sources, such as electricity derived from wind solar, hydroelectricity and geothermal sources and other means that may become available that do not add greenhouse gases to the atmosphere.

**Resilience** - The capacity to prepare our human and natural systems to respond and adapt to changes and disruptions of various scales that affect our ability to thrive.

**Sharing Economy** – An alternative economic system in which people choose to share consumer goods they won't often use instead of buying them.

**Structural Racism** - The various policies, practices, and programs of differing institutions within a community that can lead to adverse outcomes for communities of color compared to white communities.

**Zero Waste** – The state in which all materials are reduced, reused, or recycled so that zero waste goes to the landfill.

## APPENDICES

- I. Equity
- II. Resilience
- III. Metrics and Measurement
- IV. Our Climate Future Staff Teams and Members

## COMPANION DOCUMENTS

- I. Our Climate Future Two-year Tactical Plan (2021-2022)
- II. Our Climate Future Action Guide
- III. Our Climate Future Systems Map



## Appendix I: Equity

This Appendix provides more details on Our Climate Future’s equity-centered engagement process, and shares lessons learned to date in support of City Council’s adopted City Strategic Plan Objective *Neighborhood Livability & Social Health 1.4: Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes*. At the beginning of the Our Climate Future process we set a goal to create a future where everyone benefits from a carbon neutral Fort Collins. To do this we invested in an equity-centered approach that engaged community members who have historically been left out of community conversations about climate, energy and waste. This Appendix shares what we learned along that journey.

### Overview

We know that not everyone has the same experience living in Fort Collins, and today, identity is a predictor of one’s outcomes – whether that is related to home ownership, neighborhood safety, mental health concerns, utility cost burden, and ease of traveling by public transit.<sup>1</sup> From an everyday perspective, we need to acknowledge that our Black, Indigenous, and People of Color (BIPOC) communities and our historically underrepresented groups may not feel as safe, as heard, or as cared for as others in our community. As highlighted in the [Existing Conditions Assessment](#), these inequities are exacerbated by climate change, where our current systems leave Black, Indigenous, People of Color and other historically underrepresented populations more susceptible to climate change impacts.<sup>2</sup> The call out box on the next page identifies the groups considered “historically underrepresented” in the context of Our Climate Future with the recognition that it is not exhaustive.

We designed Our Climate Future with the goal of equitable solutions that address a spectrum of needs within our community. Leading with race means we recognize that the most disparate outcomes in our country follow racial lines, and Fort Collins is no exception to this. An emphasis on racial disparities is a starting place for inclusion as we expand outward, bringing in all marginalized populations and all parts of our community. This approach is intentional about addressing barriers and designing solutions that work for those most impacted, while also ensuring all community members can benefit, participate, and influence outcomes. This appendix highlights in detail how we have centered equity and lead with race in our process and what our key learnings are that we will apply moving forward in implementation.

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<sup>1</sup> Check out the Equity Indicators dashboard for more information – anticipated release later in 2021

<sup>2</sup> See for example, [this article](#) about vulnerabilities to wildfire, the [Fourth National Climate Assessment](#), which illustrates how climate change exacerbates existing vulnerabilities - especially in low-income communities, communities of color and other vulnerable populations.

## What does “Equity” mean?

Equity is often confused with equality, but they are not the same (see definitions in the call out box). Equality means treating everyone the same, which is not enough to ensure everyone is able to fairly reach the same beneficial outcomes and quality of life because of the documented historic and present-day inequities that exist in American systems. In contrast, the work of equity is to understand those historical and present-day negative impacts and then work to change systems so that people’s identities do not predict their outcomes in life.

## What does “Centering in Equity, Leading with Race” mean?

- Identifying which communities have been intentionally or unintentionally excluded from processes historically or even currently;
- Working to rebuild trust and make things accessible so that those communities want to participate and feel their perspectives are valued and a true, significant part of the decision-making process;
- Integrating historically underrepresented voices, leadership, knowledge, and skills into planning and implementation, and
- Developing and evaluating strategies using an equity lens

### Equity vs. Equality

Equity: Designing programs, policies, and systems to ensure identity is not a predictor of outcomes

Equality: Designing programs, policies, and systems that treat everyone the same

### What is a Historically Underrepresented Group?

Leading with equity in process means asking who is most impacted by a decision and has historically had the least influence. For Our Climate Future, historically underrepresented groups include, but are not limited to:

- Communities of Color
- Community members under age 29
- DACA Students
- LGBTQIA+ Communities
- Local Indigenous Communities
- Migrant Communities
- Communities of Disability
- Veterans
- Religious minorities
- People experiencing homelessness
- People living in manufactured homes
- Commuter community
- Low-income communities
- Small businesses

These identities often overlap and intersect. We recognize that many people are a part of multiple groups.

A best practice in equity work is to start by focusing on improving race-based outcomes because, in the United States, racial inequity is the most pervasive form of inequity regardless of where one lives. Focusing on racial equity provides the opportunity to bring forward a framework, tools and resources that help address inequities associated with other marginalized identities.

## I. Our Climate Future Equity-Centered Engagement Process

In the design of Our Climate Future engagement, we worked to make the engagement process equitable and accessible for all, producing a set of goals and strategies to achieve equitable outcomes that address specific needs within our community, while also working towards our environmental goals.

Here are the ways we added an equity lens to the Our Climate Future process:

- Phase I (Understanding Community Priorities): We designed the first phase to understand resident and business priorities and barriers to a sustainable future. This helped ensure alignment of the updates to the Climate Action Plan, Energy Policy, and Road to Zero Waste plan with community need.
  - Equity Lens: By starting the planning process asking people about their needs, barriers, and priorities to sustainability, community members were able to voice inequities and challenges preventing them from engaging in sustainability and achieving the outcomes they want living in Fort Collins. For additional details about equitable engagement in the first part of the Our Climate Future project, please see: [Our Climate Future: Understanding Our Community](#) – a 31-page detailed report on OCF Phase I.
- Phase II (Strategic Planning): We designed our second phase around brainstorming solutions to:
  - Achieve community priorities and overcome barriers identified in Phase I.
  - Simultaneously achieve community environmental goals.
  - The community generated hundreds of ideas that were evaluated to understand the equity, climate resilience, and greenhouse gas and waste mitigation potential of each idea.
    - Equity Lens: Because strategic planning focused on the priorities and barriers identified in Phase I, we were able to identify solutions that begin addressing inequities and solving environmental challenges. Members of historically underrepresented groups provided feedback on the major strategies that came out of Phase II (Big Moves) which helped us refine wording for inclusion in the plan.
- Phase III (Plan Writing, Release, and Adoption): We designed the third phase of our planning process to allow time for the community to provide input on the draft plan before seeking Council adoption. The coronavirus pandemic caused a delay in implementing Phase II and resulted in a shorter than anticipated Phase III. The result was a briefer than planned final feedback and engagement process. While we acknowledge this as a gap, ongoing and close communication with Plan Ambassadors and Community Partners has provided rich feedback on the final plan and we see an opportunity to spend significant time designing implementation of the Our Climate Future plan in partnership with local historically underrepresented leaders to ensure the implementation of the plan stays true to “equity for all, leading with race.”
  - Equity Lens: Community Partners and Plan Ambassadors who have strong relationships with historically underrepresented groups, both edited and co-wrote many sections of the plan which was a positive step towards co-creating an equitable final plan. An opportunity for improvement would be to reserve additional time for dialogue with historically underrepresented groups as was done in the first phases of the plan.

Looking ahead, the update cycle for Our Climate Future will refresh the plan's strategies in light of new information and community input, including from historically underrepresented groups, every two years. Ideally, this means that our strategies will become more equitable over time as we strengthen trust, grow partnerships, and move along our equity learning journey as a City organization and community.

## II. Our Climate Future Tactics

### Stakeholder Mapping

Fort Collins is made up of diverse stakeholders with different levels of interest, influence, and power. Each is impacted differently relative to climate change and environmental policy. To begin to understand how to center our engagement process in equity, we identified stakeholders and placed each within one of four quadrants of a stakeholder map based on their perceived level of historical influence in City environmental planning processes crossed with their perceived level of future impact from climate change and city environmental policy. The mapping process identified a group of stakeholders commonly referred to as historically underrepresented groups who were perceived to have the highest potential impact intersected by the lowest historical influence. To ensure the process led with an equity mindset, we designed engagement activities centered on historically underrepresented groups' needs in addition to traditional broad community engagement.

### Going to Where People Are

We implemented several outreach approaches to meet people where they are in the community (at the library, out shopping, etc.) or at other trusted locations to collect input. These and more traditional approaches included pop-up events, 90-minute community conversations, and feedback via web platform.

This process also leveraged community organizations and plan ambassadors to conduct engagement on behalf of the City, recognizing that in some cases trusted organizations or community members are the better messenger:

Community partners are paid organizations who we selected based on criteria of having established relationships and trust with historically underrepresented communities. We selected paid organizations through an application process and welcomed several volunteer partner organizations.

Plan Ambassadors are paid individuals who we selected based on criteria of having established relationships with historically underrepresented groups in Fort Collins. All individuals who were interested could be accepted as volunteers.

### 9 Weeks of Virtual Engagement and Virtual Idea Board

The COVID environment offered both opportunities and challenges. We were forced to adapt to the realities of COVID-19 to ensure the safety of participants while building upon the results of Phase I. We developed new tools of remote engagement with nine weeks of virtual strategy brainstorming workshops and deploying a virtual idea board (i.e. online survey), all focused on the identified community priorities and barriers. An advantage of using an online engagement platform was our ability

to create an “on demand” engagement experience. We leveraged the virtual interactive workshops to develop engagement modules where a community member could review and submit feedback in a time and place that worked best for them. Each week, we featured one of the community priorities identified in Phase I. In all, we conducted over 25 virtual workshops on Zoom.

The community, staff, and consultants identified over 700 ideas that were evaluated across a complex set of criteria including, but not limited to: equity, resilience, greenhouse gas/waste reduction potential, and more. The strategies were then aggregated to capture the high-level underlying concepts resulting in 15 transformational outcomes to achieve Our Climate Future, called the “Big Moves.” Following the nine weeks of virtual engagement, we reached out to the community to test wording and the community understanding of the 15 Big Moves.

### **Online Big Moves Survey**

To refine the Big Moves, we posted an online questionnaire for the community to provide input on the draft Big Moves. It asked community members to share what they saw as positive and negative about the Big Moves as well as how the wording could be improved. This input data was analyzed and used to adjust the wording of the Big Moves.

### **Targeted one-on-one discussions (Cup of CAP)**

These discussions, referred to as “Cup of CAP”, focused solely on deeper connections with historically underrepresented community members. The idea originally came from an Our Climate Future Plan Ambassador to share a hot coffee or tea, even if just virtually, with historically underrepresented community members in a one-on-one informal chat to do a deep dive conversation. The purpose of the conversation was to get to know them better, build trust, and hear their feedback on the “Big Moves”. We used Cup of CAP input in conjunction with online survey data to adjust wording of the Big Moves and consolidate from 15 down to 13 Big Moves.

Throughout Our Climate Future Phase I and II engagement, over 1,000 participants representing a wide diversity of racial, ethnic, age, socioeconomic and other demographic backgrounds shared ideas for a sustainable future. The section below shares some of the lessons we learned about equity-centered engagement.

## **III. Learning Journey of Equity in Our Climate Future**

Our Climate Future was our first large-scale community planning process to “center in equity, leading with race” from beginning to end. Using new methods and best practices in engagement, Our Climate Future has documented many successes, as well as many lessons learned. We are committed to learning from past successes and mistakes to continue to deepen our ability to apply an equity lens so all people can be heard and benefit from the outcomes of Our Climate Future.

### **Building Trust Opens Important Doors**

We used tools like the Government Alliance on Race and Equity’s racial equity toolkit to transform engagement practices to focus on establishing better, trusted, and long-lasting relationships with community leaders and community-based organizations. We learned the importance of recognizing historic and current power dynamics within the community.

Community partners and plan ambassadors helped us understand community perspectives about areas of conflict and historical trauma from generations of broken trust between the City and historically underrepresented groups. This led to discussions that begin the journey of repairing past historical harms. Building trust also created more opportunities for co-creation in strategies and decisions within the plan.

## Building Trust Takes Time

Establishing and/or rebuilding trust with Fort Collins' BIPOC (Black, Indigenous, and People of Color) and historically underrepresented groups will be a long-term process that cannot be healed with any single engagement process. It will require sustained and authentic trust and relationship building efforts from City leadership and staff for decades to come.

## Alignment is More Important Than Speed

Sometimes it is better to move slowly to ensure alignment with all parties even if it means pausing, starting over, or completely altering timelines. We are learning to “move at the speed of trust.”

## The City must play a role in breaking down barriers for historically underrepresented groups

We, as City staff, can help remove barriers to participation in the civic process by listening to understand people's barriers, providing information to our partners on how City and City Council processes work and how the public can engage, and providing feedback back into the City organization on opportunities for improvement.

## COVID-19 has disproportionately impacted many members of Fort Collins' BIPOC and historically underrepresented groups

The coronavirus pandemic disproportionately impacted BIPOC community members, the Disabled Community, the LGBTQIA+ Community, and other historically underrepresented groups. This resulted in increased barriers for these communities to easily engage in Phase II (Strategic planning) and Phase III (Plan writing, release, and adoption) of Our Climate Future. Working with partners through COVID helped us understand how to gauge and respect the current capacity of the community. It also highlighted the need for agility in responding to partner needs, as trust building and relationships are two-way streets.

## Language Matters

The wording we use to describe our work, whether around the environment, technologies or our equity work needs to be intentional. We learned to avoid jargon and wonky government words and to reflect the words used by our community. We see opportunity to apply this lesson further to refine how we talk about centering equity, leading with race.

## Authentic and ongoing community partnership are necessary to meet goals

The model of using Plan Ambassadors and Community Partners played a pivotal role in advising our teams on how to design and implement Phase II engagement amid significant barriers posed by COVID-19. Community partnerships will be necessary to achieve Our Climate Future goals because the 2030



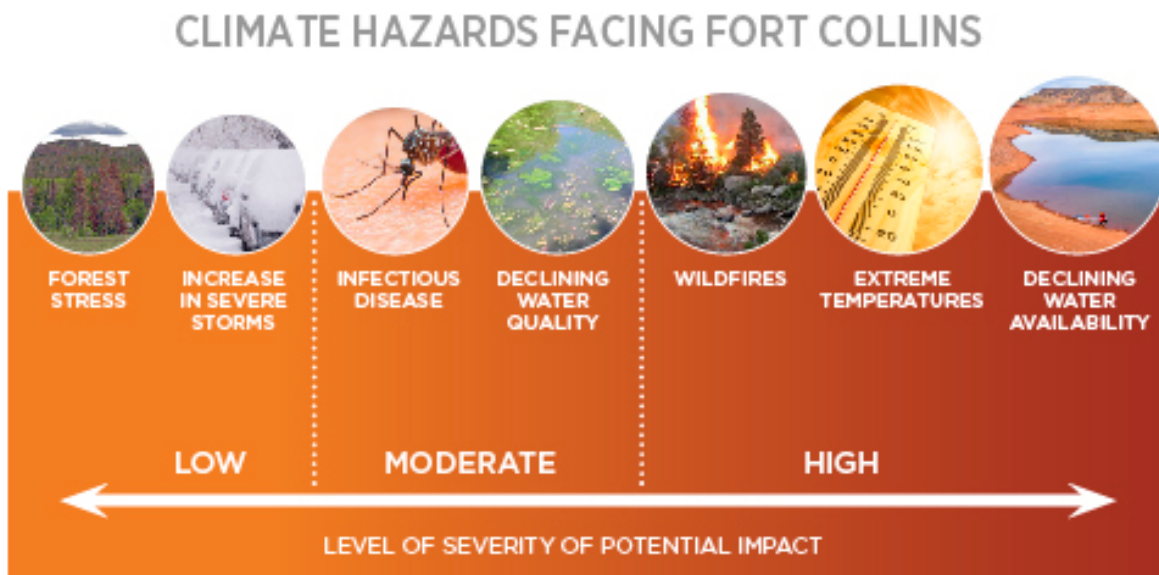
targets envision dramatic and substantive change and all parts of the community will need to take action. There is incredible potential to scale efforts ahead if everyone in our community has the capacity to find their own place of leadership.

### Appendix II: Resilience

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, as well as to identify appropriate ways to track progress in becoming more resilient to climate change.

### Climate Hazards Facing Fort Collins

Fort Collins is already experiencing the effects of climate change. With rising temperatures, we can expect disruptive events, like wildfires, drought, and floods, to continue to increase, and it's important that we seek to understand and be prepared for them. It's likely we will all remember how much COVID-19, wildfires, and poor air quality of 2020 impacted each our lives. Each of these hazards and others have potential to affect us, our families, and our workplaces or businesses in significant ways. Check out the Our Climate Future Action Guide for ideas about how to prepare for climate change impacts, actions that will build on the community-wide resilience work that the City and many other organizations are pursuing.



### Resources to learn more about climate change effects in Colorado and the Fort Collins region

There are many resources available to learn more about how Fort Collins and the West is experiencing climate change and how we plan to meet these changes. Here are a few that we suggest starting with:

- Technical Update to the Colorado Water Plan (2019):  
<https://cowaterplan.colorado.gov/analysis-and-technical-update>
- Future Climate Extremes in Larimer County Report (2016):  
<https://www.rockymountainclimate.org/extremes/larimer.htm>
- Colorado Climate Change Vulnerability Study (2015):  
<https://www.colorado.edu/climate/co2015vulnerability/>

## Appendix III: Metrics and Measurement

### Community Carbon Inventory Methodology

The community inventory tracks progress toward Fort Collins' goals to reduce emissions by 20% below 2005 baseline levels by 2020, 80% by 2030, and to be carbon neutral by 2050.

#### Inventory Purpose

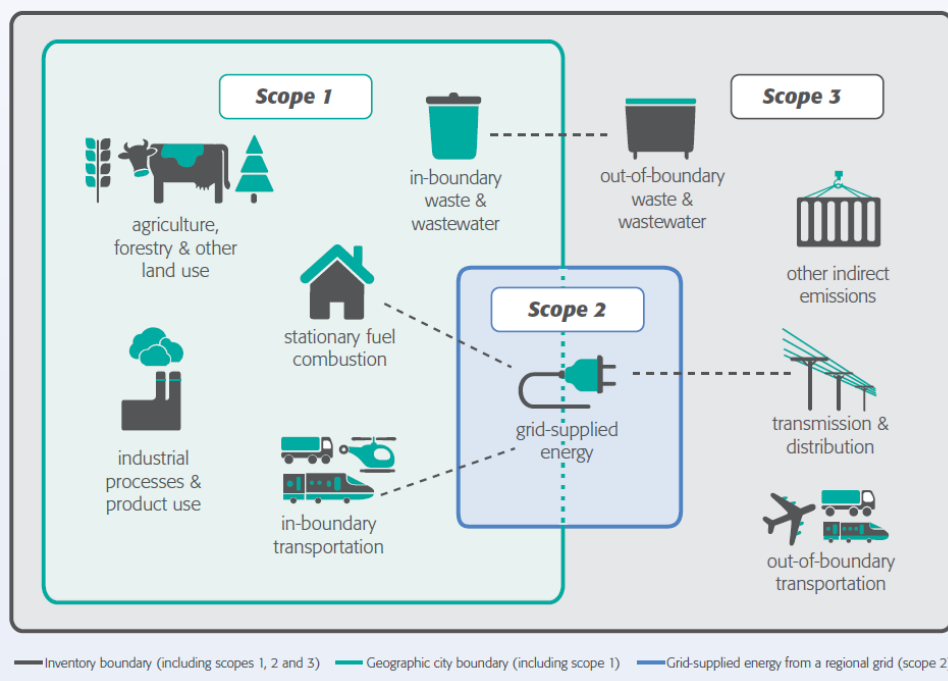
The inventory is an annually updated and continually improved assessment of community emissions in metric tons of carbon dioxide equivalents (MTCO<sub>2e</sub>). Historically, the City has focused on including emissions in the inventory that occur within City limits, that are within the City's sphere of influence, and that are within reason to estimate.

The City follows the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (referred to as the GPC). The GPC can be found [here](#).

Reporting using this protocol is part of our commitment to the Global Covenant of Mayors and allows us to benchmark our inventory with over 10,000 communities globally that use the same protocol.

- The City reports to the GPC at the BASIC level, which covers scope 1 and scope 2 emissions from stationary energy and transportation, as well as scope 1 and scope 3 emissions from waste (see figure below).
- For the 2019 Inventory and moving forward, Industrial Process and Product Use (IPPU) emissions are also included, and these are traditionally reported under the BASIC+ reporting level.

Figure 1 Sources and boundaries of city GHG emissions



## Key Concepts

- When is the inventory updated?
  - Staff completes an inventory each year, typically with the new report available the following fall/winter; however, due to varying data availability, this timeline can change depending on the year.
- What sources of emissions are included in the inventory?
  - Emissions from electricity use, natural gas use, ground transportation, waste produced, water production and reclamation, and IPPU are included.
- Which gasses are included in the inventory?
  - Based on the above sources, we include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), and fluorinated gasses, such as sulfur hexafluoride (SF<sub>6</sub>).
- Where does data used in the inventory come from?
  - Our data sources are Fort Collins Utilities, Xcel Energy, Platte River Power Authority, the Colorado Department of Motor Vehicles, the US Environmental Protection Agency (EPA), and waste haulers in Fort Collins.
- Has methodology changed since Fort Collins' first inventory?
  - Yes. Methodology changes are common and a best practice as new data sources emerge or protocols change.
- When changes are made to a current inventory, do all past years get aligned with that change?
  - Yes. All changes, including new data sources and adjusted calculations, are backcast to all prior inventories, meaning that when we report progress towards the goals, these are actual changes, not changes due to methodology. When reporting between years, we pull apart what changed from methodology verses unique changes to clearly communicate the difference.
- What are Industrial Process and Product Use (IPPU) emissions?
  - IPPU are non-energy emissions created as a byproduct of a manufacturing process or used as an input to a manufacturing process.

## Key Terms

- **Activity data:** emissions producing activity (e.g. vehicle miles traveled, electricity consumption, tons of landfilled waste)
- **Emissions factor:** emissions per one unit of activity (e.g. metric tons of CO<sub>2</sub> equivalents per landfilled waste)
  - May change year to year (e.g. the electricity emissions factor is based on the blend of fossil and renewable sources present in the electricity mix each year)
- **Impact factor:**<sup>1</sup> impact of greenhouse gas relative to CO<sub>2</sub> (e.g., methane = 28 times carbon dioxide); global warming potential
  - Same value year to year (if impact factors are updated with current international standards, staff updates all years to match)
  - Used to calculate carbon dioxide equivalents (CO<sub>2</sub>e), common units that we can use to compare global warming potential of emitted gasses.
    - Methane (CH<sub>4</sub>) 100-year time horizon: 28x carbon dioxide

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<sup>1</sup> Greenhouse Gas Protocol: [Global Warming Potential Values](#)

- Nitrous oxide (N<sub>2</sub>O) 100-year time horizon: 265x carbon dioxide
- Sulfur hexafluoride (SF<sub>6</sub>) 100-year time horizon: 23,500x carbon dioxide

### Resource Areas basic methodology

- **Electricity:** Consumption and losses from Fort Collins Utilities and Xcel Energy (*activity data*) X Blended rate of coal, natural gas, and non-carbon sources (*emissions factor*)
- **Natural Gas:** Consumption and losses from Xcel Energy (*activity data*) X *Emissions factor* X 100-year time horizon impact of methane and N<sub>2</sub>O compared to carbon dioxide (*impact factor*)
- **Transportation:**
  1. Vehicle miles traveled (*activity data*) X percent fuel type of vehicles in Fort Collins (*activity data*) = Miles traveled by type of vehicle and fuel type
  2. Miles traveled by type / Miles per gallon = Gallons of each fuel type
  3. Gallons X *Emissions factor* = MTCO<sub>2</sub>e
- **Waste:** Tons of waste produced by Fort Collins residents (*activity data*) X percent of waste type X *Emissions factor* X *Impact factor*
- **IPPU:** MTCO<sub>2</sub>e data pulled directly from the [EPA FLIGHT database](#).
- **Water:** Water emissions involve complicated calculations. Please contact staff or reference the Global Protocol section on Wastewater (page 84) for more information.

### Additional resources

- [CAP Dashboard](#)
- [2019 Community Carbon Inventory Report](#)

## Proposed Our Climate Future Metrics

The following is the full list of proposed metrics included in the Our Climate Future Plan. Staff and community members will continue to identify and refine metrics to ensure that what we are tracking tells us if we are equitably reaching our goals and helping the community be more resilient to climate change impacts.

### Equitable metrics and reporting

Our Climate Future’s equitable approach to partnering with community members and organizations, with intentional focus on BIPOC, and historically underrepresented groups also extends to how we develop metrics, measure progress, and summarize results. It’s crucial that we have insight and expertise from outside the City organization and acknowledge that various groups experience Fort Collins in different ways. Identifying the appropriate ways to track progress on goals will be an ongoing process in partnership with community members. Where data exist, we commit to using metrics that are **disaggregated by race and other identities**. This means we’ll look at broad outcomes split out by identities, such as race, ethnicity, ability, and gender identity, that **help us understand disparities**, while acknowledging that for many individuals these identities overlap and intersect. When summarizing results, we will seek reviews from external partners to validate meaning and provide insights into how we can present information in ways that honor community members’ experiences.

### Shared Leadership and Community Partnership

- Percent of staff and partners trained in leading with equity for implementation of the Next Moves
- Number of Next Moves and/or tactical projects led by an organization or group external to the City of Fort Collins
- Demographics of staff and community members who are part of OCF implementation (ongoing programs and various next moves)
- Resources allocated in project budgets to achieve equity in process, e.g., language justice and compensation for community members’ time and expertise

### Zero Waste Neighborhoods

- % of Fort Collins households and businesses with access to recycling
- % of Fort Collins households and businesses with access to composting
- Number of sharing resources and number of “shares” at those resources

### Climate Resilient Community

- Metrics about how we’re **preparing** for continuing changes to our climate:
  - Number of programs or agencies that support community networks

- Collaboration with regional agencies, including intergovernmental agreements in place
- Number of community, operational plans, and related activities that address resilience through the integration of preparedness, response, and adaptation
- Campaigns or programs that reduce ozone or particulate matter
- Reduced water use
- Community survey results
- Metrics about how we **respond and recover** from disruptive events will be reported following a disruptive event. For example, a possible metric about how Larimer County responded and recovered from COVID-19 would be the percent of residents receiving vaccinations.

## **Convenient Transportation Choices**

- Transit Ridership (Transfort and FLEX services)
- Percent of commuters who drive alone, carpool, bike, use transit, or telework (mode share)
- Total community vehicle miles traveled (VMT)
- Average travel time across Fort Collins
- Transit access and safety

## **Live, Work, and Play Nearby**

- Neighborhood walkability
- Neighborhood safety
- Residential proximity to grocery stores and public schools
- Percent of residents who respond that they have good or excellent access within their neighborhoods to everyday needs (Community Survey)

## **Efficient, Emissions free Buildings**

- Annual electricity and natural gas program portfolio savings
- Annual changes in community use of electricity and natural gas
- Available electric capacity for grid flexibility
- Number of homes (total and rentals) upgraded annually

## **Healthy, Affordable Housing**

- % Fort Collins housing stock that is affordable housing
- % daytime population growth
- % of cost-burdened homes (renters and owners paying more than 30% of their income on housing), disaggregated by race
- Homeownership rates, disaggregated by race and income

## **Local, Affordable and Healthy Food**

- % Fort Collins households participating in the Supplemental Nutrition Assistance Program (SNAP), disaggregated by age and race
- % farmers market sales using SNAP dollars



## Healthy Local Economy and Jobs

- Unemployment Rate, disaggregated by race
- Business Establishments per Capita
- Net of jobs created overall per year in Fort Collins
- Number of businesses as lead or support partners of Next Moves
- % of total jobs created that are in environmental sustainability sectors

## Zero Waste Economy

- % increase in value retained in economy instead of lost

## Healthy Natural Spaces

- % of residents within a 10-minute walk of a park or natural area
- Water quality of Horsetooth Reservoir and Poudre River
- Water savings
- Acres actively managed to improve plant and wildlife habitat

## 100% Renewable Electricity

- Annual percentage of renewable electricity
- Annual percentage of local renewable electricity
- Annual reliability metrics

## Emissions-free cars and fleet

- % of community (residents and business) fleet that is emissions free
- Miles per gallon equivalence (MPGe) efficiency

## Existing Climate Action Plan Metrics

The metrics listed below have been reported quarterly or annually in line with the 2015 Climate Action Plan, some of which are also aligned with the 2015 Energy Policy and Road to Zero Waste, and which complement the annual reporting of the Community Carbon Inventory, described above. More detail about each of these can be found at the [CAP Dashboard](#), which will be updated with Our Climate Future implementation.

- **Percent Decrease in Emissions**
- **Community Diversion Rate**
- **Percent Renewable Electricity Generation**
- **Annual energy efficiency program savings (percent of community electricity use)<sup>2</sup>**
- Community Electricity Use by Resource (kWh/year)
- Percent Fossil Electricity Generation
- Electric system reliability indices (CAIDI, SAIFI, SAIDI)
- Community Natural Gas Use per Capita (decatherms/year)

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<sup>2</sup> These first four metrics are how we directly track our climate, energy, and waste goals, with the others as supplemental.

- Community Electricity Use Per Capita (kWh/quarter)
- Energy Performance of Municipal Buildings (KBTU/square foot)
- Energy Performance of Community Buildings (KBTU/square foot)
- Demand response capacity (megawatts)
- Annual new solar capacity installed (kilowatts)
- Annual number of home efficiency upgrade projects
- Vehicle Miles Traveled (miles/year)
- Cumulative Bus Rides
- Percent of People Commuting by Transportation Type
- City-wide sidewalk network creation or repair in square feet
- Percent Arterial Bike Network Crossings Completed
- Community Landfilled Waste (tons/year)
- Community Solid Waste Landfilled per Capita per Day
- Residential and Commercial Waste Diversion Rate
- Tons of Yard Trimmings Diverted (Composted)
- Community Water Use per Capita per Day
- Community Water Use (in acre feet/year)
- Water Production Energy Efficiency (kWh/day/million gallons)
- Wastewater Treatment Energy Efficiency (kWh/million gallons)
- Overall Water Conservation Program Effectiveness

## Appendix IV: Our Climate Future Staff Teams

Thank you to the many City staff that served on teams or otherwise supported this effort, making Our Climate Future a comprehensive and inclusive plan.

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