





































# Milestone Data Entry Report












2021-23 Council Priorities

Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
0. Key to Council Priorities Dashboard	 2. Green = On Target			9/1/21	12/31/23	0 %	
	 3. Yellow = Caution			9/1/21	12/31/23	0 %	
	 4. Red = Below Plan			9/1/21	12/31/23	0 %	
	 5. Blue Star = Completed			9/1/21	12/31/23	0 %	
	 Green = On Track			9/1/21	12/31/23	0 %	
1. More stringent penalties for animal cruelty and neglect	 Provide memo to Council describing current state and issues	 Caryn Champine (PDT Administration)	 Carrie Daggett (City Attorney's Office)  Mary Donaldson (City Attorney)  Shar Manno (CDNS)  Marcy Yoder (CDNS)	10/1/21	12/31/21	0 %	Memo "Review of Animal Cruelty Penalty Provisions" was sent to City Council on January 14th, 2022.






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	 <p>Council follow up questions/possible work session or other dialogue</p>	 <p>Caryn Champine (PDT Administration)</p>	 <p>Carrie Daggett (City Attorney's Office)</p>  <p>Mary Donaldson (City Attorney)</p>  <p>Marcy Yoder (CDNS)</p>	1/1/22	10/31/22	0 %	Work Session is tentatively scheduled for October 25th, 2022 to discuss next steps.
	 <p>Public outreach</p>	 <p>Caryn Champine (PDT Administration)</p>	 <p>Carrie Daggett (City Attorney's Office)</p>  <p>Mary Donaldson (City Attorney)</p>  <p>Marcy Yoder (CDNS)</p>	7/1/22	9/30/22	0 %	
	 <p>Consideration of Code/policy/program changes</p>	 <p>Caryn Champine (PDT Administration)</p>	 <p>Carrie Daggett (City Attorney's Office)</p>  <p>Mary Donaldson (City Attorney)</p>  <p>Marcy Yoder (CDNS)</p>	10/1/22	12/31/22	0 %	







Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Draft ordinance/policy/program changes	 Caryn Champine (PDT Administration)	 Carrie Daggett (City Attorney's Office)  Mary Donaldson (City Attorney)  Marcy Yoder (CDNS)	10/25/22	12/31/22	0 %	
2. Juvenile diversion	 Reallocate dollars to Launch program	 Jill Hueser (Municipal Court)	 Patty Netherton (Municipal Court)	1/1/22	3/30/22	0 %	<p>The program is up and running with 16 individuals either in the program currently or who have graduated.</p> <p>We are receiving very positive feedback about the program in surveys taken by participants and their parents during and after the program.</p> <p>Graduates' DMV records will be checked twice during the 12 months post-graduation period to obtain information on recidivism.</p>
3. Advance transit initiatives that remove barriers	 3a. Funding & Fare Study begins	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services) Alexander Bruny  (Transfort/Parking Services)	10/1/21	12/31/21	25 %	On budget and schedule as planned

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	 3a. W. Eliz. BRT prelim design complete	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services)  Alexander Bruny (Transfort/Parking Services)	10/1/21	12/31/21	95 %	On budget and schedule as planned
	 3a. North College Transit Oriented Development Plan complete	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services)  Alexander Bruny (Transfort/Parking Services)	4/1/22	6/30/22	65 %	On budget and schedule as planned
	 3b. Transfort & PSD Coordination Study begins	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services)  Alexander Bruny (Transfort/Parking Services)	4/1/22	6/30/22	5 %	Preparing scope of work; project to begin in Q3 of 2022
	 3a. Funding & Fare Study complete	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services)  Alexander Bruny (Transfort/Parking Services)	10/1/22	12/31/22	25 %	Funding & Fare Study













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	 <p>3a. North Transit Facility Design and Study complete</p>	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services)  Alexander Bruny (Transfort/Parking Services)	10/1/22	12/31/22	5 %	Seeking funding for land acquisition & identifying potential sites. Design will follow.
	 <p>3b. Transfort &amp; PSD Coordination Study complete</p>	 Caryn Champine (PDT Administration)	 Drew Brooks (Transfort/Parking Services)  Alexander Bruny (Transfort/Parking Services)	1/1/23	3/31/23	0 %	Preparing scope of work; project to begin in Q3 of 2022
4. Improved traffic compliance	 <p>Determine high-risk locations and formulate strategy</p>	 John Feyen (Police)	 Greg Yeager (Police - Administration)	10/1/21	12/31/21	100 %	<p>Traffic Operations completed their 2021 crash analysis report. This report helps guide strategy for high risk locations for additional enforcement efforts. Several intersections were identified as being the sites of more collisions than anticipated. These intersections include:</p> <ol style="list-style-type: none"> <li>1. College &amp; Trilby</li> <li>2. Shields &amp; Horsetooth</li> <li>3. College &amp; Drake</li> <li>4. Boardwalk &amp; Harmony</li> <li>5. Shields &amp; Prospect</li> <li>6. College &amp; Mulberry</li> <li>7. Lemay &amp; Vine</li> <li>8. Shields &amp; Plum</li> <li>9. Lemay &amp; Drake</li> <li>10. Timberline &amp; Carpenter</li> </ol> <p>Traffic Operations will also kick off the Vision Zero action plan study during the second quarter.</p>

















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	 Deploy strategy	 John Feyen (Police)	 Greg Yeager (Police - Administration)	1/1/22	6/30/22	10 %	The intersections identified by the 2021 crash survey report completed by Traffic Ops have been communicated to FCPS Patrol Officers for additional attention and traffic enforcement. Additional review of the primary type of crashes seen at those intersections (e.g. disregarding a traffic control device, approach turn, overtaking turn, sideswipe, etc.) needs to be completed to develop intersection specific actions.
5. Advance Regionalism - collaboration regionally while maintaining the unique character of Fort Collins	 Create matrix of collaborative groups' meetings/purpose/goals	 Tyler Marr (City Manager's Office)		10/1/21	12/31/21	100 %	A spreadsheet of regional efforts and collaborations has been created and will be updated and submitted with Priority updates.
6. Look into changing the April election to November with School Board years to have all local elections at once	 Develop background information	 Anissa Hollingshead (City Clerk's Office)	 Rita Knoll (City Clerk's Office)  Kyle Stannert (City Manager's Office)	10/1/21	12/31/21	0 %	
	 Organize Election Code Committee	 Anissa Hollingshead (City Clerk's Office)	 Rita Knoll (City Clerk's Office)  Kyle Stannert (City Manager's Office)	10/1/21	12/31/21	100 %	Meetings started August , 2021, and the Committee meets every third Monday monthly from 12:00-1:30.  Discussion begins.
	 Completion of tasks to allow voter consideration	 Anissa Hollingshead (City Clerk's Office)	 Rita Knoll (City Clerk's Office)  Kyle Stannert (City Manager's Office)	5/1/22	11/11/22	0 %	Council Work Session in March.  Council consideration of ballot language and placement on November 2022 ballot.











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7. Advance gender equity in City Sales Tax Code	★ October adoption of Code Changes	Jennifer Poznanovic (Finance - Sales Tax) 		9/1/21	12/31/21	100 %	Ordinance passed on 2nd reading - October 19th
8. Attract and retain competitive and diverse talent to meet the needs of the community; provide child care options for City employees.	★ EPIC to submit final report with recommendations by the end of December.	Teresa Roche (Human Resources) 		10/1/21	12/31/21	100 %	EPIC/Human Resources to present to ELT in May/June with specific recommendations.
	 Consideration of recommendations with funding requirements. Deploy strategies where funding not a factor.	Teresa Roche (Human Resources) 		1/1/22	3/30/22	70 %	Working with EPIC and internal partners on recommendations to policy changes, program offerings and BFO offers.
9. Help bird species recover	★ Create inter-departmental team	Katie Donahue (Natural Areas) 	 Rob Crabb IV (Parks)	1/1/22	3/30/22	100 %	The team is established and meeting regularly. They have started working on the Bird City USA application, and planning a World Migratory Bird Day celebration (May 14). The team is led by the Natural Areas Department and includes the Gardens on Spring Creek, City of Fort Collins Parks Department, Audubon Fort Collins, Audubon Rockies, and Bird Conservancy of the Rockies. All is on track.













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	 Develop education program for Migratory Bird Day	 Katie Donahue (Natural Areas)	 Rob Crabb IV (Parks)	1/1/22	3/30/22	75 %	World Migratory Bird Day events on May 13 and 14 are in the works in collaboration with Bird Conservancy of the Rockies, Northern Colorado Wildlife Center, the City's night sky program, Fort Collins Audubon, and City of Fort Collins Utilities and Natural Areas Department. Potential activities include migratory bird banding, bird box building/decorating, and a program on night sky-friendly lighting/night hikes. Details and activities will be announced in by mid-April. All is on track.
	 Resolution for World Migratory Bird Day	 Katie Donahue (Natural Areas)	 Rob Crabb IV (Parks)	4/1/22	6/30/22	30 %	A resolution is currently being drafted for Council and is expected to be submitted through the City Clerk's office for Council review by June.
10. Accelerate composting - (Curbside and business)	 Work toward compost facility via Regional Wasteshed Project	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services)	10/1/21	4/30/23	20 %	Staff and Councilmembers Gutowsky and Ohlson continuing to engage in Regional Wasteshed Coalition. Fort Collins is seeking ways to support progress toward a compost facility. Timeline for compost facility still being identified.
11. Adopt graywater statute to allow graywater systems in new buildings	 November Council Work Session	 Carrie Daggett (City Attorney's Office)	 Mariel Miller (Utilities - Customer Connections)	10/1/21	12/31/21	100 %	March 2022: <ul style="list-style-type: none"> <li>Council Work Session completed on Nov. 21, 2021, resulting in: <ul style="list-style-type: none"> <li>Direction to staff to create a graywater ordinance that aligned with Colorado law and water right limitations.</li> </ul> </li> </ul>




















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	 Ordinance Development	 Carrie Daggett (City Attorney's Office)	 Mariel Miller (Utilities - Customer Connections)	1/1/22	3/30/22	75 %	<p>March 2022:</p> <ul style="list-style-type: none"> <li>• Draft ordinance has been created.</li> <li>• Final ordinance will be refined prior to 1st reading with Council and will be updated to reflect: <ul style="list-style-type: none"> <li>• final geographic extent (graywater in other water districts or just Utilities),</li> <li>• alignment with Larimer County's graywater ordinance (currently under development) and</li> <li>• other updates that may result from stakeholder and public engagement efforts.</li> </ul> </li> </ul>
	 Stakeholder Outreach	 Carrie Daggett (City Attorney's Office)	 Mariel Miller (Utilities - Customer Connections)	4/1/22	6/30/22	25 %	<p>March 2022:</p> <ul style="list-style-type: none"> <li>• Communications and engagement planning is complete</li> <li>• Created <a href="#">Our City</a> forum to inform the public and solicit feedback</li> <li>• Board and Commission presentations scheduled for April</li> <li>• Chamber presentation scheduled for May 27</li> <li>• Stakeholder meeting scheduled for June 16</li> <li>• Various communications planned for April-June, including: <ul style="list-style-type: none"> <li>• Utility bill insert</li> <li>• Building Services e-newsletter</li> </ul> </li> </ul>
	 Present Ordinance to Council	 Carrie Daggett (City Attorney's Office)	 Mariel Miller (Utilities - Customer Connections)	7/1/22	9/30/22	0 %	<p>March 2022:</p> <ul style="list-style-type: none"> <li>• 1st Reading is scheduled for August 16, 2022.</li> </ul>
	 Implement Ordinance and revised building code	 Carrie Daggett (City Attorney's Office)	 Mariel Miller (Utilities - Customer Connections)	10/1/22	12/31/22	0 %	











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12. Districted system for garbage, recycling and compost	 Project scope and plan	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services)	10/1/21	12/31/21	100 %	Memo of project outline and timing sent to Council on 12/28/21.
	 Research, modeling, metrics	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services)	1/1/22	3/30/22	70 %	<ul style="list-style-type: none"> <li>Peer communities research underway and will continue to add communities per Councilmembers feedback at the April Work Session.</li> <li>Updated modeling of street maintenance impacts and greenhouse gas impacts underway.</li> </ul>
	 Hauler and resident engagement	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services)	4/1/22	9/30/22	50 %	<ul style="list-style-type: none"> <li>Staff has engaged extensively with haulers and community.</li> <li>Received over 1300 responses to online questionnaire in Phase One.</li> <li>Continued engagement, per Council direction at the April 12 Work Session, will take place in Phase Two.</li> </ul>
	 Council review of engagement findings and RFP approach	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services)	10/1/22	12/31/22	33 %	<ul style="list-style-type: none"> <li>Work Session completed on Apr 12, 2022 with direction from Councilmembers to continue pursuing Contracting.</li> <li>The Work Session on July 12 will focus more specifically on RFP approach and elements, including scenarios, tradeoffs and additional community input.</li> </ul>











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	 <b>Determine next steps with Council</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services)	1/1/23	3/30/23	0 %	Work to begin in Q1 2023.
13. Explore climate emergency messaging and action	 <b>Begin update of OCF tactical plan</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Honore Depew (Environmental Services)  Javier Echeverria-Diaz (Sustainability Services)  John Phelan (Utilities Customer Connections)  Molly Saylor (Environmental Services)	1/1/22	3/30/22	100 %	Complete: Workplan created for '23-'24 Tactical / Next Moves update

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	 <p>Continue update OCF tactical plan</p>	<p>Jacqueline Kozak-Thiel (Sustainability Services)</p> <p></p>	<p>Honore Depew (Environmental Services)</p> <p>Javier Echeverria-Diaz (Sustainability Services)</p> <p>John Phelan (Utilities Customer Connections)</p> <p>Molly Saylor (Environmental Services)</p> <p></p> <p></p> <p></p> <p></p>	4/1/22	9/30/22	25 %	Next Moves Team and OCF Co-leads to build '23-'24 tactical plan (now referred to as Next Moves Plan) based on OCF-aligned staff budget offers and work plans.
	 <p>Test messaging with community; evaluate Climate goals; update Council</p>	<p>Jacqueline Kozak-Thiel (Sustainability Services)</p> <p></p>	<p>Honore Depew (Environmental Services)</p> <p>Javier Echeverria-Diaz (Sustainability Services)</p> <p>Jill Marx (CPIO)</p> <p>Jensen Morgan (Environmental Services)</p> <p></p> <p></p> <p></p> <p></p>	4/1/22	9/30/22	33 %	<ul style="list-style-type: none"> <li>• First update to Council complete; April 12 OCF Work Session confirmed use of Climate Emergency messaging and support for exploring interim OCF goals with community input</li> <li>• Council Work Session later this year to include more detailed "roadmap" to reach OCF goals.</li> </ul>











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	 <p>Complete update of OCF tactical plan; recommendations for goals and messaging to Council</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Honore Depew (Environmental Services)</p>  <p>Javier Echeverria-Diaz (Sustainability Services)</p>  <p>Lindsay Ex (Environmental Services)</p>	10/1/22	12/31/22	0 %	Work to begin in Q3 2022
	 <p>Implement recommendations</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Honore Depew (Environmental Services)</p>  <p>Javier Echeverria-Diaz (Sustainability Services)</p>	1/1/23	6/30/23	0 %	Work to begin in Q1 2023










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14. Effective soil amendment policies and compliance (water usage)	 Research best practices, draft language, and coordinate internally	 Theresa Connor (Utilities)	 Katie Collins (Utilities - Customer Connections)  Jesse Schlam (Utilities - Enviro Reg Affairs)	10/1/21	5/31/22	0 %	<p>Mar 2022:</p> <p>The original deadline for this milestone was Apr 1 however results from the consultant's work have been delayed until the end of the month. Staff is confident that this milestone will be complete by May 31, 2022 and materials will be ready for public engagement June 1.</p> <p>Staff is awaiting results from the research Clarion Associates has completed. The report is anticipated before the end of April. After receiving the report, staff will develop materials for public and stakeholder engagement.</p> <p>A contractual employee started with the Water Conservation team on Apr 4 to lead the public and stakeholder engagement efforts June to Aug 2022 for soil amendment and xeriscape priorities. Results from that engagement will be presenting at the Oct. 11 council work session.</p> <p>Feb 2022:</p> <p>The City has contracted with Clarion Associates to perform peer community research on the topics of xeriscape, soil amendment, urban canopy and tree policies. This report is expected April 2022.</p> <p>A City Council Work Session has been scheduled for Oct. 11, 2022 to present proposed code updates.</p>
	 Initiate and complete outreach	 Theresa Connor (Utilities)	 Katie Collins (Utilities - Customer Connections)  Jesse Schlam (Utilities - Enviro Reg Affairs)	1/1/22	6/30/22	0 %	











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	 Bring revised ordinance to Council	 Theresa Connor (Utilities)	 Katie Collins (Utilities - Customer Connections)  Jesse Schlam (Utilities - Enviro Reg Affairs)	7/1/22	10/11/22	0 %	
15. Protect and Enhance Instream River Flows	 Discussions with Northern Water, 1041 Regulatory Development, & Regional Water Discussion	 Theresa Connor (Utilities)		10/1/21	12/31/21	5 %	The initial Regional Water Strat Op process will be conducted this spring. Jason Graham, the Director of Water Utilities, will participate. A work session to discuss with City Council has been scheduled for August 2023 to provide City Council background on the discussions and obtain direction for future efforts.
	 Begin implementation of BFO Offers accepted	 Theresa Connor (Utilities)		1/1/22	3/30/22	25 %	Multiple BFO offers are in the early stages of initiation.
	 1041 Regulatory Development and Regional Water Discussion	 Theresa Connor (Utilities)		4/1/22	9/30/22	5 %	See previous milestone.
















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16. Reduce Plastic Pollution	 <b>Distribution of free reusable bags</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Javier Echeverria-Diaz (Sustainability Services)  Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services)	10/1/21	12/31/21	100 %	Initial distribution of reusable bags completed (approximately 1300 households).
	 <b>Stakeholder engagement</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Javier Echeverria-Diaz (Sustainability Services)  Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services)	10/1/21	12/31/21	100 %	<ul style="list-style-type: none"> <li>Most of the engagement took place in 2021, but in Q2/Q2, staff will continue to engage stakeholders (i.e. grocers, community organizations, and community members)</li> </ul>
















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	 <b>Council work session</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Javier Echeverria-Diaz (Sustainability Services)  Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services)	1/1/22	3/30/22	100 %	Completed on 3/1/2022
	 <b>Review current microplastics reduction technology with consultant support</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Javier Echeverria-Diaz (Sustainability Services)  Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services)	1/1/22	6/30/22	10 %	This milestone is to review the current consumer-facing microplastics reduction technology to understand its effectiveness and if it could make sense for Fort Collins to encourage its use. Staff is working with the consultant identified to complete this project to understand timeline options. Activity likely to take place in Q3 2022.







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	 <b>Ordinance implementation and outreach</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Javier Echeverria-Diaz (Sustainability Services)  Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services)	4/1/22	6/30/22	50 %	Outreach events and grocers check-ins are underway with more scheduled in Q2, and we have two Service Agreements for distributing free reusable bags in Q2.
	 <b>Additional Community engagement</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Javier Echeverria-Diaz (Sustainability Services)  Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services)	7/1/22	12/31/22	0 %	Work to begin in Q3 2022

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	 <p>Possible Council work session to review policy options</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Javier Echeverria-Diaz (Sustainability Services)</p>  <p>Caroline Mitchell (Environmental Services)</p>  <p>Molly Saylor (Environmental Services)</p>	1/1/23	3/30/23	0 %	Work to begin in Q1 2023
17. Improved Air Quality	 <p>Council work session on oil and gas regulations</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Cassie Archuleta (Environmental Services)</p>  <p>Javier Echeverria-Diaz (Sustainability Services)</p>  <p>Kelly Smith (CDNS)</p>	10/1/21	12/31/21	50 %	<ul style="list-style-type: none"> <li>•Work Session occurred on March 22.</li> <li>•Staff is exploring questions about limiting surface use outside of local regulations (e.g., through mineral interests), a Council memo is planned for May</li> <li>•Staff is continuing to draft comprehensive regulations for consideration.</li> <li>•Next Work Session is scheduled for October 25.</li> </ul>

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	 EPA grant	Jacqueline Kozak-Thiel (Sustainability Services) 	Megan DeMasters (Environmental Services)  Javier Echeverria-Diaz (Sustainability Services)  Selina Lujan (Environmental Services) 	10/1/21	12/31/21	25 %	<ul style="list-style-type: none"> <li>An interdepartmental team is working with a consultant to finalize agendas for focus group sessions that will begin at the end of April</li> <li>Hired facilitators for the Focus Group sessions through the Family Leadership Training Institute</li> <li>In the process of recruiting participants for the focus group sessions</li> </ul>
	 Consider oil and gas code revisions	Jacqueline Kozak-Thiel (Sustainability Services) 	Cassie Archuleta (Environmental Services)  Kelly Smith (CDNS) 	1/1/22	3/30/22	50 %	<ul style="list-style-type: none"> <li>Scheduled for Work Session review on October 25, 2022.</li> </ul>
	 Create interagency task force	Jacqueline Kozak-Thiel (Sustainability Services) 	Cassie Archuleta (Environmental Services) 	1/1/22	3/30/22	15 %	<ul style="list-style-type: none"> <li>At joint City/County meeting on April 13, 2022, Council and Commissioners expressed support to form a regional Air Quality Committee.</li> <li>County and City staff will develop a proposal for this group, which will include ways to share resources for facilitation, and an initial goal of drafting a regional monitoring plan.</li> </ul>
	 Lawn and garden equipment rebate program	Jacqueline Kozak-Thiel (Sustainability Services) 	Jason Komes (Environmental Services) 	4/1/22	9/30/22	0 %	<ul style="list-style-type: none"> <li>Beginning coordination with the Regional Air Quality Council for summer implementation.</li> </ul>









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	 <p>State considers updated State Implementation Plan (SIP) re: ozone non-attainment</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Cassie Archuleta (Environmental Services)</p>	10/1/22	12/31/22	25 %	<ul style="list-style-type: none"> <li>On April 12, the EPA changed the designation for the northern Front Range from "serious" to "severe".</li> <li>The Regional Air Quality Council (RAQC) has begun drafting chapters for an updated SIP, to be finished and submitted for State review in Fall/Winter 2022.</li> </ul>
18. Make real progress on the road to Zero Waste (with focus on multi-family and commercial recycling and construction and demolition recycling)	 <p>Multifamily and commercial Community Recycling Ordinance compliance sweep.</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Caroline Mitchell (Environmental Services)</p>  <p>Marcy Yoder (CDNS)</p>	10/1/21	1/1/22	95 %	Compliance sweep was conducted; staff following up with hauler about the ~125 properties potentially out of compliance.
	 <p>Hire C&amp;D staff (if funded), or continue C&amp;D recycling complaint response and compliance inspections as time allows.</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Lindsay Ex (Environmental Services)</p>  <p>Caroline Mitchell (Environmental Services)</p>	1/1/22	3/1/22	100 %	Complete
	 <p>Memo to Council on compliance sweep.</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Caroline Mitchell (Environmental Services)</p>  <p>Marcy Yoder (CDNS)</p>	1/1/22	3/1/22	100 %	Update memo sent to Council on 4/7/22.
	 <p>C&amp;D staff (if funded) works to increase proactive C&amp;D recycling compliance.</p>	 <p>Jacqueline Kozak-Thiel (Sustainability Services)</p>	 <p>Caroline Mitchell (Environmental Services)</p>	3/1/22	5/31/22	5 %	New staff member updating educational materials, conducting site visits to C&D sites, identifying opportunities for improvement to program.

















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	 C&D staff (if funded) engages in C&D market development projects at state & regional level.	 Jacqueline Kozak-Thiel (Sustainability Services)	 Caroline Mitchell (Environmental Services)	6/1/22	8/31/22	0 %	Work to begin in Jun 2022
	 C&D staff (if funded) provide update and impact memo to Council on C&D recycling.	 Jacqueline Kozak-Thiel (Sustainability Services)	 Caroline Mitchell (Environmental Services)	1/1/23	3/31/23	0 %	Work to begin in Q1 2023
	 Compile research on deconstruction ordinance and determine next steps if applicable.	 Caryn Champine (PDT Administration)	 Lindsay Ex (Environmental Services)  Paul Sizemore (CDNS)	4/1/23	6/30/23	0 %	Work to begin in Q2 2023.
	 Share outcome of deconstruction ordinance and recommendations via memo to Council.	 Jacqueline Kozak-Thiel (Sustainability Services)	 Lindsay Ex (Environmental Services)  Paul Sizemore (CDNS)	4/1/23	6/30/23	0 %	Work to begin in Q2 2023















Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
19. Xeriscape – Increase rebates and education, less green lawns with new development	 Increase Xeriscape rebates and incentives	 Theresa Connor (Utilities)	 Katie Collins (Utilities - Customer Connections)	9/1/21	10/31/23	0 %	<p>Utilities offers the Xeriscape Incentive program to residential and commercial water customers. The program is popular and has supported hundreds of projects and is starting to experience growing pains. Staff aims to scale up this program in a way that</p> <ul style="list-style-type: none"> <li>Increases water savings</li> <li>Reduces barriers to participation</li> <li>Increases participation</li> <li>Delivers more rebates and incentives to water-wise landscape projects</li> </ul> <p>Mar 2022:</p> <p>Garden In A Box: Utilities has sold out of Garden In A Box discounts both at the standard \$25 discount and the \$100 discount for income-qualified customers. Customers will pick up their purchased gardens in June.</p> <p>XIP Residential: 113 people are enrolled for the 2022 program. March 25 marked the first of two deadlines for XIP design packages for residential customers. 51 design packages have been approved to date. Staff anticipates no less than 75 projects to be completed this year.</p> <p>XIP Commercial:</p> <p>Feb 2022:</p> <p>Utilities and Nature in the City are supporting 190 \$25 Garden In A Box discounts in spring 2022. Boxes go on sale in March. Staff is piloting deeper discounts for income qualified customers - 15 - \$100 discounts.</p> <p>City staff interviewed staff in Spokane, WA who run a program very similar to the way we plan to pilot XIP in Q3 2022.</p> <p>12 Commercial XIP projects were notified early February of awards totaling over \$100,000 to implement water-wise landscapes.</p>
	 Improve Xeriscape literacy and	 Theresa Connor (Utilities)	 Katie Collins (Utilities -	10/1/21	4/30/23	0 %	<p>Mar 2022:</p> <p>XIP staff have presented two XIP Basics class in a</p>




















Initiatives	Milestones Increase opportunities	Milestone Owner	Milestone Collaborators (s)	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
							<p>short, 1-hour format on Feb. 28 and Apr 5. The total attendance was 120 people on Zoom. The class had been reduced from two hours to one and the topics of the class have all been refocused on the overall topic of watering a landscape. Class feedback has been overwhelmingly positive.</p> <p>Water Conservation hired a contractual specialist for the next year who started on Apr 4, 2022. This employee is tasked with Council Priority public engagement efforts and publishing 5 case studies of large commercial landscape projects. Other projects include landscape design tools for residential customers.</p> <p>The Xeriscape Garden Party is on track to take place in person at the Xeriscape Demonstration Garden on June 18 in partnership with the Pollinator Plant Swap where attendees can swap or simply pick up pollinator plants for their gardens. The Garden Party will offer attendees an opportunity to look at different efficient irrigation equipment, learn more about xeriscape and soil amendment, and more.</p> <p>The Garden Party will also host a virtual component the entire month of June where virtual attendees can find relevant information online in the form of webinars and blog posts.</p> <p>The High Plains Landscape Workshop, a major fundraising for the Gardens on Spring Creek, took place on Mar 5. Over 200 attendees tuned in on Zoom to hear from two world-renowned horticulturists about gardening in our region. Utilities sponsored this event.</p> <p>Feb 2022:</p> <p>XIP staff have outlined new curriculum to pilot in Q1/Q2 2022 that is shorter and more "digestible" than the current XIP class. Staff is working with Utilities Education team to develop effective messaging.</p> <p>Water Conservation is advertising a contractual position with an anticipated hire date of March 2022. This staff person will be tasked to work on key educational projects including commercial landscape conversion case studies and development of DIY landscape design materials.</p> <p>The Xeriscape Garden Party has been scheduled for June 18, 2022. The in-person portion of the event</p>




































Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent	Milestone Analysis
	 Update Xeriscape regulations	 Theresa Connor (Utilities)	 Katie Collins (Utilities - Customer Connections)	10/1/21	3/31/23	Complete	<p>will host a plant swap in partnership with Nature in the City.</p> <p>Mar 2022:</p> <p>Water Conservation has hired a contractual employee (start date 4/4/2022) to help with public engagement for this Council Priority. Public Engagement efforts will kick off in June 2022 and continue through August.</p> <p>Staff is anticipating the consultant, Clarion Associates, report, reporting out peer community research on topics before the end of April. After the report has been reviewed, staff will develop materials for public and stakeholder engagement.</p> <p>Feb 2022:</p> <p>The City has contracted with Clarion Associates to perform peer community research on the topics of xeriscape, soil amendment, urban canopy and tree policies. This report is expected April 2022.</p> <p>A City Council Work Session has been scheduled for Oct. 11, 2022 to present options for updated landscape standards and regulations that aim to reduce grass in landscapes.</p>
	 Water Supply Requirement modification	 Theresa Connor (Utilities)		10/1/21	12/31/21	0 %	<ul style="list-style-type: none"> <li>On Oct. 5, 2021, Council adopted Ordinance No. 119, 2021 which brings changes to Fort Collins Utilities Water Supply Requirements. These changes will encourage efficient landscaping in new developments by linking cost to water use (e.g., higher water use landscapes will pay more and lower water use landscapes will pay less).</li> <li>Changes go into effect on Jan. 1 2022.</li> <li>Staff is actively finalizing the implementation plan and working with developments that will take place in 2022.</li> </ul>
20. Enhanced recycling education	 Barriers to Recycling engagement and benchmarking	 Jacqueline Kozak-Thiel (Sustainability Services)	 Caroline Mitchell (Environmental Services) Molly Saylor (Environmental Services)	10/1/21	12/31/21	100 %	Complete























Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Analyze engagement feedback	Jacqueline Kozak-Thiel (Sustainability Services) 	Caroline Mitchell (Environmental Services)  Molly Saylor (Environmental Services) 	1/1/22	3/30/22	100 %	Feedback from historically underrepresented groups compiled and analyzed.
	 Implement and track new education elements	Jacqueline Kozak-Thiel (Sustainability Services) 	Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services) 	4/1/22	12/31/22	0 %	Work to begin in Q2 2022
	 Memo to Council on engagement findings and recommendations	Jacqueline Kozak-Thiel (Sustainability Services) 	Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services) 	4/1/22	6/30/22	99 %	Memo to be delivered to Council on 4/21/22
	 Memo to Council summarizing changes made and next steps	Jacqueline Kozak-Thiel (Sustainability Services) 	Lindsay Ex (Environmental Services)  Caroline Mitchell (Environmental Services) 	1/1/23	3/30/23	0 %	Work to begin in Q1 2023

Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
21. Improved and accelerated stream (riparian) restoration	 Review options for work acceleration with Council Finance	 Theresa Connor (Utilities)		10/1/21	12/31/21	100 %	
22. Raise the minimum wage	 Issue RFP and Select Consultant	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health) DeAngelo Bowden  (City Manager's Office)	10/1/21	12/31/21	100 %	<b>COMPLETE</b> Apr. 22: <ul style="list-style-type: none"> <li>• Work continues with selected consultant;</li> <li>• Schedule refinements are underway;</li> </ul>
	 Complete Survey and Engagement	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health) DeAngelo Bowden  (City Manager's Office)	1/1/22	3/30/22	20 %	Apr. 22: <ul style="list-style-type: none"> <li>• Both consultants have provided input on survey questions;</li> <li>• Additional questions will be added to the Business Survey distributed mid-May;</li> <li>• An additional employee survey is being developed and will be distributed to the broader laborshed (beyond Fort Collins boundaries)</li> <li>• Engagement timing has shifted slightly due to delays in hiring consultants and summer schedules</li> </ul>
	 Present Findings to City Council	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health) DeAngelo Bowden  (City Manager's Office)	4/1/22	6/30/22	5 %	Apr. 22: <ul style="list-style-type: none"> <li>• This work has been delayed due to changes in the engagement schedule.</li> <li>• Initial Council work session scheduled for July 12, 2022</li> </ul>

Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 <b>Council Consider local ordinance</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)  DeAngelo Bowden (City Manager's Office)	7/1/22	9/30/22	0 %	Apr. 22: <ul style="list-style-type: none"> <li>• Work to begin in Q3/Q4</li> </ul>
	 <b>Local minimum wage effective [Depending on Council Action]</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)  DeAngelo Bowden (City Manager's Office)	1/1/23	3/30/23	0 %	Apr. 22: <ul style="list-style-type: none"> <li>• Work to being no sooner than Q1 2023.</li> </ul>
23. Develop a Circular Economy Plan (EHSP)	 <b>Issue RFP and select Consultant</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)	1/1/22	3/30/22	20 %	Apr. 22: Being completed as part of update to the Economic Health Strategic Plan. <ul style="list-style-type: none"> <li>• RFP issued on April 14th;</li> <li>• Anticipated consultant start date - June 1</li> <li>• Approximately 5 month delay</li> <li>• Despite delay the team will be working to develop a schedule that will still present a revised EHSP to Council on/before Feb. 2023</li> </ul>
	 <b>Engage Community</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)	4/1/22	9/30/22	0 %	<ul style="list-style-type: none"> <li>• Apr. 22:</li> <li>• Work to begin in late Q2 2022</li> </ul>
	 <b>Prepare Existing Conditions Analysis</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)	4/1/22	6/30/22	0 %	Apr. 22: <ul style="list-style-type: none"> <li>• Work to begin in late Q2 2022.</li> </ul>
	 <b>Present Big Moves and Strategy Update to Council</b>	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)	10/1/22	12/31/22	0 %	Apr. 22: <ul style="list-style-type: none"> <li>• Work to begin in Q4 2022.</li> </ul>










Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Develop Implementation Plan	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)	1/1/23	3/30/23	0 %	Apr. 22: <ul style="list-style-type: none"> <li>• Work to begin in Q1 2023.</li> </ul>
24. Partner with Poudre School District (PSD) for workforce development	 On-going support of PSD for workforce development through partners, including assistance in siting the Future's Lab.	 Jacqueline Kozak-Thiel (Sustainability Services)	 Josh Birks (Economic Health)  Clay Frickey (Economic Health - URA)  Teresa Roche (Human Resources)	10/1/21	4/30/23	15 %	Apr. 22: <ul style="list-style-type: none"> <li>• Continuing engagement with PSD on Future Lab Site</li> <li>• Support of State American Rescue Plan Act funding ongoing</li> </ul>
25. Affordable, Quality and Accessible Childcare Infrastructure	 Periodic memo updates to Council as appropriate and necessary	 Jacqueline Kozak-Thiel (Sustainability Services)	 Adam Molzer (Social Sustainability)  Beth Yonce (Social Sustainability)	4/1/22	6/30/22	0 %	<ul style="list-style-type: none"> <li>• April 2022:               <ul style="list-style-type: none"> <li>• Content for memo is assembled and will be drafted and submitted in early May.</li> <li>• Activities are in progress and will be recognized in memo.</li> </ul> </li> </ul>
	 Periodic memo updates to Council as appropriate and necessary	 Jacqueline Kozak-Thiel (Sustainability Services)	 Adam Molzer (Social Sustainability)  Beth Yonce (Social Sustainability)	10/1/22	12/31/22	0 %	

Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
26. Create a targeted, specific plan for community recovery	 Draft Recovery Plan: Work session (Oct 26), and Council adoption (Dec 7)	 Travis Storin (Finance)	 SeonAh Kendall (Economic Health)  Sarah Meline (Finance)	10/1/21	12/31/21	100 %	Completed and Council adopted.
	 Implementation	 Travis Storin (Finance)	 SeonAh Kendall (Economic Health)  Sarah Meline (Finance)	1/1/22	12/31/22	99 %	New staff onboard and implementation strategies in place.  Council Finance will consider mid-cycle appropriations on May 5th and the full Council will hear on May 17, 2022.
27. Access funding for parks (maintenance and operations, refresh, and new parks)	 Council Finance Committee	 Mike Calhoon (Parks)	 Seve Ghose (Community Services)	10/1/21	12/31/21	70 %	<ul style="list-style-type: none"> <li>Infrastructure Replacement Program is the new title of all things concerning asset management, lifecycle and refresh. A brand is being developed.</li> <li>CFC meetings in both January and March had a focus on a sustainable funding source for Infrastructure Replacement for Parks and Recreation.</li> <li>The team is scheduled to return to the June 2nd meeting to discuss funding options.</li> </ul>
	 Convene internal team.	 Mike Calhoon (Parks)	 Seve Ghose (Community Services)	1/1/22	3/30/22	100 %	<ul style="list-style-type: none"> <li>The team has been formed and is made up with representatives of Budget, Finance, CMO, City Gives, Parks, Park Planning and Community Services.</li> <li>Material was prepared for the Jan &amp; Mar CFC meeting.</li> <li>Preparing material for the June CFC meeting.</li> </ul>
	 Council work session.	 Mike Calhoon (Parks)	 Seve Ghose (Community Services)	1/1/22	3/30/22	33 %	<ul style="list-style-type: none"> <li>Staff presented to the Council Work Session on March 12th focusing on the funding gap for Our Climate Future, Affordable Housing, Transportation Master Plan Funding and Infrastructure Replacement for Parks and Recreation.</li> </ul>

Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Develop & implement plan following direction clarification	 Mike Calhoon (Parks)	 Seve Ghose (Community Services)	4/1/22	6/30/22	5 %	<ul style="list-style-type: none"> <li>Staff has received feedback from CFC and the Work Session to assist with providing future funding options for CFC consideration in June.</li> </ul>
28. Improve tree policies	 Complete evaluation of current pertinent code	 Kendra Boot (Parks - Forestry)	 Mike Calhoon (Parks)	10/1/21	6/30/22	25 %	Consultant is writing the report on LUC Audit in relation to improving tree policies and has determined peer cities for comparison. Forestry will be bringing the Trees as Infrastructure ordinance to the May 17th Council meeting. Forestry is submitting a 2023/2024 budget offer to seek funding for an Urban Forest Strategic Planning effort which will have a community engagement component. Forestry is reviewing Chapter 27 (Vegetation) of the Municipal Code looking for opportunities to improve existing language.
	 Draft code updates	 Kendra Boot (Parks - Forestry)	 Mike Calhoon (Parks)	7/1/22	9/30/22	0 %	Work to begin in July 2022
	 Submit updates to Council for adoption	 Kendra Boot (Parks - Forestry)	 Mike Calhoon (Parks)	10/1/22	12/31/22	0 %	Work to begin in Oct 2022
29. Tree planting subsidy	 Implement offer and order trees if funded	 Kendra Boot (Parks - Forestry)	 Mike Calhoon (Parks)	1/1/22	3/30/22	100 %	Offer was funded and 1000 trees have been ordered through Fort Collins Wholesale Nursery for a September 2022 tree sale. Staff has begun planning on how to prioritize underserved areas of the community and create better access to all, to increase canopy equity through this program.
	 100% of trees sold to residents for planting	 Kendra Boot (Parks - Forestry)	 Mike Calhoon (Parks)	7/1/22	9/30/22	0 %	<ul style="list-style-type: none"> <li>Work to begin in July 2022</li> </ul>
30. Implementation of 15-minute community concept	 Develop a set of needs/strategies-funding dependent	 Caryn Champine (PDT Administration)	 Cortney Geary (FC Moves)  Aaron Iverson (FC Moves)	4/1/22	12/31/22	0 %	These will be defined through the study process.

Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Council Work Session	Caryn Champine (PDT Administration) 	Cortney Geary (FC Moves)  Aaron Iverson (FC Moves) 	4/20/22	10/25/22	0 %	Council work session scheduled for October 25, 2022.
	 Create draft plan	Caryn Champine (PDT Administration) 	Cortney Geary (FC Moves)  Aaron Iverson (FC Moves) 	7/1/22	9/30/22	5 %	The planning work was initiated in March 2022 with a work of scope developed and initial team meetings in April.
	 Finalize plan for approval	Caryn Champine (PDT Administration) 	Cortney Geary (FC Moves)  Aaron Iverson (FC Moves) 	10/1/22	12/31/22	0 %	The schedule is to bring a final plan to City Council by the end of the year.
31. Homelessness Initiatives	 Shelter "inform" campaign	Jacqueline Kozak-Thiel (Sustainability Services) 	Brittany Depew (Social Sustainability)  Jill Marx (CPIO)  Beth Yonce (Social Sustainability) 	11/1/21	12/31/21	0 %	<ul style="list-style-type: none"> <li>Completed in Q4 2021</li> </ul>
	 Community Engagement for future 24/7 shelter-funding dependent	Jacqueline Kozak-Thiel (Sustainability Services) 	Brittany Depew (Social Sustainability)  Jill Marx (CPIO)  Beth Yonce (Social Sustainability) 	1/1/22	3/30/22	0 %	<ul style="list-style-type: none"> <li>Broad community engagement has not yet begun while efforts are focusing on the completion of a comparative site analysis. Because the City will not lead community engagement, staff is working with partners to identify best use of funding to support collaboration and enhanced engagement related to 24/7 shelter short and long term needs. This funding is slated to be contracted in later Q2 for utilization in Q2-Q4.</li> </ul>



Initiatives	Milestones	Milestone Owner	Milestone Collaborators	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Outreach Fort Collins midtown planning.	 Jacqueline Kozak-Thiel (Sustainability Services)	 Brittany Depew (Social Sustainability)  Jill Marx (CPIO)  Beth Yonce (Social Sustainability)	1/1/22	3/30/22	0 %	<ul style="list-style-type: none"> <li>Outreach Fort Collins is building a strategic plan for their midtown expansion and hiring additional staff to support this increase in service delivery.</li> <li>Expected to provide service in midtown beginning in Q3.</li> </ul>
	 Implementation of OFC midtown expansion.	 Jacqueline Kozak-Thiel (Sustainability Services)	 Brittany Depew (Social Sustainability)  Beth Yonce (Social Sustainability)	7/1/22	9/30/22	0 %	<ul style="list-style-type: none"> <li>OFC has started their internal planning process for midtown expansion.</li> <li>Full implementation will not occur until Q3 2022.</li> </ul>