














# Milestone Data Report





2021-23 Council Priorities







Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
 0. Key to Council Priorities Dashboard	 1. Gray = Not Started	9/1/21	12/31/23	0 %	
	 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 %	
 1. More stringent penalties for animal cruelty and neglect	 Provide memo to Council describing current state and issues	10/1/21	12/31/21	100 %	Memo "Review of Animal Cruelty Penalty Provisions" was sent to City Council on January 14th, 2022 and resent following May check-in. Decision was made to pursue this Priority through the Legislative Policy Agenda. Previously scheduled work session has been removed from calendar.
	 Council follow up questions/ possible work session or other dialogue	1/1/22	10/31/22	0 %	This Initiative is being marked complete as it will be pursued through the Legislative Agenda process.
	 Public outreach	7/1/22	9/30/22	0 %	This Initiative is being marked complete as it will be pursued through the Legislative Agenda process.
	 Consideration of Code/ policy/ program changes	10/1/22	12/31/22	0 %	This Initiative is being marked complete as it will be pursued through the Legislative Agenda process.
	 Draft ordinance/ policy/ program changes	10/25/22	12/31/22	0 %	This Initiative is being marked complete as it will be pursued through the Legislative Agenda process.
 2. Juvenile diversion	 Reallocate dollars to Launch program	1/1/22	3/30/22	100 %	The Restorative Traffic Circle has been well received by participants and community panel members. The program has a 90% successful completion rate.


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 <b>3. Advance transit initiatives that remove barriers</b>	 <b>3a. Funding &amp; Fare Study begins</b>	10/1/21	12/31/21	95 %	On budget and schedule as planned, concluding in Q1 2023
	 <b>3a. W. Eliz. BRT prelim design complete</b>	10/1/21	12/31/21	100 %	Concluded.
	 <b>3a. North College Transit Oriented Development Plan complete</b>	4/1/22	6/30/22	95 %	On budget and schedule as planned.
	 <b>3b. Transfort &amp; PSD Coordination Study begins</b>	4/1/22	6/30/22	5 %	On budget and schedule as planned, contract signed for work to begin in Q2.
	 <b>3a. Funding &amp; Fare Study complete</b>	10/1/22	12/31/22	95 %	On budget and schedule as planned, concluding in Q1 2023
	 <b>3a. North Transit Facility Design and Study complete</b>	10/1/22	12/31/22	5 %	Seeking funding for land acquisition & identifying potential sites. Design will follow.
	 <b>3b. Transfort &amp; PSD Coordination Study complete</b>	1/1/23	3/31/23	5 %	On budget and schedule as planned, contract signed for work to begin in Q2.
 <b>4. Improved traffic compliance</b>	 <b>Determine high-risk locations and formulate strategy</b>	10/1/21	12/31/21	100 %	<p>The following intersections have been identified for increased enforcement:</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 kick off the Vision Zero action plan work in Q3. Council Work Session scheduled on December 13.</p>








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	 Deploy strategy	1/1/22	6/30/22	95 %	<p>Fort Collins Police Services is moving forward to install red light cameras for the following intersections. NB and SB Harmony and Shields. EB and NB Drake and Lemay. FCPS is waiting for the notice to proceed with those approaches and the two new photo radar vehicles from VERRA mobility. Once we get the notice to proceed signed the process will continue to move forward.</p> <p>The traffic calming BFO was approved by City Council in September. A job description for a Professional Staff member to administer and monitor the speed van and red-light camera contract with Verra Mobility was drafted and is currently in the HR process.</p>
★ 5. Advance Regionalism - collaboration regionally while maintaining the unique character of Fort Collins	★ Create matrix of collaborative groups' meetings/ purpose/goals	10/1/21	12/31/21	100 %	Following May work session, regionalism focus areas have been narrowed and will be highlighted in update cover memo.
★ 6. Look into changing the April election to November with School Board years to have all local elections at once	★ Develop background information	10/1/21	12/31/21	0 %	
	★ Organize Election Code Committee	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	5/1/22	11/11/22	0 %	
★ 7. Advance gender equity in City Sales Tax Code	★ October adoption of Code Changes	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.	10/1/21	12/31/21	100 %	EPIC/Human Resources to present to ELT in May/June with specific recommendations.

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	<p>★ Consideration of recommendations with funding requirements. Deploy strategies where funding not a factor.</p>	1/1/22	12/31/22	100 %	<p>Work to ensure the right strategies to attract and retain caregivers as talent in our City will be an ongoing journey. To keep the momentum going into 2023, the following is on our plans:</p> <ul style="list-style-type: none"> <li>• We met with Christina Taylor, CEO of the Early Childhood Council of Larimer County, to see about optimizing our partnership with them, particularly as they have a database of providers for parents to find care. We have begun communications of this invaluable resource and welcome further dialogue with ECCLC in 2023.</li> <li>• We have decided to keep the employee co-pay for emergency care through Family Care Connection the same, even though our costs are increasing in 2023.</li> <li>• Katherine Bailey, the chair of our employee resource group, Caregivers' Alliance, will be a featured speaker at our spring 2023 All Managers Meeting as we continue to promote ways to support caregivers at work.</li> </ul>
<p>★ 9. Help bird species recover</p>	<p>★ Create inter-departmental team</p>	1/1/22	3/30/22	100 %	<p>The team is established and meeting regularly. The Bird City USA application has been submitted. 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.</p>
	<p>★ Develop education program for Migratory Bird Day</p>	1/1/22	3/30/22	100 %	<p>World Migratory Bird Day events were held on Saturday, May 14 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 Departments. Activities included bird walks and migratory bird banding, bird box building/decorating, and a night hike with information about night sky-friendly lighting. One hundred and fifty seven community members participated. This is complete.</p>


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	 Resolution for World Migratory Bird Day	4/1/22	6/30/22	100 %	<p>The Bird City designation is a prestigious award given by Environment for the Americas, a Boulder-based non-profit organization. The application consists of 64 questions/criteria, across six categories: Habitat Creation, Protection and Monitoring, Community Forest or Grassland Management, Limiting or Removing Threats to Birds, Public Education and Inclusion, Climate, Energy, and Sustainability, and World Migratory Bird Day.</p> <p>Application was submitted and a site visit with Environment for the Americas to Fossil Creek Reservoir Natural Area was held August 19 hosted by staff from City of Fort Collins Natural Areas and Audubon Rockies. The official designation letter is expected in September.</p> <p>Presentation of the Bird City award is scheduled as a Community Report at the October 18 City Council meeting.</p> <p>A memo outlining current efforts to help bird species recover and opportunities for future work was submitted to City Council in their August 2 packet.</p>
	 Bird City Award presented to City Council	10/1/22	10/31/22	100 %	<p>Bird City Award presented at October 18, 2022 Council Meeting.</p> <p>Staff will continue to work with partner agencies to consider and address awareness activities regarding outdoor cats.</p>
 10. Accelerate composting - (Curbside and business)	 Work toward compost facility via Regional Wasteshed Project	10/1/21	4/30/23	20 %	<p>Infrastructure: Staff and Councilmembers Gutowsky and Ohlson continuing to engage in Regional Wasteshed Coalition. Larimer County is reviewing responses to their Request for Proposals seeking private partners to construct facilities including the compost facility. More information about potential compost facility timing may be clearer after the County's Request for Proposals (RFP) process concludes, which is likely to occur in Q1 2023 but is further behind than anticipated (hence the yellow status). A <a href="#">more detailed memo</a> was provided in January 2023.</p> <p>Policy: The contracted residential solid waste collection program presents an opportunity for a 78% - 130% increase in residential curbside yard trimmings composted and is a more affordable way to add this compost service for residents than the current system. City Council's First Reading of the contracted hauling program will be on February 21, 2023.</p> <p>Staff shared a roadmap for policy and infrastructure for compost at the Our Climate Future topic at the October 11, 2022 Work Session. Feedback from that Work Session will be incorporated in future work planning and Council onboarding.</p>






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 <p>11. Adopt graywater statute to allow graywater systems in new buildings</p>	 <p>November Council Work Session</p>	10/1/21	12/31/21	100 %	<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>
	 <p>Ordinance Development</p>	1/1/22	3/30/22	100 %	
	 <p>Stakeholder Outreach</p>	4/1/22	6/30/22	100 %	
	 <p>Present Ordinance to Council</p>	7/1/22	9/30/22	100 %	
	 <p>Implement Ordinance and revised building code</p>	10/1/22	12/31/22	100 %	Staff are completed final tasks to prepare for implementation on effective date of ordinance - Nov. 1, 2022. These items, such as website updates, training, design criteria document, and GIS map showing the graywater boundary are complete. As of Jan. 2023, all water and wastewater providers in the City Limits have agreed to allow graywater in thier service area.
 <p>12. Districted system for garbage, recycling and compost</p>	 <p>Project scope and plan</p>	10/1/21	12/31/21	100 %	Memo of project outline and timing sent to Council on 12/28/21.
	 <p>Research, modeling, metrics</p>	1/1/22	3/30/22	100 %	Complete
	 <p>Hauler and resident engagement</p>	4/1/22	9/30/22	100 %	Staff has engaged extensively with haulers and the community throughout this project. Active engagement was on pause during the competitive purchasing process (Q3& Q4 2022) and restarted at the end of January 2023 when the proposed contract was negotiated. The project website includes information about the proposed program including an extensive FAQ and the proposed contract. Engagement before First Reading (on February 21) includes two community information sessions, social media engagement, meetings with Boards and Commissions, and more.
	 <p>Council review of engagement findings and RFP approach</p>	10/1/22	12/31/22	100 %	Complete
	 <p>Determine next steps with Council</p>	1/1/23	3/30/23	25 %	First Reading of the proposed contracted residential solid waste collection program is scheduled for February 21, 2023.
 <p>13. Explore climate emergency messaging and action</p>	 <p>Begin update of OCF tactical plan</p>	1/1/22	3/30/22	100 %	Complete: Workplan created for '23-'24 Tactical / Next Moves update

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	 Continue update OCF tactical plan	4/1/22	9/30/22	100 %	Complete: Next Moves Workplan being developed by staff and community leaders that lays out strategies to be implemented over the next two years supporting the Council OCF Action Roadmap and OCF outcomes (Big Moves) overall
	 Test messaging with community; evaluate Climate goals; update Council	4/1/22	9/30/22	100 %	Council received PRPA (Platte River Power Authority) overview of IRP to reach ~90% RE by 2030; Council confirmed OCF Council Action Road Map to reach 80% reduction in greenhouse gases below 2005 levels by 2030; Council adopted an interim greenhouse gas reduction goal of 50% below 2005 levels by 2026.
	 Complete update of OCF tactical plan; recommendations for goals and messaging to Council	10/1/22	12/31/22	75 %	Next Moves Plan for 2023-24 on track to be completed in Q1 of 2023; Council updated GHG goals in Q4 of 2022
	 Implement recommendations	1/1/23	6/30/23	10 %	Staff working to advance Big Move priorities within Council-confirmed OCF Road Map (shared during Q4 2022 Work Session); OCF update memo/staff report to Council in Q2
 14. Effective soil amendment policies and compliance (water usage)	 Research best practices and coordinate internally	10/1/21	10/1/22	100 %	Deliverables: <ul style="list-style-type: none"> <li>• Third-party best practice report</li> <li>• Initial set of proposals, developed with staff and external stakeholders</li> </ul>
	 Initiate and complete outreach	6/17/22	6/1/23	66 %	Two public engagement campaigns are planned for this project. Following Council Work Session on Jan. 10, staff have drafted a revised set of proposals for Round 2 engagement. Current efforts: <ul style="list-style-type: none"> <li>• Promote, conduct Round 2 engagement events to further develop details and considerations of proposed standards</li> </ul>
	 Draft ordinance for consideration of adoption	7/1/22	9/19/23	50 %	Current efforts: <ul style="list-style-type: none"> <li>• Ongoing rounds of revision in preparation of draft ordinance for first reading on Sept. 19, 2023.</li> <li>• Code audit to identify conflicts, misalignments of proposed standards</li> </ul> The original timeline was extended to accommodate a second round of engagement.






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 <b>15. Protect and Enhance Instream River Flows</b>	 Discussions with Northern Water, 1041 Regulatory Development, & Regional Water Discussion	10/1/21	12/31/21	25 %	<ul style="list-style-type: none"> <li>Utility and City staff continue to engage Northern Water on strategies to collaborate as both entities plan for the challenges of the water future. Discussions include leadership roles for Northern Colorado Water Regional initiatives. Conversations also continue on working with Northern in response to the NISP Project receiving the Record of Decision (ROD) and opportunities the City has to be at the table as they progress with that project.</li> <li>Utility staff provided many comments to Planning staff to help in the development of 1041 version 3. Jason Graham met with Councilmember Peel to answer questions and provided a memo as part of the read before packet. The Water Utility will continue to be engaged and support both the Planning Department's 1041 directive and represent the needs and concerns of the Water Utility.</li> <li>Water Utility and City leadership continues to engage at the Northern Colorado regional level through participation in Strat-Op workshops. The workshops are intended to build alignment and partnership between all water services providers in the South Platte River Basin.</li> </ul>
	 Begin implementation of BFO Offers accepted	1/1/22	3/30/22	10 %	This initiative is on-track given the early date in 2023. BFO offers that are in the works to support this initiative include: <ul style="list-style-type: none"> <li>Water Efficiency Plan Update</li> <li>Xeriscape Incentive Program for HOAs</li> <li>Environmental Learning Center Flow Restoration - (Lake Canal)</li> </ul>
	 1041 Regulatory Development and Regional Water Discussion	4/1/22	9/30/22	90 %	The Water Utility has been engaged with internal and external stakeholders to support and fine tune the proposed 1041 regulations. Staff has met with other Water Service providers as part of the Planning Departments outreach and provided input at every opportunity. Leadership has provided comments during work sessions and has provided read before memos to council to help inform them of the potential impacts 1041 regulations may have on Water Utility projects.
 <b>16. Reduce Plastic Pollution</b>	 Distribution of free reusable bags	10/1/21	12/31/21	100 %	Initial round of bag distribution was completed in December 2021. Staff distributed an additional 5,500 free reusable bags in Q2 2022 to the general public, low-to-moderate income households, and LatinX/Hispanic community members.
	 Stakeholder engagement	10/1/21	12/31/21	100 %	Stakeholder engagement has taken place from 2021 to today and will continue through the end of 2022 through the stages of preparing for and rolling out the Disposable Bag Ordinance. (Stakeholders include grocers, community organizations, and community members.)















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	★ Council work session	1/1/22	3/30/22	100 %	Completed on 3/1/2022
	★ Ordinance implementation and outreach	4/1/22	6/30/22	100 %	Staff conducted 18 outreach events to distribute free reusable bags as well as multiple grocers check-ins in Q2. Two community groups servicing historically underrepresented community members distributed free reusable bags in Q2.
	★ Additional Community engagement	7/1/22	12/31/22	100 %	Engaged the community and businesses on the Plastic Pollution Reduction Act that was effective on January 1, 2023.  Utilized postcards, newsletters, social media, our websites, Transfort Ads, and interviews with news outlets.  Created tools to support businesses including timelines, checklists, a Business Confirmation Form, template social media content, and printable signage  Engagement planning underway for 2024 Plastic Pollution Reduction Act changes ( 1. styrofoam ban on retail food establishments and 2. plastic bag ban on retailers)
	● Possible Council work session to review policy options	1/1/23	3/30/23	0 %	Given Council direction on May 10, 2022 to focus implementation of local and state single-use plastics policies are implemented, staff does not recommend an additional Work Session at this time
	★ Review current microplastics reduction technology with consultant support	6/1/23	9/1/23	100 %	Complete
 17. Improved Air Quality	★ Council work session on oil and gas regulations	10/1/21	12/31/21	100 %	Complete





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	 EPA grant	10/1/21	12/31/21	70 %	<ul style="list-style-type: none"> <li>• The EPA awarded the Air Quality team a two-year environmental justice grant that is focused on how best to align and integrate our indoor air quality program with energy efficiency programs.</li> <li>• Conducted the Healthy Homes training in both English and Spanish with language justice</li> <li>• 13 new Healthy Homes Educators completed the training</li> <li>• Continuing to explore various partnerships with HVAC servicing companies and others to provide resources</li> <li>• 5 Neighborhood connectors have been identified to support promoting the Healthy Homes program in the Neighborhoods assessments will be provided in Spanish</li> </ul>
	 Consider oil and gas code revisions	1/1/22	3/30/22	75 %	<ul style="list-style-type: none"> <li>• Passed first reading on December 20, 2022. Scheduled for second reading on April 4, 2023.</li> <li>• Panel discussion with City, County and State regarding implementation of existing regulations TBA, tentatively scheduled for March 9, 2023.</li> </ul>
	 Create interagency task force	1/1/22	3/30/22	25 %	<ul style="list-style-type: none"> <li>• County and City staff were notified of a \$500K EPA grant award which will support the task force. Award allocation has been delayed, so continues to be deferred to align and use new grant resources. Anticipate award in place by Q2 2023.</li> </ul>
	 Lawn and garden equipment rebate program	4/1/22	9/30/22	0 %	<ul style="list-style-type: none"> <li>• Initial conversations have begun with the Regional Air Quality Council (RAQC) regarding implementation of 2023 rebates. Program anticipated to begin in May 2023 (this program runs every year, and % complete was reset to 0% for 2023)</li> </ul>
	 State considers updated State Implementation Plan (SIP) re: ozone non-attainment	10/1/22	12/31/22	75 %	<ul style="list-style-type: none"> <li>• Air Quality Control Commission approved portions of the State Implementation Plan (SIP) in December 2022. Additional planning efforts are underway to update SIP sections with plans for ozone attainment, with rulemakings expected in Fall 2023</li> </ul>












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<p>18. Make real progress on the road to Zero Waste (with focus on multi-family and commercial recycling and construction and demolition recycling)</p>	<p>★ Multifamily and commercial Community Recycling Ordinance compliance sweep.</p>	10/1/21	1/1/22	100 %	<p>The compliance sweep is complete. Staff is working with the hauler and the national accounts team of the one remaining non-compliant business. If there is not a concrete timeline to resolution within the next week staff will issue a citation.</p> <p>Complete. Successfully worked with haulers and businesses to add recycling service. Achieved 100% compliance with multi-family housing developments and commercial businesses.</p>
	<p>★ Hire C&amp;D staff (if funded), or continue C&amp;D recycling complaint response and compliance inspections as time allows.</p>	1/1/22	3/1/22	100 %	Complete
	<p>★ Memo to Council on compliance sweep.</p>	1/1/22	3/1/22	100 %	<p><a href="#">Update memo</a> sent to Council on 4/7/22.</p>
	<p>■ C&amp;D staff (if funded) works to increase proactive C&amp;D recycling compliance.</p>	3/1/22	4/30/23	80 %	Staff member is distributing educational materials, conducting visits to C&D sites, is implementing identified program improvements, and has begun issuing warnings to sites out of compliance.
	<p>★ C&amp;D staff (if funded) engages in C&amp;D market development projects at state &amp; regional level.</p>	6/1/22	4/30/23	100 %	<p>C&amp;D staff member is participating in state-level market development work through Recycle Colorado C&amp;D Council.</p> <p>Assisting with policy brief to be distributed to state legislators. Assisting with policy toolkit for local governments.</p>
	<p>■ C&amp;D staff (if funded) provide update and impact memo to Council on C&amp;D recycling.</p>	1/1/23	3/31/23	15 %	Drafting memo to Council to be completed no later than 03/31/2023

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	 Compile research on deconstruction ordinance and determine next steps if applicable.	4/1/23	6/30/23	0 %	Work to begin in Q2 2023
	 Share outcome of deconstruction ordinance and recommendations via memo to Council.	4/1/23	6/30/23	0 %	Work to begin in Q2 2023
 19. Xeriscape – Increase rebates and education, less green lawns with new development	 Increase Xeriscape rebates and incentives	9/1/21	10/31/23	66 %	<p>The 2022 Xeriscape Incentive Program year ended with a record 94 residential projects and 6 commercial projects completed.</p> <p>The Xeriscape Incentive Program (XIP) application for commercial and residential customers launched in September.</p> <p>Current efforts:</p> <ul style="list-style-type: none"> <li>• Appropriating grant funds for rebates</li> <li>• Discussions with ELCO and FCLWD to explore opportunities to expand xeriscape rebates to customers in those water districts</li> <li>• Exploring options for how to use funding from State Turf Replacement Program (CO House Bill 22-1151)</li> <li>• Engaging with managers to apply for funding for turf replacement projects on city-owned properties</li> </ul>
	 Improve Xeriscape literacy and increase education opportunities	10/1/21	10/31/23	66 %	<p>Staff continues to explore ways to educate customers about xeriscape.</p> <p>Utilities has partnered with the Gardens on Spring Creek to offer subsidies for adult education classes in 2023 that promote water conservation.</p> <p>The 2023 Xeriscape Garden Party will take place in June. Over 700 people attended the educational event in 2022.</p>
	 Update Xeriscape regulations	10/1/21	5/31/23	66 %	<p>Current efforts:</p> <ul style="list-style-type: none"> <li>• Promote, conduct Round 2 engagement events to further develop details and considerations of proposed standards</li> <li>• Ongoing rounds of revision in preparation of draft ordinance for first reading on Sept. 19, 2023.</li> <li>• Code audit to identify conflicts, misalignments of proposed standards</li> </ul>













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	★ Water Supply Requirement modification	10/1/21	12/31/21	100 %	<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	10/1/21	12/31/21	100 %	Complete
	★ Analyze engagement feedback	1/1/22	3/30/22	100 %	Feedback from historically underrepresented groups compiled and analyzed.
	 Implement and track new education elements	4/1/22	12/31/22	60 %	<p>In the last part of 2022, staff continued implementing now standard practices that address barriers:</p> <ul style="list-style-type: none"> <li>- Consistently provided materials in Spanish.</li> <li>- Leveraged community partners as trusted engagement partners.</li> <li>- Employed more visual storytelling through educational videos.</li> </ul> <p>Two communications barriers remain to be addressed through the 2023 workplan, including:</p> <ul style="list-style-type: none"> <li>- Highlighting diverse stories of recycling leadership in the community. (All year)</li> <li>- Partnering with CSU to strengthen existing recycling guideline alignment. (Q1-Q2)</li> </ul> <p>Beyond short-term approaches to removing barriers, staff will continue integrating strategies into long-term planning efforts, such as through the creation of a five-year plan for the TRC, and as new staff positions are filled, such as the Recycling Partnerships and Volunteer Coordinator.</p>
	★ Memo to Council on engagement findings and recommendations	4/1/22	6/30/22	100 %	<p>June 2022</p> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 5px;"> <p>Memo sent to Council on May 4, 2022.</p> </div>

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	 Memo to Council summarizing changes made and next steps	1/1/23	3/30/23	0 %	Staff will prepare a memo by the end of March describing the first year's efforts on removing barriers to recycling and increasing equitable recycling education and will also include plans for 2023.
 21. Improved and accelerated stream (riparian) restoration	 Review options for work acceleration with Council Finance	10/1/21	12/31/21	100 %	
	 Stream (riparian) restoration Off-Cycle Budget Offer	1/1/22	12/31/22	0 %	The Mail Creek off-cycle offer was not submitted. The current Mail Creek at Two Creeks Natural Area is under construction and on-schedule. The Stormwater CIP will be updated to reflect an accelerated stream rehab program.
	 Stream (riparian) restoration 2023-24 BFO Offer	1/1/23	12/31/23	5 %	A project charter has been developed with coordination from Natural Areas, floodplain management, and the trails program. An RFP for design work is near completion and should be posted in March.  Construction is planned for 2024/25.
 22. Raise the minimum wage	 Issue RFP and Select Consultant	10/1/21	12/31/21	100 %	Completed
	 Complete Survey and Engagement	1/1/22	3/30/22	70 %	At the November 15, 2022 Council Meeting direction was given to re-open engagement. The interest is to connect more directly with low-wage earners and impacted businesses.  Staff has engaged a number of partners in the community that work directly with low wage earners, including the County Workforce Center and some non-profits. Engagement is still on-going and will be included in the next work session on this topic scheduled for April 11, 2023.
	 Present Findings to City Council	4/1/22	6/30/22	70 %	On November 15, 2022, City Council voted to postpone consideration of a local minimum wage ordinance until May of 2023. Based on feedback from Council staff has conducted additional analysis on the potential impacts to low wage earners and their social safety net benefits. This information as well as additional information will be shared with Council on April 11, 2023 at a work session.
	 Council Consider local ordinance	7/1/22	9/30/22	50 %	On November 15, 2022, City Council postponed consideration of a local minimum wage ordinance to May 16, 2023 instructing staff to conduct additional targeted outreach and analysis.

Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	 Local minimum wage effective [Depending on Council Action]	1/1/23	3/30/23	0 %	Council will reconsider a local minimum wage ordinance on May 16, 2023.
 23. Develop a Circular Economy Plan (EHSP)	 Issue RFP and select Consultant	1/1/22	3/30/22	100 %	
	 Engage Community	4/1/22	9/30/22	70 %	Business community engagement has been completed. Review of SWOT (strength, weakness, opportunities and threats) Analysis is currently underway. Circular economy business survey has been deployed.
	 Prepare Existing Conditions Analysis	4/1/22	6/30/22	20 %	Work continues to be done in partnership with Environmental Services and our consultants to map the existing conditions for analysis.
	 Present Big Moves and Strategy Update to Council	10/1/22	12/31/22	65 %	1st Council Work Session is scheduled for 3/14/2023; 2nd Work Session for 8/8/2023.
	 Develop Implementation Plan	1/1/23	3/30/23	0 %	
 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.	10/1/21	4/30/23	50 %	<p>Launch of NoCO Works, the regional workforce talent initiative (talent 3.0) was released in January 2023, in partnership with PSD and other regional partners. Apprenticeships, internships, sector partnerships are some proven models that continue to be supported. Initiatives within the NoCO Works program (2-county workforce initiative) include:</p> <ul style="list-style-type: none"> <li>• Economic Inclusion</li> <li>• External Barriers</li> <li>• Business Resources</li> <li>• Training and Development</li> <li>• Talent Pipeline</li> <li>• Work-Based Learning</li> </ul> <p>Continue to explore opportunities and support PSD in the application of the State's Opportunity Now grant application.</p>

Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
 25. Affordable, Quality and Accessible Childcare Infrastructure	 Periodic memo updates to Council as appropriate and necessary	4/1/22	6/30/22	100 %	Memo submitted to Council in May 2022 detailing activity, status and progress occurring within the community and the City organization re: childcare
	 Periodic memo updates to Council as appropriate and necessary	10/1/22	12/31/22	100 %	Memo submitted to Council in November 2022 detailing activity, status and progress occurring within the community and the City organization re: childcare
 26. Create a targeted, specific plan for community recovery	 Draft Recovery Plan: Work session (Oct 26), and Council adoption (Dec 7)	10/1/21	12/31/21	100 %	Completed and Council adopted.
	 Implementation	1/1/22	12/31/22	100 %	Q4: All \$28.1M of federal ARPA funds awarded to the City of Fort Collins have been appropriated to recovery programs, with 60+ programs expected to run and/or launch in 2023.
 27. Access funding for parks (maintenance and operations, refresh, and new parks)	 Council Finance Committee	10/1/21	12/31/21	75 %	Staff has met with the CFC 6 times to discuss and explore potential funding options. Meetings will continue on 2023 with the most recent meeting on February 6th.
	 Convene internal team.	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>Materials were prepared for the Jan, Mar, June and Sept CFC meetings.</li> <li>Materials were prepared for the June and Dec. Work Sessions.</li> </ul>
	 Council work session.	1/1/22	3/30/22	25 %	Council work sessions occurred in April and December 2022. Staff will schedule additional work sessions in 2023.
	 Develop & implement plan following direction clarification	4/1/22	6/30/22	10 %	<ul style="list-style-type: none"> <li>A combination of resource options was presented to the CFC at the February meeting.</li> <li>Staff recommendation was to separate the P&amp;R Infrastructure Program funding gap from the other three priority areas.</li> <li>Feedback from Council was to keep the four priorities together and bring solutions that address them as a package.</li> </ul>



Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
 28. Improve tree policies	 Complete evaluation of current pertinent code	10/1/21	12/31/22	100 %	<ul style="list-style-type: none"> <li>Staff has evaluated current pertinent code and brought code update themes to the January 24, 2023 council work session.</li> </ul>
	 Present potential code updates at Council Work Session	12/1/22	3/31/23	100 %	<ul style="list-style-type: none"> <li>Staff brought proposed tree-related land use code updates to the January 24, 2023 Council Work Session.</li> <li>Staff will continue internal and external stakeholder engagement to draft new code and are planning to bring code changes forward in Q3 2023 for adoption.               <ul style="list-style-type: none"> <li>In conjunction with other Land Use Code changes related to LUC 3.2.1 Landscape Standards (Xeriscape, soils, irrigation and trees).</li> </ul> </li> </ul>
	 Draft code updates	1/1/23	10/31/23	0 %	
 29. Tree planting subsidy	 Implement offer and order trees if funded	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	7/1/22	9/30/22	100 %	The 2022 Community Canopy Program was a success in that all 1000 trees were sold and picked up to be planted on private property within the GMA.
 30. Implementation of 15-minute community concept	 Develop a set of needs/strategies-funding dependent	4/1/22	12/31/22	100 %	
	 Council Work Session	4/20/22	10/25/22	0 %	
	 Create draft plan	7/1/22	9/30/22	0 %	
	 Finalize plan for approval	10/1/22	12/31/22	100 %	This effort has been completed. Staff presented a draft analysis to Council in October, and has since then incorporated their feedback. Then final report has been shared back to Council via a memo. The findings of the analysis will be used to inform efforts throughout the City.

Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
★ 31. Homelessness Initiatives	★ Shelter "inform" campaign	11/1/21	12/31/21	100 %	<ul style="list-style-type: none"> <li>Conducted Homelessness Awareness Month campaign in November via social media. <ul style="list-style-type: none"> <li>Collaborated with six partner agencies to share posts throughout the month.</li> <li>Proclamation at City Council on November 16 had over 50 representatives from partner agencies!</li> <li>Staff spoke with the Coloradoan and KCSU-TV about current conditions and future 24/7 shelter.</li> </ul> </li> </ul>
	★ Community Engagement for future 24/7 shelter-funding dependent	1/1/22	3/30/22	100 %	<p>In preparation for their future 24/7 shelter facility, Fort Collins Rescue Mission conducted engagement and information-finding by:</p> <ul style="list-style-type: none"> <li>Holding trauma-informed design interviews with diverse stakeholders</li> <li>Completing a geotechnical survey and report</li> <li>Completing a conceptual review</li> <li>Conducting a traffic study</li> </ul> <p>This information has helped informed next step, which include a neighborhood meeting and development review process, and ongoing refinement of shelter services and design.</p>
	★ Outreach Fort Collins midtown planning.	1/1/22	3/30/22	100 %	<p>Outreach Fort Collins has completed their planning for the midtown expansion and will officially begin serving this area on September 6.</p>
	★ Implementation of OFC midtown expansion.	7/1/22	9/30/22	100 %	<p>Outreach Fort Collins officially begin serving midtown Fort Collins on September 6, 2022. They are fully staffed and, after conducting much outreach to midtown businesses and residents, have set their service area boundaries as the entire College corridor from Mulberry to Trilby, and a couple blocks east and west.</p>