

















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 %	Restorative Traffic Circle is a great success! 18 new participants for Q1 of 2023. At this time, no interest in a smoking/vaping diversion program from any stakeholders.
 3. Advance transit initiatives that remove barriers	 3a. Funding & Fare Study begins	10/1/21	12/31/21	100 %	<div style="border: 1px solid gray; padding: 5px; width: fit-content;"> Concluded </div>

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	★ 3a. W. Eliz. BRT prelim design complete	10/1/21	12/31/21	100 %	Concluded.
	★ 3a. North College Transit Oriented Development Plan complete	4/1/22	6/30/22	100 %	Adopted by City Council in February 2023.
	☐ 3b. Transfort & PSD Coordination Study begins	4/1/22	6/30/22	15 %	First TAC meeting complete, working with PSD for existing conditions data.
	★ 3a. Funding & Fare Study complete	10/1/22	12/31/22	100 %	Concluded
	☐ 3a. North Transit Facility Design and Study complete	10/1/22	12/31/22	5 %	Seeking funding for land acquisition & identifying potential sites. Design will follow.
	☐ 3b. Transfort & PSD Coordination Study complete	1/1/23	3/31/23	15 %	First TAC meeting complete, working with PSD for existing conditions data.
— 4. Improved traffic compliance	★ Determine high-risk locations and formulate strategy	10/1/21	12/31/21	100 %	The following intersections have been identified for increased enforcement: <ol style="list-style-type: none"> 1. College & Trilby 2. Shields & Horsetooth 3. College & Drake 4. Boardwalk & Harmony 5. Shields & Prospect 6. College & Mulberry 7. Lemay & Vine 8. Shields & Plum 9. Lemay & Drake 10. Timberline & Carpenter











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	<ul style="list-style-type: none"> Deploy strategy 	1/1/22	6/30/22	0 %	<p>Red-Light Camera Expansion</p> <ul style="list-style-type: none"> The cameras at both intersections (Drake/Lemay and Harmony and Shields) are expected to be operational and begin sending warning notices via US mail at the end of October 2023. The required 30-day public notice was made via press release on September 25, 2023. A second press release reminding the public that the system will begin sending warning notices is scheduled for October 24, 2023.
★ 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"> • 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. • 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. • 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.
<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:</p> <ul style="list-style-type: none"> - Staff and Councilmembers Gutowsky and Ohlson continuing to engage in Regional Wasteshed Coalition. - Larimer County has recently shared they may move forward with a partnership with A1 Organics, but has not shared details. - If Larimer County decides to not build a food scrap compost facility, staff will seek other partnerships for facility needs. - The next Policy Council (PAC) meeting is scheduled for October 18, 2023. <p>Policy:</p> <ul style="list-style-type: none"> - 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. - Contracted hauling will start 9/30/24





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★ 11. Adopt graywater statute to allow graywater systems in new buildings	★ November Council Work Session	10/1/21	12/31/21	100 %	<ul style="list-style-type: none"> Council Work Session completed on Nov. 21, 2021, resulting in: <ul style="list-style-type: none"> Direction to staff to create a graywater ordinance that aligned with Colorado law and water right limitations.
	★ Ordinance Development	1/1/22	3/30/22	100 %	
	★ Stakeholder Outreach	4/1/22	6/30/22	100 %	
	★ Present Ordinance to Council	7/1/22	9/30/22	100 %	
	★ Implement Ordinance and revised building code	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.
★ 12. Districted system for garbage, recycling and compost	★ Project scope and plan	10/1/21	12/31/21	100 %	Memo of project outline and timing sent to Council on 12/28/21.
	★ Research, modeling, metrics	1/1/22	3/30/22	100 %	Complete
	★ Hauler and resident engagement	4/1/22	9/30/22	100 %	<p>Staff engaged extensively with haulers and the community throughout this project.</p> <p>Staff is working with haulers and HOAs (Homeowners Association) to conduct the HOA contract compliance check and will engage more with the community in early 2024 regarding cart size selection and setting up billing with Republic.</p>
	★ Council review of engagement findings and RFP approach	10/1/22	12/31/22	100 %	Complete
	★ Determine next steps with Council	1/1/23	3/30/23	100 %	The contract and related ordinances were adopted on February 21 and March 7 and were re-adopted on April 4 and 18, 2023 due to procedural issues.
— 13. Explore climate emergency messaging and action	★ Begin update of OCF tactical plan	1/1/22	3/30/22	100 %	Complete: Workplan created for '23-'24 Tactical / Next Moves update
	★ 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

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	★ 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	100 %	The Final OCF Next Moves Plan and webpage for 2023-34 is complete and shared with Council in the October 12th packet along with an updated OCF Council Roadmap and a reporting infographic. The Next Moves webpage can be found here: www.fcgov.com/climateaction/ocf-nextmoves
	★ Implement recommendations	1/1/23	6/30/23	100 %	Staff continue to advance the priorities of OCF through community partnerships (such as the Community Leadership Grants), technical programs (such as Building Performance Standards), and support for aligned work across the City (such as the Water Efficiency Plan update). OCF messaging and communications are continuing to evolve as staff design an OCF Communications Plan and Strategy. While implementation of OCF will never be finished, the recommended work of this Council Priority may be considered complete.
 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"> • Third-party best practice report • Initial set of proposals, developed with staff and external stakeholders
	 Initiate and complete outreach	6/17/22	6/1/23	95 %	<ul style="list-style-type: none"> • Internal/External engagement complete. • Round 1 feedback from boards and commissions on draft Soil Loosening and Amendment code complete. • Going back to Planning and Zoning Commission and Water Commission after Council Work Session Oct 10, 2023.
	 Draft code updates for consideration of adoption and implementation	7/1/22	12/31/23	50 %	<ul style="list-style-type: none"> • Based on Council feedback at the Oct 10 Work Session, anticipate 1st reading and appropriation request for 1 FTE on Jan 16, 2024 with a proposed 2025 implementation date • There is still likely a significant effort after code adoption, to implement the improvements.






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 15. Protect and Enhance Instream River Flows	 Discussions with Northern Water, 1041 Regulatory Development, & Regional Water Discussion	10/1/21	12/31/21	0 %	
	 Begin implementation of BFO Offers accepted	1/1/22	3/30/22	0 %	
	 1041 Regulatory Development and Regional Water Discussion	4/1/22	9/30/22	100 %	City Council has adopted 1041 Regulations and appropriated funding for program implementation.
 16. Reduce Plastic Pollution	 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.)
	 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 %	Staff is turning attention to the roll-out of the State's Styrofoam container ban that will impact Fort Collins restaurants while continuing integrating awareness on reusable bags in the community as part of larger reuse messaging.











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	 Possible Council work session to review policy options	1/1/23	3/30/23	0 %	Given Council direction at May 10, 2022 Council Priorities Work Session 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
	 EPA grant	10/1/21	12/31/21	90 %	<ul style="list-style-type: none"> •Conducted 17 Healthy Homes assessments in target neighborhoods between Aug and October, 8 for Spanish-Speaking households and 9 for English-speaking households. YTD assessments: 50, with 5 pending. •5 Aug-Oct, with 9 pending; 28 YTD with 9 pending homes have received a furnace cleaning, safety check and filter replacement with Hahn Plumbing and HVAC 3 homes have received furnace repair or replacement •12 Aug-Oct, 43 YTD homes have received portable air cleaners (PAC) + replacement filter •12 homes scheduled to receive low-level energy efficiency and weatherization upgrades •Q4 will focus on completing weatherization and furnace servicing for as many participants as possible, including special projects to meet unique situations of community members
	 Consider oil and gas code revisions	1/1/22	3/30/22	100 %	Land Use Code updates adopted April 4, 2023. New work stream for existing operations noted above (Work Session to discuss options to be scheduled).
	 Create interagency task force	1/1/22	3/30/22	75 %	Grant coordinating team received a total of 18 applications for the Air Quality Monitoring Advisory Committee. The final day for submissions was 10/6, and review/selection of these applications will start 10/11.
	 Lawn and garden equipment rebate program	4/1/22	9/30/22	100 %	The RAQC Mow Down Pollution Program is live and accepting applications as of April 5. The City's CPIO (Communications and Public Involvement Office) is supplementing advertising through social media.

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	 <p>State considers updated State Implementation Plan (SIP) re: ozone non-attainment</p>	10/1/22	12/31/22	75 %	<p>On September 20, 2023 the Regional Air Quality Council submitted a revised State Implementation Plan for Severe Ozone non-attainment status to the Colorado Air Pollution Control Commission for consideration. Public hearings are scheduled to occur in December 2023.</p>
 <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&D staff (if funded), or continue C&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 %	<div style="border: 1px solid #ccc; padding: 5px;"> <p>Update memo sent to Council on 4/7/22.</p> </div>
	 <p>C&D staff (if funded) works to increase proactive C&D recycling compliance.</p>	3/1/22	4/30/23	100 %	Complete. Ongoing program improvements and maintenance underway, while also prioritizing higher impact sites for inspections during staff transitions.













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	 C&D staff (if funded) engages in C&D market development projects at state & regional level.	6/1/22	4/30/23	100 %	<p>C&D staff member is participating in state-level market development work through Recycle Colorado C&D Council.</p> <p>Assisting with policy brief to be distributed to state legislators. Assisting with policy toolkit for local governments.</p> <p>June 2023: C&D staff member continues to engage with peer communities in knowledge sharing. Presented at Recycle Colorado as part of subject matter expert panel on C&D recycling regulation best practices and pit falls. Helped to coauthor a C&D Recycling Policy Toolkit published via Recycle Colorado. https://www.recyclecolorado.or..</p>
	 C&D staff (if funded) provide update and impact memo to Council on C&D recycling.	1/1/23	3/31/23	100 %	C&D staff provided an update and impact memo to Council on C&D recycling in March 2023.
	 Compile research on deconstruction ordinance and determine next steps if applicable.	4/1/23	6/30/23	0 %	
	 Share outcome of deconstruction ordinance and recommendations via memo to Council.	4/1/23	6/30/23	90 %	Staff to provide memo with analysis and recommended next steps before end of this Council term.


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<p>19. Xeriscape – Increase rebates and education, less green lawns with new development</p>	<p>Increase Xeriscape rebates and incentives</p>	<p>9/1/21</p>	<p>12/31/23</p>	<p>75 %</p>	<p>The Xeriscape Incentive Program (XIP) is an ongoing offering for Utilities' residential and commercial customers. Highlights in the last year include:</p> <ul style="list-style-type: none"> • The 2022 Xeriscape Incentive Program year ended with a record 94 residential projects and 6 commercial projects completed. • The 2023 Xeriscape Incentive Program is projected to fund over 100 projects. Results will be available in Q4. • State and Federal grants and Water Fund ongoing budget currently support XIP rebates. • Engagement with city staff to apply for funding for turf replacement projects on city-owned properties. At least two city-owned properties are engaged in the XIP process currently. <p>FCLWD reviewed a proposal sent by City staff to consider expansion of XIP in that district. At this time, FCLWD is not committed to moving forward with an agreement with the city citing high costs for low water savings return. City staff will follow up with data requested by FCLWD about program participation numbers and other benefits of the program.</p>
	<p>Improve Xeriscape literacy and increase education opportunities</p>	<p>10/1/21</p>	<p>12/31/23</p>	<p>75 %</p>	<p>Utilities partnered with the Gardens on Spring Creek to promote and offer subsidies for water-wise landscaping classes.</p> <p>713 people attended the annual Xeriscape Garden Party on June 17, 2023.</p> <p>Approximately 140 attended free landscape design courses hosted by Utilities and taught by local landscape designers.</p> <p>A cross-departmental team of staff are in the process of being certified by the Landscape for Life program. Staff are exploring whether to offer this class to the public in the future.</p>

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	 Update Xeriscape regulations	10/1/21	12/31/23	75 %	<p>Overview of code updates presented at October 10 work session:</p> <p><i>For all new development and significant re-development including single-family front yards (city-wide):</i></p> <ul style="list-style-type: none"> • Efficient irrigation design and equipment • 50% plant coverage requirement • 30% maximum area of high-water grass <ul style="list-style-type: none"> • Up to 1,000 square feet single-family front yard • Up to 10,000 square feet commercial with exceptions for programmable athletics • Artificial turf restriction <p><i>For all new and existing properties city-wide:</i></p> <ul style="list-style-type: none"> • Restrict overhead irrigation of landscaping and turf between 10 a.m. – 6 p.m., May through September <p>Following Council direction, staff will continue working toward providing a package of updates that includes an appropriate balance of commercial code updates, voluntary programming and education opportunities.</p> <p>First Reading at City Council: January 16, 2024</p>
	 Water Supply Requirement modification	10/1/21	12/31/21	100 %	<ul style="list-style-type: none"> • 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). • Changes go into effect on Jan. 1 2022. • Staff is actively finalizing the implementation plan and working with developments that will take place in 2022.
 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.

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	 Implement and track new education elements	4/1/22	12/31/22	25 %	Due to staff transitions and lower than anticipated capacity, plans for how to engage with community members are being re-worked. While a primary goal is to improve the cultural relevance of waste and recycling materials (a known barrier to recycling), ensuring there is enough support available for community members who are offering their ideas and time may mean a delay in project timeline.
	 Memo to Council on engagement findings and recommendations	4/1/22	6/30/22	100 %	June 2022 <div style="border: 1px solid #ccc; padding: 5px; margin-top: 5px;">Memo sent to Council on May 4, 2022.</div>
	 Memo to Council summarizing changes made and next steps	1/1/23	3/30/23	100 %	
 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 %	
	 Stream (riparian) restoration 2023-24 BFO Offer	1/1/23	12/31/23	0 %	
 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	100 %	On May 16, 2023, Council considered an ordinance to adopt a local minimum wage. The measure failed to pass 4-3.

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	★ Present Findings to City Council	4/1/22	6/30/22	100 %	Staff presented additional information to Council on April 11, 2023 related to a local minimum wage ordinance. That additional information included additional engagement, updated information regarding the impact on benefits, and additional follow-up information. On May 16, 2023, Council considered an ordinance to adopt a local minimum wage. The measure failed to pass 4-3.
	★ Council Consider local ordinance	7/1/22	9/30/22	100 %	On May 16, 2023, Council considered an ordinance to adopt a local minimum wage. The measure failed to pass 4-3. Staff was directed by City Council to continue to engage in regional discussion regarding a local minimum wage - specifically the Boulder County consortium.
	⊗ Local minimum wage effective [Depending on Council Action]	1/1/23	3/30/23	0 %	On May 16, 2023, Council considered an ordinance to adopt a local minimum wage. The measure failed to pass 4-3. No implementation will occur as a result of this decision by Council.
 23. Develop a Circular Economy Plan (EHSP)	★ Issue RFP and select Consultant	1/1/22	3/30/22	100 %	Consultant, Hickey Global, was selected.
	— Engage Community	4/1/22	9/30/22	100 %	Engagement was done in tandem with the Economic Health Strategic Plan through consultant engagement, in-person events, and an online survey. Engagement was completed in August 2023.
	★ Prepare Existing Conditions Analysis	4/1/22	6/30/22	100 %	
	★ Present Big Moves and Strategy Update to Council	10/1/22	12/31/22	100 %	Presented and engaged with Council on March 14, 2023.
	— Develop Implementation Plan	1/1/23	3/30/23	90 %	The Circular Economy Workplan draft was completed in September 2023. A work session for the CE Plan and EHSP will be in November and regular council session for adoption in December.

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 <p>24. Partner with Poudre School District (PSD) for workforce development</p>	 <p>On-going support of PSD for workforce development through partners, including assistance in siting the Future's Lab.</p>	10/1/21	4/30/23	67 %	<ol style="list-style-type: none"> 1. City staff attended the annual ACE business partner meeting. ACE stands for Alternative Cooperative Education. Several departments work with ACE and SWAP (School to Work Alliance Program) to provide work-based learning opportunities for students. 2. Volunteer Services met with the PSD Future Ready program to talk about partnership for funding teen programs like NextGen Serve. PSD invited NextGen to use the Future Ready Lab space when we need an indoor venue. Our spring kick-off event will be held there. 3. Parks and Volunteer Services are exploring a Jr Ranger program with PSD. The idea would be to pair a school with a neighborhood park in hopes that education and stewardship would decrease vandalism.
 <p>25. Affordable, Quality and Accessible Childcare Infrastructure</p>	 <p>Periodic memo updates to Council as appropriate and necessary</p>	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
	 <p>Periodic memo updates to Council as appropriate and necessary</p>	10/1/22	12/31/22	100 %	Prior milestones have been met. An additional update memo will be provided in December 2023.
 <p>26. Create a targeted, specific plan for community recovery</p>	 <p>Draft Recovery Plan: Work session (Oct 26), and Council adoption (Dec 7)</p>	10/1/21	12/31/21	100 %	Completed and Council adopted.
	 <p>Implementation</p>	1/1/22	12/31/22	100 %	<p>Q4:</p> <p>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.</p>
 <p>27. Access funding for parks (maintenance and operations, refresh, and new parks)</p>	 <p>Council Finance Committee</p>	10/1/21	12/31/21	100 %	<ul style="list-style-type: none"> • Meetings with the CFC have been underway for the last 18 months. • Direction has been given on revenue fund sources and the size of the initiatives.
	 <p>Convene internal team.</p>	1/1/22	3/30/22	100 %	<ul style="list-style-type: none"> • The team has been formed and is made up with representatives of Budget, Finance, CMO, City Gives, Parks, Park Planning and Community Services. • Materials were prepared for the Jan, Mar, June and Sept CFC meetings. • Materials were prepared for the June and Dec. Work Sessions.
	 <p>Council work session.</p>	1/1/22	3/30/22	100 %	<ul style="list-style-type: none"> • Materials were prepared for the Jan, Mar, June and Sept CFC meetings.

Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	★ Develop & implement plan following direction clarification	4/1/22	6/30/22	100 %	<ul style="list-style-type: none"> Ballot language drafted under Council direction and input. Outcome determined by voters on November 7, 2023.
 28. Improve tree policies	★ Complete evaluation of current pertinent code	10/1/21	12/31/22	100 %	<ul style="list-style-type: none"> Staff has evaluated current pertinent code and brought code update themes to the January 24, 2023 council work session.
	★ Present potential code updates at Council Work Session	12/1/22	3/31/23	100 %	<ul style="list-style-type: none"> Staff brought proposed tree-related land use code updates to the January 24, 2023 Council Work Session. 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"> In conjunction with other Land Use Code changes related to LUC 3.2.1 Landscape Standards (Xeriscape, soils, irrigation and trees).
	 Draft code updates	1/1/23	12/31/23	75 %	<p>Proposed regulations presented at October 10, 2023 work session:</p> <ul style="list-style-type: none"> Improved mitigation standards incentivizing tree preservation Creation of separate street tree escrow and timeframe for tree replacement responsibility Specified repercussions for tree damage or healthy tree removal violations Improved tree diversity requirements Improved tree protection during construction <p>With Council's direction, staff will reconvene and incorporate code updates that strike an appropriate balance based on feedback.</p>
★ 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 %	

Initiatives	Milestones	Milestone Start Date	Milestone End Date	Milestone Percent Complete	Milestone Analysis
	<ul style="list-style-type: none"> ■ Create draft plan 	7/1/22	9/30/22	0 %	
	<ul style="list-style-type: none"> ★ 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.
<ul style="list-style-type: none"> ★ 31. Homelessness Initiatives 	<ul style="list-style-type: none"> ★ Shelter "inform" campaign 	11/1/21	12/31/21	100 %	<ul style="list-style-type: none"> • Conducted Homelessness Awareness Month campaign in November via social media. <ul style="list-style-type: none"> • Collaborated with six partner agencies to share posts throughout the month. • Proclamation at City Council on November 16 had over 50 representatives from partner agencies! • Staff spoke with the Coloradoan and KCSU-TV about current conditions and future 24/7 shelter.
	<ul style="list-style-type: none"> ★ 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"> • Holding trauma-informed design interviews with diverse stakeholders • Completing a geotechnical survey and report • Completing a conceptual review • Conducting a traffic study <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>
	<ul style="list-style-type: none"> ★ Outreach Fort Collins midtown planning. 	1/1/22	3/30/22	100 %	Outreach Fort Collins has completed their planning for the midtown expansion and will officially begin serving this area on September 6.
	<ul style="list-style-type: none"> ★ Implementation of OFC midtown expansion. 	7/1/22	9/30/22	100 %	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.