

## APPENDIX F:TRIPLE BOTTOM LINE ANALYSIS



# Triple Bottom Line Analysis Map (TBLAM)



<b>Project or Decision:</b>	College Ave Corridor for FC Moves – long range transportation plan for College Ave., for redevelopment and transportation infrastructure updates; bike access, medians, traffic function, etc.	<b>Evaluated by:</b>	Staff from FC Moves and TBL Team
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<b>Social</b>	<b>Environmental</b>	<b>Economic</b>
<p style="text-align: center;"><b>Community</b></p> <p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• The corridor plan will affect everyone passing through mid-Town FC.</li> <li>• Crosses Spring Creek and connects people with the env. Corridor.</li> <li>• Some aging infrastructure problems can be resolved with upgrades.</li> <li>• Will better align the viewsheds in mid-town with Old-town.</li> <li>• Connects to the Mason Corridor MAX.</li> <li>• Business visibility can be enhanced by reformatting frontage roads and offset intersections.</li> <li>• Transitions from a short term plan to a longer term plan</li> <li>• Increased job creation potential.</li> <li>• Fits in well with existing projects (i.e. Mall redevelopment, Mason Corridor MAX).</li> <li>• Aesthetically pleasing.</li> <li>• Provides LID demonstration and R&amp;D areas.</li> </ul> <p><b>LIMITATIONS:</b></p> <ul style="list-style-type: none"> <li>• Affects too big or small an area of town.</li> <li>• Constrained corridor will be rebalanced with alternative transportation.</li> <li>• Does not <u>resolve</u> primary problem of vehicle congestion on College Ave.</li> <li>• Trading off vehicular mobility for parking space and retail space, and for alternative transportation vehicles</li> <li>• Construction will mess up traffic flow.</li> <li>• <b>State highway status and corridor width are fixed limitations we must design around.</b></li> <li>• Sends more traffic to Old Town, where congestion is already a problem.</li> <li>• SFCBA – will be able to engage in marketing and branding</li> <li>• Is this the best use of public revenue? Are we subsidizing private dev.?</li> <li>• Where is everyone going to park?.</li> </ul>	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• Trading off vehicular mobility for parking space and retail space, and for alternative transportation vehicles.</li> <li>• Some aging infrastructure problems can be resolved with upgrades.</li> <li>• Connecting College with Mason Corridor will reduce total vehicle miles.</li> <li>• Reduced congestion should reduce air quality impacts and carbon output per vehicle.</li> <li>• Aesthetically pleasing (urban canopy opps in the median and adjacent areas).</li> <li>• Provides LID demonstration and R&amp;D areas.</li> <li>• Enhanced bike/ped access will reduce carbon emissions.</li> <li>• Enhanced construction methods can reduce emissions created by heavy equipment</li> </ul> <p><b>LIMITATIONS</b></p> <ul style="list-style-type: none"> <li>• Connection with Spring Creek could become a permitting and process headache.</li> <li>• <b>State highway status and corridor width are fixed limitations we must design around.</b></li> <li>• Sends more traffic to Old Town, where congestion is already a problem.</li> <li>• Reduced congestion creates better vehicle flow increasing traffic and total impact on air quality impacts and carbon output .</li> <li>• Where is everyone going to park? More parking lots is not an environmental asset.</li> <li>• Construction will create temporary carbon emission increases.</li> </ul>	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• Increased access &amp; mobility can benefit current businesses.</li> <li>• Increased access &amp; mobility can trigger beneficial redevelopment opportunities.</li> <li>• Constrained corridor will be rebalanced with alternative transportation.</li> <li>• Connects to the Mason Corridor MAX funding and function.</li> <li>• Will kick off other econ. catalysts (sustainable use of land).</li> <li>• Business visibility can be enhanced by reformatting frontage roads and offset intersections.</li> <li>• SFCBA – will be able to engage in marketing and branding</li> <li>• Increased job creation potential.</li> <li>• Fits in well with existing projects (i.e. Mall redevelopment, Mason Corridor MAX).</li> <li>• Opp. to increase public safety with better transportation flow.</li> </ul> <p><b>LIMITATIONS:</b></p> <ul style="list-style-type: none"> <li>• If impacts a large an area of town, the construction may get expensive.</li> <li>• If impacts a large an area of town, the contractor may not be able to contain it.</li> <li>• Constrained corridor will be rebalanced with alternative transportation.</li> <li>• <b>State highway status and corridor width are fixed limitations we must design around.</b></li> <li>• Is this the best use of public revenue? Are we subsidizing private dev.?</li> <li>• <b>Budget limitations exist – fixed budget on plan and implementation.</b></li> <li>• Provides LID demonstration and R&amp;D areas.</li> <li>• Where is everyone going to park?</li> </ul>

**OPPORTUNITIES:**

- Crosses Spring Creek and connects people with the env. Corridor.
- Will kick off other econ. Catalysts (sust. Use of land).
- Planning process can create a modal shift (internal capture) – redev into mixed use encourages some to walk or ride to work, saving trips and reducing vehicle traffic.
- Provide better mobility to people with disabilities and low to moderate income.
- SFCBA – will be able to engage in marketing and branding.
- Opp. to increase public safety with better transportation flow.

**THREATS:**

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**OPPORTUNITIES:**

- Crosses Spring Creek, and provides an opp. to reconnect with the SpCk corridor (and others).
- Will kick off other econ. Catalysts (sust. Use of land).

**THREATS:**

- Sensitive environmental resources could be harmed if not appropriately accommodated .

**OPPORTUNITIES:**

- Constrained corridor will be rebalanced with alternative transportation.
- Planning process can create a modal shift (internal capture) – redev into mixed use encourages some to walk or ride to work, saving trips and reducing vehicle traffic.
- Provide better mobility to people with disabilities and low to moderate income.
- Provides a chance to be creative with other public financing opportunities.

**THREATS:**

- Sends more traffic to Old Town, where congestion is already a problem.
- SFCBA – will be able to engage in marketing and branding.

**TRIPLE BOTTOM LINE ANALYSIS**  
**Derived from a TBLAM Brainstorm on**  
**FC MOVES COLLEGE AVE CORRIDOR PLAN**  
**In Collaboration with the FC Moves**

**Purpose:** To extract key triple bottom line information from a TBLAM, and use that information to offer recommendations on key indicators and suggested action items for the College Ave. Corridor Plan at FC Moves.

**I. General Observations from TBL Analysis Map (TBLAM):**

- A. The TBLAM was well balanced with ample strengths and limitations identified.
- B. Many considerations crossed into many columns, and rows.
  - 1. Crossing columns indicates excellent depth of discussion and debate.
  - 2. Crossing of rows indicates potential for conflicting values.
- C. More data and expertise is needed from Environmental Services personnel.
  - 1. Not intended, but very clear during the TBLAM Process
- D. Limitations show a primary cross-cutting concern involving the CDOT process for US 287.
- E. Threats should be further explored and contain more information on community and traffic growth.
- F. Mason Corridor MAX has a strong presence on the TBLAM.
- G. Foothills Mall redevelopment has a strong presence on the TBLAM.

**II. Conclusions Offered:**

- A. Need to refine TBLAM again in phases; re-TBLAM.
  - 1. Project is large-scale and would benefit from a re-TBLAM ahead of critical phases.
- B. Need to engage other stakeholders in the re-TBLAM process.
  - 1. Add CDOT, Environmental Services, Commission on Disabilities, Chamber of Commerce, South FC Business Association
  - 2. Look for others, including student population.
  - 3. Provide a ½-page briefing as a read-before packet on goals, objectives, and needs.
- C. Clarity should be offered in the AIS as to where TBL discussions occurred.
  - 1. *“At these stages we brainstormed at the TBL level”*
  - 2. Show some project flow and iteration, and re-iteration for re-TBLAM.
  - 3. Make TBL part of your regular communication plan.
  - 4. Connection to the Mason Corridor MAX needs to be clarified to the public in a separate analysis.
  - 5. Integration into the Mall should be clarified in a separate analysis.

**III. Potential Key Indicators Suggested:**

- A. Limitations discussion suggests new stakeholders must be involved in TBLAM process right away.
  - 1. If not now, let's get them to the table soon as stakeholders.
  - 2. Need to be sensitive to conflicting values of potential stakeholders and facilitate accordingly.
- B. Re-TBLAM on a phased-schedule basis.
  - 1. Include this process in a communication plan & public engagement plan.
  - 2. Must determine how to sell the vision, not the details.
    - a. Focus on community strengths that are non-quantifiable.
    - b. Get a good sales pitch, and coordinate with CPIO to message to the public.
- C. Provide Transportation Study information and calculations to address current and future traffic trends.
  - 1. Multi-modal corridor needs to identify key challenges.
  - 2. Connection to the Mason Corridor should be front and center.
- D. Post-TBLAM review environmental suggestions warrant detailed meetings and coordination directly with Environmental Services staff.
- E. Question for FC Moves – please return any feedback to the TBL Team.
  - 1. Was this useful? Did this help?
  - 2. What came from the discussion? How will you use this?
  - 3. How could the TBL brainstorm be improved?
  - 4. Would you like the TBL Team involved in any future TBLAMs for this project?

# Triple Bottom Line Analysis Map (TBLAM)



<b>Project or Decision:</b>	<u><b>Midtown in Motion (Mim): College Avenue Transportation Plan</b></u> – MiM is a long-range transportation infrastructure reinvestment plan for 3 miles of College Avenue as identified in the <i>Midtown Plan</i> . Investments include new multi-use pathways, intersection safety improvements, medians, lighting, signage and connections to MAX.	<b>Evaluated by:</b>	Staff and Midtown in Motion project team
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<b>Social</b>	<b>Environmental</b>	<b>Economic</b>
<b>Community</b>		
<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• The investments support the <i>Midtown Plan</i> vision and goals for placemaking, civic identity, and mobility.</li> <li>• Consistent pathways could encourage safer walking and riding and more physical activity.</li> <li>• The investments support safer neighborhood circulation.</li> <li>• The art, signage, and median treatments reinforce the public realm in the corridor.</li> <li>• New sidewalks and pathways connect to Mason Corridor/MAX allowing city-wide access to College Avenue.</li> <li>• Neighborhoods along the frontage roads will have safer streets and stronger identity.</li> <li>• The multi-use pathways connect to Spring Creek allowing neighborhoods near the corridor to access open space.</li> <li>• The multi-use pathways provide safer transportation options for women, children, disabled travelers and seniors.</li> <li>• The investments offers convenient, world-class, and safe transportation options to residents and visitors of all income levels</li> <li>• The strategic locations for public art meet the cultural and civic themes identified in the <i>Midtown Plan</i>.</li> <li>• The funding options include representation from corridor property owners in capital and maintenance investments.</li> <li>• Incremental project funding allows for adapting trends and changing identities over the next 20 years.</li> </ul>	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• The multi-use pathways and sidewalks provide transportation options and connections that contribute less GHG.</li> <li>• The proposed investments will be located near existing neighborhoods and commercial areas that have been previously developed (location efficiency).</li> <li>• The GHG contributed by motor vehicles at intersections could be reduce by the proposed “free right” intersection design.</li> <li>• New median and edge treatments will use landscaping that requires less water and reduces heat reflection.</li> <li>• Rebuilt retaining walls, medians, and edge treatments will include landscaping to reduce sound reflection into neighborhoods and businesses.</li> <li>• New lighting and traffic signal equipment will use LED technology to minimize energy costs and consumption.</li> <li>• New medians and edge treatments will be designed to filter storm water prior to conveying it to the storm water system.</li> <li>• Recycled concrete will be used for the construction of the multi-use pathways when possible and available from contractors.</li> <li>• Advanced construction methods and materials will be requested by all contractors to reduce emissions created by heavy equipment</li> </ul>	<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>• The investments in College Avenue have city-wide benefit to sales tax revenue and world-class identify.</li> <li>• The phased funding program will minimize business impact during construction and ensure the corridor is always open for business.</li> <li>• The multi-use pathways and sidewalk will increase the number of patrons that can access businesses in the corridor, even if motor vehicle traffic increase in the future.</li> <li>• The transportation, arts, signage, and median investments reinforce the city’s commitment to implementing the <i>Midtown Plan</i> to current and future land owners.</li> <li>• Safer intersections and the multi-use pathways support safer neighborhood access to and from businesses in the corridor.</li> <li>• Sidewalk and multi-use pathway connections to the Mason Corridor/MAX bring more patrons into the corridor.</li> <li>• Supports the economic and identity objectives outlined by the South Fort Collins Business Association.</li> <li>• Supports creation of mid and high wage jobs in the corridor during and after construction.</li> <li>• Supports ongoing redevelopment efforts and joint public and private sector investment at Foothills Mall.</li> </ul>

<p><b>LIMITATIONS:</b></p> <ul style="list-style-type: none"> <li>• The investments are contingent on available funding that could take up to 20 years to achieve the <i>Midtown Plan</i> vision.</li> <li>• The investments are part of changing transportation priorities that will take time to gain larger acceptance.</li> <li>• The one-way frontage roads will require education and enforcement to achieve the vision</li> <li>• Multi-use pathways provide access to businesses in the corridor but connections through the parking lots to front doors will be contingent on private land owners</li> <li>• The existing right of way has limited space to add travel lanes to accommodate more vehicles.</li> <li>• The barriers created by 40,000 vehicles on College Avenue (daily) will exist, but will be safer.</li> </ul> <p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>• The investments leverage the College Avenue “brand” that is iconic across Colorado and Fort Collins</li> <li>• The investments demonstrate the city’s commitment to complete streets for all travelers</li> <li>• The investments in public art establish a gateway in the Midtown area.</li> <li>• The investments demonstrate what is possible on a world-class street.</li> </ul> <p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>• Managing public perception on how the investments are working toward the <i>Midtown Plan</i> vision.</li> <li>• Community consensus on the role and location of public art in the corridor.</li> <li>• Balancing the need to make safer walking and wheeling connections if it results in increased delay for motor vehicles.</li> </ul>	<p><b>LIMITATIONS</b></p> <ul style="list-style-type: none"> <li>• The retaining walls, medians, and edge treatments will reduce the amount of impervious land, but new sidewalks and multi-use paths will be constructed.</li> <li>• Construction will create temporary carbon emission increases from equipment and workers.</li> <li>• The potential GHG benefit from the sidewalks and multi-use paths could maintain current GHG levels as trip making increases, but 40,000 vehicles will still travel in the corridor.</li> <li>• The ability to maximize the GHG reduction from the investments will require increased support of FC moves programs in Midtown.</li> <li>• Sustainable maintenance practices will need to be identified for the additional vehicles and materials required for summer and winter maintenance of the sidewalks and multi-use paths.</li> </ul> <p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>• The local and regional destinations in this corridor will showcase the energy, water, social, and economic sustainability solutions to a diverse audience.</li> <li>• The investments in sidewalks and multi-use paths could demonstrate “before and after” how much GHG is reduced by shifting transportation modes</li> <li>• The investments in LED lighting could demonstrate “before and after” how much energy was saved</li> </ul> <p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>• The investments will take 20 years to quantify the GHG reduction goals, improved water quality, and reduced energy benefits.</li> <li>• The ability to achieve GHG reduction goals, improved water quality, and reduced energy use in the corridor could be limited by available funding.</li> </ul>	<p><b>LIMITATIONS:</b></p> <ul style="list-style-type: none"> <li>• The capital cost of the various project elements will require a systematic plan with a 20-year investment program.</li> <li>• The 3 mile corridor will be phased over time as funding is available</li> <li>• The investments will require education and understanding of the economic benefits by groups such as the Chamber of Commerce, the city’s finance department and the SFCBA.</li> <li>• The investments may need to be made in advance of the private sector redevelopment efforts</li> <li>• The investments may require additional private sector subsidy to maintain the higher quality infrastructure (possibility for BID funding)</li> <li>• Managing construction impacts to businesses and neighbors.</li> </ul> <p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>• The designation of this corridor as a state and federal highway could leverage additional funding sources</li> <li>• The private land owners in the corridor are aware of the need to invest in this corridor to achieve the <i>Midtown Plan</i></li> <li>• The investments are consistent with the criteria for many local, state, and federal transportation-funding sources.</li> <li>• The upcoming CDOT repaving project will reduce some short-term action item costs by adding curb ramps, removing signs, and providing safer access points with new striping.</li> </ul> <p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>• The community perception of the 20-year shared cost of achieving the <i>Midtown Plan</i> transportation vision.</li> <li>• Allocating the necessary 20-30% local matching funds for state and federal funding programs.</li> <li>• Priority of these investments given the other city-wide transportation needs.</li> </ul>
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**NOTES:**