



Fort Collins Utilities – Light and Power
222 Laporte Ave
PO Box 580, Fort Collins, CO 80522

970-212-2900
Utilities@fcgov.com

WORK SESSION MEMORANDUM

Date: January 21, 2025

To: Mayor and City Councilmembers ^{DS}

Through: Kelly DiMartino, City Manager ^{Initial} *kd*
 Jacob Castillo, Chief Sustainability Officer ^{Initial} *JC*

From: Brian Tholl, Energy Services Manager ^{Initial} *BPT*
 Katherine Bailey, Energy Services Program Manager ^{DS} *KB*

Subject: January 14, 2025 Building Performance Standards (BPS) Policy Discussion

BOTTOM LINE

The purpose of this memo is to document a summary of discussions during the January 14, 2025 Work Session. All Councilmembers except Councilmember Ohlson were present and none were remotely attending. The proposed Building Performance Standards (BPS) policy supports the adopted Council priority to reduce climate pollution and air pollution, as well as the Our Climate Future goal to reduce carbon emissions.

DISCUSSION SUMMARY

Work session discussion was centered on policy alignment and possible tensions related to council priorities, especially regarding affordable housing, climate and economy. Councilmembers asked for more information on specific buildings' likely experiences. Questions and subsequent discussion included the following content:

- Councilmembers showed support for a 6-month pilot effort related to BPS implementation. This pilot is a voluntary opportunity for a limited number of building owners to complete the technical assessment and support to determine potential pathways to policy compliance
- Staff understand the outcomes of a proposed pilot would include:
 - Test and/or validate staff assumptions used in policy development through engagement with local building owners focused on building upgrades and associated costs
 - Test and/or validate process steps and resources required to implement a successful policy
 - Identify tensions and opportunities associated with economic impact and provide information regarding implementation feasibility
- Considering staff resources and timeline, staff can commit to:
 - Develop criteria and methods for enrollment of up to 5 buildings of varying building types and energy use
 - Conduct onsite analysis of opportunities and incorporate building owner insights

- Conduct customer journey map exercise to gain understanding of customer pain points to refine the implementation process
- The pilot will examine unique properties, complementing broader community analyses. Staff anticipate the small sample size is unlikely to represent average findings, but will outline potential compliance pathways for individual buildings, providing insights to assist in continued policy development and implementation
- Councilmembers expressed interest in hearing pilot findings and considering policy during this council period, considering environmental goals and impacts
- Policy implementation focused questions included:
 - Vendor support vs internal staff resources
 - Importance of providing continuous customer service and guidance for covered buildings to minimize disruption
 - Importance of safety nets and/or waivers for unique buildings such as historic properties to avoid conflicting regulations or policies
 - Financial resources including direct City support available to a broad spectrum of businesses and owners
 - Support for incentives for early adopters
 - Potential additional incentives contingent upon rent increase limits in affordable housing
 - Consideration of additional resources for specific under-resourced market segments, including multi-family
 - Municipal building costs
 - Municipal buildings have a higher cost per square foot as upgrades encompass leading by example in attaining 2050 goals (rather than the proposed community 2030 goals)
- General clarity and common understanding of the policy, including relationship between building targets and maximum reduction caps and policy impacts on new construction
 - Clarity around maximum reduction caps. The proposed Fort Collins policy recommends a 15% maximum cap for 5,000 to 10,000 sq ft buildings and a 25% maximum cap for 10,000 sq ft buildings and larger. This percentage is the maximum any building would need to reduce their energy use regardless of how high above the absolute target their energy use may be
 - Distinction between State and locally covered buildings and requirements
- Declining incentive program participation and methods of increasing efficiency through regulatory and economic methods

NEXT STEPS

- Provide a follow-up memo outlining timeline and scope for technical pilot work

- Council requested staff return in six months to discuss initial findings
- Attached is the executive summary of work identifying local under-resourced buildings and their barriers to efficiency
 - Staff are exploring best means to incorporate findings



Under-Resourced Buildings' Barriers to Energy Efficiency and Recommendations Report

Fort Collins Utilities

July through December 2024



Acknowledgements

We would like to express gratitude and recognize the following individuals who supported this effort. Please note engagement participants were promised anonymity.

Fort Collins City Staff Team

- Katherine Bailey
- Pete Iengo
- Max Duggan
- Ashley Kaiburn
- David Suckling

Lotus Engineering and Sustainability Staff

- Grace Sullivan
- Ally Mark
- Brianna Johnson
- Nick Russell
- Natalia Carmielli
- Shelby de Jongh

Monarca Group

- Berenice El Gharamti
- Jose Luis Ramos

Executive Summary

Project Context

The City of Fort Collins Utilities (City/Utilities) worked with Lotus Engineering and Sustainability and Monarca Group (the project team), to identify commercial and multifamily buildings that have lesser access to resources in Fort Collins. The project scope was twofold: to define and identify the City's under-resourced buildings (URBs) using data and to engage stakeholders associated with commercial and multifamily URBs.

Engagement centered around three main goals:

- 1) Vet and refine the URB definition.

- 2) Understand the community’s building-related needs.
- 3) Seek recommendations to lower barriers to energy efficiency.

The project spanned July 2024 through December 2024 and engaged over 200 stakeholders across five broadly defined stakeholder groups: multifamily tenants and building owners, commercial tenants and building owners, and third-party experts, which includes contractors, other City departments, nonprofits, etc. The information obtained in this process may result in establishing alternate engagement strategies for building owners and tenants or changes to City programs and offerings such as technical assistance.

Under Resources Building Definition

Lotus developed a quantitative definition of URBs and an easily replicable and updateable tool for identifying URBs in conjunction with engagement and outreach. For the full criteria, scoring structure, tiering mechanism, and development process see the [URB Criteria Memo \(Appendix A\)](#). Each building is scored against the criteria, and buildings with two points or more are classified as URBs. Of the 2,920 buildings in the Fort Collins building dataset, 897 were identified as URBs. Table ES1 gives an overview of the criteria and their weightings.

Table ES1. URB Criteria

Criteria	Criteria Overview	Points
Criterion A	Affordable housing or income-qualified tenants.	2
Criterion B	Within a Disproportionately Impacted Community (DIC).	1
Criterion C	Human services provider (health services, food bank, etc.).	1
Criterion D	Building built before 1980 and in poor condition.	0.5
Criterion E	Non-recipient of the City’s energy efficiency rebates.	0.5
Criterion F	Energy cost burden (>120% of median cost for similar buildings).	1

URBs may be assigned additional points based on the energy savings needed to achieve the potential Building Performance Standard (BPS) program 2030 energy use intensity (EUI) targets. Total criteria and EUI reduction point values are then used to place the building into one of three URB tiers. Tier 1 identifies URBs that meet the most criteria and may need significant energy savings to achieve the potential BPS EUI targets. Table ES2 shows the share of URBs that were classified into each tier.

Table ES2. URBs by Tier

Tier	Count of URBs
1	81
2	281
3	535

Engagement Findings

The project team engaged over 200 multifamily tenants and building owners, commercial tenants and building owners, and third-party experts. The findings are organized into a timeline of barriers along the building life cycle and by priority per stakeholder group.

Timeline of Barriers in Building Life Cycle

Engagement with the project’s major stakeholder groups revealed barriers to energy efficiency at all stages of the building life cycle (Figure ES1 below).

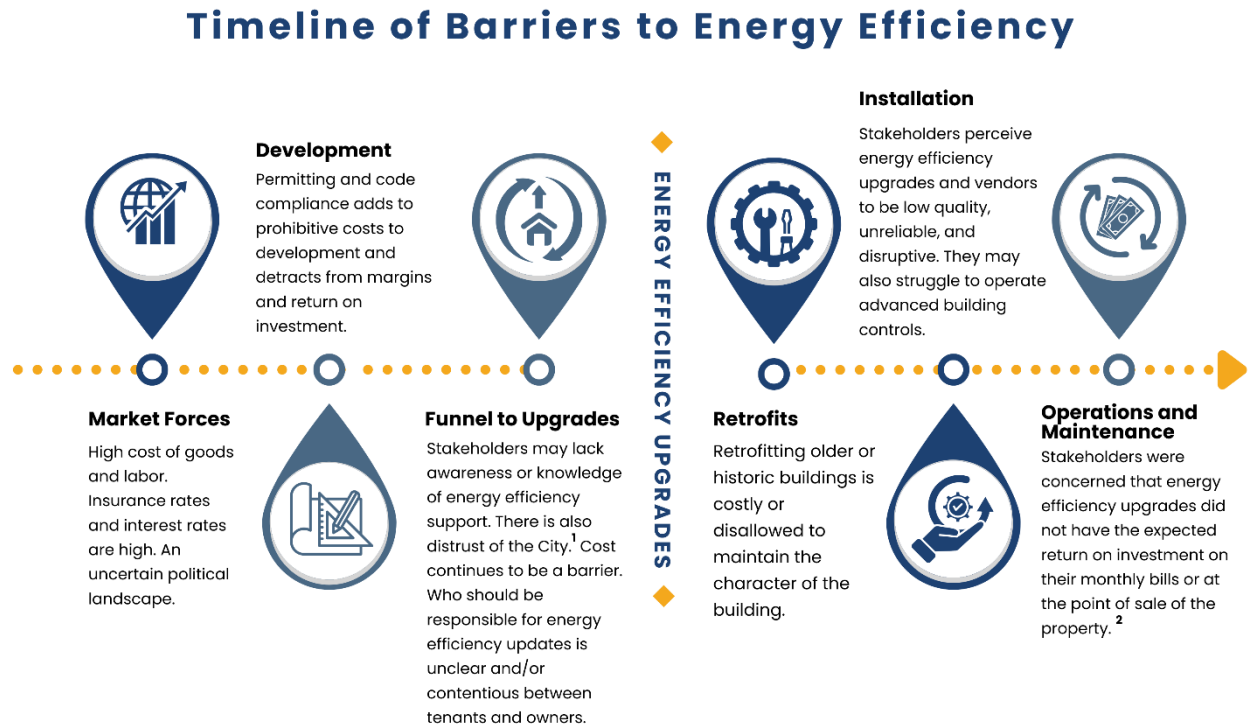


Figure ES1. The building life cycle begins with the current economic circumstances, or market forces, and ends with the return on investment.^{1,2}

Major Barriers

The top four barriers to energy efficiency reported by the Fort Collins community are:

- 1) Financial challenges in paying for upgrades.
- 2) Lack of capacity in responsible staff.
- 3) Market forces.
- 4) Lack of knowledge of energy efficiency upgrades and benefits.

Significant themes related to these barriers include:

- € Lack of awareness of existing assistance programs.
- € Underperforming or incorrectly installed equipment.
- € (Perception of) lack of return on investment both short-term and long-term.
- € Difficulty in reaching decision makers.
- € Difficulty in finding qualified and affordable contractors.
- € Misalignment of incentives and responsibilities between tenants and owners.

Often, these themes can be traced back to the top four barriers. For example, the lack of qualified and affordable contractors relates to market forces, as many building owners expressed frustration at the high costs of labor. Figure ES2 breaks out the most significant barriers for each of the five key stakeholder groups.

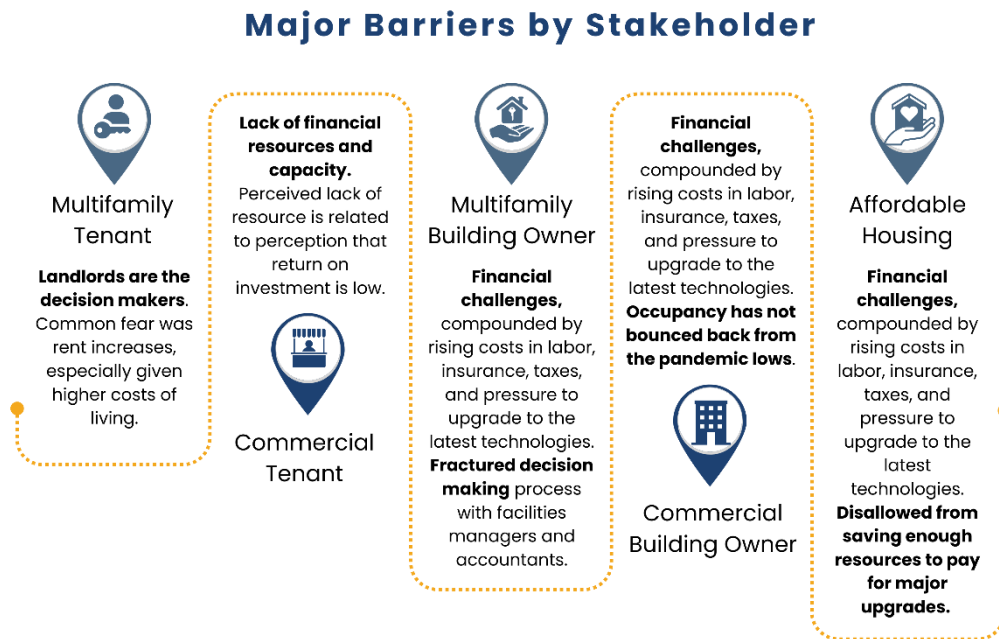


Figure ES2. The top priority barriers for each major stakeholder group.

MULTIFAMILY TENANT ENGAGEMENT

Successful engagement method(s): surveys and listening session. Listening sessions were organized by Monarca Group as a respected community liaison.

Conclusion: Highly interested in energy efficiency improvements, but caught between competing priorities of property owners, high cost of living, and lack of know-how on implementing energy efficiency.

COMMERCIAL TENANT ENGAGEMENT

Successful engagement method(s): listening session, organized by Monarca Group as a respected community liaison.

Conclusion: Highly impacted by economic circumstances and higher prices.

BUILDING OWNER ENGAGEMENT

Successful engagement method(s): surveys.

Conclusion: Complex landscape of costs, which are rising or higher than before.

High Priority Recommendations

The project team collected ideas for ways to help stakeholders overcome these barriers. Recommendations are categorized by ideas for **new initiatives**, **endorsements** of existing programs, and opportunities to **augment** them. More details on these recommendations are included in the full report.

SUPPORT FOR PROGRAM CONTINUATION

- ⊘ Equipment replacement program.
- ⊘ Audit program (offer amnesty for naturally occurring low-income housing).
- ⊘ List of qualified contractors (indicating willingness to work with nonprofits).
- ⊘ Outreach with trusted community liaisons who can funnel participants towards programs, such as contractors.

RECOMMENDATIONS FOR PROGRAM EXPANSION

- ⊘ Developer and builder technical support for integrating energy efficiency in the design phase.
- ⊘ Focus existing programs and education campaigns on reaching and supporting under-resourced communities and key stakeholders.
- ⊘ Direct Install program.
- ⊘ Promotion of Energy Outreach Colorado services and programs.
- ⊘ Training and education resources for facilities managers/building systems operators, tenants, and contractors.

- € Expand energy advisers to include business navigators to help businesses manage energy efficiency projects.

RECOMMENDATIONS FOR NEW PROGRAMS

- € Healthy Workplace program similar to Healthy Homes program.
- € Tenant-building owner workshops to build collaboration.
- € Building automation system consultations and training for multifamily and commercial buildings.
- € Incentives for contractors to accept smaller jobs for URBs.
- € Specialized assistance for affordable housing and community hubs.



Engineering Department
281 North College Avenue
P.O. Box 580
Fort Collins, CO 80522.0580

970.221.6605
970.221.6378 - fax
fcgov.com/engineering

WORK SESSION MEMORANDUM

Date: January 21, 2025

To: Mayor and City Councilmembers^{DS}

Through: Kelly DiMartino, City Manager ^{kd}
 Caryn Champine, Planning, Development, and Transportation Director ^{Initial} *CC*

From: Brad Buckman, City Engineer ^{BEB}

Subject: January 14, 2025 Work Session Summary – Transportation Capital Improvement

BOTTOM LINE

The purpose of this memo is to document the summary of discussions during the January 14 Work Session. All Councilmembers, except Kelly Ohlson, were present. Councilmembers provided feedback and considerations on the methodology, criteria, and prioritization of the Transportation Capital Improvement (TCI) dashboard and program in general.

DISCUSSION SUMMARY

City Council was in general very receptive to the overall TCI effort and approach. The effort combines previous studies and transportation project planning, notably from the Active Modes Plan (AMP), the Transportation Capital Projects Prioritization Study (TCPPS), and the current effort underway with the Strategic Trails Plan (STP).

Councilmembers agreed that the TCI captured the priority projects in the City, in the context of the high injury network and where the priority corridors and intersections exist, and were excited for how the tool will better inform our transportation capital investment decision-making moving forward.

There was discussion regarding the number of projects identified that included separated bike lanes along arterial corridors. City staff mentioned that the Active Modes Plan made recommendations for separated bike lanes along arterial corridors where they currently do not exist, to increase bicycle safety and more of a shift to active modes for transportation options in these areas.

There was discussion about project scoring and how to find the overall project prioritization within the tool. City staff acknowledged that additional improvements to the tool are needed to make it more clear how a project is prioritized, and what is the year of execution for that project. City staff will work with CPIO to improve this presentation of information on the website.

NEXT STEPS

City staff will present the TCI tool to the Transportation Board in the early Spring, and will come back after that date to Council for a resolution to adopt the TCI as our methodology for transportation capital project planning.

FOLLOW-UP ITEMS

No follow-items identified.



Parks Department

413 S. Bryan Avenue
Fort Collins, CO 80521

WORK SESSION MEMORANDUM

Date: January 21, 2025

To: Mayor and City Councilmembers

Through: Kelly DiMartino, City Manager *KD*
 Tyler Marr, Deputy City Manager *TM*
 Dean Klingner, Community Services Director *DK* ^{Initial}

From: Dave "DK" Kemp, Senior Trails Planner *DK* ^{Initial}

Subject: January 14, 2025 Work Session Summary – Strategic Trails Plan Update

BOTTOM LINE

The purpose of this memo is to document the summary of discussions during the January 14, 2025 Work Session. All Councilmembers, except Kelly Ohlson, were present. Councilmembers provided feedback and considerations on specific elements of the Strategic Trails Plan (STP). The STP planning process enters its third and final phase.

DISCUSSION SUMMARY

Staff summarized Council's input under the following categories.

Community Engagement:

Continue the combination of in-person and on-line planning to gather feedback. The interactive maps have been very helpful.

Trail Safety:

1. Continue and reinforce trail safety into the Safe Routes to School curriculum.
 - Make trail signing larger, clearer, and improve wayfinding.
 - Underpass lighting and drainage needs to be improved. Personal security in the underpasses is a concern.

2. Safety campaign messaging should be fun and include humor in the messaging.
 - Ensure the safety of our aging population is addressed in campaign.
 - Provide trail maps w/ QR Code to digital version and a highlighted "you are here" at trail kiosks.
 - Address the removal of horse manure from trails through education

Trail Design and Connectivity:

1. Ensure design of trails maintain a recreational experience for users. Some of the longer trail corridors seem utilitarian.
2. It is important to provide a soft surface option for paved trails particularly on the west side of Fort Collins. Runners prefer a soft surface trail.

Note: a 4' soft surface trail is typically installed adjacent to the paved trail.

3. Explore potential non-paved, ADA compliant, natural trail surfaces that can be used year-round.
4. Ensure connections are made from streets to the trail system, particularly on the west side of the city - at Drake and Laporte Roads for example.

NEXT STEPS

The feedback received from City Council will be factored into the draft STP plan. Staff will focus on finalizing the draft plan document to share with the public in Q1 2025. After incorporating final comments, the STP will be finalized and shared with City Council for anticipated adoption in May 2025.

FOLLOW-UP ITEMS

No follow-items identified.