

2011 COMMUNITY SCORECARD




Dear Community Members

The City of Fort Collins has always taken pride in our commitment to operational excellence and innovation. In 2011, we solidified those values in a comprehensive Organizational Strategic Plan, which establishes a framework for how we provide the services that Fort Collins needs and expects.

Every service and program provided by the City contributes to accomplishing seven key goals identified by City Council:

- **Community & Neighborhood Livability**
- **Culture & Recreation**
- **Economic Health**
- **Environmental Health**
- **High Performing Government**
- **Safe Community**
- **Transportation**

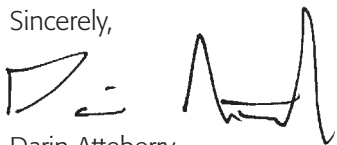
The 2011 Community Scorecard provides an overview of how well the City is doing in meeting these goals. It contains data and performance measures from a variety of sources identified in the City's Budgeting for Outcomes process, including operational metrics from City departments.

New this year, the Community Scorecard highlights services and programs funded by Keep Fort Collins Great, the .85% sales tax increase approved by voters in 2010. Each highlighted service is marked with the Keep Fort Collins Great icon . In keeping with the ballot language, the additional funding was allocated to support services in key areas:

- **Street maintenance and repair – 33%**
- **Other street and transportation needs – 17%**
- **Police services – 17%**
- **Fire protection and other emergency services – 11%**
- **Parks maintenance and recreation services – 11%**
- **Other community priorities determined by City Council – 11%**

Fort Collins is truly a great place. Through cost-efficient operations, high quality services, and innovative practices, you can count on your local government to help keep it that way.

Sincerely,



Darin Atteberry
City Manager



VISION

We are passionate about creating a vibrant, world-class community.

MISSION

Exceptional service for an exceptional community.

VALUES

- Outstanding Service
- Innovation & Creativity
 - Respect
 - Integrity
 - Initiative
- Collaboration & Teamwork
 - Stewardship

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Community & Neighborhood Livability

Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.

BETH SOWDER
NEIGHBORHOOD SERVICES MANAGER
NEIGHBORHOOD SERVICES



HISTORIC PRESERVATION

Historic Preservation leverages state grant funding, tax credits and private investments to protect community character while promoting economic viability and sustainability. In 2011, an additional \$25,000 of matching grant funds was available thanks to Keep Fort Collins Great.

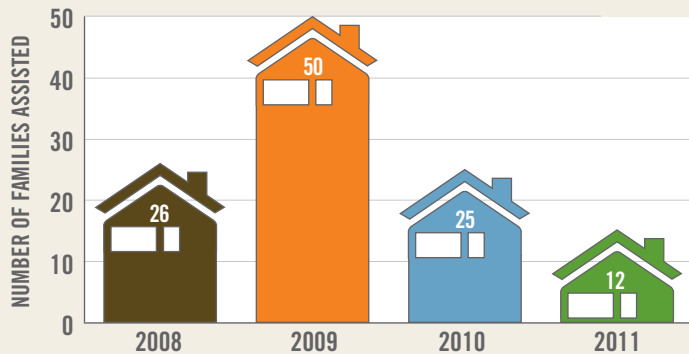
For each \$1 received in preservation grants, \$6 is put back into the economy. Thus, the more than 70 preservation grants Fort Collins received translates to more than \$21 million for our local economy!

2011 PROJECTS INCLUDE:

- Restoration of the Avery Block building
- Rehabilitation of 216 Linden St.
- Restoration of the historic Coca-Cola/Angell's Delicatessen ghost sign and masonry

HOMEBUYER ASSISTANCE PROGRAM

The City of Fort Collins provides loans to low-income, first-time homebuyers to cover a portion of the required down payment and closing costs. The loan is to be paid back in full when the house is sold, transferred out of the buyer's name, rented, is no longer their primary residence or if the buyer seeks a second lien, such as a home equity loan. During 2011, the City helped 12 households purchase their first home.



Source: City of Fort Collins Advanced Planning Department

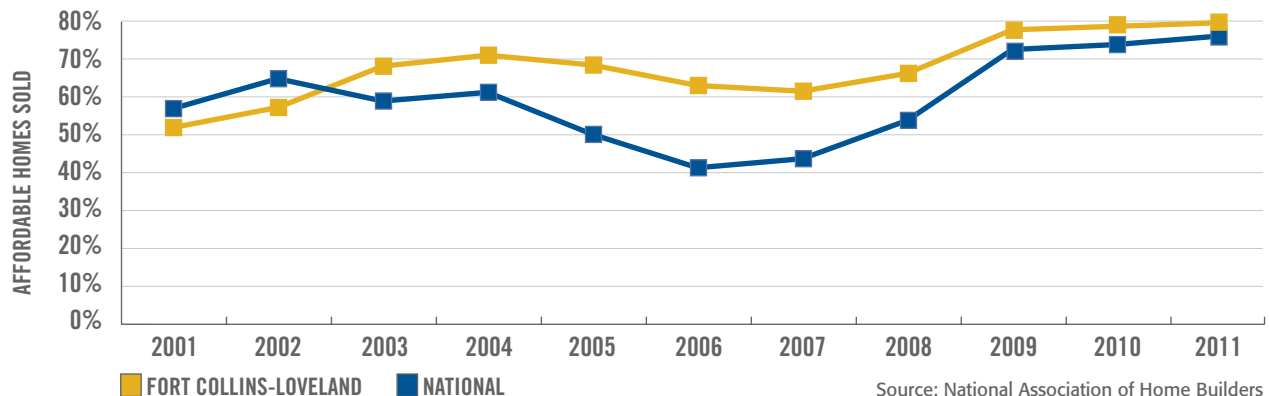
DID YOU KNOW?

Safe Routes to School is a nationwide effort to encourage students to walk or bike to school by addressing the safety risks associated with walking and riding a bike.

In 2011, nearly 4,000 local K-8 students at 12 Poudre School District schools received Safe Routes to School instruction.

HOUSING OPPORTUNITIES

The Housing Opportunity Index (HOI) is defined as the share of homes sold in an area that would have been affordable to a family earning the local median income. In 2011, almost 80% of the homes in Fort Collins-Loveland were affordable to families earning \$76,700. Since 2003, Fort Collins has had a higher HOI compared to most other areas of the nation.

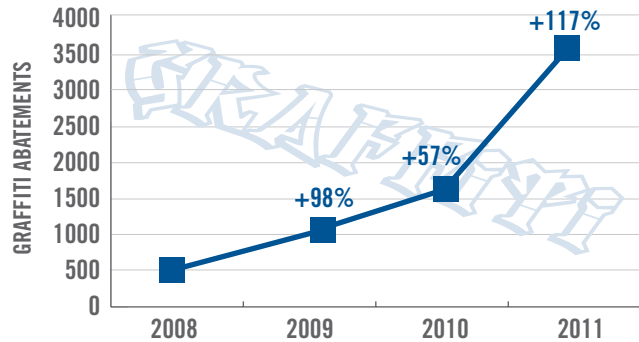


Source: National Association of Home Builders



GRAFFITI

The Graffiti Abatement Program works with businesses and City staff to ensure graffiti is cleaned up within 48-72 hours. Last March, the team began a proactive approach to graffiti abatement in which the team searches for graffiti and abates it before it is reported. This approach has dramatically reduced the number of calls for service and has increased the amount of graffiti being abated.



Source: Fort Collins Utilities

DID YOU KNOW?



In response to widespread tree damage caused by heavy, wet snowfall in October 2011, the City offered clean-up assistance with curbside branch pick-up, and a no-cost recycling drop-off location. The City hauled more than 6,200 loads and more than 61,000 cubic yards of branches. Residents hauled more than 21,000 cubic yards to the City's Crushing Operations facility. The branches were mulched and given back to the community in April 2012.



MEDIATION

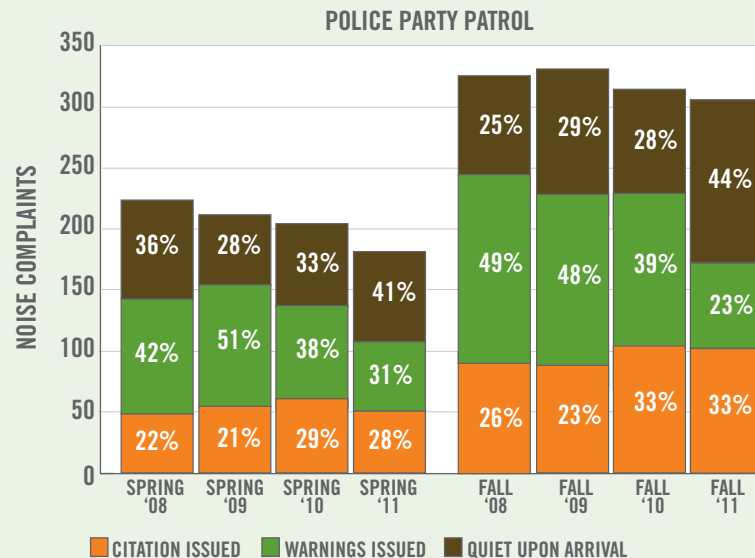
Keep Fort Collins Great dollars prevented the elimination of the City's Mediation Program, which provides free and confidential conflict resolution assistance to Fort Collins' residents regarding community, neighborhood, and housing issues.

In 2011, the Mediation Program responded to approximately 500 conflict cases and conducted 36 mediations. Of those mediations, 100% reached agreement.

Mediations are performed by volunteers who are trained and certified facilitators. With 20-30 volunteer mediators contributing 850 volunteer hours per year, the City offers quality conflict resolution services while keeping program expenses low.

PARTY REGISTRATION & PATROL RESULTS

The Party Registration project is a partnership between Colorado State University and the City to address noise complaints. Since beginning in spring 2009, 1,038 parties have registered, and 88% did not receive a noise complaint. The remaining 12% received a warning without the need for police follow-up. This program has helped reduce combined occurrences of warnings and citations given by Party Patrol.



Source: City of Fort Collins Community Development & Neighborhood Services Department



AFFORDABLE HOUSING/ HUMAN SERVICES

\$150,733 of Keep Fort Collins Great money was strategically invested to help extend the safety net for our lower-income residents.

- \$75,000 helped 689 families avoid homelessness or housing loss by providing one-time emergency rent assistance.
- \$22,000 helped 105 single parents achieve greater self-sufficiency by offering comprehensive support around additional education.
- \$3,000 put critical suicide awareness and prevention curriculum into the hands of nearly 4,000 area youth.
- \$25,733 helped provide emergency shelter and other support for 638 youth who fled domestic violence situations.
- \$25,733 helped promote housing stability for 1,370 individuals.

AVERAGE SPEED ON NEIGHBORHOOD STREETS

Since 2008, the average speed on neighborhood streets has been relatively steady.



Source: City of Fort Collins Traffic Operations Department

CODE COMPLIANCE

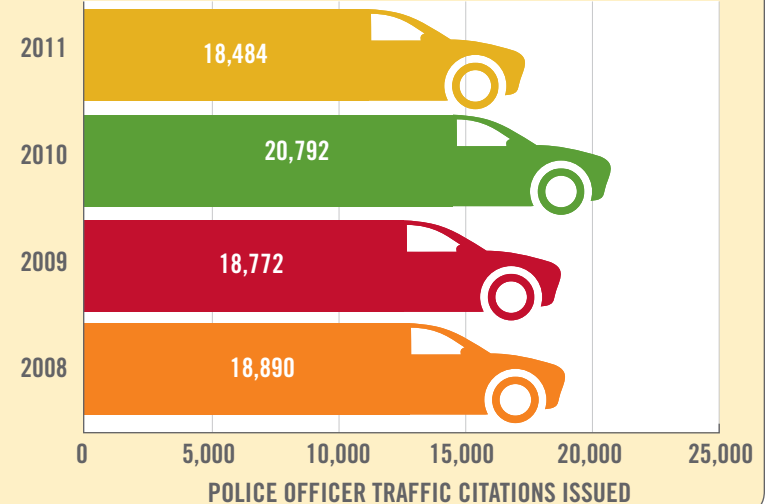
Code Compliance is an important aspect of maintaining attractive and safe neighborhoods. Code Compliance inspectors respond to citizen complaints and proactively patrol Fort Collins neighborhoods looking for violations in order to resolve issues while they are relatively small. In addition, Code Compliance encourages voluntary compliance and works with an individual's circumstances in an effort to keep abatements (when the City hires a contractor to correct the violation and bills the property owner) low.

	2008	2009	2010	2011
NUMBER OF CASES	9,897	8,109	10,394	9,336
NUMBER OF ABATEMENTS	717	578	502	554

Source: City of Fort Collins Community Development & Neighborhood Services Department

TRAFFIC ENFORCEMENT

Traffic safety issues continue to be of concern to community members. In addition to officer-initiated traffic stops, other tools such as camera radar and the smart trailer, which registers motorists' speeds, are used to modify driver behavior.



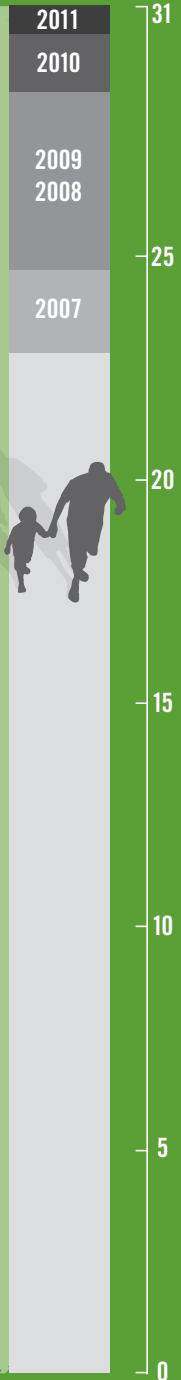
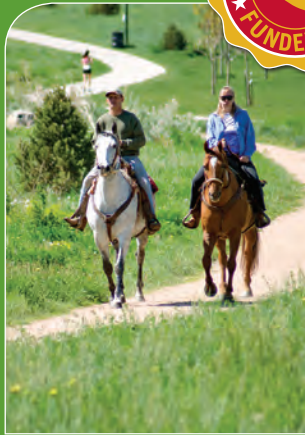
Source: City of Fort Collins Police Services



Culture & Recreation

Fort Collins provides diverse cultural and recreational amenities.

MICHELLE PROVAZNIK
HORTICULTURE FACILITY/SERVICES ADMINISTRATOR
PARKS



TRAILS GROWTH

The City's trail system links our community, while enhancing our access to recreational and transportation opportunities. The Parks Department maintains 31 miles of paved trails throughout the city. In 2011, the Fossil Creek Trail Extension and Underpass at County Road 38E opened. This extension further linked our community's trail system with funding from the City's Natural Areas trail program, Keep Fort Collins Great revenue and a grant from Great Outdoors Colorado.

City of Fort Collins
Parks Planning Department

LINCOLN CENTER & MUSEUM VISITS

In 2011, the Lincoln Center experienced a year of transformation and growth. The Lincoln Center's grand re-opening was a success and the community embraced the renovated cultural arts center. The Fort Collins Museum of Discovery is also preparing for change. The old location closed in October 2011 and the new facility will open in 2012.

	2008	2009	2010	2011
Total Visits	256,669	225,421	113,481	79,633
Volunteer Hours	12,449	10,934	6,893	6,918

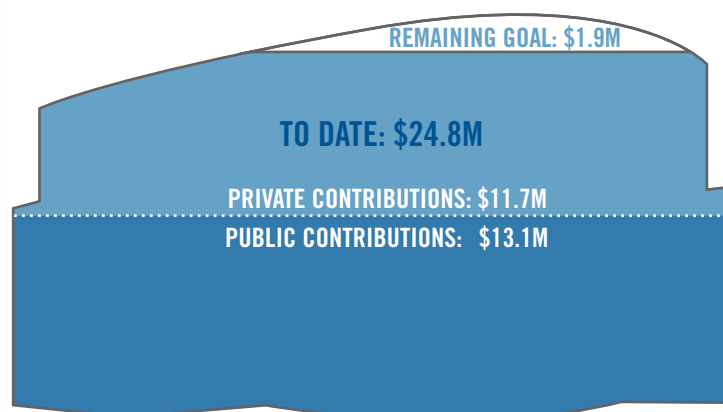
Source: City of Fort Collins Cultural Services Department
*Lincoln Center was closed from Jan.-July 2011
*Museum was closed from Oct.-Dec. 2011

FORT COLLINS MUSEUM OF DISCOVERY

The highly anticipated Fort Collins Museum of Discovery will be unique in its approach by placing exhibits in the context of science and history through hands-on and artifact-based experiences.

The new Museum is anticipating a LEED platinum designation, an internationally recognized green building certification system. The new Fort Collins Museum of Discovery will be a creative, flexible, and state-of-the-art facility designed to take advantage of the latest technologies in energy use and efficiency.

FUNDING MIX FOR THE FORT COLLINS MUSEUM OF DISCOVERY



Source: City of Fort Collins Cultural Services Department

DID YOU KNOW?

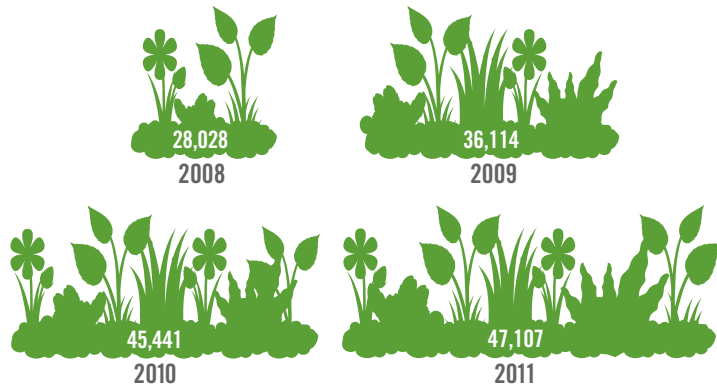
Governor John Hickenlooper presented the City of Fort Collins with the 2011 Governor's Arts Award as part of Creative Industries Day. The annual Governor's Arts Award recognizes a Colorado town or city for its collective efforts to enhance the community and its economy through strategic use of the arts. Governor Hickenlooper joined former Mayor Doug Hutchinson in unveiling the award, which was an original oil painting by artist James Beckner of Denver. The City of Fort Collins' Cultural Services Department plays a key role in developing, supporting and encouraging arts and cultural opportunities in Fort Collins.



THE GARDENS ON SPRING CREEK

The Gardens on Spring Creek offers the community a world-class botanic garden experience. Since opening in 2006, the Gardens on Spring Creek has become an important community resource that is educational, recreational, enjoyable and sustainable. The facility continues to grow in popularity; in 2011 more than 47,000 people visited the Gardens on Spring Creek. In addition, Gardens on Spring Creek staff provided educational programs to more than 1,000 adults and more than 3,500 children.

TOTAL VISITS



Source: City of Fort Collins Parks Department

DID YOU KNOW?

Six City of Fort Collins parks are certified as Audubon Cooperative Sanctuary Sites. The City of Fort Collins Parks Division has led the effort to obtain sanctuary status and is consistently recognized for environmental stewardship by Audubon International. In 2007, City Park was the first park certified, followed by Rolland Moore and Edora in 2009, Spring Canyon and Fossil Creek in 2010. In 2011, Lee Martinez Park was certified as an Audubon Cooperative Sanctuary Site. Collindale Golf Course (2010) and SouthRidge Golf Club (2011) also received Audubon International Environmental Planning certification.



PARKS MAINTENANCE

The City's park system epitomizes our community's passion and appreciation for nature and the outdoors. Currently the Parks Department maintains 820 acres of developed park land, including six community parks and 46 neighborhood parks.

With Keep Fort Collins Great funding in place, the Parks Department has been able to restore many key services in 2011 that would have been cut had the tax initiative not passed.

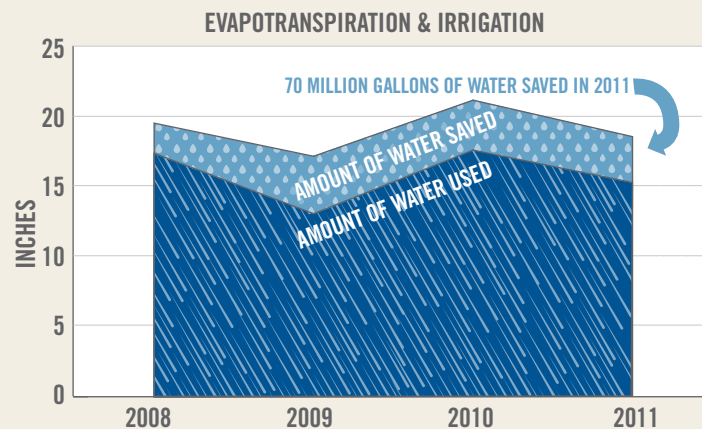
Popular water features at Fossil Creek Community Park and Spring Canyon Community Park were restored in the summer months.

In accordance with the 2011 Environmental Best Management Practices Manual, the Parks Department instituted a pilot program using 100% organic fertilizer at Spring Canyon Community Park.

Lifecycle projects, such as irrigation pumping systems, parking lot maintenance and playground structure improvements were also made possible. The Parks Department also planted and maintained more than 300 flower containers, adding color, texture and beauty to Downtown.

WATER CONSERVATION

Evapotranspiration (ET) is a term used to describe the sum of evaporation and transpiration from plant surfaces to atmosphere. The Parks Department measures the daily ET because it is an indicator of how much water the trees, lawns and gardens need for healthy growth. By utilizing ET measurements, the Parks Department saves water while providing plants with the moisture they need.



Source: City of Fort Collins Parks Department

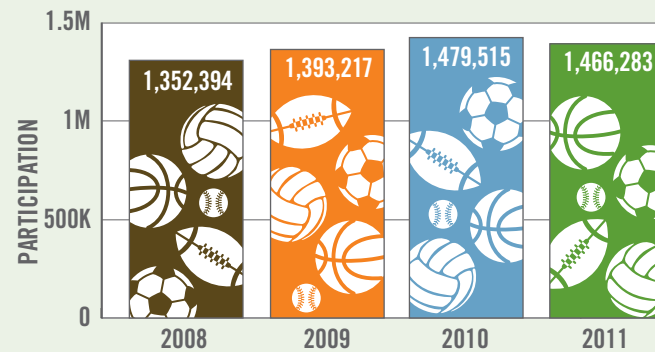


RECREATION CENTERS

With funding from Keep Fort Collins Great, the Recreation Department continued to provide high quality services while exploring new and innovative opportunities that will benefit the community. Mulberry Pool remained open and received more than 200,000 visits in 2011. Local high school swim teams, swim clubs and recreational users greatly benefitted from Mulberry Pool's open doors. Other Recreation facilities, such as the Senior Center and Northside Aztlán Community Center, were permitted to maintain hours of service and remained open to the public on a consistent schedule. Recreation continued low-income programs and more than 11,000 participants received support from programs such as Tot Lots, After School Enrichment, School's Out Days, Kids Café, Toys for Kids and the Ancianos senior program.

TOTAL PARTICIPATION IN RECREATION PROGRAMS

In 2011, the City of Fort Collins Recreation Department offered programs, events and activities to approximately 1.5 million participants.

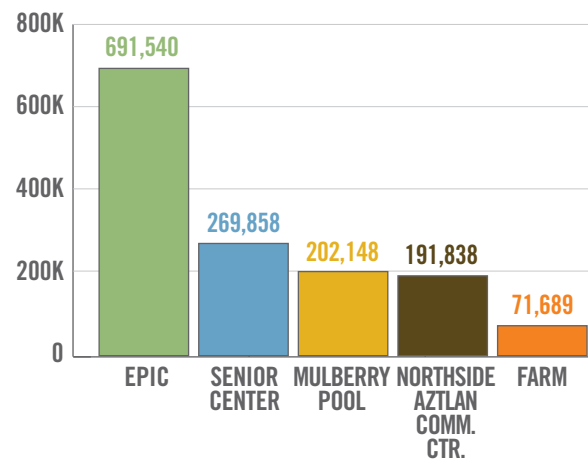


Source: City of Fort Collins Recreation Department

DID YOU KNOW?

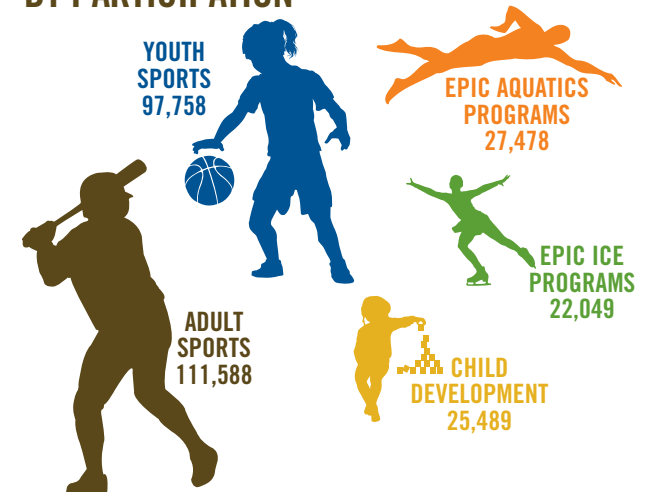
The Recreation Department's Adaptive Recreation Opportunities (ARO) program provides recreation for community members with disabilities. ARO strives to ensure that people with disabilities have the necessary accommodations to participate in any recreation program at their highest level of independence. In 2011, ARO had more than 13,000 participants. ARO offers programs such as Trips, Outdoor Recreation, Dance, Fitness, Unified Sports, and Paralympic Sports.

TOP 5 RECREATION FACILITIES VISITED IN 2011



Source: City of Fort Collins Recreation Department

TOP 5 RECREATION PROGRAMS BY PARTICIPATION





Economic Health

Fort Collins has a healthy, sustainable economy reflecting the values of our unique community in a changing world.

TISHA MCRAE
PARKING ENFORCEMENT SUPERVISOR
PARKING



ECONOMIC STRATEGIC PLAN

City Council approved \$150,000 in one-time funding from Keep Fort Collins Great to develop a revised Economic Health Strategic Plan. Armed with goals, guiding principles and actions, the plan aims to:

- Create more and better economic opportunity for our community
- Diversify the tax base to help insulate Fort Collins from economic fluctuations
- Preserve Fort Collins' unique quality of place and culture

JOBS GROWTH IN FORT COLLINS BY ECONOMIC INDUSTRY

BIOSCIENCE

Industry growth in Fort Collins: **3.1%**
 Industry growth in Nation: **-4.4%**
 # of employees **1,989**
 Average earnings **\$75,400**

TECHNOLOGY: HARDWARE

Industry growth in Fort Collins: **26.4%**
 Industry growth in Nation: **-3.7%**
 # of employees **4,651**
 Average earnings **\$117,100**

CLEAN ENERGY

Industry growth in Fort Collins: **8.9%**
 Industry growth in Nation: **-10.6%**
 # of employees **2,748**
 Average earnings **\$76,700**

UNIQUELY FORT COLLINS

Industry growth in Fort Collins: **-3%**
 Industry growth in Nation: **-6.1%**
 # of employees **903**
 Average earnings **\$45,000**

TECHNOLOGY: SOFTWARE

Industry growth in Fort Collins: **21.3%**
 Industry growth in Nation: **-4.9%**
 # of employees **2,239**
 Average earnings **\$88,800**

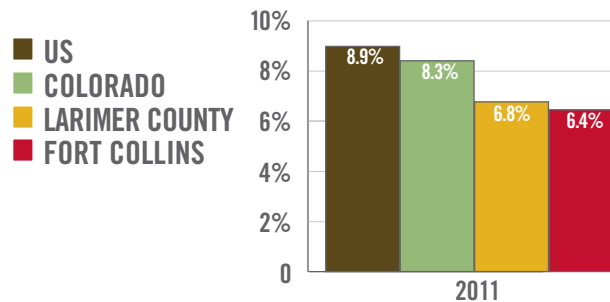
WATER INNOVATION

Industry growth in Fort Collins: **7.4%**
 Industry growth in Nation: **-11.1%**
 # of employees **1,455**
 Average earnings **\$67,700**

Source: Quarterly Census of Employment and Wages, Colorado State University (data from Q4 2007-Q4 2010)

UNEMPLOYMENT RATES

The Fort Collins unemployment rate continues to be lower than both Colorado and the nation.



Source: City of Fort Collins Economic Health Office

DID YOU KNOW?



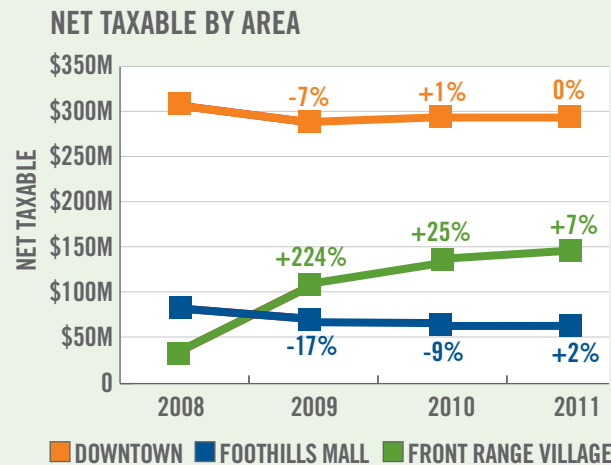
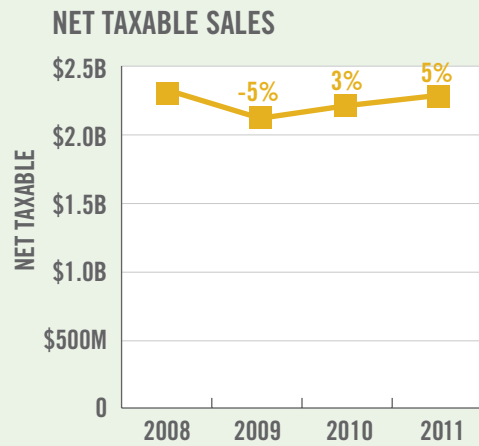
City Council approved the creation of the Midtown Urban Renewal Plan Area to leverage private investment and encourage redevelopment in Midtown, the area surrounding College Avenue from Prospect Road to Fairway Lane.

With tools like tax increment financing, the City is helping jumpstart redevelopment in Midtown. The first project in the Plan Area is The Commons, a modern student housing development scheduled for completion in 2013.



SALES TAX REVENUE

Sales tax is a major revenue source for the City's General Fund, which supports many other Governmental Funds like Cultural Services, Recreation, Transit, and Street Oversizing. The City monitors and tracks retail sales tax collected in targeted business centers to understand current trends and better forecast future revenue collections.



Source: City of Fort Collins Finance Department

PARKING STUDY & IMPROVEMENTS

Parking management significantly impacts economic vitality. The relationship between the availability of parking spaces for customers and the success of a central business district like Downtown is undeniable.

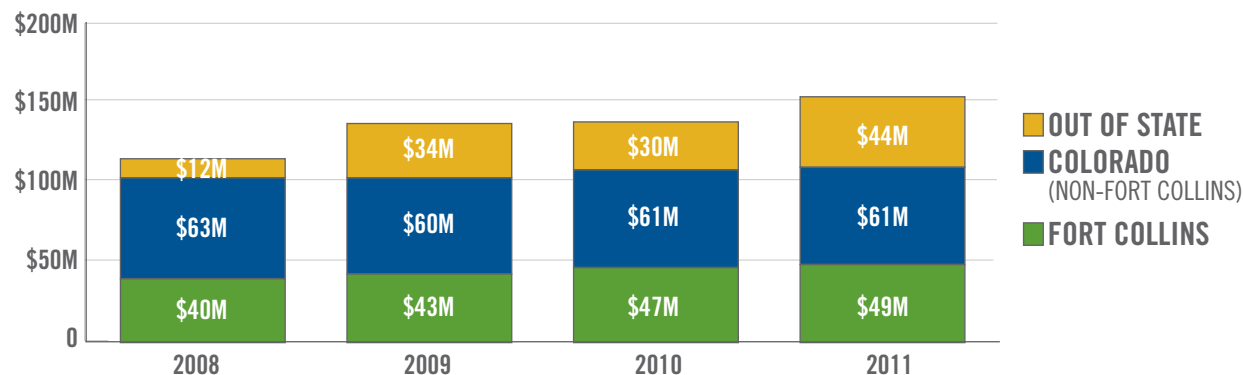
Keep Fort Collins Great funded a Parking Plan to study that relationship. The Parking Plan process involved extensive public outreach and community dialogue about time limits, parking availability, and other relevant parking questions.

The City also made long overdue improvements in the Old Town Parking Structure, and added new handicap parking spaces throughout Downtown.

For more information, visit fcgov.com/parkingplan.

CITY OF FORT COLLINS LOCAL VS. NON-LOCAL SPENDING

The City uses competitive selection processes to find the most qualified vendors who provide the best products or service at the most affordable price. In 2011, a greater percentage of those expenditures increased in the out-of-state category because of capital acquisitions not available from in-state vendors.



Source: City of Fort Collins Finance Department



MASON CORRIDOR

The Mason Corridor is an economic health initiative enabled by transit. When complete, it will combine transit, trails, public infrastructure and private investment to spur redevelopment along the corridor.

At the heart of the Mason Corridor is MAX, the Front Range's first bus rapid transit system. MAX service will link major activity centers from Harmony Road to Maple Street including Downtown, Colorado State University, Midtown and South College retail. In total, MAX will have 12 stations along the five-mile route.

In addition to the Mason Trail and MAX service, the City has put redevelopment tools in place to encourage private investment centered around the transit stops. Imagine shopping, dining, activities, gathering places, and employment along the corridor.

Through smart urban planning, economic development and modern transit, the Mason Corridor will have a significant positive impact on our community for decades to come.

For more information, visit fcgov.com/mason

PROCESSING TIME FOR THE DEVELOPMENT REVIEW PROCESS

The goal of Community Development & Neighborhood Services (CDNS) is to achieve at least a 90% success rate in moving development review submittals through the development process within allotted timelines. In 2011, the City achieved this goal.

	TARGET	2010	2011
Initial Submittals: Review Comments issued within 23 days of initial submittal.	90%	92%	91%
Final Plan Submittals: Review comments issued within 30 days of submittal.	90%	100%	94%
Revised Final Plans: Review comments issued within 23 days of submittal.	90%	100%	100%

Source: City of Fort Collins Community Development & Neighborhood Services Department

TOTAL BUILDING PERMITS & FEES COLLECTED

The number of permits issued by the City increased significantly in 2011; an estimated 4,700 roofing permits, in excess of what are normally issued per year, were processed due to severe hail storms experienced during the spring and summer. Taking this into account, permits issued would be approximately 1% higher than the permits issued in 2010. In 2011, we also realized significant increases in new residential building permits (54% over 2010; 84% over 2009). We are anticipating continuing growth in development/construction activities for 2012.

	2008	2009	2010	2011
Annual Permits	5,142	5,868	6,373	11,118
Construction Fees	\$1.57M	\$.83M	\$1.05M	\$1.45M

Source: City of Fort Collins Community Development & Neighborhood Services Department

JURISDICTION COMPARISON – RESIDENTIAL PERMIT FEES

The following chart provides comparative data on residential fees between Windsor, Greeley, Fort Collins, Loveland and Timnath. Fees are based on a 2,000-square-foot, 2-story house, with a 1,900-square-foot unfinished basement and a 2-car garage.

	PERMIT/PLAN CHECK	SALES TAX	UTILITY FEES	IMPACT FEES	ALL FEES
Windsor	\$1,605	\$3,700	\$11,877	\$6,949	\$24,131
Greeley	\$1,827	\$2,992	\$17,098	\$5,094	\$27,011
Fort Collins	\$1,396	\$4,776	\$14,916	\$8,971	\$30,059
Loveland	\$4,096	\$4,535	\$8,977	\$13,821	\$31,429
Timnath	\$2,942	\$4,471	\$22,896	\$4,993	\$35,302

Source: Homebuilders Research



Environmental Health

Fort Collins promotes, protects, and enhances a healthy and sustainable environment.

PABLO BAULEO
ENERGY SERVICES ENGINEER
UTILITIES



SOLAR RECYCLING BINS

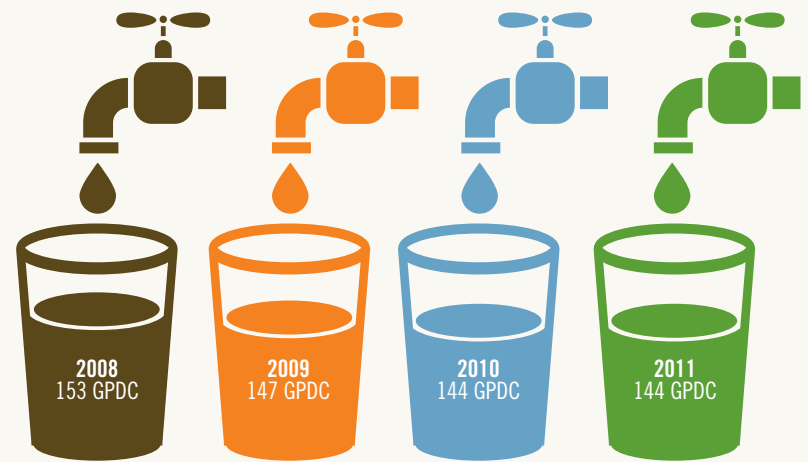
Thanks to Keep Fort Collins Great funding, the City installed "solar belly" trash compactors and recycling containers throughout the community in parks, playgrounds, athletic fields, bike trails and Downtown plazas. A solar panel on top of the units activates a compactor that smashes down bulky trash, which means fewer visits to empty the machines. Thus, Parks reduced staff labor by 50%; by cutting down vehicle emissions, the department also shrinks its carbon footprint and fuel costs.

The paired trash and recycling Big Belly containers are clearly labeled and user-friendly. The use of solar recycling bins has been immediate and on-going. Best of all, there has been minimal contamination of the recycling containers, allowing Parks to send their contents to recycling plants without having to spend extra time sorting out trash.

WATER SUPPLY DEMAND MANAGEMENT

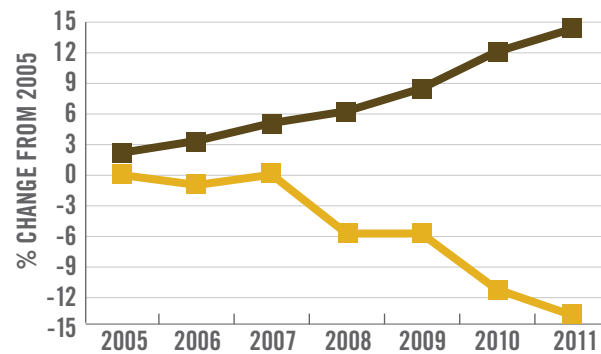
Current water use is about 144 gallons per capita per-day (GPCD). The City water conservation goal is to reduce use to 140 GPCD by 2020.

Source: Fort Collins Utilities
 * Since water use is typically more than average during hot, dry years and less than average during cool, wet years, the normalized values are adjusted for the effects of weather.



CLIMATE ACTION PLAN

The Climate Action Plan sets a goal to reduce communitywide emissions 20% below 2005 levels by 2020. Amid a growing population, emission levels have decreased 14.7% between '05 and '11. The decrease represents the significant progress citizens have made toward meeting 2020 Climate Action Plan goal of 20%.

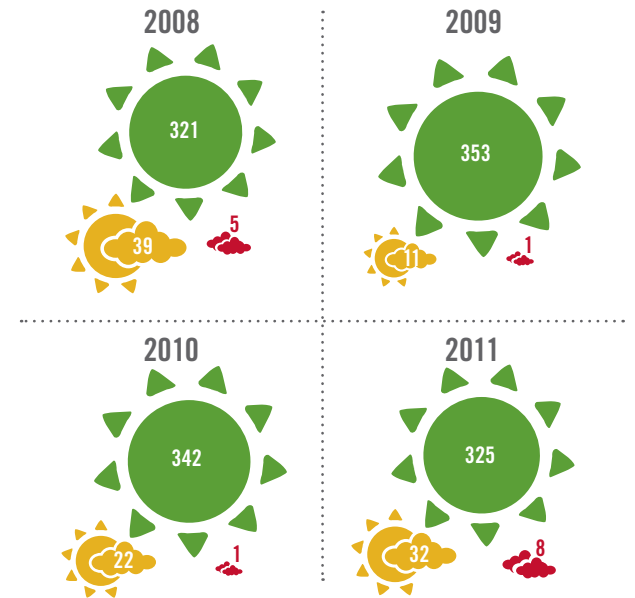


■ POPULATION
 ■ GREENHOUSE GAS (GHG) EMISSIONS

Source: City of Fort Collins Environmental Services

OZONE READINGS

Fort Collins experienced 8 days in 2011 where ozone levels exceeded the federal ozone health standard. This is an increase over 2010.



■ DAYS EXCEEDED STANDARD ■ TOTAL ALERT DAYS ■ REMAINING CALENDAR DAYS IN YEAR

Source: City of Fort Collins Environmental Services



CLIMATEWISE HELPS BUSINESSES REDUCE GREENHOUSE GASES WHILE SAVING MONEY

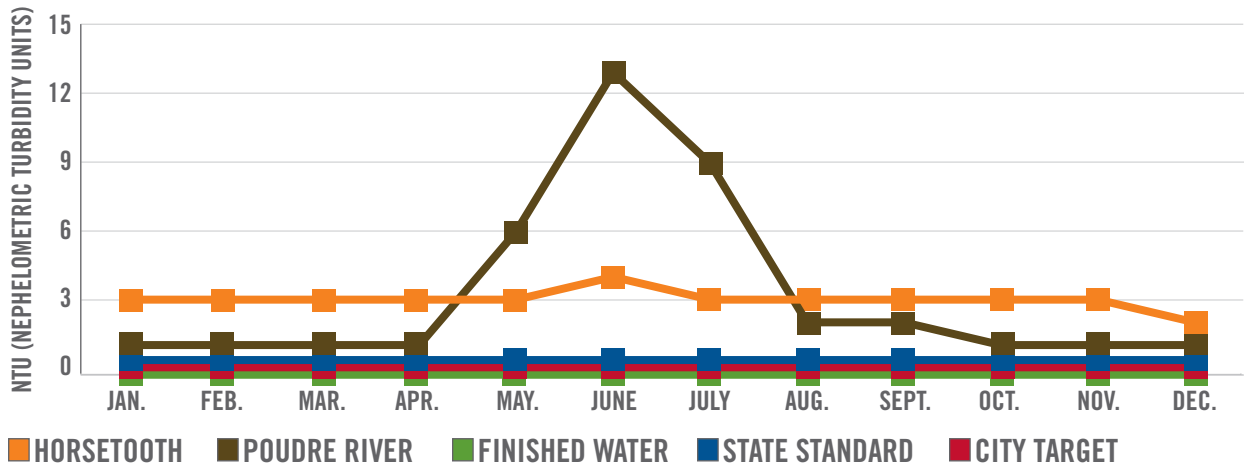
Keep Fort Collins Great funds were used to support ClimateWise program reporting and database improvements. ClimateWise is a free, voluntary program dedicated to helping local businesses and organizations voluntarily reduce greenhouse gas emissions while saving money by promoting waste reduction, energy savings, alternative transportation and water conservation.

In 2011, the award-winning program grew by 54 organizations to include more than 300 business partners. These organizations reduced greenhouse gas emissions by 149,000 metric tons and saved more than \$13 million.

Also in 2011, ClimateWise revamped its partner Web portal, myClimateWise. The portal allows program partners to securely monitor and manage their ClimateWise membership and reporting, track past performance and make projections related to future performance.

DRINKING WATER CLEANLINESS

The City obtained 100% compliance with state and federal regulations for High Quality Drinking Water, evaluated in terms of "turbidity." Turbidity is a measure of water clarity, or the "cleanliness" of the water. A low turbidity score is a good indicator of the effectiveness of the City's water filtration process. The City's water comes from two sources - the Poudre River and the Colorado Big Thompson/Horsetooth Reservoir. The spring run-off routinely causes a spike in the amount of particles that must be filtered out of the water coming from the Poudre River. In 2011, spring turbidity was unusually high due to a warm spring, high snow pack and quick run-off.



Source: Fort Collins Utilities

DID YOU KNOW?



The City's Drake Water Reclamation Facility is the first wastewater treatment facility in Colorado to earn ISO 14001 certification. ISO 14001 is the globally accepted standard for Environmental Management Systems (EMS), a tool used by organizations to achieve environmental objectives, manage limited natural resources and comply with legal requirements. The system focuses on continual improvement in environmental performance. The facility will renew its certification every three years to help ensure continued improvement to the facility's EMS.

FORT COLLINS UTILITIES ENERGY SAVINGS

Fort Collins Utilities offers efficiency and conservation programs, home efficiency improvement ideas, rebates and services to help residents save energy. In 2011, more than 1,200 residents took advantage of Utilities' home efficiency audit service. For more information, visit: fcgov.com/conserves.

	2008	2009	2010	2011
*Annual Energy Savings Megawatt hours/year (MWh/yr)	11,736	10,212	20,286	16,955
*Greenhouse Gas Avoided Emissions Equivalent Carbon Dioxide (metric tons CO2e)	8,645	7,523	14,944	11,954

Source: Fort Collins Utilities



POUDRE RIVER RESTORATION AND IMPROVEMENTS

Northern Colorado's economy and culture depend on the Poudre River. It provides drinking water, supports major industrial and business activities, and keeps farms in Northern Colorado thriving.

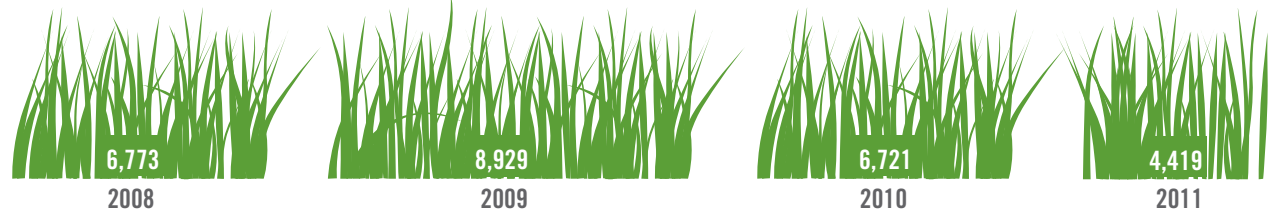
In addition to the water it supplies, the Poudre is home to popular activities such as fly fishing, tubing, picnicking, walking, bicycling, and nature observation.

There are troubling signs that the Poudre River can't quite keep up with our demands. Recent studies have shown that the vegetation in many areas is declining, and sometimes the river is dried up by senior water right diverters.

As a result, the City is pursuing several major habitat and recreation improvement projects. Supported by Keep Fort Collins Great funds, Poudre River efforts focus on three core areas: near the Shields Street bridge, near College Avenue, and near I-25. All of these projects involve restoration of habitat as well as the improvement of recreation amenities, such as trails and river put-ins and take-outs. In addition to these efforts, the City plans to pursue better instream flows so the river doesn't dry up.

NATURAL AREAS RESTORED AND REHABILITATED

Lands managed by the Natural Areas Program are restored to enhance habitat value and biological diversity. Treatments include control of non-native plants through mechanical, manual, and chemical treatments as well as planting and caring for new vegetation. The number of acres treated each year can vary based on weather, soil conditions, availability of equipment and labor, and other factors. The restoration and rehabilitation goal, over time, is to attain a native plant composition of at least 70%.

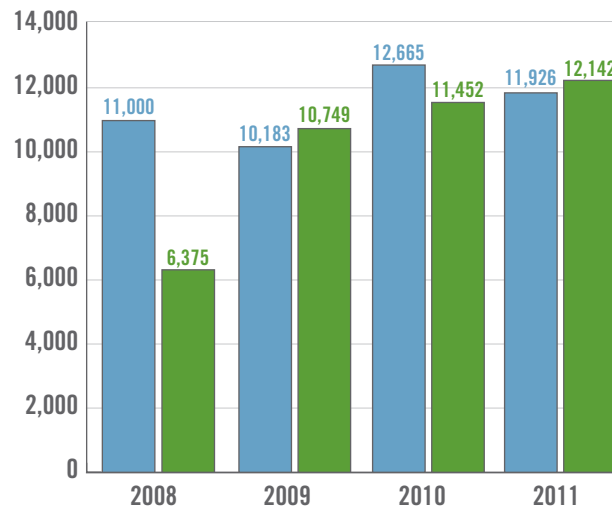


TOTAL ACRES TREATED TO IMPROVE THE CONDITION OF THE VEGETATION

Source: City of Fort Collins Natural Areas Program

NATURAL AREAS VOLUNTEERS AND PARTICIPANTS

In 2011, Natural Areas community education and outreach programs served 11,926 people. Natural Areas benefitted from 12,142 volunteer hours contributed by 1,400 volunteers.



PROGRAM PARTICIPANTS VOLUNTEER HOURS

Source: City of Fort Collins Natural Areas Program

NATURAL AREAS ACQUISITIONS

The Natural Areas Program's mission is to conserve and enhance lands with existing or potential natural area values, lands that serve as community separators, agricultural lands, and lands with scenic values. Conservation of natural habitats and features is the highest priority.

	2008	2009	2010	2011
Acres of Full Ownership	402	1,257	31	280
Acres of Conservation Easement	1,150	0	169	443

Source: City of Fort Collins Natural Areas Program

DID YOU KNOW?



Natural Area Trail Rangers are on the front line of customer service seven days a week. In 2011, Rangers made 12,000 friendly contacts with visitors and responded to more than 700 inquiries on the ranger hotline.



High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

CLINT ANDREWS
IT DIRECTOR - APPLICATION SERVICES
INFORMATION TECHNOLOGY



INNOVATION FUND

The City's Innovation Fund is used to identify and implement improvements to City-owned buildings and facilities or operational procedures that contribute to the overall sustainability of the organization.

Project ideas are generated by City employees who submit proposals for funding. Projects must demonstrate how they address one or more the City's ten municipal sustainability goals. The projects are evaluated using a Triple Bottom Line approach that includes environmental benefits, payback and/or return on investment, and social impacts. Any rebates or savings associated with the projects are reinvested in the Innovation Fund.

2011 PROJECTS

Innovation Fund projects are estimated to save more than \$13,000 per year in utility and maintenance costs, to reduce 96 metric tons of carbon dioxide emissions per year and deliver at least a 12% return on investment.

- Solar Thermal System at EPIC
- Collindale Clubhouse Energy Efficiency
- Senior Center Lighting

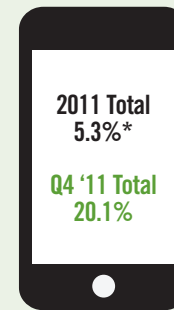
ACCESS FORT COLLINS

In January 2011, the City of Fort Collins launched Access Fort Collins, an online constituent relationship management (CRM) system. Access Fort Collins allows residents to contact the City with their questions, comments or complaints when it is most convenient for them, and ensures they will receive a prompt reply from the City staff best equipped to answer their questions. In late September, the City also launched the Access Fort Collins app for iPhone and iPad, which allows customers to truly contact the City at any time, from any place.

TOTAL NUMBER OF CASES



PERCENT SUBMITTED BY MOBILE APP



*app launched in fourth quarter

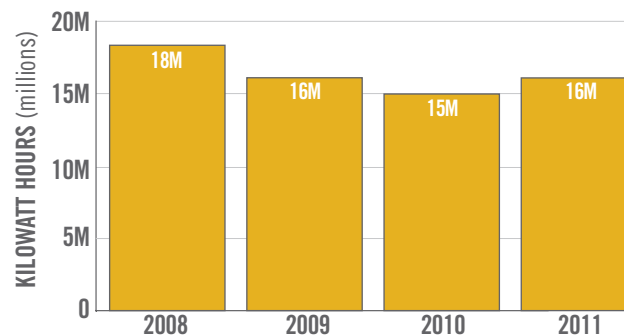
TOP 5 TOPICS



Source: City of Fort Collins Communications & Public Involvement Office

ELECTRIC USE IN CITY BUILDINGS

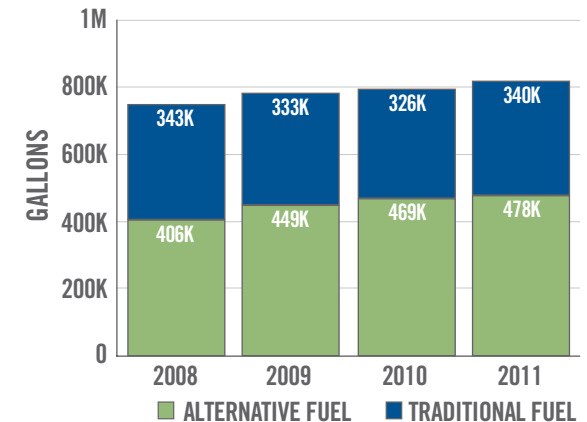
City energy use increased slightly due to increases in the overall square footage of City buildings and increased operations at recreation facilities.



Source: City of Fort Collins Operations Services Department
*Energy use is reported at 35 major City buildings

CITY FUEL USE

The city's fleet is made up of 1,928 vehicles; alternative fuel vehicles make up 30 % of the total fleet.

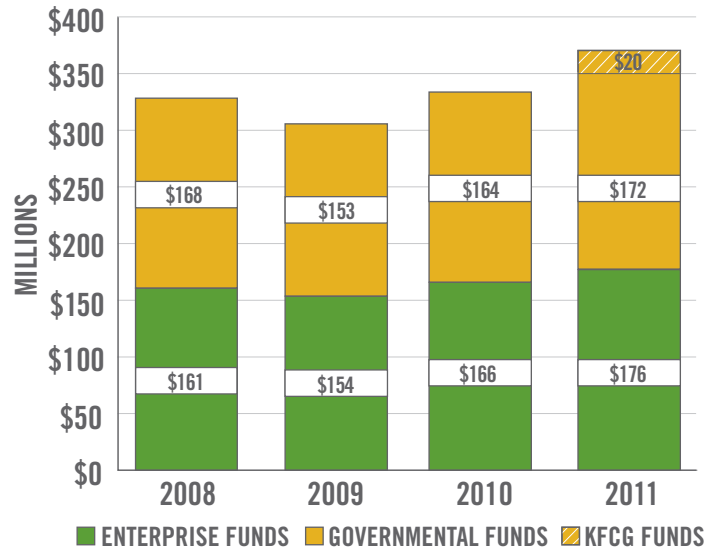


Source: City of Fort Collins Operations Services Department

NET CITY REVENUE

In 2011, City revenues increased across the board, and were greater than forecasts predicted. Sales and use tax collections were strong and bolstered by additional revenue from the Keep Fort Collins Great sales tax initiative. The Enterprise funds' increase was driven by a variety of factors, including increased energy sales, plant investment fees and water rights dedication.

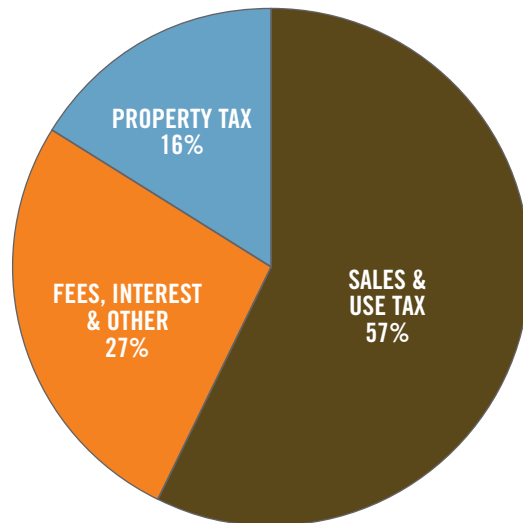
Source: City of Fort Collins Finance Department



DID YOU KNOW?

In 2002, the City issued a revenue bond for the Stormwater Fund to finance Dry Creek Basin and Canal Importation. The refinancing of this bond in 2011 will realize a total cash savings to the City of \$732,000 over the remaining life of the loan. This is a net present value savings of \$559,000.

GENERAL FUND REVENUE

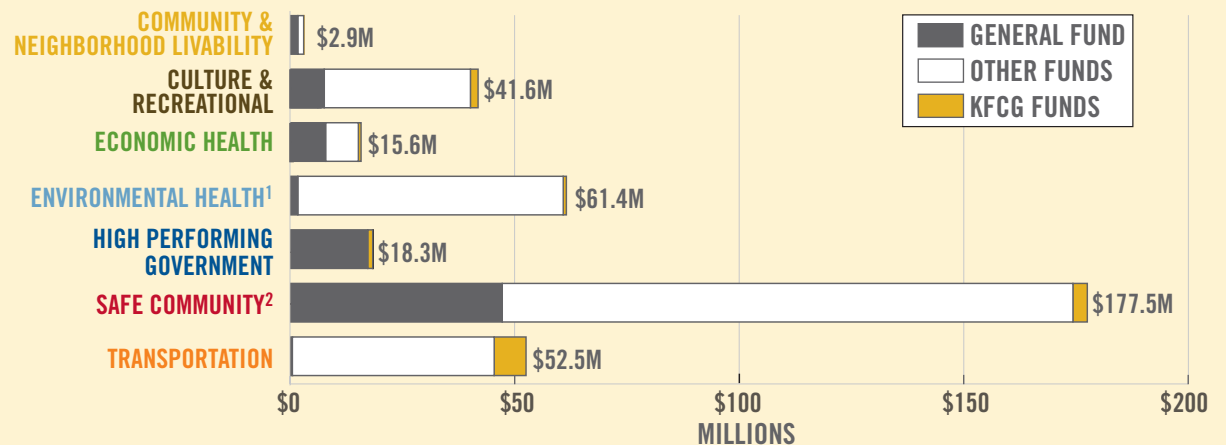


The City relies on several main revenue sources, including sales and use tax, property tax, and payments in lieu of taxes to fund some of the most visible services such as police, fire, streets, parks, recreation and general government. More than half of the General Fund revenues come from sales and use tax.

Source: City of Fort Collins Finance Department

EXPENDITURES BY OUTCOME

The City Budget is prioritized in seven key areas. The chart below demonstrates the total amount of money that was spent in each area, broken down by the General Fund, the Keep Fort Collins Great Fund, and all other funds combined. These figures include utility fees and dedicated revenues.



In addition to the seven result areas, the total allocation by results includes approximately \$67M for items like transfers between funds, debt service, payments to retirees and insurance costs.

¹ Water (46%), Wastewater (35%), Electric (8%), Natural Areas (7%), General Fund (2%)

² Electric (63%), Police (18%), Fire (11%), Stormwater (8%)

Source: City of Fort Collins Finance Department



EMPLOYEE SAFETY

As an employer of more than 1,500 individuals, the City of Fort Collins is responsible for ensuring employee safety and well-being while on the job. In Colorado, government entities are not subject to Occupational Safety and Health Association (OSHA) regulations like private industry, however the City has the same level of commitment to protecting employees.

The City is self insured for workers compensation; that means claims are paid out of a self insured fund rather than by an insurance company. Improving employee safety is not only the right thing to do, it also drives down the costs associated with worker compensation claims.

In 2011, worker compensation claims increased, prompting an organization-wide effort related to safety education.

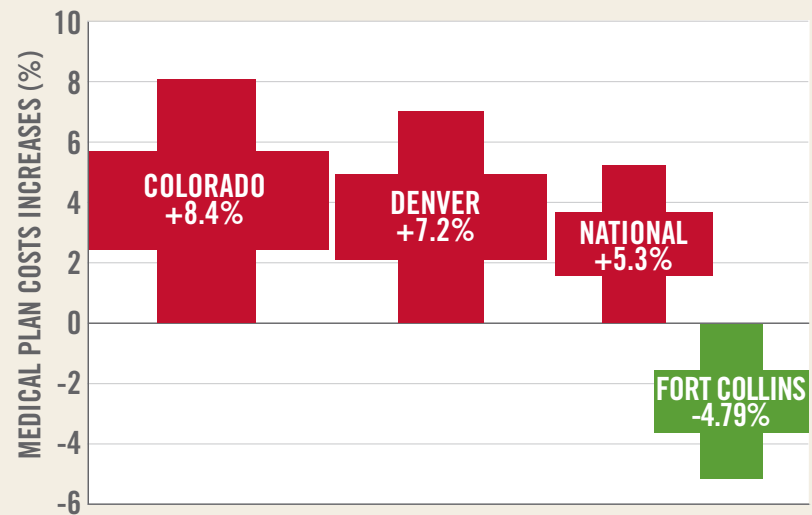
	2010	2011
# Claims Requiring Medical Treatment	160	232
Costs	\$601,680	\$1,000,375
Days Lost	67	342
Days on Light Duty	2326	2389

Source: City of Fort Collins Risk Management Department

HEALTHY EMPLOYEES BENEFIT BOTTOM LINE

The City of Fort Collins Employee Wellness Program creates healthier, more productive employees, which in turn contributes to cost savings. In 2011, total medical plan costs were estimated to increase over 2010, in part due to health care reform. That was the trend in most markets, however, the City's actual total medical plan costs decreased by 4.79%. Increases in total medical plan costs were as follows: Colorado 8.4%, Denver 7.2%, National 5.3%.

Source: Hays Companies, City's Benefits Consultant



UTILITY BILL PAYMENT

During 2011, Utilities customers made 215,079 online payments for utility services, an increase of 50.8% over 2010. Online payments totaled more than \$23 million. The number of printed Utility bills totaled 870,362.

UTILITIES CUSTOMER SERVICE



Source: Fort Collins Utilities

SOCIAL MEDIA

Since launching a social media program, the City has increasingly found Facebook, Twitter and YouTube to be effective tools of communication and engagement.

	2009	2010	2011
Facebook Fans	n/a	1,469	2,858
Twitter Followers	1,054	2,080	3,292
YouTube Video Views	n/a	25,333	53,914

Source: City of Fort Collins Communications and Public Involvement Office



Safe Community

Fort Collins provides a safe place to live, work, learn, and play.

AL BROWN
POLICE OFFICER
POLICE



POLICE HIRING

Keep Fort Collins Great revenue allowed for the addition of more personnel to provide better service to the community.

With additional staff, Community-Oriented policing will be enhanced with the formation of a Neighborhood Enforcement Team (NET). Citizens will benefit from increased partnerships and presence in our neighborhoods as NET addresses long-term and quality-of-life issues, freeing up patrol officers for other high priority calls. Greater police presence can also be seen in the Downtown area, especially during the evening hours.

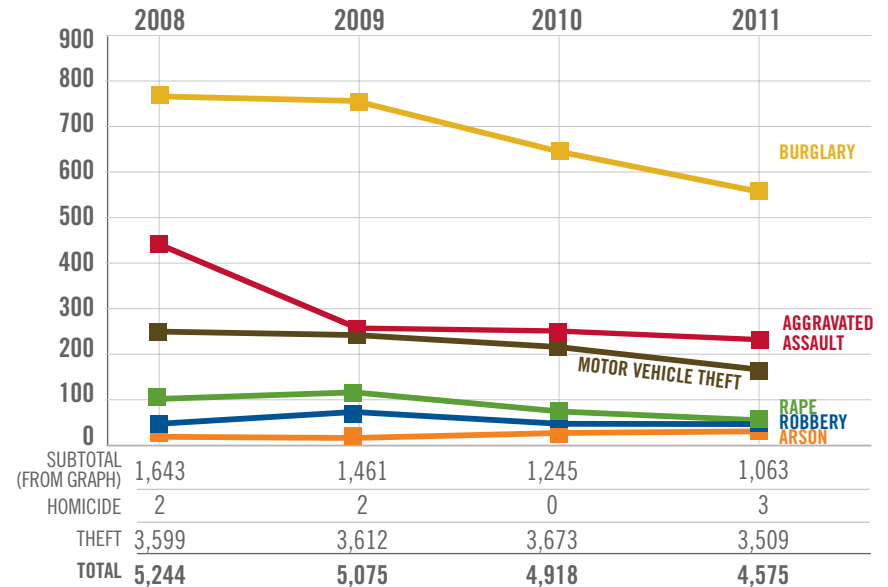
KEEP FORT COLLINS GREAT FUNDED:

- 7 Detectives
- 3 Investigative Aides
- 1 Victim Services Advocate
- 12 Patrol Officers

CRIME INDEX

This data represents the Part 1 crimes reported since 2008. Part 1 crimes include homicide, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft and arson. These crimes are reported to the FBI annually from all law enforcement agencies. Of the Part 1 crimes, theft is the most widely reported crime in Fort Collins.

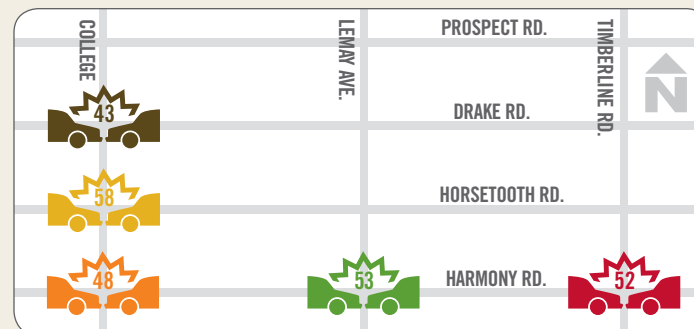
Source: City of Fort Collins Police Services



TRAFFIC SAFETY: NUMBER OF CRASHES

The total number of crashes increased slightly in 2011, and included four fatal accidents. The five intersections with the most crashes are depicted below.

	2008	2009	2010	2011
Non-Injury Crashes	2,734	2,816	2,812	3,002
Injury Crashes	728	708	743	804
Fatal Crashes	2	11	3	4
Total Crashes	3,465	3,580	3,562	3,810



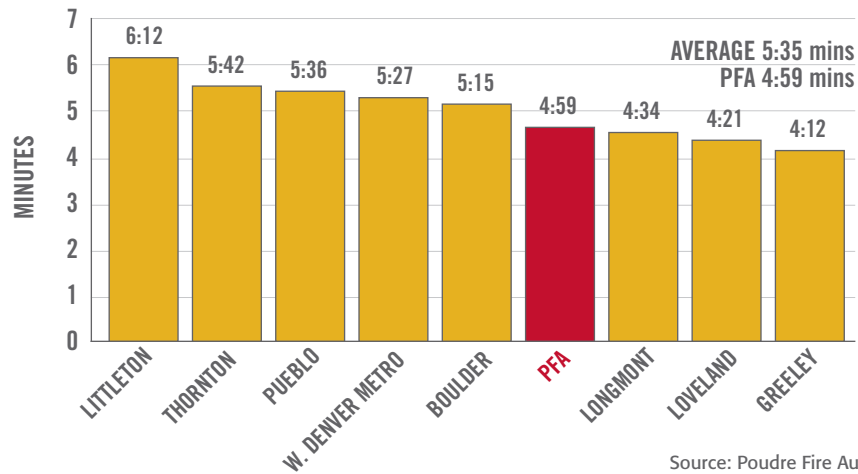
Source: City of Fort Collins Traffic Operations Department

DID YOU KNOW?

Fort Collins Police collected more than 1,196 pounds of unused, unneeded, and expired over-the-counter and prescription medications during two U.S. Drug Enforcement Administration (DEA) National Prescription Drug Take Back Days in 2011. The events focused attention on the issue of pharmaceutical controlled substance abuse, proper disposal methods, and keeping the drugs out of water supply systems.

AVERAGE RESPONSE TIME - FIRE

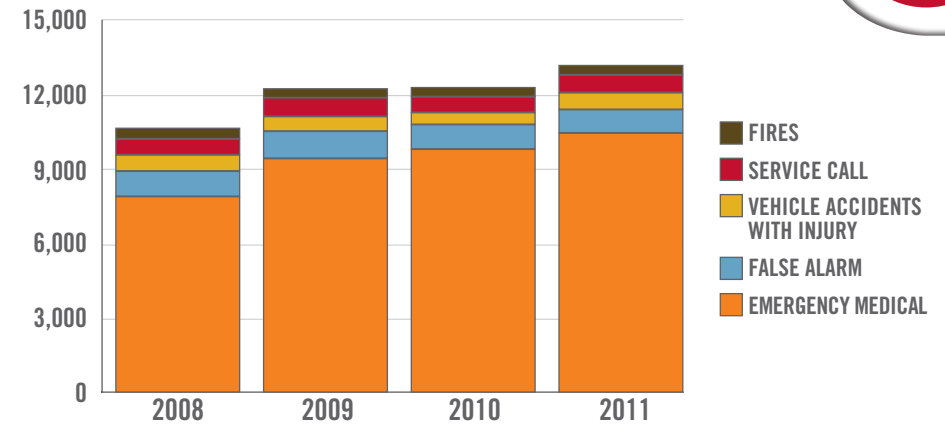
Poudre Fire Authority strives to maintain an average response time of 5 minutes or less for first arriving engines to reported emergencies from time of dispatch. PFA has met or exceeded this goal since 1997.



Source: Poudre Fire Authority

TOP FIVE FIRE CALL TYPES

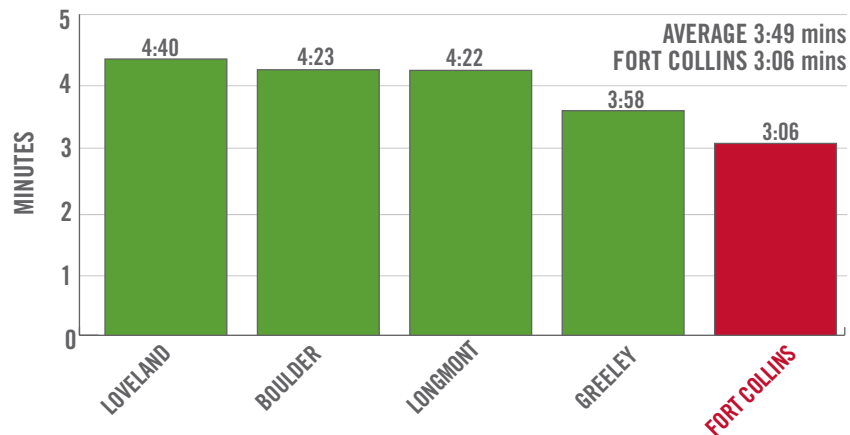
The majority of calls to Poudre Fire Authority are emergency medical cases. The number of false alarm calls decreased in 2011, due in part to a new and improved computer-aided dispatch system and records system management, and in part to increased education.



Source: Poudre Fire Authority

RESPONSE TIME TO PRIORITY 1 CALLS - POLICE

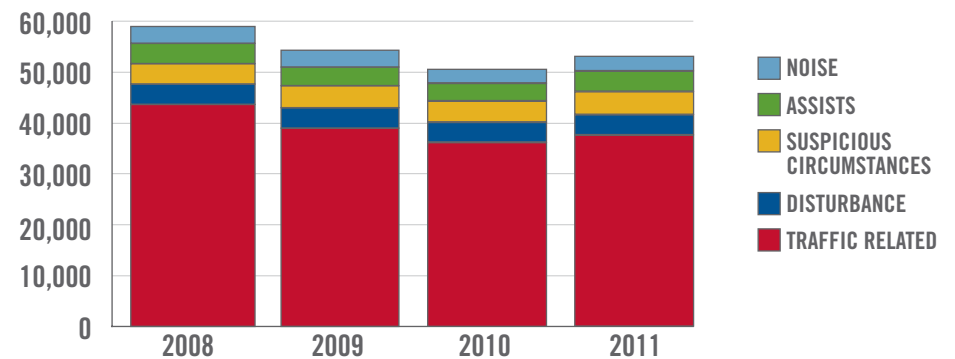
Fort Collins Police Services compares regional response times to other Front Range communities. At 3:06 minutes, Fort Collins' response time for emergent calls was reduced by 49 seconds compared to the previous year and is below the regional average of 3:49 minutes. Emergent calls are those requiring immediate attention, such as situations involving weapons, hold-ups or officer in need of assistance. Response times are calculated from the time the call was dispatched to the time the first officer arrived.



Source: City of Fort Collins Police Services

TOP FIVE POLICE CALL TYPES

The majority of calls to police are traffic related. Suspicious circumstance calls frequently apply when a person, behavior or activity out of the ordinary is observed and needs police attention, while disturbance calls typically include physical and verbal altercations, disorderly conduct and bar disputes. Assist calls encompass other agencies such as Poudre School District, Poudre Valley Hospital, Poudre Fire Authority, the FBI, other law enforcement agencies, and businesses or citizens that need police assistance.



Source: City of Fort Collins Police Services

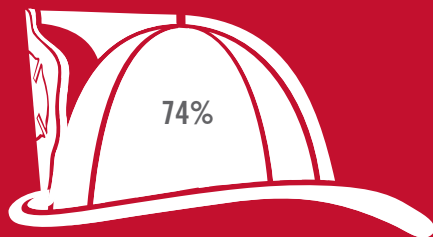


POUDRE FIRE AUTHORITY SOUTH BATTALION

The South Battalion was implemented on July 11, 2011, which has significantly improved response times south of Drake Road.

SOUTH OF DRAKE RESPONSE TIMES

GOAL: BATTALION CHIEF ON SCENE IN 8 MINUTES



AFTER SOUTH BATTALION (JULY 2011)



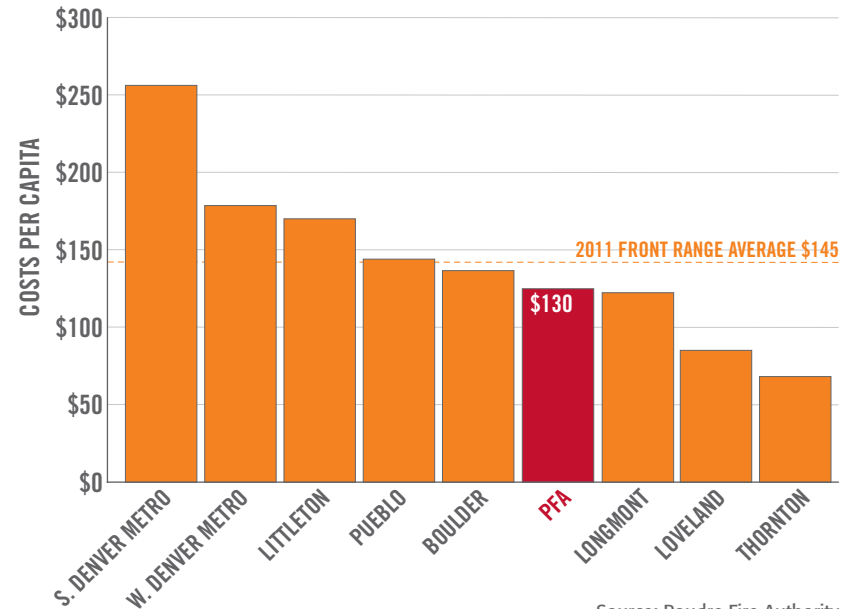
BEFORE SOUTH BATTALION (JULY 2011)

DID YOU KNOW?

Through Advanced Meter Fort Collins, Utilities will update traditional electric and water meters with a digital two-way communication system that will increase reliability, reduce operating costs and improve efficiency. The new meters will allow Utilities to provide better customer service, detect leaks early, and get a better understanding of high electric and water usage. In the near future, timely information will be available to assist customers in managing their electric and water use.

FIRE COST PER CAPITA

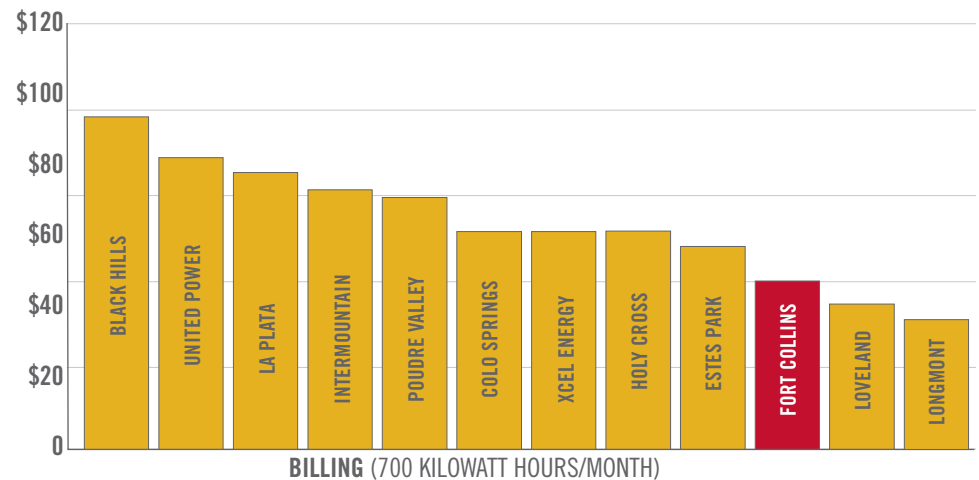
Costs per capita measures the cost effectiveness of Poudre Fire Authority (PFA) compared to Front Range and strategic planning partner department statistics. PFA costs are below the average of comparable cities.



Source: Poudre Fire Authority

RESIDENTIAL ELECTRIC RATES COST COMPARISON

Fort Collins electric rates continue to be among the lowest in the region, and the nation. We have a highly efficient electrical system, with the electrical system available to customers 99.9959% of the time.



Source: Colorado Association of Municipal Utilities (CAMU)



Transportation

Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the city.

CAROL THOMAS
TRANSFORT SAFETY / TRAINING SUPERVISOR
TRANSFORT/DIAL-A-RIDE



BIKE SAFETY

Powered by \$50,000 of Keep Fort Collins Great funds, implementation of the Bicycle Safety Education Plan began in 2011. The plan comprehensively addresses the safety needs of youth, college students, bicycle commuters, motorists and law enforcement officials in our community. Implementation strategies address both programs and infrastructure.

IMPLEMENTATION HIGHLIGHTS:

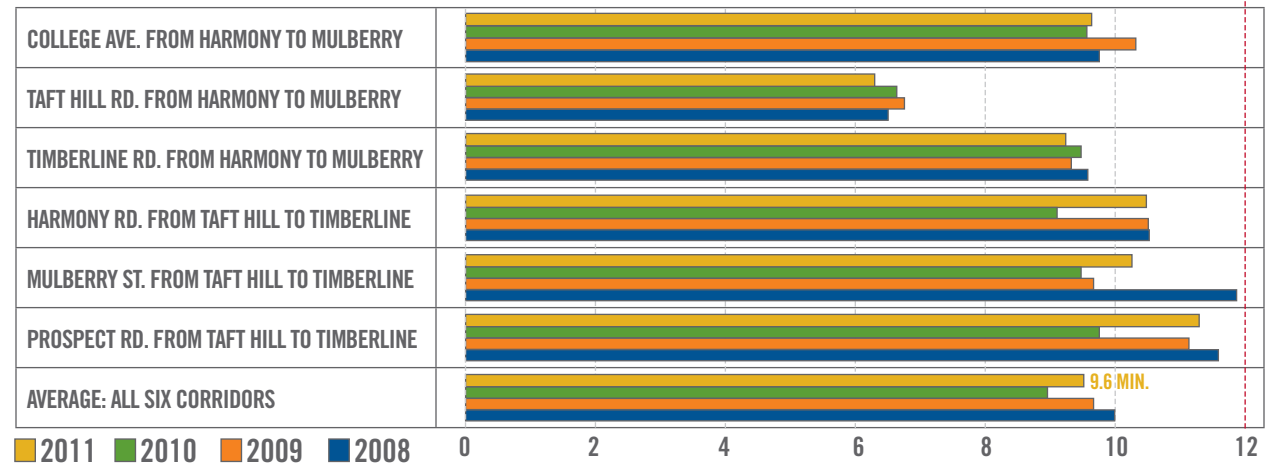
- Bike Box installed at Plum and Shields
- 24 Shared Lane Markings installed
- Summer BIKE camps taught safe cycling to 76 students
- 80 City Police Officers trained in safe cycling curriculum

Learn more at fcgov.com/bicycling.

TRAVEL TIMES AT ARTERIAL CORRIDORS

Once each year, Traffic Operations conducts studies on six arterial streets to measure average travel times. Studies are conducted during the afternoon peak travel period on an average weekday, from 4:30-5:30 p.m. The overall average travel time on arterials increased by .67 minutes in 2011, compared to 2010. However, the overall average (9.6 minutes) was still below the City target of 12 minutes for each four-mile segment.

CITY TARGET: 12 MIN.



Source: City of Fort Collins Traffic Operations Department

max IS ON THE WAY!

2011 saw the start of construction for the Mason Corridor MAX bus rapid transit project. MAX will link major destinations and activity centers along the corridor and operate nearly twice as fast as auto travel along College Avenue. Compressed natural gas buses will operate similar to a light rail system with high frequency service every 10 minutes. Stations will feature prepay electronic fare machines and real-time arrival/departure information.

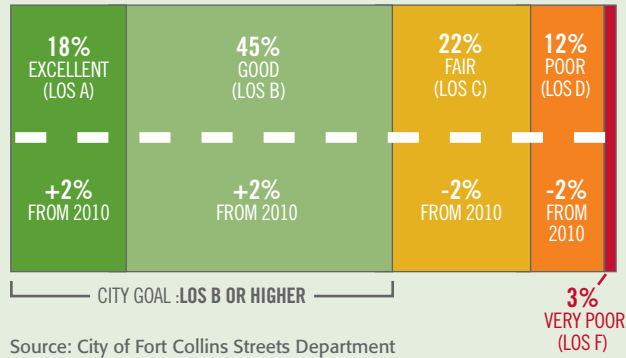
The \$87 million project is funded 80 percent by the

Federal Transit Administration (FTA). The remaining 20 percent is funded cooperatively by the City of Fort Collins, Downtown Development Authority, CSU/Colorado State University Research Foundation, and Colorado Department of Transportation.

MAX is the transit catalyst of the Mason Corridor project, an economic initiative. When complete, it will combine transit, trails, public infrastructure and private investment to spur redevelopment along the corridor. MAX service will begin in 2014.

PAVEMENT CONDITIONS

The City measures pavement conditions on a 100-point Level of Service (LOS) rating scale. The City's goal is an LOS 'B' rating or above, as it gets significantly more expensive to maintain and repair streets when they fall below that level. The Keep Fort Collins Great initiative added more than \$6 million to street maintenance, nearly doubling the investment to preserve this basic infrastructure.



STREET MAINTENANCE

The Streets Maintenance Program got a big boost from Keep Fort Collins Great funds in 2011. An additional \$6 million for street maintenance, combined with current funding levels, provided \$13 million to maintain streets, sidewalks, bicycle facilities, and pedestrian access ramps.

The Street Maintenance Program performed street maintenance work on 32 miles of Fort Collins' street, overlaying or reconstructing approximately 25 miles, and slurry-sealing 7 miles. The annual project encompassed 27 different areas at various locations throughout the city.

PAVEMENT PROGRAM FUNDING

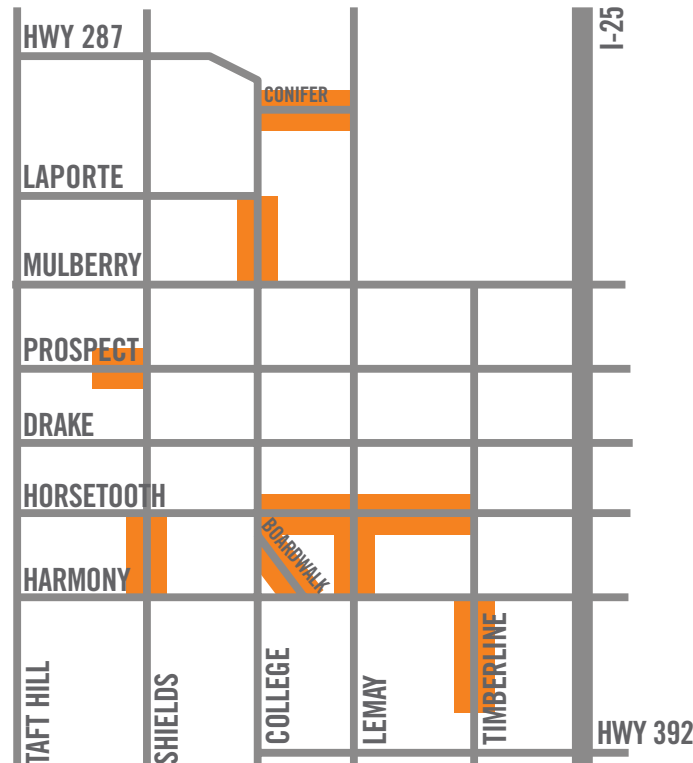
2008	2009	2010	2011
\$9M	\$8.4M	\$7M	\$13.8M

Source: City of Fort Collins Streets Department

MAJOR STREET MAINTENANCE PROJECTS

The Fort Collins Street Maintenance Program is responsible for taking care of the community's 540 centerline miles of streets and 80 miles of sidewalks. This transportation network is a valuable asset to our city, and proper planning and maintenance is the best way to keep it great.

Many street maintenance projects were postponed in prior years because the City lacked funding to address those needs. In 2011, projects focused largely on arterial roads, or roads with the highest traffic volume.





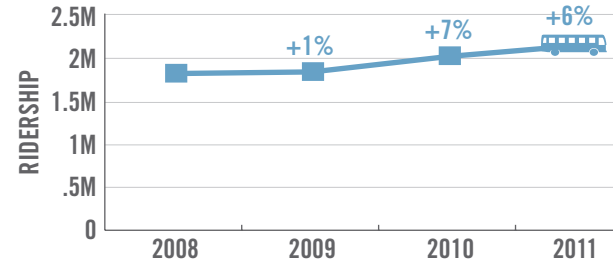
DIAL-A-RIDE NIGHT SERVICE & TRANSFORT

Thanks to Keep Fort Collins Great funds, Transfort and Dial-A-Ride were able to maintain evening and Saturday service for fixed-route and para-transit passengers in 2011. Prior to receiving additional Keep Fort Collins Great funds, Transfort was facing significant service reductions, including reduced Saturday service hours, reduced evening service hours, and reduced route frequencies throughout the city. Those reductions would have eliminated approximately 1,700 Dial-A-Ride trips, and would have reduced transit-dependent residents' access to work, school, shopping, health care and recreation.

In 2011, Transfort received \$44,150 of Keep Fort Collins Great funding to provide Dial-A-Ride night service, and \$150,000 to provide Saturday fixed-route service. That dedicated funding allowed Transfort to provide 1,433 Dial-A-Ride evening trips and 3,977 additional hours of fixed-route service in 2011.

TRANSFORT RIDERSHIP

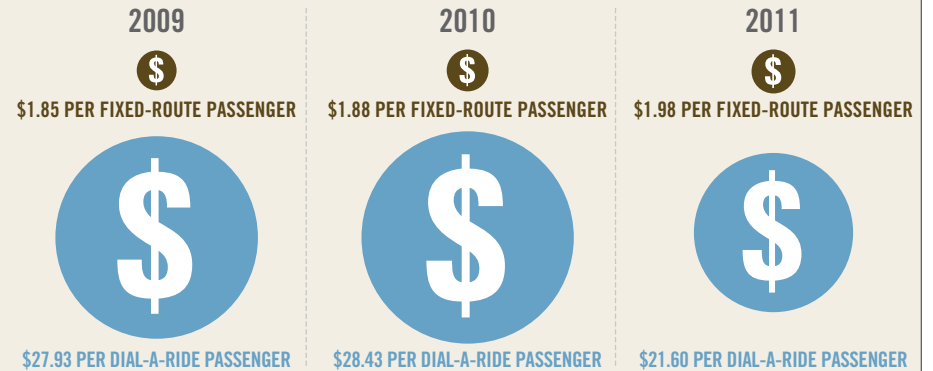
Transit ridership once again reached an all-time high, exceeding 2.1 million trips provided in 2011. Transfort has seen a 45% increase in ridership over the last five years.



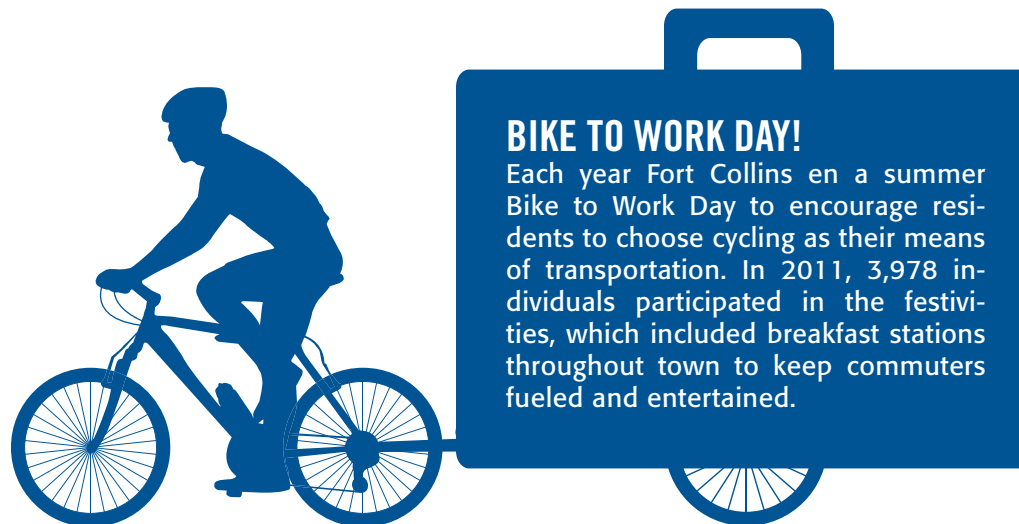
Source: City of Fort Collins Transfort/Dial-A-Ride Department

TRANSFORT OPERATING COSTS

Dial-A-Ride operating costs per passenger decreased by 24% over the prior year because of the decision to contract out all Dial-A-Ride service to a third party. In previous years, Dial-A-Ride was equally serviced by a third-party contractor and by in-house operations.



Source: City of Fort Collins Transfort/Dial-A-Ride Department



BIKE TO WORK DAY!

Each year Fort Collins en a summer Bike to Work Day to encourage residents to choose cycling as their means of transportation. In 2011, 3,978 individuals participated in the festivities, which included breakfast stations throughout town to keep commuters fueled and entertained.

STAY CONNECTED

INFORMATION SOURCES

fcgov.com

The best source for comprehensive, up-to-date information about City services, programs and projects.

ACCESS FORT COLLINS (AFC)

Connecting with the City is easier than ever before. AFC is a one-stop shop for submitting questions or concerns and tracking the City's response. ***fcgov.com/accessfortcollins***

fcgov.com/subscriptions

Sign up to receive e-newsletters with City Council agendas, business updates, neighborhood news, recreation classes and more. You pick the information you want to receive.

CITY CABLE 14

Tune in for meetings, local programs and an informational bulletin board. Cable 14 programming is also available online at ***fcgov.com/cable14***.

E-CITY NEWS

E-City News is just like the newsletter that's mailed with utility bills, but more timely. It's the best way to stay up to date if you decide to get rid of your paper bills and sign up for Utility E-bill services.

FACEBOOK

Get informed, comment on posts, and join the conversation. ***fcgov.com/facebook***

TWITTER

Follow us on Twitter for frequent updates regarding news, events and programs. ***@fortcollinsgov***

EMERGENCY ALERTS

Sign-up for free emergency alerts sent to your home, work or cell phones via text message or email. ***leta911.org***

NUMBERS TO KNOW

REPORT AN EMERGENCY

Emergency – police, fire or medical: **9-1-1**

Electrical outage or emergency (i.e., downed electric line): **221-6710**

Water, wastewater, stormwater or water quality emergency (flooding, water main break, etc.): **221-6700**

NON-EMERGENCY

Non-emergency police: **221-6540**

-Report a crime in non-emergency situations

-Report suspicious activity

Non-emergency electrical or water problems: **221-6700**

-Partial power outage, damage to equipment (light poles, utility boxes, etc.)

Streetlight in need of repair: **221-6313**

Street snow removal: **221-6615**

Report a pothole: **221-6614**

Report a hazard on bike and pedestrian trails: **221-6660**

NUISANCES

Nuisance Hotline (weeds, rubbish, sidewalk snow removal, etc.): **416-2200**

Animal Control (Larimer County): **226-3647**

Graffiti Hotline: **416-2400**

INFORMATION

City Council/City Manager's Office: **221-6505**

Transit routes and schedules: **221-6620**

Dial-A-Ride: **224-6066**

Utilities Billing and Customer Service: **212-2900**

Reserve park shelters or ball fields: **221-6660**

Drivers Licenses (Colorado State Government): **494-9804**

Motor Vehicle/License Plates (Larimer County): **498-7878**

Passports: **221-6515**

Business Licenses: **221-6780**

Parking Tickets: **221-6617**

Emergency Information Hotline (access recorded updates during weather-related emergencies): **416-2617**

CITY LEADERSHIP 2011

FORT COLLINS CITY COUNCIL



Karen Weitkunat
Mayor



Kelly Ohlson,
Mayor Pro Tem,
District 5



Ben Manvel
District 1



Lisa Poppaw
District 2



Aislinn Kottwitz
District 3



Wade Troxell
District 4



Gerry Horak
District 6

To contact any of the City Council members, please send an e-mail to cityleaders@fcgov.com or call 970-221-6878.

CITY MANAGEMENT TEAM



Darin Atteberry
City Manager
datteberry@fcgov.com
(970)221-6505



Diane Jones
Deputy City Manager
djones@fcgov.com
(970)221-6505



Wendy Williams
Assistant City
Manager
wwilliams@fcgov.com
(970)221-6505



John Hutto
Chief of Police
jhutto@fcgov.com
(970)221-6553



Brian Janonis
Utilities Executive
Director
bjanonis@fcgov.com
(970)416-2232



Mike Beckstead
Chief Financial
Officer
mbeckstead@fcgov.com
(970)221-6795



Kelly Dimartino
Assistant to the
City Manager
kdimartino@fcgov.com
(970)416-2028



Bruce Hendee
Chief Sustainability
Director
bhendee@fcgov.com
(970)416-2332

This report and the City's ongoing progress in the area of performance measurement is a product of the work of many staff members in the City organization. Special thanks to the City Budget Office, the Communications & Public Involvement Office, and the numerous City staff who provided information for the report and who continue to work toward improving the City's performance measurement program. Special thanks to Amy Bass, Budget Analyst; Kim Newcomer, Communications & Public Involvement Manager; and Ryan Burke, Graphics Specialist.

DEPARTMENT AWARDS 2011

CITY MANAGER'S OFFICE

Certificate of Excellence, *International City/County Management Association (ICMA) Center for Performance Measurement™* for efforts in measuring and improving the City's performance

COMMUNICATIONS & PUBLIC INVOLVEMENT

Community Scorecard named **Platinum Winner** by *MarCom Awards*

CULTURE & RECREATION

Award of Excellence, *National Association of Government Communication* for the Recreator

2011 Governor's Arts Award, *Colorado Creative Industries (a division of the Office of Economic Development and International Trade)* to recognize its collective efforts to enhance the vitality of the City through the arts

Jack Starner Reclamation Award, *The Colorado Division of Mining Reclamation and Safety* to Natural Areas and Larfage West, Inc. for restoration of Running Deer Natural Area

ENVIRONMENTAL SERVICES

John Stokes, Natural Resources Director, named **Ambassador of the Year**, *Fort Collins Convention and Visitors Bureau*

FINANCE

Certificate of Achievement for Excellence in Financial Reporting for the 24th year, *Government Finance Officers Association (GFOA) of the United States and Canada*

Sterling Agency Award for having 100 percent certified purchasing staff for three consecutive years, *Universal Public Procurement Certification Council*

INFORMATION TECHNOLOGY

Best of the Web Award Finalist, *Center for Digital Government*

PLANNING, DEVELOPMENT & TRANSPORTATION

Gold Level Bicycle Friendly Business Award, *League of American Bicyclists*

Sheldon D. Gerber Merit Award, awarded for *Excellence in Environmental Planning* for Plan Fort Collins

Western Planners Excellence Award, in recognition of outstanding planning achievement for Plan Fort Collins

National Association of Student Personnel Administrators Publication Award, for Community Liaison program's Rose, Mason and Aggie campaign

2011 Excellence in Storage Award, *American Public Works Association Salt Institute*

POUDRE FIRE AUTHORITY

Foothills Award for Continuous Performance Improvement, *Rocky Mountain Performance Excellence (RMPEX)*

Distinguished Budget Presentation Award, *Government Finance Officers Association (GFOA) of the United States and Canada*

UTILITIES

Advanced Meter Fort Collins project, *Elster Solutions LLC Awards* – **Most Innovative for use of EnergyAxis with smart grid deployment; Best Collaboration**, *Elster and/or an Elster partner*

Canal Importation Ponds and Outfall Drainage Project, **Colorado Public Works Award for Drainage and Flood Control Project in a Large Community**, *Colorado chapter of the American Public Works Association (APWA)*

Water Treatment Facility awarded **EPA Director's Award of Recognition for the 12th year**, *Partnership for Safe Water*

Drake Water Reclamation Facility received **ISO 14001 Certification** – the globally accepted standard for Environmental Management Systems, *TUV Rheinland of North America*

Water Quality and Pollution Control Labs received **Certification Awards for Trace Metals Testing, Bacteria Testing and Chemical Testing** from the *Colorado Department of Health and Environment*

Pollution Control Lab awarded **Certificate of Achievement for attaining 100 percent acceptable results** on unknown test samples for all discharge parameters, *Colorado Department of Health and Environment*

Fort Collins Utilities named **Cleantech Champion for visionary leadership in electric grid modernization**, *Colorado Cleantech Industry Association (CCIA)*

COMMUNITY AWARDS 2011

**Ranked 3rd, Best-Performing Cities, Where
America's Jobs are Created and Sustained**
Milken Institute

2nd Best City for Weight Loss
Prevention.com

**One of America's 20 Most Economically
Vibrant College Towns**
TheAtlanticCities.com

Safest Drivers in America
Allstate Insurance Company

Ranked 3rd on the Best Bicycle Cities list
League of American Bicyclists and TheStreet.com

**One of the Top 15 Best Places for Triathletes
to live and train**
Triathlete Magazine

Ranked 5th Best Places for Business and Careers
Forbes

**Fort Collins, One of the Top 10 Cities Adopting
Smart Grid Technology**
U.S.News and World Report

One of the Top Ten Places to Retire in the Nation
Charles Schwab's On Investing

2011 Governor's Arts Award
*Colorado Creative Industries and the Colorado Office of
Economic Development and International Trade*

