Community Workshop: Summary of Ideas

**Event Date:** March 4, 2010

The Community Workshop had approximately 80 participants, who were divided into small groups based on self-selected areas of interest, and were assigned to corresponding Snapshot Report topics. Each group reviewed the pertinent draft Snapshot Reports and provided comments and feedback to refine the report. Groups then discussed their Snapshot topics in detail, and provided a general list of key opportunities, challenges, and ideas facing the plan. Next each group submitted its top ideas (marked ⭐️) to be viewed and voted upon by the entire audience using live keypad polling. A summary of comments and ideas submitted by the groups is provided below, organized generally by Snapshot topic and alphabetically. Polling results are attached.

### Snapshot Report: Comments and Feedback

#### 1. Snapshot Evaluation: Arts and Culture

- Communication is still important and how we get the word out to the entire community? There still is a very large segment in our community that shouldn't be arts/culture. Need to tell the story. Need to pick 4 things in the future movement.
- Community Partners, Front Range is not listed and other partners have not been defined. List other partners that can contribute/key partners. We are leaving out the artists that are active participants.
- Cultural Plan approved and implementation is starting.
- How do integrate or capture and collaborate with gen y and how do you integrate that in a strategic plan, random and not systemically planned things. How do you capture the entrepreneurial spirit? Nurture & create an environment that values and recognizes and invites outside traditional mainstream structures.
- Need to prioritize chronological organization, city and regional partners. Partnership v. collaboration. University Connections, Art and Culture have identified 7 goals for citywide cultural event. Establish specific goals and objectives.
- Schools are underutilized. Creative school maybe on Saturday.
- Youth is not included. We need to include youth in our brainstorming and building ideas for our community.

#### 2. Snapshot Evaluation: Built Environment and Land Use

- Agricultural history of the area is missing. Are we going to build everything up? Community gardens, localizing resources and food sources.
- Assumption is things will stay the same and move into the future the same. Foothills is going to continue to be the major shopping area. Fort Collins will always have a strong economy. Things will not stay the same. We are on the verge of changes. Lower level of consumption, smaller salaries, fuel consumption changes.
- Build trails, etc. on irrigation waterways, etc.; transportation corridors.
- Built environment needs to be attended to. They are aging. We have been focused on redevelopment because it is green.
- Campus West should be like Old Town, mixed use, nicer buildings, etc.
- Change is inevitable, existing neighborhoods protected from incompatible change should be more like holding values but allowing for constructive change. A value that is more positive.
• Design needs to be timeless - materials, longer lifespan.
• Funds are lower, city is not able to continue to collect the sales tax to support what we want and need as a community. What time is this place....What has dominated City Council in past 6 years...balancing the budget? Balancing abundance rather than scarcity. We need to look at other ways to fund the things the community values. City needs to fund completely differently how it pays for services. We need to actively address how we fund our community. Social democracies in Europe have huge tax burdens but are happy. We want the services but don't want to pay for them. If we make the change here, there may be a ripple effect through the State then Country.
• Great looking high density development.
• Harmony corridor is sprawl. Need to focus inward and backfill.
• Has the plan panned out the way it was envisioned?
• Have to have a culture of cooperation with development and investment.
• How to deal with structures etc in place now?
• LEED - keeps changing. There may be better ways to do it but you don't get points. Also a problem with water collection - can't do it here in Colorado so you never get the points.
• LEED certification is expensive.
• Maintain affordable housing - if you want to have a diverse community, you need to have a variety of housing types/affordability.
• Mid town area will have to find identity.
• Mixed use development and redevelopment.
• Need to enable developers for the right development.
• Need to focus on redevelopment. How is the City doing this?
• Need to have flexibility in the code to allow for better ideas.
• Neighborhood design needs to be integrated with transportation systems to promote efficient travel.
• No recognition to places outside of City limits. Integrated land use planning and cooperation with surrounding communities is needed.
• Over the decades the plan has changed and been called different things, what's next?
• Planning process values public input.
• Public acceptance of quality higher density and affordable housing in neighborhoods.
• Public outreach and education to inform public about need for low-income units.
• Sense of community - how wide should a street be? Only so wide that you can still recognize someone across the street.
• Support change as a community value. We have neighborhoods that are cohesive and strong and value each other. Need to be careful not to inhibit this cohesiveness.
• The value of the plan should be the plan itself. City should really value planning
• There is a lack of acceptance in neighborhoods.
• Use a housing first model, using IDDT.
• Values need to be pluralistic.
• Variety of housing for aging population/retirement housing.
• Violated Frey's idea of keeping things not complex.
• Virtual meetings - you lose the person to person communication.
• Would have been beneficial to have in snapshot what didn't work.

- Again, too complicated. Not Frey’s vision.
- Aggressive action to protect and monitor water resources.
- Assure sufficient water supply for the future. Additionally, look for ways to use over-water supply - emphasis on beneficial uses of water, esp. related to agricultural uses.
- Bloom energy in CA = produce energy good example.
- Build sensory network for environment.
- Can use success of past to look to the future.
- Change air quality monitoring locations.
- Composting.
- Currently world class.
- Educate community about recycling.
- Education is good.
- Impacts of pesticide spray.
- Increase price to take to landfill.
- Inspiration to look forward to technologies and systems that would be something like the accomplishment of undergrounding completed in Fort Collins.
- Instrument city with active monitoring: air water quality as inputs of plan instead of outputs.
- Integrate topics in schools.
- Landfill - need more recycling - take from landfill.
- Maintain utilities quality.
- Missing Value: Regional cooperation, connection and working together with other communities in Northern Colorado. FC should be a leader to drive those partnerships.
- Missing: air quality = health.
- Missing: distributed energy production focus.
- More reuse/recycle options and cost incentives.
- More wireless water monitors and sampling.
- Napa Valley landfill = good example.
- Need long term focus.
- Need research and development topics
- Need to collaborate with other org to increase energy production opportunities.
- No specific goals for electric or energy shown in the snapshot. Drinking water quality seems to be diminishing...taste and quality (mineral deposits).
- Not only electric utility but water, stormwater. A lot of exciting things happening.
- Platte River = future base service provider.
- Protect floodplains from development.
- Protect water quality and supply.
- Residential and business energy production.
- Stormwater: Not building in flood plains. Need to preserve these areas as a value.
- Too operationally focused.
- Transformation will be profound.
- Values: missing that FC should be a LEADER in green building, renewable energy, etc.
- We are extremely fortunate to have the energy source and company we have. Do things for the right reasons. Decisions are made locally.
4. Snapshot Evaluation: Finance and Economy

- Advocacy rolls to change the sales tax funding policy at the state level to address regional competition for retail.
- Anything past the current time, the future will impact us more than local issues. Global trends and conditions related to energy and other key factors will impact us to greater degree in the future.
- Attract/retain talented workforce; and make sure opportunities exist for current workforce.
- Beer, health services and CSU great accomplishments.
- BFO has potential, but process is not being used to fund true community priorities. Road maintenance is an example of this. Concerns that we have not attracted any manufacturing facilities here since ’80s. Discussed the different "pots" of funding and how that takes away flexibility. Need to do a better job of gathering community input on true priorities.
- BFO process is aggravating and obscures everything. Leaves just a few options for public and Council to consider in trade-offs. Too editorialized in Snapshot.
- Budgeting for Outcomes process sounds better than it really is; not as transparent to public as it claims to be.
- City could combine all costs into impacts of growth. Full costs of revenue sources. All are connected.
- City values economic growth as creating opportunities.
- Colorado statutes offer wide variety of public-private finance options -- have we looked at all the choices that could help? Examine tools.
- Corporations are looking for bottom line results, especially financial.
- CSU has had significant impact to the community. It needs to be highlighted and encouraged within the City.
- CSU, beer, and health services are 3 great accomplishments.
- Difficult to rely solely on sales tax. Creates problems transportation and growth. Reliance on low paying jobs.
- Diversity of employment is strength; continue to foster diverse employer base.
- Do not insulate Fort Collins and be a part of the region. Recognize what we have and don't have. Not enough regionalization. Get rid of tension of sales taxes competition.
- Enhance advocacy for regional collaboration where partnering with other communities advances, Fort Collins priorities and values.
- evaluate sales tax model; simplify and streamline
- Example that what we do in the arena of drinking water is that you can address the major impediments...but raising the bar to A+ is high cost and may not be the worthy of investment when A is acceptable. What is the equivalent of economic systems where success has been achieved but the incremental differences may not be worth the additional cost to the overall systems. Get locked into status quo systems, are we flexible enough to respond to changing environment.
- Expect a high quality of services and facilities.
- FC done relatively well in tough economic times.
- Good economic health structure within the economy.
- Green taxes for those items that create other system problems.
- Healthy non-profit sector.
- Inability to foresee and understand the future. Initiatives are passed and lock us in on certain path/trajectory.
• Lessons learned over the past 10 years, economic vision doesn't just happen. Have to take deliberate and focused actions to shape the economic future.
• Leverage existing community strengths and accomplishments including Mason Corridor, N College, and focus future opportunities such as the Mulberry Corridor.
• Library District serves as a model to find long-term funding that is stable and not as subject to volatility as sales tax revenues.
• Low hanging fruit needs to be harvested. Efficiency that can be realized with little investment needs to be made.
• Major stakeholders need to partner in the community (CSU, PSD, City County and significant employers).
• Make sure we have options for people with lower incomes or lesser education.
• Need a regional component to equalize competition.
• Need to avoid interchange and race to key sites for purchases and retail competition.
• Need to look at different types of workers that are needed for new jobs, particularly clean energy. Workforce development is critical element for companies. Economic section should address that CSU and Community College are critical to city's economic stability and future.
• Needing more land available for growth is not sustainable. Shovel-ready means less for ag and sustaining economy.
• Notion of sustainability has not been fully addressed. This needs to be key component that links sustainability to the ongoing high functioning systems in the future. One example from Transportation is roundabouts that enable traffic flow without lighting infrastructure and delays.
• Oil and gas opportunity in Northern Colorado could provide impact.
• Opportunities land that is already occupied and not used as investment.
• Overall quality of life and live within the resources we have.
• Poverty level before the recession was $21,000 for a 4 person household. The recession has greatly impacted that portion of the community and will have additional costs to the community.
• Quality of life issues...we are in constant competition and the environmental quality of our community is an asset that distinguishes our community and the Northern Colorado region.
• Refill and redevelopment important -- not just new development.
• Reinforce importance of balanced approach to business retention, expansion and attraction.
• Reliance on sales tax is reflective of the how society operates...based on purchase of goods in a traditional sense (bricks & mortar sites) located in a community. As that changes and purchases transition over to the internet, how do we keep pace? Also, as services represent a greater portion of overall household budgets, what do we do with our system based on the purchase of goods?
• Remove incentive to encourage internet...doesn't need the assistance or tax break.
• Retain, grow, incubate and attract primary employment.
• Rethinking our systems to keep pace with consumer behavior.
• Significant internet sites do not collect sales tax. Impacts City revenues.
• Small businesses are important to success of Fort Collins and we need to continue to support their viability.
• Snapshot ignores that environment, weather, mountains are driving forces in economy. Need to identify this more clearly in report. These amenities help bring in qualified workforce, which in turn helps companies.
• Support lower income community.
• Target community clusters. We have a unique environment which is a saleable attribute.
• The Healthcare Industry is the largest employer in terms of number of jobs within the community. Need to recognize how that impacts the community and the shift in the economy will result as greater portion of household budgets are dedicated to healthcare.
- The trails and infrastructure enhance the ability of people to enhance their health.
- TIFs have trade-offs; good here, but bad for state. Need to evaluate full picture.
- User fees are an option to create revenue.
- View of future: S 287 & Hwy 25 develop into service cores for sustainability as an asset.
- What is the future of higher education? University vital to Fort Collins economy and attracting talent to community.
- What measures do we use to evaluate success? What metrics should we use?

5. Snapshot Evaluation: Health, Wellness and Safety

- Building resources/education for lower income people to know that this HSW culture is for them too!
- Difficult for the community to separate this category, etc. Government could shift their areas separated out to which areas the community could support. And have more definition on each area.
- Doesn't mention collaborations that City has fostered. City organization has been proactive/leader in these areas.
- Hard to define especially on a vote, what the impact is on decisions made.
- Health, dental, mental illness for low-income.
- Homeless population included in this.
- How to waive fees for lower income people for programs designed to get people healthier. (e.g. Vida Sana).
- Inventory work faith community is doing. Build, grow and strengthen partnerships. Engage faith community more.
- It is up to people to be healthy. Associate health with mental, physical, etc.
- Lack of comprehensive health care and resource delivery for low-income.
- Needs to mention annual homelessness surveys.
- Nutritional counseling/teaching to cook.
- Partners such as social service and Front Range, education, non-profits should be included.
- Project Homeless Connect.
- Self-sufficiency needs to be included. Stable housing etc. part of this equation.
- Sources: Doesn't mention Healthier Communities Coalition: State of Children & Youth in Larimer County.
- "Well City" goal.
- Wellness, Health and Safety, question if safety should actually be in with Wellness and Health. Don't make that connection.


- 50 year old building does not necessarily mean historic.
- Address North College area for redevelopment.
- Adjust affordability index to community demographics.
- Better incentives for developers to create affordable housing.
- Build in efficiency at the beginning of the project rather than the end. For example, window placement, orientation on the property, etc.
- Connection to transportation.
- Density bonus rarely used - tool not working as is.
- Density is a must; a good mix is needed even though some people don't like the idea of high density.
- Explore inclusionary zoning and "in lieu of" (ugly connotation).
- Factor in maintenance costs/monthly costs for green building planning.
- First paragraph: Not all people have choices, especially those in lower-income.
- Higher density is the only way to make the numbers work to build efficiently.
- Housing goals tied to community demographics.
- Lack of available/affordable land for housing.
- Look at redevelopment options surrounding CSU campus.
- Lower income people need more help/support systems beyond housing to break poverty cycle (budget, etc.).
- Maintain quality of housing stock and aging buildings.
- Mason Street Corridor will address some of the density issues.
- Mixed use development and redevelopment with transportation options.
- Mixed use redevelopment of properties such as Steele's Market downtown and the mall area.
- Options out there (wait lists), but not adequate for need.
- Real, concrete action Plan for land banking.
- Redevelopment can help solve the land need for future development.
- Re-purpose property/buildings that are vacant for affordable housing.
- Should government mandate a certain number of housing units for employees?
- Some neighborhoods do not open their arms to affordable housing.
- Stable housing reentry process after housing loss.
- Transportation overlay and Mason Street Corridor will need to have affordable housing worked in.
- Transportation system not adequate to support affordable housing connection.
- Wait lists. How long are people really waiting?
- We don't have enough rental housing/student housing/affordable housing.
- With large growth in service jobs sector, work with employers to understand economic development's impact on affordable housing.

7. Snapshot Evaluation: Natural Areas, Parks, and Recreation

- Open spaces and parks could play a role in food production - use them as community gardens.
- Protecting agricultural land that directly benefits citizens so that local food can be produced and purchased within the City.
- Value: holding onto out agricultural identity.
- Value: Natural Areas and trails have become a part of culture and identity in FC and that seems to be missing in the values.
- Value: Natural areas as wonderful components to atmosphere for health and well-being...enhancing quality of life for the individuals that live in FC.

8. Snapshot Evaluation: Transportation

- "Improve access and mobility who are underserved by the current transportation system" should be added as a value (socio-economic, car-free, universal design, same mobility options for all/ 24-7).
- A lot of people are leaving the city for work and play and we need to serve this population.
- Access to/ from are influenced by liability issues as the City interacts with the RR infrastructure.
• Activity centers create a synergy that can shuttle between.
• Add Dial-a-Ride program to accomplishments; service levels just above the bare minimum.
• Address Delivery systems for goods and services and reliance on current transportation infrastructure...does rail provide an enhancement for businesses considering the region?
• Better connectivity between communities on I-25 corridor.
• Bike Library contributions overstated, does not tie into larger transportation system (limited hours, geography).
• Bus does not serve outlying areas very well. Missing connections.
• Can we focus on how different modes of transportation interact with the current infrastructure?
• Can we have certain corridors that receive priority and enhance the mobility and influence the activity of businesses and residents to utilize the "X" factor that will occur in the future?
• Change - allowing and embracing change. Code should be written to allow for change. Embracing change.
• Concern that City may be too myopic and not place enough emphasis on connectivity and the overall needs of the region.
• Drivers don't see the connection between current behaviors and the significant investments made by society.
• Duluth has a variety of trails designated for the various transportation modes.
• Employer in Loveland with 60% of employees that live in Fort Collins. This has a big impact on transportation.
• Enjoyable transportation - experience of transportation needs to be quality and enjoyable. If it's just another bus people may not use it. Need to engage community members.
• Expand our thinking to accommodate the variety and diversity of transportation modes
• Get community leaders using transit. Transit is not just for people who have to use it.
• How do we know when we're ready for larger mass transit options?
• How do we measure success? Metrics like travel time, highway access, alternatives, safety, costs, etc.
• In addressing density, still needs to provide balance to allow for housing choices for all that would seek to locate to our community and have a transportation system that allows them to have mobility.
• In medium term, status quo model will disappear and not longer be affordable for households.
• In terms of land use planning, density needs to be addressed and this will make transit systems viable and sustainable. There needs to be a connection between land use development and density. And allow for a mix of housing types.
• Land use and transportation so linked.
• Last mile - you get off the bus and still need to get to your destination - shuttles or some other method to get you to the final destination.
• Look at San Francisco - people use the transport for both fun and utility.
• Major concern is that City may focus too much on why and not on the how...big vision for how that changes or improves the business and residents life.
• Mason Corridor is great example of moving people within the City on better platforms.
• Missing talk of regionalism - highlight more as a value.
• Need to address the 1 Billion in capital shortfalls for the infrastructure necessary to meet current standards.
• Need to maintain the asset that City currently has in terms of street infrastructure. Is funding available to keep this in working condition? And address shortfalls in capital funding.
• North I-25 EIS accomplishment overstated, the planning process and phasing has been unrealistic (all based on 20th Century solutions).
• Price of fuel will go higher. Climate change/environmental. Baby boomers - large population that will not drive but still need to get around.
• Success of economic model for transportation, does it address the needs.
• The fact that the RR is located within the City makes a big impact on how the community travels and adjacent development. What are opportunities for the future use of rail corridors?
• The historical "gas Tax" model has now become outdated and does not keep pace with the maintenance needs. This needs to be supplemented by a different revenue model.
• The nation grew up around cars...what is the paradigm shift? Do we expand the mix and see how our transportation choices align with the current infrastructure system.
• Transit is not currently convenient; people use it because they have to (economics).
• Transportation choices are very dependent on land uses. In past, City design was based on transportation corridors' location.
• Traveling bars!
• Values - need to recognize regional connections and value those relationships with other communities.
• We think of cars and restrict alternative modes to pedestrians and bikes. Have we allowed lanes and bandwidth for other alternatives that will develop in the future and may move at different speeds and vary significantly from traditional cars and bikes? Physical configuration of the transportation system for alternative modes.
• Wheelchairs as personal transportation should be incorporated into the Snapshot Report.

9. Snapshot Evaluation: Sustainability

• A lot of economy, human not enough environment.
• Affordable housing needed for students and low income communities and create affordable childcare.
• Attract and retain entrepreneurs.
• Because of many reasons, the single family car has to go and create more mass transit. Discourage more building of roads.
• Carbon footprint.
• College Ave struggling.
• Concern that there's been a green-washing effort in Fort Collins; reputation as sustainable city is result of marketing, not substance. Moving in wrong direction on things like open space, agricultural land, air quality, ozone, garbage, river, greenhouse gasses, etc.
• Continue to live within our current resources.
• Define enablers for progress.
• Definition of sustainability is values-based; changes based on socio-economic status.
• Don’t wait, plan now.
• Don’t see what makes Fort Collins unique in this area more than any other City our size? Again, relates back to how do we measure sustainability.
• Downtown area focused.
• Ecological planning.
• Economic sustainability- cost of basic services
• Economic sustainability focused across community not just elite.
• Evaluation of methods needed.
• Increase efficiency of current practices.
• Killing farms too fast.
• Leveraging Mason Corridor to greatest degree to help shift our focus. Use to test new ideas for sustainability and transit area development. Utilize the Mason Corridor to stimulate redevelopment along College Ave.
• Long term accommodations for job support.
• Look at neighborhoods that are not sustainable now and find opportunities to make the sustainable.
• Many efforts not effective.
• Need details to work.
• Need to focus on redevelopment not just new buildings.
• New sustainable technology funding.
• nothing about education
• Raising water and energy rates is unsustainable for the long term.
• Sick leave.
• Social aspects of sustainability.
• Social policy lacking.
• Sustainability is a balance; interconnection between economic and environment. Diagram doesn't reflect sustainability, which is that the three areas are integrated, not just balanced; should show the synergy between the three sectors.
• Sustainability: efficiency of current practices:
  o Increase efficiency of practices.
  o Energy use and management.
  o Economic, eco, energy policies.
• Sustainability: policy and methodology reform:
  o Energy policies.
  o Land use.
  o Green buildings.
  o Change service cost priorities and recognition.
  o Change energy focus.
  o Energy policy.
• This section of report is really lacking; need more examples of progress; need to create indicators so we can actually see if there is any progress. Overall, section is weak and needs to be improved.
• What is the relationship between city functions and urban agriculture for food production and security? Be creative in developing more innovative approached to urban food production.
• Wireless capability.
• Work on details and efficiency of resources.
Group Discussion Ideas and Priorities

1. Discussion: Arts and Culture

- Art isn't just visual.
- ★Communication.
- ★Creative Attitude: Creative attitude instead of things. Take our natural surroundings to create a creative mindset. Theater...Missoula example, non-profits built a carousel together. Foster a creative attitude. Mindset of creative environment. Mall could be a creative hub where student create then they stay in the community. Creativity being fostered through tangible projects and programs. Focus economic volunteerism. Idea hubs. Creativity website.
- ★Creativity becomes a City Value: Needs to be ingrained in our culture from grade school. Torpedo factory like Alexandria VA, compound for people to gather and create. Creativity becomes a City value which includes an economic dimension with it. Rise of the creative class.
- ★Creativity becomes an integral part of education: Youth becomes creativity starts. Curriculum for schools that include creativity. Could include HP training and teaching. Include school system to help with plan. Include kids in process, cameras, identify neighborhoods. PSD is missing from this discussion group. Youth (pre-school through college) becomes a part of the creative community.
- ★Creativity expands beyond the Downtown: Idea hubs. Think of Cities you enjoy walking in. This includes connection between built environment and arts and culture. Sculptures, mosaics, surprise around corners. Downtown is our gem for arts and culture. We need to expand this to other areas of our community. Harmony Road is classified as an enhanced corridor. Opportunity is huge for Harmony road. Entertainment districts at Harmony as well. Opportunities between old town and Harmony at stops for experience. Tournament center for mall. Sports arena as driver for malls. Idea junkies. It takes art to foster creativity. Need places to linger. Mason also has opportunity.
- ★Economics.
- If we create a community and attract large businesses and more money generated by the infrastructure of the City. If I had a significant amount of money, I would be more likely to support arts. Economics plays a huge role.
- Journey should be as the fun of the destination. Creative community.
- Message being sent out that art is something you can't afford because you aren't going to make a living at it. We need to recognize and value the economics of a diverse cultural community.
- Northern Colorado becoming more of a region, more regional outreach, and a national outreach. We really become world class. We become an innovative culture. And embrace all areas. What can the City do? Integrate arts, history, and culture in all city projects.
- ★Nurturing: How do integrate or capture and collaborate with generation y and how do you integrate that in a strategic plan, random and not systemically planned things. How do you capture the entrepreneurial spirit? Nurture and create an environment that values and recognizes and invites outside traditional mainstream structures.
- ★Prioritization for regional collaboration.
- There is a dollar value that goes far beyond the financial backing from the community.
- Visual piece is important because people that aren't involved then they get a visual that this is an artistic community for those who need to see. Need to show that we aren't just supporting a sculpture; we are investing in and value the artists within the community.
2. Discussion: Built Environment and Land Use

- ★ A lot about renewal of Downtown, gateways and edges. What about the middle part? This is where the traffic is the worst, how do we work to solve this?
- ★ Build out will shift community’s focus from development to redevelopment.
- ★ Campus West as a model for mixed use opportunities and redevelopment.
- City needs to maintain its identity as things grow together. In Cleveland every suburb has its own distinct identity - specific street lights, etc.
- Create a community separator - open space idea
- Create business colonies.
- ★ CSU connection: Recognizing the importance of the university and the connection with the City. Talent pool. CSU is in the center and edge connectivity and transportation is important. Ensure energy of university is not insulated from surrounding community. Look at multiple uses for buildings that may not be occupied and used to its fullest. Community use could improve. Values statement needs to include CSU as a vital part of the community. Could use other properties outside of the immediate area of CSU.
- ★ Districts: Create meeting places that are like Old town. Old town may be overwhelmed. Other areas can develop to create vital centers similar to the old town synthesis. Districts, nodes, edges. Different activity centers. Recognize we have a whole city. Identify districts. Mid town is rising, North College. Identity at South College.
- Do we have the land and innovation to attract smaller industry?
- Earlier city plans leaned to high density, does the city still want to look that way?
- ★ Economic Sustainability: City economic sustainability. Alternative to sales tax wouldn't pit communities against each other and provide more partnering and cooperation. County Co-op.
- Extraordinary opportunities along the Poudre River. How do we embrace that, develop it while being mindful of environment.
- Financing (e.g. URAs).
- ★ Financing the future - too heavy a reliance on sales tax right now - need to be creative on how we fund incentives - prefer incentives over penalties.
- Flexibility and creativity.
- ★ Flexibility that allows Fort Collins to maintain identity and creatively develop
- Flexibility, flexibility, flexibility - middle of old town there is a sign that is an old style sign, contrast with new style signs that follow all of the regulations - this doesn't fit. If there is a better way you should be able to do it.
- Fort Collins has done a good job on a lot and that needs to be promoted. Get developers here.
- ★ Has to be a new level of cooperation between City and developers to make it viable to redevelop midtown. New standards to accommodate redevelopment of older commercial stock.
- Historic preservation conflicts with creating efficiency.
- ★ Housing first model to address needs of the growing homeless/near homeless population with their growing needs. The IDDT (Integrated Dual Disorder Treatment) is a great model to use.
- How do we create opportunities for all economic levels?
- How do we create sustainability?
- How do we create the opportunity to make the properties in mid-town possibilities for gentrification? How do we make this area attractive?
- How do we deal with the neighborhoods and homes built in the 70's, 80's etc. What challenges does it present? What do we do with this existing housing stock?
How do we fund the kinds of things that need to happen? It's not pay as you grow.

How to attract manufacturing, office, etc. How do we get them back to the center of the city?

Important to preserve space to attract high level employers.

Linear Parks; transforming irrigation ditches, etc. to trails and other uses.

Maintain the qualities that make Fort Collins unique

Need an economically viable way to make the housing and land use issues become reality.

Need to allow some flexibility - use existing infrastructure. If the new infill has to pay for all improvements it will kill projects.

Need to create value in midtown.

New Jersey - incentives for development at transit stations. Carrots not sticks.

Parking will continue to be a growing challenge and is a barrier to development.

Primary employers are key piece.

Public acceptance and education of higher density.

Redevelopment to help solve housing needs.

Regional connection - how do we relate to neighboring communities? Infill can be more expensive. How do we motivate infill development?

Regional Symbiotic Sustainability: Efficient Sustainable development pattern. Need larger picture of what sustainability means, including agriculture. Weld County does include this, opportunity for symbiotic relationship. Growth of CSAs, food safety is huge issue. This would have a large impact on Fort Collins. Chicken in every yard...(laughing). Until now we've just been fill the space with houses. Desire for natural areas, can we have areas that aren't just Natural Areas but a feeling of openness with agricultural use. Districts identify uses of adjacent areas. Surrounding communities get together to determine what pieces can have different uses. Windsor will have these uses, Fort Collins will have these uses and together as a region work together. You use our retail we use your agriculture. Symbiotic sustainability.

Regionalism - transportation, development - need to start the conversations with neighboring communities now.

Running out of greenfield development space - need to be thinking about infill. How do we evaluate the costs of redevelopment? Who should be paying for it - developer? City?

Too much retail, heavy dependence on sales tax. Need to identify other sources - be creative.

We can control what's going on inside but not what's going on outside - need to start having conversations with neighboring communities before it's too late. Start now!

What about industry? How do we attract it? Where do we put it? How do we make them a part of FTC and not keep them in the edges?

3. Discussion: Environment and Utilities

Balance mandates versus incentives and voluntary compliance.

Be aware of changing energy needs and prepare for those changes. Need to be able to benefit from challenges and changes, not get caught by them.

Challenge: FC also needs to engage the community as part of the changes and developments in green solutions and provide incentive for shift to green tech.

Challenge: Get today's buildings renewable energy ready for the future...even though tech might not be available currently. Building codes set for these types of possibilities...100 year homes. Homes need to be tech. ready and adaptable to the ever evolving energy source changes.

Distributed Power:
- increase res and bus opportunity for production
- new tech
- distributed power
- Electric consumption continues to rise. This isn't necessarily a bad thing.
- Fort Zed.
- Ft Collins and CSU have opportunity to create models and best practices. Innovate for future energy infrastructure. To be leaders and take advantage. Fort Zed is an example.
- In longer run, kinds of changes to be required won't be done by City govt. Will be mandated at higher government level. Will be market driven.
- Increasing cost of stormwater.
- Monitoring and implementation:
  - increase monitoring
  - action plan for supply and quality
  - wireless
  - coordination with city
  - replacing aging infrastructure
- Opportunity: Create entrepreneurial atmosphere to encourage development and deployment of green technologies.
- Opportunity: Utilize existing infrastructures to incorporate green technologies.
- Opportunity: Work with HOAs and other groups to make green technologies more affordable and widespread in implementation.
- Recycling:
  - recycling incentives
  - increase opportunity
  - education
  - disincentives for nonuse
  - increase efficiency
- Research and Development:
  - aligning city and CSU for research and development
  - education
  - Poudre School District
  - business partners
  - private businesses
- Utilities and Environment:
  - protection of floodplain from development
  - plan for cost
- Waste diversion.
- We own our electric supply and water supply, this gives us more options and opportunities

4. Discussion: Finance and Economy

- Balanced and targeted approach to business.
- Bigger question is how do we create sustainable economic development? Sales tax as funding mechanism does not create good jobs. Opportunity to evaluate greater reliance on property tax or city income tax, user fees and taxing in GMA.
Complacency in community (due to accolades received); would benefit from an external analysis of how we really stack up -- comparative economic analysis.

Create new funding mix for City services.

Develop qualified workforce, particularly in the area of manufacturing, green, clean energy.

Future of Higher Education:
  - Higher education is critical.
  - Complacency -- we assume that if a company is created out of CSU that it will stay here; it won't necessarily.
  - Brain power within community.

Improve BFO process to focus more on community priorities, simplify process; needs to be more transparent; fund what should be done, not what can be done; more community involvement.

Impact of internet purchases has two hits -- local businesses and sales tax.

Keep working to change perception that Fort Collins is not business friendly.

Need better retail mix or people will continue to go to Loveland. Huge opportunity for Foothills Mall; opportunity to do something unique. Looking for higher quality retail.

Optimize environment for entrepreneurial success.

Public-Private Partnerships:
  - Public-private partnerships to support economic goals and needs.
  - Strengthen and explore public-private partnerships including City finance.

Quality of life is very important because of competition with other communities.

State funding is having and will continue to have an impact on Fort Collins; TIF financing, in particular, is something that must be better understood. Mixed opinions at table about value or risk of TIF.

Strategy -- Clear Vision of Economic Future:
  - We tend to be programmatic and tactical, rather than strategic. Do we have a true economic vision?
  - Define problems to be solved and build economic strategies to support those goals -- "leading area solving xyz problem"
  - We've said the words, but we don't know what it looks like; need to focus and narrow-down goals.

Support Uniquely Fort Collins -- other communities don't have the vibrant Downtown that we do

Tax marijuana.

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5. Discussion: Health, Wellness and Safety

Barriers: Transport should go everywhere for recreation services.

Education and Understanding of traffic laws.

Education earlier for financial literacy, nutrition: in schools, etc. Nutritional counseling, self-sufficiency, financial literacy for lower income sector. MORE education in this whole area to more people sooner, and include all income sectors

Finding the change for grass roots. Unless it is organic, it will never happen.

Importance of arts and culture. Need to make sure all voices are represented in future planning. Engaging the community in all aspects of City planning.

Improving the participation by underrepresented populations.

Infrastructure is important to health and wellness. A lot of people move here for those amenities and we need to sustain them.

Maintaining current ratio of police and fire to current population.
- Maintaining, sustaining and improving infrastructure (transportation to improve health).
- McKinney Vento providing transportation at no cost. Safety net.
- Need comprehensive network for dental, mental health, etc. for lower income. Includes education for lower income and medical community.
- No gentrification of community involvement, change from the bottom up.
- Nutritional counseling for lower income sector.
- Plan Fort Collins needs to intersect with community initiatives that are already occurring and successful in this topic area. Great community collaboration models for integration, service delivery, etc. -- Pathways Past Poverty, CDDT, faith community -- Concern Larimer, etc.
- Police and Fire - should be a systemic change in ordinances. Too much for them to enforce, more money on paperwork and not enough resources to the actual job priorities.
- Providing HEALTHY low cost food to lower-income people. What people can afford is not always nutritious.
- Safety: cyclists, cars drivers need to be educated on current laws.
- Sustain and approve infrastructure is very important for the City.
- Sustainability involves local business participation.
- Sustainability of the bike paths, etc. Personal responsibility of the laws, i.e. bike helmet, not texting while driving, etc. Education for personal responsibility. In all the communities I have lived, FTC has the most outdoor activity than any other city. Not sure if we can afford to do anymore. Sustain what we are doing.
- Sustaining and improving transportation to recreation facilities.
- The number of ordinance and laws, too many to enforce. Need for systemic change.
- We go to them to seek out the input. There are challenges that go along with involving these groups.
- "Well City" Goal, wellness programs, etc. especially for private sector and retail/service sector employees. Make it part of the City's culture for everybody.

6. Discussion: Housing

- Address big picture continuum of housing within more specific categories (disabled, seniors, etc). Flow of options/continuum within each category.
- Address housing for those with no/extremely low income (e.g., transitional housing).
- Address housing/lack of transportation support connection.
- Address lack of transitional housing.
- Bridge the gap -- income & cost in line with housing.
- Campus West - turn into higher density, mixed use, more attractive area.
- Can calculate how much subsidy per unit/family.
- Create Housing First solution for homeless or near homeless.
- Create ways to match regulations to people's needs rather than matching people to regulations.
- Develop local ways to raise funds/resources.
- Flesh out more specifically what needs to happen with Land Bank program (timeline for transfer of land, etc.).
- Fort Collins embraces diversity - we need to address many ideas, retirees, students, handicap, etc.
- Fort Collins has been named as a good place to retire; what will appeal to retirees and what can they afford?
- Help support people to break out of poverty with more than housing (e.g., budget, etc).
- Need to detail level of funding needed. Quantify.
• Other housing options/ideas (modular), etc.
• Partnerships with community housing providers and services.
• Public acceptance of quality higher density in neighborhoods (doesn't always have to be available).
• Reevaluate current tools (density bonus).

7. Discussion: Natural Areas, Parks and Recreation

• Balance between growth and land conservation: as community grows, challenge on resources and finances to have continued land conservation.
• Challenge of transportation...alternative transportation will encompass a variety of tech and design...trails may need to be redefined to allow for expanded multi-use needs (both recreational and commuter use).
• Collaboration with community organizations and various departments of City or County for better use of resources and facilities.
• Safety & Congestion: bike friendly, trails, street lanes, etc. Developing a master plan focus on long term plan for bike safety.

8. Discussion: Transportation

• A comprehensive bicycle safety education plan should be included in the Plan.
• Bike share program in all parking garages, bike shops.
• Develop a clear vision for the future that allows for change.
• Eliminate certification process for Dial-a-Ride.
• Extended hours (all people don't work 9-5) and additional funding for paratransit.
• Full spectrum vehicle share connecting all travel modes which lowers economic and environmental costs per person mile traveled and provides increased access and mobility to those currently underserved by our transportation system (specifically the bus rapid transit system).
• How do we fund a new transportation system? The community spends a lot of money on automobile ownership. Just a small portion of that $$ could support an excellent transit system.
• Implement the Transit Strategic Plan, find the funding.
• Larger capital funding share for non-single occupancy vehicle.
• Less four lane arterial expansion, use funds for transit.
• Less linear development and more cluster areas with mixed use.
• More funding for pedestrian improvements.
• Needs to be leadership to say where we are moving to. Need to have a vision that is articulated and consumed by the public. Right now it's a vision of single occupancy vehicle- how do we change that?
• Optimization:
  o Accommodate people who commute out and commute into our community for industry, shopping, etc.
  o Respect importance of access to highways, airports.
  o Address accommodation of personal transportation vehicles.
  o Address new traffic control methods (i.e., roundabouts, 4-way stops, etc.).
  o Maintain/enhance transportation access to employment centers.
  o Re-allocating uses/real estate of existing streets to address new modes of transportation.
  o Encourage conversion of vehicles to alternative fuels.
• Paradigm shift - restructuring of transportation system needed to adequately serve the population.
• Permanent/sustainable funding for transportation.
• Simple shuttle system - funding (reallocating cost) barriers to ridership, ease of use, enjoyment.
• Sliding cost for paratransit (i.e. Dial-a-ride); for all underserved groups.
• Stops are places for advertising revenue.
• System is structured around auto (100 years), distances are great, etc.
• The Plan needs to address bicycle and pedestrian education policies.
• The Plan needs to address capital project and operations and maintenance funding shift to non-single occupancy vehicles (no four/six-lane road widening, shift funds to transit, sidewalk and pedestrian improvements).
• The Plan needs to address full spectrum vehicle/bicycle sharing.
• The Plan needs to address paratransit funding and operation.
• Transportation needs to be fun.
• Transportation Avoidance:
  o Dense employment hubs, multi-use, "activity centers."
  o Encouraging work at home through tax incentive.
  o Virtual transportation: wireless internet throughout entire city; avoid traffic through technology.
  o City code re: home offices; home occupations.
  o Central parking hubs, rather than every building needing a parking lot.
  o Ride-sharing.
• Transportation Diversification:
  o Convenient mass transit so people choose it, not just have to use it due to economic constraints.
  o Understand the tipping point to support mass transit methods.
  o Identify mass transit methods for the present and the future.
  o Ensure continued ability to move hard product in and out of City.
  o Enhance and support parking opportunities, especially for companies looking to locate in community.
• Use transit stops as destinations - you know the coffee shop is one block from this stop.
• What are the future fuels? Do we just switch to natural gas or try to go to a new technology.

9. Discussion: Sustainability

• Accomplishments should note City policy that all new buildings are LEED certified.
• Address gentrification, particularly on the north side of town.
• Be local (food, water, shopping, etc.).
• City codes are not currently as strict as other communities related to green codes.
• Create indicators; provide specific measures and clear definition of sustainability.
• Differing opinions at table about amount of resource that should be devoted to natural areas vs. economic health.
• Emphasis for sustainability should be on physical environment - not equal footing with human/financial because they are dependant.
• Financing new technologies.
• Find sustainable ways to pay for what we want; innovative revisions to tax/revenue structure.
• Green building should be market driven. Think about what it costs and impact on consumers.
• Highlight community scorecard.
• Human component requires active engagement of all groups (race, economic, historically marginalized, etc.).
• Lowest economic and environmental cost, most efficient service provision.
• More choices in terms of housing as people learn to live differently; support more creative way to live.
• Much better strategic planning for sustainability.
• Need a simple definition of sustainability; it’s about the physical environment "using a resource without using it up".
• Need to conduct true cost-benefit analysis on all green initiatives; analysis should be long-term, not just immediate costs or benefits. Must maintain an appropriate balance. Get creative about how to make green initiatives cost-effective.
• Need to show more comparisons with other cities and more data about impact on consumers; more fact-based decision-making.
• "Nothing for us without us" - intentional outreach to marginalized group.
• Opportunity: give Council (and citizens) more time to review packet materials so they can make more informed decisions.
• The Plan needs to address "be local" (innovative commerce, food production, and security).
• The plan needs to address better metrics (bicycle, transportation, air quality, walking, VMT).
• The Plan needs to address improved Community Scorecard metrics.
• The Plan needs to address innovative and sustainable revenue structure with lowest environmental and economic cost for City services and products.
• The Plan needs to address intentional outreach to marginalized groups.
• This section should address sustainable funding for City services.
Plan Fort Collins
Keypad Polling Results
March 4, 2010

Votes on Snapshot Discussions
What should the Plan accomplish with respect to each Snapshot topic?

Arts and Culture:
1. How do integrate or capture and collaborate with Gen Y
2. Nurture & create an environment that values and recognizes and invites outside traditional mainstream structures.
3. Prioritization for regional collaboration
4. Communication
5. Creativity expands beyond downtown, arts in other parts of the City
6. Creative attitudes rather than artistic “things” creativity fostered through tangible projects and programs
7. Creativity should be a City value and include an economic dimension
8. Creativity ingrained from grade school

Built Environment & Land Use:
0. Address the “middle part” (not just downtown or gateways) with respect to traffic and other issues
1. Need better cooperation between City and developers to make it viable to remodel midtown.
2. How to attract manufacturing, office, etc. back to the center of the city?
3. Build out will shift community’s focus from development to redevelopment.
4. CSU connection: Recognizing the importance of the university and the connection with the City.
5. Districts: Create meeting places that are like Old Town.
6. Regional Synergistic Sustainability: Efficient Sustainable development pattern, transportation development
7. Economic Sustainability: City economic sustainability, Alternative to sales tax wouldn’t put communities against each other and provide more partnering and cooperation.
8. Flexibility that allows FC to maintain identity and creatively develop
9. Creative on how to fund, too much emphasis on taxes
10. Maintain qualities that make FC what it is

Environment and Utilities:
1. Engage the community as part of the changes and developments in green solutions and provide incentive for shift to green tech.
2. Work with HOAs and other groups to make green technologies more affordable and widespread
3. Create entrepreneurial atmosphere to encourage development and deployment of green technologies
4. Recycling incentives
5. More outreach
6. Monitoring and action
7. Distributed power

Finance and Economy:
0. Improve BFO process to focus more on community priorities, identify priorities need to be more transparent, stick what should be done, not what can be done, more community involvement.
1. How do we create sustainable economic development? Opportunity to evaluate greater reliance on property tax or city income tax, user fees and tax base.
2. Need better retail mix, opportunity for Foothills Mall for higher quality retail
3. Create balanced and targeted approach to business
4. Address the Future of Higher Education
5. Improve/develop Public-Private Partnerships
6. Advocate role to change the sales tax funding policy at the state level to address regional competition for retail.
7. Retail, grow, vacate and attract primary employment
8. Leverage existing community strengths, accomplishments (I-25 Corridor,Higher Education)
9. Focus on future opportunities like McHenry Park, Old Town
10. Enhance advocacy for regional collaboration where partnering with other communities advances Fort Collins’ priorities and values
11. Need to think about “global issues”
Health, Wellness and Safety:
1. Need comprehensive network for dental, mental health, etc. for lower income, including education for lower income and medical community.
2. Plan needs to intersect with community initiatives that exist and are successful.
3. Maintain current ration of police and fire
4. Sustaining and improving transportation to recreation facilities
5. Education and understanding of traffic laws
6. No gentrification of community involvement

Housing:
1. Address big picture continuum of housing within more specific categories (disabled, seniors) with a continuum within category
2. Develop local ways to raise funds/resources
3. Expand details of the Land Bank program
4. Reevaluate current tools (e.g., density bonus)
5. Need rental housing
6. Maintain quality of housing stock
7. Mixed use development with density

Natural Areas, Parks, & Recreation:
1. Collaboration with community orgs and various depts for better use of resources/facilities
2. Develop a longterm bike safety plan
3. Balance between growth and conservation
4. Need to think about how alternative transportation will affect trails

Transportation:
0. Paradigm shift—restructuring transportation
1. Transportation needs to be fun
2. Develop a clear vision for the future that allows for change
3. Simple shuttle system
4. Transportation avoidance
5. Optimization
6. Transportation Diversification
7. Think of cars as alternative to bikes
8. Think about opportunities for rail corridors
9. Maintain street infrastructure
10. Density needs to be thought about to make transit viable

Sustainability:
1. Create indicators
2. Address sustainable funding with lowest environmental cost for City services
3. Intentional outreach to marginalized groups
4. Improved Community Scorecard metrics
5. Cost benefit analysis on all green initiatives
6. Urban food considerations
7. Leverage Mason corridor to test new transit methods
8. “Be local” actions
9. Policy and methodology reform
10. Efficiency of current practices

Are you...
1. Male? 52%
2. Female? 48%
What is your age?
1. Under 15 0%
2. 15-19 0%
3. 20-34 2%
4. 35-44 26%
5. 45-54 35%
6. 55-64 19%
7. 65 & better 16%

Where do you work?
1. Private Business 37%
2. Government 12%
3. Non-profit 17%
4. Education 15%
5. Student 0%
6. Retired 0%
7. Elected Official 2%
8. Other 10%
9. I do not work (not retired) 5%

Where do you live?
1. Map Area 1 23%
2. Map Area 2 23%
3. Map Area 3 21%
4. Map Area 4 16%
5. Larimer County 16%
6. Outside Larimer 0%

Can we count on you to continue to participate in Plan Fort Collins?
1. Yes, online only 0%
2. Yes, online and at meetings 97%
3. Yes, meetings only 0%
4. No 0%
5. Not sure 3%

Check out the Plan Fort Collins website!
- Online survey and opportunity to comment
- More information on overall process
- Sign up to be notified of upcoming events

fcgov.com/plan
221-6376