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**MINUTES
CITY OF FORT COLLINS
FUTURES COMMITTEE MEETING**

Date: October 12, 2015
Location: CIC Room, City Hall, 300 Laporte Ave.
Time: 4:00–6:00pm

Committee Members Present:

Wade Troxell, Chair
Kristin Stephens
Gino Campana

Committee Members Absent:

City Staff:

Darin Atteberry, City Manager
Dianne Tjalkens, Admin/Board Support
Tyler Marr, Graduate Management Assistant
Laurie Kadrach, PDT Director
Ginny Sawyer, Policy and Project Manager
Delynn Coldiron, Neighborhood Services Manager
Josh Weinberg, Senior City Planner
Annie Bierbower, Civic Engagement Liaison
Christine Macrina, Publicity/Marketing Technician
Kelly DiMartino, Assistant City Manager
Wanda Winkelman, City Clerk

City Staff Absent:

Jacqueline Kozak-Thiel, Chief Sustainability Officer
Jeff Mihelich, Deputy City Manager

Invited Guests:

Mitch Majeski, Pastor, Summitview Church
Bob Overbeck, Councilmember

Community Members:

Kevin Jones, Fort Collins Area Chamber of Commerce
Dale Adamy, citizen

Wade Troxell called meeting to order at 4:05pm

Chairman Comments: Futures is a subcommittee of Council, an opportunity to address items not directly on work plan. Have discussions about horizontal issues and approaches as a community.

Darin Atteberry added the City was invited to a presentation on neighboring last year and felt it was a good topic for Futures. Mitch will discuss what is happening in the faith community in Fort Collins.

Approval of Minutes:

Kristin moved to approve the August and September minutes as presented. Gino seconded. Motion passed unanimously, 3-0-0.

Think Tank Item 9-2015: Art of Neighboring—*Mitch Majeski*

On board of Fort Collins Church Network. Art of Neighboring curriculum materials have been presented at 22 local churches. Impetus was a program for children at his church (around the world in 60 days) that included visitors who talked about life in different parts of the world. A woman from Ghana told children that in Ghana neighbors lives are interwoven. She noted that people here do not know their neighbors. *Bowling Alone*, by Robert Putnam gives a synopsis of social data from WWII to 2000. He found a decline in participation in community programs/organizations, such as Kiwanis, PTA, and other local churches and community groups since the 1960s. National organizations have been growing (not chapter based). “America is phoning it in.” We have moved from active, face-to-face participation to writing checks. Even social activities such as having people over for dinner is declining. A negative effects is increased political polarization. Seeing more ideological division between democrats and republicans over the last 10 years. Viewing other party as threat to nation’s well-being. Also a decline in civic engagement—more dangerous/fearful for individuals to stand up. Can become a much larger issue. Other negative impacts of not knowing neighbors is less immediate care for residents, harder to age in place, neighborhoods become less safe, reduced local economy, fewer interactions, less networking, etc. Reduced social capital. Many of community’s ills would be solved by having closer community/better neighbors. Mission: Love where you live (people, friendly city). Vision: fostering contributive commitment to their city via a contributive commitment to their neighbors. Affect lives of those near, for good. Goals: 1. Greater civic engagement. Many have same values, but different prioritization. We are not getting to the level of discussion to understand commonalities. Neighboring breaks down barriers. 2. Lower demand on government and nonprofits. 3. Improved local economy. Increased “residence longevity.” Seniors can stay as long as possible because being cared for in place. Strategic planning: neighborhood districting, zoning changes to allow more community centers, preserve key partnerships that can do what the City cannot. Faith community can provide moral reasoning. TBL: Economic impacts—spending in your city. Environmental—sharing resources, less waste, carpooling, etc. Social—more care for children, elderly and disabled; reduce negative impacts of gentrification, responsibility for neighborhood and people, fostering ideas, collaboration, mentoring, development (personal and professional), etc. Influences, barriers, and policies that affect outcome—zoning, You+2 (keep neighborhoods healthy), citywide festivals may draw people out of neighborhoods, gentrification (Smart? Socially concerned?), social media (some messaging needs to be face-to-face). If only promote via media you do not build relationship. Next steps: continue neighboring district project, develop the conversation, promote and diversify message. Informal vetting of neighborhood leaders—need to be already known for promoting good. Empower them with future plans and voice to lead. Identify those who are already invested and involve them.

Comments/Q & A:

- Last year were talking about pushing festivals out to neighborhoods, including at Beattie Elementary. Intentionally creating event for neighborhood.
 - Pro-Challenge/FC Bikes: Neighborhood brought in bands and food trucks, and worked with Associates in Family Medicine and local church for big event. 2500 attendees in neighborhood. Walked and rode bikes to event.
- *Bowling Alone*—same thing happening in professional organizations. Millennials tend to be conflict-averse. Hunger for working together.
 - These are people most excited about Art of Neighboring.
 - Land use planning—different parts of city and how developed over time. Can see orientation to river, wide streets at first. Later more suburban, fewer alleys, more cul-de-sacs, barriers between neighbors, south is more car-oriented; now higher

density, activity centers, artisan village, etc. Safe Routes to School, multimodal transportation to get people together. Art of Neighboring is utilizing what we already have.



- First steps are simple: take plate of cookies to neighbor and introduce selves. Sustainable, tangible, easy.
- Neighborhood Night Out—people really like this event, food, good moods. Hope this is a sign we have more of this than we think. Those who signed up and wrote grants are potential neighborhood leaders. Good place to start.
 - Our role as City. CityWorks 101 grooms leaders. Art of Neighboring class? Could make a difference as it grows.
 - When people think they need to leave a neighborhood because of changes in neighbors/demographics, it changes a person's whole outlook on life.
 - Offer certification courses to take learning back to neighbors. Mental health and other benefits.
 - Swimming upstream, against growth and polarization, social media (depression directly proportionate to use of social media). Trends are going in different direction.
- Livable neighborhoods: How do we measure that? What does it mean? This is interpersonal relationship. Relationship excellence is listening, appreciating, and trusting.
 - Collateral benefits. Hard to articulate. We have a center for public discourse.
 - Have a civil discourse through respect.
- Milwaukee Big Ideas meeting: Inclusivity. The keynote used Ferguson as bad example, not knowing the town was represented in the audience. Led to conversation and public apology. What happened in Ferguson could happen anywhere. Foundational work, relationships, can be relied on when this type of thing happens. Ferguson is doing great work. Connection between that conversation and building structure to deal with adversity.
 - Different approach to news and other media because live in a diverse neighborhood; try to understand differences/nuances. Learn more as a result.
- Concern: There are people who are not engaged—different socio-economic backgrounds. We often hear from the same people. Do we have barriers that prevent engagement? We want to hear full voice of Fort Collins. Engaging in the ways we know, but still people who feel marginalized. Part of decision making and process.
 - Opportunities to make decisions in small spheres, then go broader.
 - Go into communities to do that?
 - Have to go to them. People are not coming to City Council meetings—busy, work, etc. Listening sessions.
 - Want listening sessions to be more robust.
 - Most engaging conversations happen when attend neighborhood events. Can there be a system to make easier for community members to invite councilmembers?
- Committed to forming districts to keep sense of place and grow community. Delynn and Josh are working on project—have mid-cycle offer in to develop strategic plan. Will report back to Council shortly after beginning of the year.
 - These districts different from Council districts. May be self-defined groupings.
 - Creation is still being evaluated. Seeing if way to keep Council districts, with formations within. Working under premise of Bowling Alone.
 - Contemplating having a community coordinator in each district?
 - Evaluating different methods such as teams, central coordination with liaisons, assignation according to main concerns of area (planning, streets, etc.).

- Minneapolis has well-formed neighborhoods. Stakeholders, not just loud voices. Grassroots force.
- Next Door: Hasn't had much success, people hijacking conversations.
 - Talk to coordinator of Quail Hollow's Next Door. He has coached entire neighborhood on how to use site. Best people will not raise their hand. Have to find them, ask questions. Start with those who applied for Neighborhood Night Out. Database of names, invite to City Hall and ask what they know. Hidden fabric.



DO: Next Steps

- Start with those who applied for Neighborhood Night Out. Develop database, invite to City Hall, and ask what they know. Find leaders.
- Leadership training course like CityWorks.

Think Tank Item 10-2015: Periodic Review Process/Citizen Engagement Strategies—

Ginny Sawyer, Kelly DiMartino, Christine Macrina, Wanda Winkelmann, and Annie Bierbower

Trends: online/social media continues to emerge as engagement. (“thin” engagement as opposed to “thick” which includes relationship building). Public engagement has become an industry. Citizens prefer shorter/accessible/fun means of engagement but also desire meaningful engagement. Have systems and process piece—infrastructure and capacity (surveys, transparency, plans, training, etc.). Need to develop more effective network of tools, continue to build capacity internally and externally, determine how to reach segments of population, and develop data and metrics. Have strategic plan which can be updated. Creative Connections include social media, instant polling, IdeaLab, etc.—Responding to shift in how people receive and respond to information, engaging more as individuals than as groups, wanting easy/fun/accessible method for participating. Collect GIS specific location feedback. Visual storytelling, use phone and skype? Comment boxes?. Meaningful Interaction—citizens desire meaningful role in creating community. Shift for City to be convener for conversations. Working with Center for Public Deliberation. Effective engagement includes being more culturally sensitive and offering more ad hoc opportunities. Involved parties can be those interested, impacted or experts.

Comments/Q & A:

- Have we done an inventory of all the ways the City touches individuals in the community?
 - Service connections or asking questions?
 - Both. Thousands of contact points daily. Each is an opportunity. Emergent ways of communicating/conveying information. Organic and complex ways neighborhoods and districts are formed. Think about how we contact citizens.
- Staff feels like they have to engage particular groups.
 - Implemented Engagement Summary, so if there is a group that needs communication can identify in advance.
 - Tone that have to reach certain groups as check boxes or else.
 - But want groups to be heard.
 - Ex: Senior Advisory Board—staff presented and got feedback and left. Board felt like a check box. Didn't discuss their needs or issues. So many boxes to check, hard to have authentic conversations. Especially when have to visit many boards and commissions.

- Problem in messaging. Anything short of getting what they want is a failure. Change message to wanting them engaged to make the outcome better.
 - Staff is good at that messaging. Ex: Addressed things unfeasible/cannot be done. Building network of citizens. Won't solve problem, but will do best to make great community.
 - Environmental Strategic Plan: many boards asked about water. Discussed how plans fit together as a result. Enjoy those pieces. AHSP, addition of Board of Realtors made it a better plan.
 - Balance of quantity and quality. Won't be as helpful if have limited time to get to a bunch of boards. Constantly balancing time limitations, quality of interaction, and checking boxes.
 - Board of Realtors and AHSP—was first time they engaged to make it better, and will most likely see improved engagement from them.
 - Open house format doesn't work with everyone, especially millennials.
 - Difference with millennials is will come based on cause.
- Policy issues framing: Are we going to do something? Or, how are we going to do the something? Don't have clarity on purpose of engagement. Value in Engagement Summary is to be more thoughtful.
- Systems and process piece: short term rentals is an example. Stakeholders contacting staff wanting to solve problem now. Not ready yet.
 - Must be authentic when don't know what direction going.
 - Multilevel surveys—answer questions on more than one topic.
 - Have attached forums together to try to get diverse voices. Limited success.
 - Council gives direction to get more feedback.
 - Get feedback that allows staff to craft options.
- Board and Commission structure: Having Super Board meetings. Push to align work plans to Council. Boards and staff should know what topics are on what work plans. Hope to get to point where boards are inviting staff in to learn about various issues.
 - Evolving and learning. Training will be important piece as move forward.
- How do we get more people to listening sessions?
 - Peter Kageyama suggested after hours, beers, etc. Boards are not shy about opinions.
- Is the board and commission structure filtering out people you don't want to hear? Why are they there? Are you setting up a system to filter out complainers?
 - Have been grappling with this. Boards have served the community well, but will same tool continue to be effective? How do you transition to next best practice so people don't feel opinions are not valued? Abrupt change that was proposed did not go over well. Know that millennials won't be contacting local government that way. In lifetime Council meetings will change. Now we have microphones/TV; structure makes people nervous. Getting real opinion? Desire is co-creation.
 - Move out of commissions mindset and into creative spheres.
 - Active participation.
 - Not paternalistic.
 - Have change come from boards and community.
 - Super Boards are good way for people to get involved in additional topics. Those participating are open to working with different people, collaborating, etc.

- Concerns with restructure were about communication and engagement, not about structure/format.
 - Give boards projects to achieve, in order to give back to community.
 - Want to give time for a reason.
- Best success with listening sessions were ones on specific topics.
 - Inviting co-creation.
 - Council can talk about topics they love.
 - Pilot skyping as part of this.
- Visiting schools. Youth advisories. Builds into existing structures. Link into community discussion. Recognition of other deliberative bodies we can link to.
 - Authentic and meaningful communication.
 - Council comment is intimidating. School model is way to reach youth and engage early.
 - Vancouver, Council would go to neighborhood associations (formal). Had neighborhood action plans. Department heads were liaisons to neighborhoods. 3-4 visits per year. Would be well received here; less formal.
- Council makes better decisions when we have input. Rely on diverse voices. Don't want to be in bubble or vacuum.
 - Tap into hidden fabric people—they have broad understanding of neighborhood needs. They are solving problems now. Multiplicative wisdom.
- Better staffing resources to address issues. Making headway.
 - Kelly is hiring director of public engagement. Will get her/him on-boarded then begin strategic plan update.
 - Suggested reading: *Public Participation for the 21st Century*.

DO: Next Steps

- Request for staff to let Council know when public surveys/online questionnaires are happening.
- Create mechanisms to allow for citizens to invite Council to events, including messaging.

Future Agenda Items

- November: Volunteerism; 2016 Agenda Planning
- December: Keep Fort Collins Great tax end/ Revenue Diversification/Ability to deliver services long-term
- January: Arts and Culture; Smart Cities
- February: Diversity and Inclusivity; SUAS
- *Unscheduled: Shared Economy (Uber, vacation rental, etc.)

Meeting adjourned at 5:52pm.