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

Date: January 11, 2016
Location: CIC Room, City Hall, 300 Laporte Ave.
Time: 4:00–6:00pm

Committee Members Present:
Wade Troxell, Chair
Kristin Stephens

Committee Members Absent:
Gino Campana

City Staff:
Darin Atteberry, City Manager
Jeff Mihelich, Deputy City Manager
Jacqueline Kozak-Thiel, Chief Sustainability Officer
Dianne Tjalkens, Admin/Board Support
Jill Stilwell, Cultural Services and Facilities Director
Wendy Williams, Assistant City Manager
Sam Houghteling, Industry Cluster Coordinator
Ginny Sawyer, Policy and Project Manager
Tom Leeson, Community Development and Neighborhood Services Director
Dan Coldiron, Chief Information Officer

City Staff Absent:

Invited Guests:
Bob Lachenmayer, Positive Energies

Community Members:
Dale Adamy, citizen
Randy Mergler, citizen
Kevin Jones, Fort Collins Area Chamber of Commerce

Wade Troxell called meeting to order at 4:02pm

Approval of Minutes:
Kristin Stevens moved to approve the December minutes as presented. Wade Troxell seconded. Motion passed unanimously, 2-0-0.

Chairman Comments: None.

Think Tank Item 1-2016: Art & Culture—*Jill Stilwell & Wendy Williams*

Current State/Cultural Services Department

- Museum of Discovery
- Lincoln Center

- Gardens
- Art in public places
- Etc.



Lincoln Center

- Completed Cultural Facilities Plan before renovation—making right investments.
- Future: 1800 seat performance hall.
 - Own NW corner of Mason and Mountain for facility.
 - Downsize Lincoln Center to 800 seats (from 1180) when construct new facility. Add other amenities in place of seats.
 - Current stage is half height should be to manage stage/props.

Museum of Discovery

- Model for public-private partnership.
- Travelling shows.
- Maintain historic items in perpetuity.
 - Trolley car barn is storage. Not highest/best use.
 - Need 20Kft² facility that is climate controlled.

Gardens on Spring Creek

- Full build out in next two years.
- To include butterfly conservatory.

Art in Public Places

- Artists join team to meet goals.
- Maintenance included.

Other Initiatives

- Community Creative Center at the Carnegie—collaborative/gallery space.
- Downtown Fort Collins Creative District
 - Geographic/promotional district.
 - Two year candidacy, then submit for certification.
 - Promotion and resources become available: signage, microloan availability, etc.
- Scientific and Cultural Facilities District
 - Countywide/community-driven district.
 - Voter approved tax.
- Bohemian music initiatives.
- New Maker Spaces, including at CSU.

Strategic Planning

- Cultural Plan, Plan Fort Collins, EHO Strategic Plan, etc.
- Cultural Plan update in 2018. Goals:
 - Sustainable, valuable
 - Develop arts council
 - Identity as cultural center
 - Sustainable funding
 - Strengthen local economy
- Additional recommended facilities:
 - South-side community center
 - Lindenmeier Site science and history satellite
 - Large open space at Gardens

- Renovation of Club Tico.
- Themes:
 - Makers movement
 - View creatives as entrepreneurs, workforce, part of economy.
 - Help creatives stay here (or return).

Comments/Q & A:

- Groups who won't come to Lincoln Center because too small?
 - Long term view of what market will support. For large acts need larger capacity to keep ticket prices reasonable.
 - Support local artists as well with smaller venue/s.
 - Acoustic issues: \$750K to upgrade sound system. Right investment?
- Must be able to show relevance of 1800 seat theater space. Make sure doesn't become obsolete as community moves toward boutique/intimate experiences.
 - Will discuss in Cultural Plan update.
 - City Plan will be updated 2017/18. Consider timing accordingly.
- Signature architecture for new facility? Seeking donors?
 - Potential for iconic building. \$70-80M project. Strategy: public funds, campaigns, donations, sponsors, etc.
 - Futures may help define community architect for build out.
 - Hampered by historic preservation?
 - Across street from historic landmark. Must fit neighborhood.
 - Modern—doesn't need to blend. Can stand out.
- Defining arts and culture of Fort Collins—more performance than sculptural—music scene. Develop a niche.
 - Have mature organizations that need to evolve: change, merge, or dissolve. New groups entering. Help artists and organizations be more entrepreneurial. Treat as part of workforce.
- Leveraging Art in Public Places? Opportunities for private?
 - Iconic piece/s and leveraging private dollars.
 - Small, local pieces great. Large iconic piece draws visitors.
 - Example: Sculpture gardens in Loveland.
- Keeping affordable housing in mind with all initiatives.
- Scientific/Cultural district is strange combination. Anthropological focus?
 - In other places includes natural history museum, zoo, etc.
 - City has not brought forward due to other priorities. If enough signatures may take to vote in November. May seek Council support.
 - Citizen-based dialogue.
 - Required to be run at county-level.
 - Only one district allowed in county. Sunsets in 10 years.
 - Opportunity for collaboration.
- Who is working on maker spaces?
 - Creator Hub is membership driven (tech oriented), CSU has spaces in various departments, libraries are getting involved (space, not equipment), Carnegie will offer space, Poudre High opened one in library. Northside Aztlán has Lego robotics program.
- Programming around arts education?
 - Partnerships for infrastructure. Example: SBDC track for creative entrepreneurs.
 - LEAP—leadership in fine arts program at CSU.
- Potential for ex-patriate program to bring Fort Collins natives back who have been successful elsewhere.

- Diversity in arts: Acknowledge Latino community members, esp. with gentrification in primarily Latino neighborhoods. Maintain and celebrate culture and spaces.
 - Culture as another element in bottom line—how does cultural dimension impact people?
- Landmark preservation—get beyond “50 years makes it special.”
 - Land use, clusters, urban agriculture. Ground in historic elements of community. Integrate. Inform landmark preservation.

DO: Next Steps

- Iconic Architecture:
 1. Start fundraising conversation for larger venue
 2. Larger installations
 - Use funding for archeological site
 - Ex-patriate program—showcasing Fort Collins natives
 - Make sure art reflects diversity and inclusion: where and what.
 - Link resources to inform landmark preservation.
 - Consider timing of Cultural Plan update
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Think Tank Item 2-2016: Smart Cities—Bob Lachenmayer

Introduction by Wade Troxell: COO of Positive Energies, formerly with Schneider Electric, involved with CCEC and FortZED. Opportunity to evaluate how integrate services with IT. Decentralization movements. Smart Cities—design thinking.

Background: Researching replicable business model for companies to make money. Whole-systems microgrid infrastructure and implementation. Disaggregation is a movement—digital manufacturing allows manufacturing in local environment. Driven by access to information. Smart phone has changed expectations and how world can respond to us. Smart Cities is about imbedding intelligence and creating interactive experiences customized for individuals. Big brother versus value added.

Why invest in adding technology to infrastructure

- Economics: efficiencies created. Ex: smart phones.
 - Business model challenge: balance overall long-term value with upfront cost.
 - Sustainability
 - Competitiveness: city governments will compete on world stage—making decisions. Long term viability.
- Resiliency: must maintain services even in disaster—water, energy, mobility, communications. Urban management IT infrastructure.
 - Operate in integrated fashion.
 - Supports live/work/play.
 - Citizens, business and government interaction/sharing of information.
 - Social/political decisions need to be made with people.

Outcomes—Unifying Vision

- Happy, safe, healthy citizens
- Innovative and thriving enterprises
- Smart government
- Smarter utility services

Capital vs. Operational

- Day-to-day is capital focuses (2-year budget cycle)
- Balance with long-term vision. Investment.



Focuses

- Continuity
- Collaboration and Integration—planning and executing—biggest challenge
- Cross-infrastructure benefits
- Tweak business models to support better outcomes

Comments/Q & A:

- City is responsible for infrastructure, water, health, safety, property, etc. Assets like airports, economic health, research university, shared economy, land use. Also have issues such as trains.
 - Critical to have clear vision for reasons for implementation—value to community. Role of government is services and management. Utilize information to help people get along.
- Disruption: land lines obsolete.
 - Innovation replaces old way.
 - Opportunity. Ex: evaluating broadband. TBL. Putting pieces into place.
- Business model, alignment of priorities, and change management. Help people see potential. 20% early adopters, 20% will never change, 60% wait to see. Need leadership to drive change and stay course. Time and vision.
 - Open data initiative, government transparency.
 - Alignment to City goals.
 - Challenge: procurement model. Lifetime, maintenance, and long term vision need to be included in decision making, not just cost. Whole systems approach/integrated infrastructure. Make sure siloed systems can communicate.
- Talking about becoming a platform people can build on. Co-creation. Building community.
 - Citizens are the government. Differentiate. Ex: cell phone is platform for apps—doesn't do much on its own. But manufacturer has to structure design of platform. Look at dynamics of structure and capabilities want to imbed. Build from there.
 - Platform is City infrastructure. Analogy: investment in rural electrification—no guaranteed ROI at time, but has driven economy since.
 - City regulates to protect greater interests—maintain business models that service community in fair/equitable way.
- Who is left behind in this model? Homeless? Not connected to internet? Two cities?
 - Can help create equity/better accessibility. Ex: working with low income housing to create efficiency in built environment, fixed cost energy generation. Leverage intelligence for whole system.
 - Equity in CAP: move the needle, plus engaging individual citizens. Sensitive to need.
 - Requires rethinking business models. Current utility model forces cost of infrastructure to those who can't get off the system. Ex: Solar. Upfront cost is prohibitive. Disaggregate system. Utility brings in fixed cost energy source.
- Transportation, waste to energy, etc. City role to integrate.
 - Ex: Duplicate investments in monitoring systems. Could all use same systems. Must be compatible.

- Efficiency in access and integration of data.
- Long-term open architecture.
- How to get away from concern of investment? Fear of cost.
 - Challenge. Creating new level of service, and quickly. Managing risk. Hard to make sure all projects act in concert. In process can leverage capital from other sources. Public-private partnerships. Consortium with other cities manages risk.

DO: Next Steps

- Smart collaboration
 - Considering social implications of implementation
 - Implementation of CAP
 - Bringing everyone along/engaged
 - Variety of values
 - Co-creation/Triple Helix/P3s—financing
 - Continue discussing throughout organization and community.
 - Define values that inform platform.
 - Challenge business model—stay open to new ideas.
 - Demonstration projects. Discover barriers.
 - Follow up with presentation to executive team. Bob and Darin will arrange offline.
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Future Agenda Items

- February: Diversity and Inclusivity
 - March: Shared Economy
 - April: Community Architecture
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Meeting adjourned at 6:08pm.