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

**Date:** March 14, 2016  
**Location:** CIC Room, City Hall, 300 Laporte Ave.  
**Time:** 4:00–6:00pm

**Committee Members Present:**  
Wade Troxell, Chair  
Gino Campana

**Committee Members Absent:**  
Kristin Stephens

**City Staff:**  
Jeff Mihelich, Deputy City Manager  
Jacqueline Kozak-Thiel, Chief Sustainability Officer  
Dianne Tjalkens, Admin/Board Support  
Ginny Sawyer, Policy and Project Manager  
Mark Jackson, PDT Deputy Director  
Honoré Depew, Environmental Planner  
Patrick Rowe, Redevelopment Coordinator  
Sam Houghteling, Industry Cluster Coordinator  
Paul Sizemore, FC Moves Program Manager

**City Staff Absent:**  
Darin Atteberry, City Manager

**Councilmembers:**  
Ray Martinez  
Bob Overbeck

**Invited Guests:**  
Brooks Rainwater

**Community Members:**  
Dale Adamy, citizen  
Kevin Jones, Fort Collins Area Chamber of Commerce  
Jeff Meurer, Design Thinker

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**Wade Troxell called meeting to order at 4:04pm**

**Approval of Minutes:**  
Gino moved to approve the February minutes as presented. Wade seconded. Motion passed unanimously, 2-0-0.

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**Think Tank Item 4-2016: Shared Economy—*Brooks Rainwater***

- Leading in the Age of Disruption: transportation, workforce changes, sustainability

- Sharing economy—disruption in business model. Laws govern transportation, hotels, etc.; these business models disrupt.
- Why happening?
  - Urbanization: rapid
  - Economics: cost of living in cities is high, less money coming out of recession
  - User preference/lifestyle: wanting digital overlay on life—smartphones, etc.
- Collaborative Economy Honeycomb—Impacts
  - Housing, transportation, municipal services (ex: heavy equipment, underutilized space, etc.), utilities, space, etc.
  - Can have broad impact on economy.
- City sentiment study on homesharing and ridesharing.
  - Not much regulation.
  - Led to meeting with municipalities re:
    - Innovation
    - Economic development
    - Equity and access
- National scope: biannual survey on economic conditions.
  - Concerns: Public safety, protection of traditional service providers.
  - Benefits: increased entrepreneurial activity, improved services, increased economic activity.
  - Overall, supportive of sharing economy—ridesharing a benefit to community; homesharing had less support.
  - Most cities not regulating. Moving in that direction. Very few cities banning.

**City of the Future Project**—forecasting 15-20 years out.

- Shared network/driver-less vehicles/electric
- Identified 5 key areas:
  - Tech, climate, demographics, social issues, economic issues.
- Tech and mobility—
  - Planning for demographic changes, infrastructure finance, mobility systems, etc.
  - Need better data to move toward multimodal system.
  - Analysis of large cities: Only 6% of long range plans included driverless tech. Did not include Uber and Lyft in long range plans. 50% included plans for new highway construction.
    - If moving toward shared-use/driverless vehicles would need fewer roads—utilize existing better.
    - By 2040 road environment should be different.
- On-demand economy: large labor impact.
  - Uber drivers to 1099 economy.
    - Good jobs, or less money?
    - Replacing traditional jobs with contract work.
- Changing way occupy workspace.
  - Millennials and Gen-Xers will be largest demographic in workforce.
  - Impacts on downtown/how office space is used.
- Changing industry.
  - Shifting union politics—unions shrinking.
  - Manufacturing coming back, maker movement, but automation will continue to impact factory environment.
    - Hollowing out of middle class jobs.
    - Workforce development focused on today; should be on future.
- Equity and economic development

- Investments in infrastructure.
- Investment in workforce.
  - Soft skills/creativity important assets—adaptability.
- Infrastructure Finance
  - State infrastructure banks.
  - Public-private finance options.
  - Changes how projects are evaluated.
- Public and private mobility systems
  - Seamless transportation access.
  - Increased use of apps.
  - Optimize bus lines to make more attractive.
  - First mile/last mile challenges. Determine entire route.
  - Modes:
    - Electric cars
    - Driverless cars
      - Starting with high-end vehicles
      - Hope: fleet model, rather than individual vehicles
        - Capture on-street parking and parking garages for other uses
- Shared self-driving vehicle system—infrastructure.
  - Google and others mapping systems. Using drivers as data-collectors.
  - Impacts on GHG—28% transportation. Large opportunity.
- COP21 Paris, France
  - Focus on cities. Large delegation of American leaders. Fixing climate crisis with new technologies.
- Resilience: prepare, expand, renew and strengthen.
  - Must learn to change quickly.

### Comments/Q & A:

- Issues play into neighborhood concerns; university town.
- Pressure to write ordinances around homesharing.
- Fort Collins did not have taxi service until about 5 years ago. More lean toward Lyft, Uber, etc.
  - Taxi companies are resisting Uber. Some regulations starting. In other states taxi drivers are joining Uber. Want to make sure background checked, safe vehicle, etc.
    - Chicago regulates drivers based on number of hours driving.
    - Insurance.
  - Policy changes started happening in gas crisis. Not new.
- Seeing more flexible work schedules as office size decreases. 200ft<sup>2</sup>/worker to 120ft<sup>2</sup> per worker.
  - With mobile apps, less need to walk.
  - Moving toward more open office spaces as well. In high cost areas push to condense.
- Uber wages?
  - As more drivers online, rates/wages have decreased. No negotiating pay.
  - Hourly wage they could be getting?
    - Conversations with Uber, Lyft and Airbnb to do analysis, but careful with data. One report for New York market—average driver \$75K/year, but questionable assumptions around cost to driver. Not reliable data.

- Uber researching implementing driverless fleet. Challenge: competition with public transportation.
  - Pilot to use Uber to make deliveries. Will expand.
  - Farming industry using driverless tractors.
  - Will be big change for communities.
    - 4-5M people drive for a living in this country.
- Fort Collins focusing on last mile—bike share, car share, multimodal—GHG goals.
  - London and Stockholm doing best.
  - Bridj is on-demand bus service.
  - Flex-routes—passenger van leaves corridor for small trip, and returns to bus line.
    - How will driverless tech impact that? Collect data, determine routes, so can optimize when available.
- Envision driverless space rather than merged space. Uncertainties/variabilities. Controlled environment.
  - Guideway or protected lanes.
    - During transition to critical mass.
  - Less demand for parking spaces.
    - Network system—vehicle continues to be utilized, no need to park. Uber pool and Lyftline—getting 4 people into vehicle—carpooling.
  - Getting closer to true-cost for parking changes behavior.
    - Pushes using resources in other ways. Moving to downtown rather than suburbs. Ex: fee to enter city.
    - Portland: light rail, pedestrian and bike, no new parking structures in downtown. Behavior change around single occupancy vehicles.
      - During events Max buses are packed.
    - CSU campus discourages bringing cars. CSU, people will continue to bring cars because accommodated. People will adjust. Shifting thinking.
    - One-way cars.
      - City asked Zip about one-way options.
      - Parking fees waived for Zip cars.
- As pricing model comes down for Uber—will it have to come back up to attract people into the market?
  - Need data on people driving as full time job vs. part-time added income.
- Designing city well. Can get most needs met on foot or bike.
  - When was choice made that is goal?
    - 1997. New land use codes. New urbanism.
      - Community push.
      - New Belgium built into culture—led to impact in broader community.
      - University culture—more bikes.
      - Healthy community.
      - Infrastructure.
- Fort Collins transportation plan timeline?
  - Through 2035.
  - Where are driverless vehicles in the plan?
    - All alternative vehicles are in small section of plan.
    - 2017 comprehensive revision. 20 year window. 5-7 year updates.
- Virtual air tower at Fort Collins Loveland airport. FHA can leverage existing infrastructure. Sensor networks. Discussing blended air space—manned and unmanned aircraft, on ground vehicles as well. Peer-to-peer, device-to-device management.

Intelligent highway systems. Want to demonstrate how these models can work. Economic health strategy for northern Colorado. Attracting industry.



- CAP—looking more at climate economy—City as platform to test technologies. Creating innovation, jobs, etc.
  - District to co-locate?
    - Starting this.
    - FortZED demonstrations. Smithsonian exhibit on Fort Collins clean renewable energies. Municipal utilities. Pursuing broadband.
  - Regulatory and business model barriers.
  - CAP doesn't have section on sharing vehicles.
- Most of home share Airbnb versus BRBO?
  - Compete, but have market segmentation. BRBO is more vacation rentals.
  - Ordinances? Trends?
    - Cities not dealing with zoning issues. Collecting hotel vacancy rates. Some cities do not allow renting a home for less than a month.
    - Houston districted city. Problems with enforcement. Aspen matched homes with photos to make sure taxed. Cities should be able to tax. BRBO is classified ad services—onus on home owner to pay taxes.
    - Compatibility issues. Neighbors not happy with changing occupancy.
- Platform—provide technology that allows transaction to happen. Could a larger organization aggregate platforms?
  - Large market share—don't have to negotiate. Sharing economy advisory network started in 2014. Implementation barriers in business model. Legislation to remove local control. Airbnb and others going to state level on homesharing. Businesses want uniform regulations.
    - Fort Collins does not want to have negative impacts on certain parts of towns.
- Goods/services shared economy?
  - Etsy is good example. Platforms to share personal vehicles (Get Around). Meal sharing.
  - Bike share uses shared economy for repairs and maintenance.
  - Tool sharing, libraries.

### **DO: Next Steps**

- Apps to integrate transportation and multimodal
- Policy around true cost of parking
- Policy around homesharing
- Protected lane/infrastructure for driverless vehicles
- FortZED/City as a platform
- Transportation management plan
- CAP framework
- Data sharing

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### **Future Agenda Items**

- April:
  1. Mountain Vista Land Use and Transportation Vision —Cameron Gloss & Tim Kemp
  2. Scope of Work for Mulberry Corridor Fiscal Impact Analysis—Cameron Gloss
- May: Community Architecture—Kiki Wallace (tentative)
- June: Regional Wasteshed Discussion (tentative)

- July: 21st Century Materials Management—Vision and Framework



**Unscheduled:**

Urban Agriculture/Local Food System—

- Availability of fresh foods and goods
- Community marketplace as single location or multiple small neighborhood markets
- Use separators, open space, etc. for production
- Creating demand for product/marketing; accessibility
- Sales models—stores that carry goods, separate from farmers market model
- Kitchen Community—educational gardens

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*Meeting adjourned at 5:28pm.*