

LEGO BUILD OUT



CENTER FOR
PUBLIC DELIBERATION
COLORADO STATE UNIVERSITY

COMMUNITY
ISSUES FORUM
FALL 2017

SUMMARY
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**CENTER FOR
PUBLIC DELIBERATION**
COLORADO STATE UNIVERSITY

About the Center

The Colorado State University Center for Public Deliberation (CPD) serves as an impartial resource to the northern Colorado community. Working with students trained in small group facilitation, the CPD assists local government, school boards, and community organizations by researching issues and developing useful background material, and then designs, facilitates, and reports on innovative public events. The interpretations and conclusions contained in this publication have been produced by CPD associates without the input of partner organizations to maintain impartiality.

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Executive Summary

What you really need to know

This report explores findings from the Fall 2017 Community Issues Forum. As a precursor to the launch of City Plan, the forum engaged participants in one the predominant issues facing Fort Collins: growth. The Center for Public Deliberation collaborated with city planners to design a Lego game that would simulate what adding housing for 70,000 new residents would look like.

Participants played the game in small groups of 6-7 with a facilitator and a note taker. In total, there were 12 tables playing at once. Facilitators provided a map to each group that showed Fort Collins split into nine major regions and displayed areas of developed and vacant land. Participants at the event represented each area of the map, though there was more representation from the Northern and Western areas of town.



Key Findings

What we value

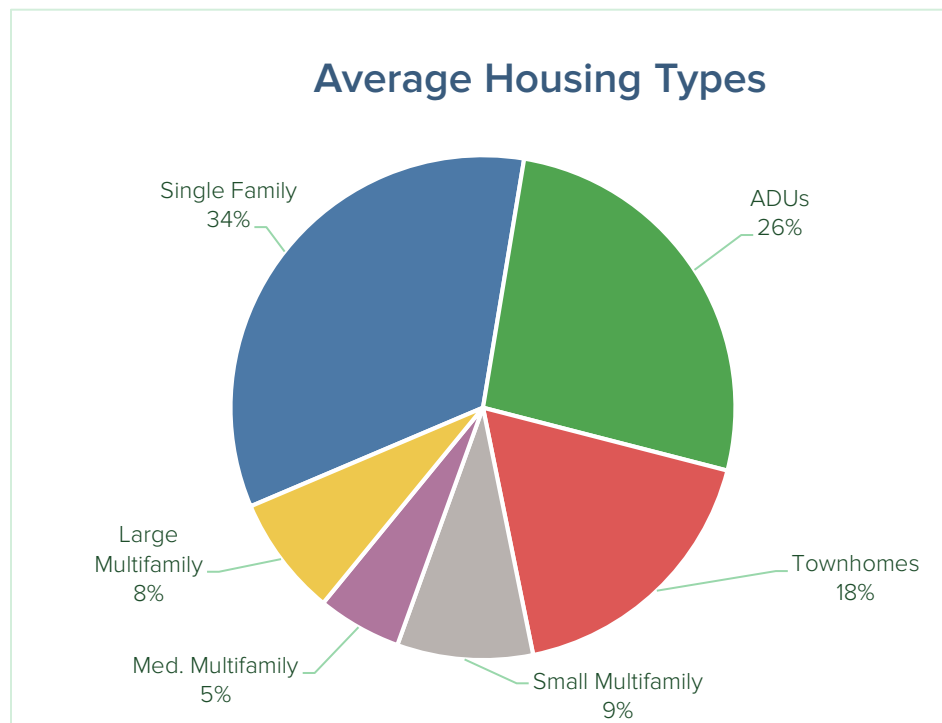
As tables decided how to place their housing, they discussed what was important to them about living in Fort Collins. Final decisions forced them to make tradeoffs between the different values they wanted to be reflected in the plan. For example, they wrestled with questions like:

- Are we willing to limit our view of the mountains in exchange for apartment buildings that can accommodate more people in a smaller area?
- How can we balance the need for sustainable transportation options and a desire for freedom of choice (i.e. parking availability)?
- Am I willing to give up some of my personal outdoor space (i.e. backyard garden) in exchange for larger communal natural resources (i.e. parks)?

Out of this process, participants cited three values as most important in city planning: affordability, safety, and transportation. Many people's personal experience with housing informed their priority with affordability. Participants also took a broader approach in wanting to ensure that people who work in Fort Collins could afford to live there. While it was identified as a value, there was a lack of concrete solutions proposed for maintaining or increasing affordability. Safety was seen as an important attribute of our current city. Part of participant's fear of growth came out of a fear that Fort Collins could become less safe, whether as a result of shoddy development or an increase in crime. More information is needed to understand the relationship between growth and safety to help mitigate fears. Lastly, participants saw housing priorities going hand-in-hand with transportation priorities. It was often expressed that high-density housing should parallel key transit routes.

A new housing mix

When deciding the mix of housing for their future city, participants were not allowed to select more than 50% single-family homes. Single family homes currently make up 63% of housing in Fort Collins. As Fort Collins approaches build out, it's highly unlikely that we could increase our percentage of single-family homes while accommodating growth. The following chart is an average of all of the tables' housing mixes. On average, participants decreased our future single-family home development to 34%. The majority of housing focuses on lower density options to maintain a small town feel. Tables achieved this by significantly increasing the development of Accessory Dwelling Units (ADUs). ADUs are a secondary living unit that is added to an existing property. It could be a basement unit, an over-garage apartment, or backyard cottage. Currently, ADUs make up less than a percent of our overall housing. Participants identified two major barriers to developing ADUs at this rate: regulation and parking. Some argued that the current ADU codes made development cost-prohibitive. Others spoke to the issue of providing parking in already tight neighborhoods.



Interactive housing map

We've created an interactive housing map that allows you to see the way different tables approached this challenge. View the map on [Tableau Public](#). There you can see the housing mix each table decided on and where they placed the housing. The major tension that arose in housing placement was around housing diversity. There were two schools of thought. One said that we should keep like housing types together, while the other said that mixing housing types throughout the city would be more beneficial. This tension raised integral issues regarding how residents see their city and call for deeper discussions.

METHODS.

Methods

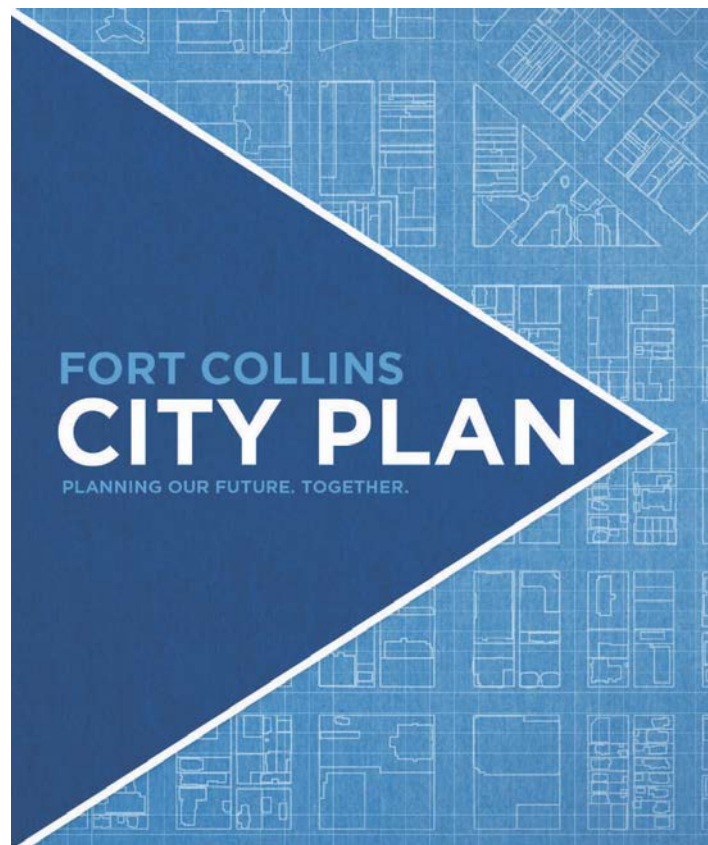
What were the goals of the event?

Each semester, the CPD partners with the City of Fort Collins on the Community Issues Forum (CIF). The CIF is intended to gather community input on contemporary issues that city staff or city council is currently considering. This year's focus is on the City Master Plan. The City Master Plan offers guidance for the next 10-30 years. Before the plan is constructed, the City looks to community members to answer questions like, "How and where will we grow? What issues do we need to address? What will our community look and feel like in the future?" Ryan Mounce and Meaghan Overton are the City Planners heading up this effort. The CIF served as a soft launch on one of the primary issues to be addressed in the new City Master Plan: affordable housing.

Outcomes

- Build the community's understanding of housing as a wicked problem
- Inform the public about growth projections and key planning terms
- Identify the primary value tensions within this issue
- Provide a fun opportunity for community members to engage in the City Plan process
- Report out on event outcomes following the event

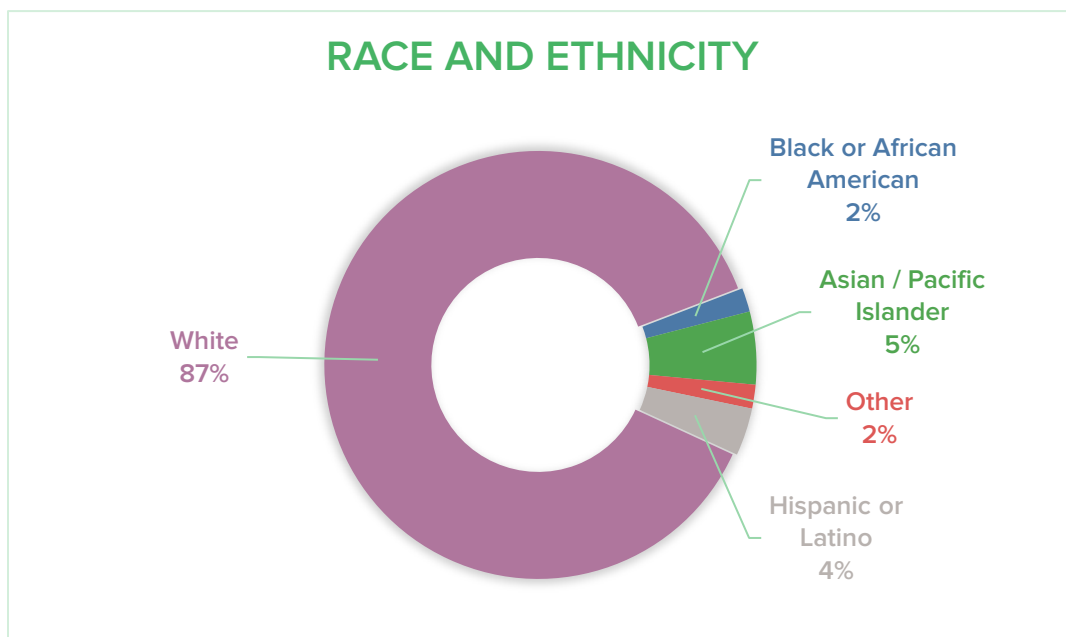
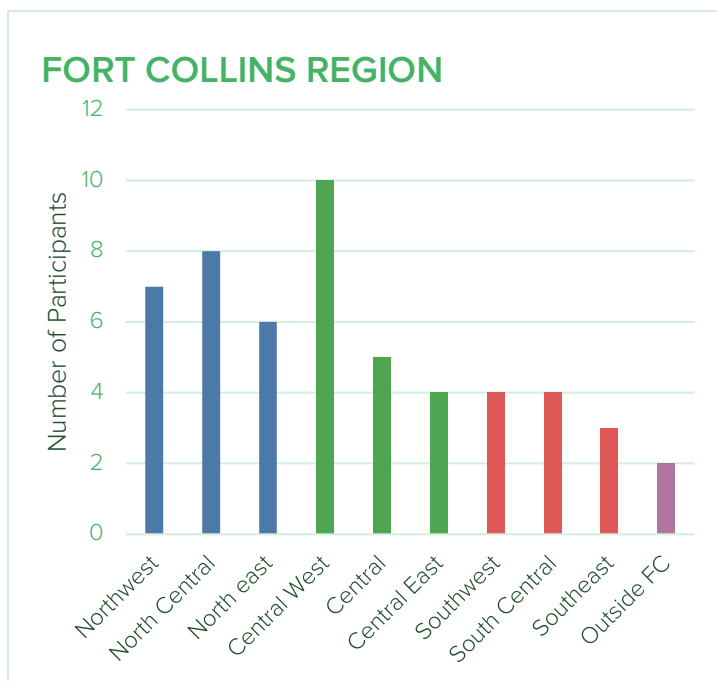
For more information and opportunities to get involved in the City Plan, visit ourcity.fcgov.com/cityplan.



Who was in the room?

At the end of the event, participants were asked to fill out a post-survey. Not everyone answered every demographic question, but the data can give a general idea of who was in the room. Overall, we had more participation from community members who reside on the north and west sides of town. It is important to take that into consideration when looking at the average housing placement.

When participants arrived, they were given a colored nametag and asked to sit at a table that matched their color. For each color, there were three tables for participants to choose from. With just 6-8 seats at each table, it wasn't possible for every region to be represented at each table. However, the colored nametags mixed people up to an extent.



What did people talk about?

DISCUSSION	PURPOSE	ACTIVITY
Build Out Presentation (25 Minutes)	Inform the audience about growth projections and our current growth management area. Set the stage for the scenarios in the mapping activity.	City Planner Ryan Mounce covered the basics of city planning, our Growth Management Area, and projections for future populations. See Appendix 1 for PowerPoint.
Event Overview (5 Minutes)	Report out on results from the pre-survey and help to frame the activity that would take place at each of the tables.	Center for Public Deliberation Program Coordinator Kalie McMonagle introduced the CPD's student associate facilitators and explained the basic rules of the game. See Appendix 1 for PowerPoint.
Introductions (10 Minutes)	Provide participants with the opportunity to get to know one another and establish common ground.	Facilitators established the ground rules for conversation: <ol style="list-style-type: none"> 1. Be honest and respectful. 2. Listen to understand. 3. It's okay to disagree, but do so with curiosity, not hostility. 4. Be brief so everyone has an opportunity to participate. <p>Participants then introduced themselves. They were asked to fill in the blank, "If I lived in my dream home, it would have _____," to get the conversation started.</p>

Mapping –
Housing Mix
(15 Minutes)

Wicked problems inherently involve tough choices. To help participants approach housing as a wicked problem, we designed a mapping game that forced them to consider some of the tough choices. The first part asked participants to consider the overall mix of housing they wanted to add.

During the first part of the exercise, participants had to decide on their housing mix. Using Lego blocks that represented:

- Single-family homes
- Accessory Dwelling Units
- Townhomes
- Small Multifamily Units
- Medium Multifamily Units
- Large Multifamily Units

They decide what percentage of each they would like with the goal of housing 70,000 new residents.

Facilitators asked participants:

1. Would you like more high or low-density housing throughout the city?
1. What type of housing would you like to decide on first/next?
2. Currently we have about 50% single-family housing in Fort Collins. Do we want that to remain the same or increase higher density housing?
3. What types of people will be joining our community? What types of housing will they need?
4. Are we comfortable with [paraphrase a recent decision]?

Mapping –
Adding
Housing to the
Map
(25 Minutes)

In this next section, participants decided where to place their housing. The idea was that as they were making decisions, they would need to think through many of the difficult decisions city planners face.

Facilitators gave participants the following scenario:

Now that you’ve decided on your housing mix, you’ll figure out where the housing should go. The blue indicates our growth management area. This is the extent to which we grow out. White areas represent vacant land. These are areas where we can put our new residences.

The gray areas are areas that are already developed. They are residences, retail, open spaces, or schools. Our map is too small to show the different types, but know that any time we place a residence in a section it won’t replace a school or an open space.

There are just a few rules to keep in mind. You cannot put housing on CSU. You must use all of your housing. A single-family home cannot go on top of an existing home. This means that single-family homes can only be added to the vacant land.

All other types of housing can go on top of existing housing, however, it’s not as simple as just creating a new building.

Accessory dwelling units can be added to existing residences. In real life, this would mean getting property owners to convert a basement into an additional residence, adding an apartment above their garage, or building a carriage house at the back of a property.

Other types of housing can be added to the gray area. In real life, this would mean that this land would need to be redeveloped. The existing structure would be replaced by the one you are adding.

Reflection
(30 Minutes)

During the reflection section, participants were asked to consider the values behind their decisions more fully.

Facilitators asked participants questions on the following topics:

Innovative housing solutions

During the scenario you had the option to add single-family units, townhouses, and apartments. Increasing our capacity may require innovative solutions.

1. What are additional ways we could accommodate growth?

Putting housing in the bigger picture

During the scenario you only had to consider housing when making your decisions. What are other infrastructure elements that will impact our city plans for land use?

1. How would your plan change if you also had to take into consideration _____?
 - a. Examples:
 - Transportation (streets, transit)
 - Natural Areas
 - Parks and Recreation
 - Commercial Land Use (nearby shopping and jobs)
2. How would the housing distribution on your map change the way Fort Collins looks and feels now?

Weighing the split and distribution

Your table developed a split between single-family homes and multifamily dwellings.

1. What would the benefits of this split and distribution be to residents?
2. What are the tradeoffs of this split? How about the tradeoffs of where you distributed housing around the city?
3. After playing out the scenario, is this your ideal split and distribution? Why or why not?

		<p>Facing the tough choices</p> <ol style="list-style-type: none"> 2. What are our biggest areas of common ground? Where do we all agree? 3. Where are the places where our values came into tension? <ol style="list-style-type: none"> a. If we have more of _____, what do we have to give up? b. Are we okay with that consequence? 4. Who's missing from our current table? How would our plan affect that person? <ol style="list-style-type: none"> a. How might your concerns differ if you were new to town? b. How might your concerns differ if you had children? c. How might your concerns differ if you were a student? d. How might your concerns differ if you lived below the poverty line? e. How might your concerns differ if you didn't have a car?
<p>Closing (5 Minutes)</p>	<p>Capture information about who attended the event and their experience at the tables.</p>	<p>Participants were asked to complete a post-survey.</p> <p>See appendix 3 for post-survey.</p>

Residence	LEGO	People	Example	
Accessory Dwelling Units 1 unit	 =500		213 S. Sherwood St. 1.5 people total in building, accessed from alley	Low Density
Single Family Houses 1 unit	 =1,000		Observatory Village Approximately 1200 people total in 544 buildings; 2.5 people per building	
Small Multifamily Buildings 3-5 units	 =1,000		223 W. Mulberry St. Approximately 10 people total in 1 building/4 units	
Townhouses 1 unit	 =1,000		Bucking Horse Townhomes Approximately 195 people in 78 buildings/units; 2.5 people per building	
Medium Multifamily Buildings 5-12 units	 =2,500		700 E. Myrtle St. Approximately 25 people in 1 building	
Large Multifamily Buildings 12+ units	 =2,500		Caribou Apartments Approximately 500 people total in 7 buildings; 50-100 people per building	High Density

What information was collected?

Table Notes. The CPD assigned a trained student facilitator and notetaker to each table. Notetakers were asked to record summaries of each section of the conversation. These notes are not a transcript and do not reflect the conversation exactly as spoken. However, notetakers attempt to capture the main ideas within the discussion and record stories expressed by the participants. Notetakers did not capture any personal identifiers and let participants know that their names would not be included. A full record of table notes can be found in the raw report.

Index Cards. Participants were given an index card for the discussion. They could use this as a scratch pad for math or write down additional thoughts they wanted to be included in the final report.

Maps. Since most of the gameplay occurred on the maps, we captured this by taking photos of the final map, tallying the types of housing groups placed in the 9 map sections, and recording the overall housing mix.

Surveys. Before the event, a pre-survey was completed by individuals who RSVP'd to the event and those who could not attend, but wanted to contribute their input. The presurvey was used to identify some of the key issues prior to the event and find out the primary identities of those who would be attending. At the conclusion of the event, post-surveys were given to each participant to fill out. The post-survey collected information on the performance of facilitators, an evaluation of the event, and demographic information.

Notetaker and Facilitator Reflection. Following the event, notetakers and facilitators were asked to provide reflection notes on the topics of conversation at their table and how the conversation went. These notes can be used to connect table notes, key themes, and pull out ideas from the tables. They can also be used to improve the process going forward, by reflecting on how the conversation went.



KEY FINDINGS.

Planning Our Future

Addressing Growth

There's little doubt that Fort Collins is feeling some growing pains. Participants shared personal stories of how much the town has shifted in the past years, "Times have changed. I bought a house in Old Town for \$69,000 and now it is probably going for \$700,000." Another participant said, "We used to be the cheap housing place. Not anymore."

Faced with the challenge of fitting 70,000 residents into the growth management area, some participants were resistant to growth itself. Others saw growth as inevitable. One participant said, "I do not want to see growth. Previously the city had a vote on whether or not the city should expand the population. We have not had a vote like that since," while another suggested, "Just tell people not to have babies." Alternatively, there were participants who felt the city couldn't control growth, but could control how we responded to it. Some recognized the influence of developers from outside the state affecting growth, while others looked at local factors: "Other cities are growing around Fort Collins, which will affect the Fort Collins community regardless of how much our city grows." Others expressed worries that trying to control growth would lead to other problems: "When you limit growth and you close the door, people will drive. That's a lot of transportation."

Design Factors

Given the challenge of fitting 70,000 hypothetical residents into our current city, participants utilized a number of factors in their decision-making process. This is an overview of the different factors. They are arranged in no particular order, because they were discussed to varying degrees at each table. Throughout the next section, this report will focus on some of the values that came up the most frequently.

- Functionality
- Affordability
- Location
- Safety
- Freedom of Choice
- Sustainability
- Convenience
- Transportation
- Diversity
- Aesthetics
- Economics
- Inclusion
- Commerce
- Accessibility
- Family
- Community
- Tradition
- Natural Resources
- Environment
- Parking
- Individual Responsibility
- Privacy
- Health



While many of these are values of the community, participants realized that it was not possible to uphold every value in every scenario. Throughout the conversation, they struggled with tradeoffs like:

- Are we willing to limit our view of the mountains in exchange for apartment buildings that can accommodate more people in a smaller area?
- How can we balance the need for sustainable transportation options and a desire for freedom of choice (i.e. parking availability)?
- Am I willing to give up some of my personal outdoor space (i.e. backyard garden) in exchange for larger communal natural resources (i.e. parks)?
- How can we make sure that our neighborhoods are safe and accessible for families and seniors, while making them affordable for low-income residents and students?
- Is it possible to maintain a small town feel while attracting a diverse, talented workforce?

Community

Many participants expressed enjoying the sense of small-town community that Fort Collins brings, which is created by the mix of people (families, students, young professionals, etc.) that Fort Collins currently has. Participants raised concerns about maintaining that sense of community as we grow. They also expressed wanting to avoid the growth pitfalls that other nearby communities, like Boulder and Denver, had fallen into. To help maintain a sense of community, participants made repeated suggestions of the following:

- Maintain a cultural center in Old Town
- Provide higher density housing for newer residents
- Build sustainability into new structures
- Provide opportunities and encourage residents to use alternative transportation in increasingly congested areas, like Old Town
- Focus on multifamily housing as a compromise between apartments and single-family houses
- Develop mixed-use areas that reduce the need for transportation, provide access to local food, encourage mixed-income living, and are designed around public transportation
- Retain some single-family communities for growing families
- Retain single-family homes by adding accessory dwelling units to accommodate additional residents
- Protect open space

What are ADUs?

An ADU, or Accessory Dwelling Unit, is a smaller unit on the lot of a single family home. ADUs have their own kitchen and entrance, separate from the primary home. They are sometimes called a “Mother-in-law-suite” or “Granny Flat,” but could also be a tiny home or updated basement apartment.

While many participants valued similar Fort Collins attributes, there were tensions between certain community values. For example, some residents wanted to mix different housing types while others wanted to keep certain housing types together. This applied, in particular, to single-family homes. Some suggested that we focus single building family homes on the city edges, while increasing a variety of housing types within the central corridors of the city. Alternatively, some folks advocated for placing apartments and housing that would cater to commuters near the I-25 edge of Fort Collins.

Another worry came in the form of isolated housing. Many expressed the view that neighborhoods and multiple-dwelling units increased community with more people living together, and that isolated housing could affect that sense of community.

“We want single-family homes; however, we need to make more space through denser affordable housing. Everyone wants the American dream, but the city can’t handle that.”

“In a perfect world, lowest density is best, but we live in a reality. I would rather see one mega complex that doesn’t block the mountains in the real world.”

Top Factors

Throughout the pre-survey and the discussion, affordability, safety, and transportation remained the top priorities for participants.

Affordability

Many participants expressed concerns about the affordability of housing in the city. Many people expressed concerns that the price of living was becoming too high, especially for single-family houses that attract young families to move into the city. Another concern was the price of student housing, especially considering the current restrictions put in place by U+2 laws making it so that no more than three people who are not related can legally live and pay rent in a dwelling.

Others worried that living in Fort Collins was not sustainable for some who work in Fort Collins, but live below the poverty line. This concern extended to public service employees, like firefighters and police officers who could not afford to live and work in the same community. There was a tension between building housing that would attract professionals that would support the industries we want and be able to support low income and blue-collar workers.

Affordability also raised concerns about specific populations. This included homelessness in our community as a current and increasing problem. Participants wanted the homeless community to be represented in future conversations. Participants also wanted to consider the needs of people with disabilities and elderly residents who need accessible, affordable housing with access to transportation.

“We need to have tiers of affordability for the various types of people who want to live in Fort Collins.”

While the participants expressed overwhelming agreement that affordability was a primary concern, there was little consensus on solutions proposed to the issue. At some tables, participants suggested rent-controlled housing options or housing that was available to specific income requirements. Others suggested that Accessory Dwelling units would reduce housing costs. In some cases, participants looked to the city to limit development that didn't put affordability at the forefront. To truly address affordability, more work is needed. Community members need to parse out more deeply what affordability means to different community members and how to address it for different residents.

Safety

People valued safety in different ways. Some of their concerns about safety came from personal experience, while others came from looking at other cities that had grown. Throughout the conversation, safety came up as:

ENVIRONMENTAL SAFETY

When participants talked about environmental safety, they were talking about the factors that could compromise someone's health in their living situation. For example, people worried that unregulated landlords could put low-income and student renters at risk. Alternatively, some participants wanted to avoid putting housing near I-25 because of the air quality or in section 6 by the wastewater treatment center. Other times, people considered housing types to be less safe. There were concerns raised that medium or large multifamily units could be a fire risk or be a source of rats.

ACCIDENT AND INJURY RISK REDUCTION

“Maybe strict stipulations should be in place by the city to hold developers accountable for safety in regards to bikers and walkers.”

This came up most frequently when it came to transit safety. Some participants expressed fear of bicycling or walking around busy car traffic. This was cited as a reason why trying to get people to avoid heavy use of cars could be difficult. Participants thought it would be important to make this a priority in transportation planning.

“What we need is slow-speed access. I don't want to be jogging/biking next to cars going 50 miles an hour. I need spaces where I'm reasonably safe.”

CRIME REDUCTION AND PREVENTION

People tended to see Fort Collins as a safe place, especially in comparison to other larger cities. People differed in how they saw growth affecting the risk of crime. For some, larger structures, like apartment buildings, were seen as potential hot spots for crime. Others pushed back, saying that higher density housing would not necessarily lead to increased crime. For example, one participant who had recently moved from L.A. said:

“Fort Collins is a safe place. Becoming more dense wouldn’t cause more crime.”

Overall, this topic requires more information to better address the causes of crime that may or may not accompany population growth.



Transportation

Transportation seemed to be a big-ticket item for many of the participants in the discussion. This came up in three different ways:

EXTENSION OF MAX SERVICE & PUBLIC TRANSPORTATION

Especially as the outer reaches of Fort Collins begin to become developed, many participants expressed the need to expand MAX bus services. This came with suggestions both to expand the areas where the MAX bus traverses as well as increasing the frequency of stops. Participants often cited convenience, accessibility, and reduction of vehicle traffic on the road as reasons for why the MAX service should be expanded.

TRAFFIC

A common thread between tables was concerns about traffic in Fort Collins. People worried that the influx of new residents would also bring more vehicles. Many expressed concerns that the major roadways in the city (i.e. College Ave.) are already overly

congested, and the addition of new travelers could become overwhelming. Suggested ways to fix this included expansion of the MAX, as mentioned earlier, and more city focus on bike paths.

PARKING

Another common thread between tables was the concern that as more people move into the city and bring their cars, parking will become limited. Many expressed the opinion that parking was already too hard to come by as-is, especially around the university. Building more living spaces could also take up spaces currently used for parking. Suggestions to fix this included more parking, more focus on public transportation and biking, and also suggestions for carpooling or more use of services such as Uber and Lyft. Some participants also suggested increasing housing without increasing parking access. In these cases, participants wanted to provide parking-less housing for residents who always use alternative transportation. Another suggestion was to limit the number of cars per household within the City.

Parking was also the largest barrier to increasing Accessory Dwelling Units throughout the city. Many tables drastically increased the number of ADUs from the City's current levels. They discussed, however, that it would be hard to increase parking for additional residents within existing neighborhoods if ADUs are added.

INFRASTRUCTURE

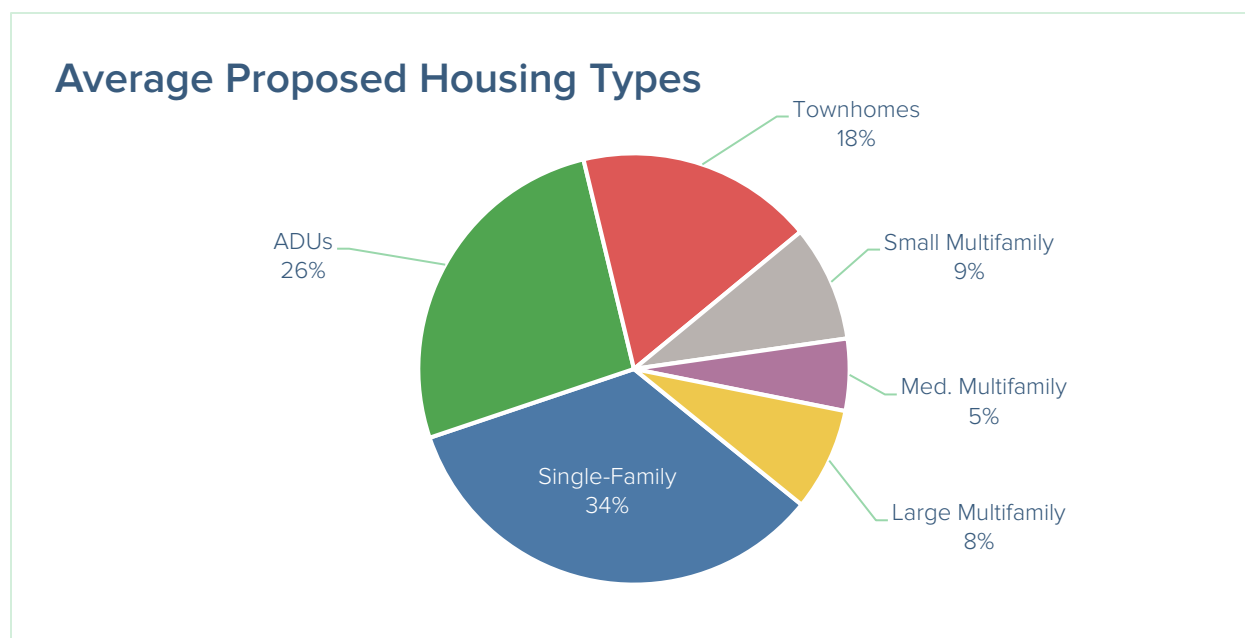
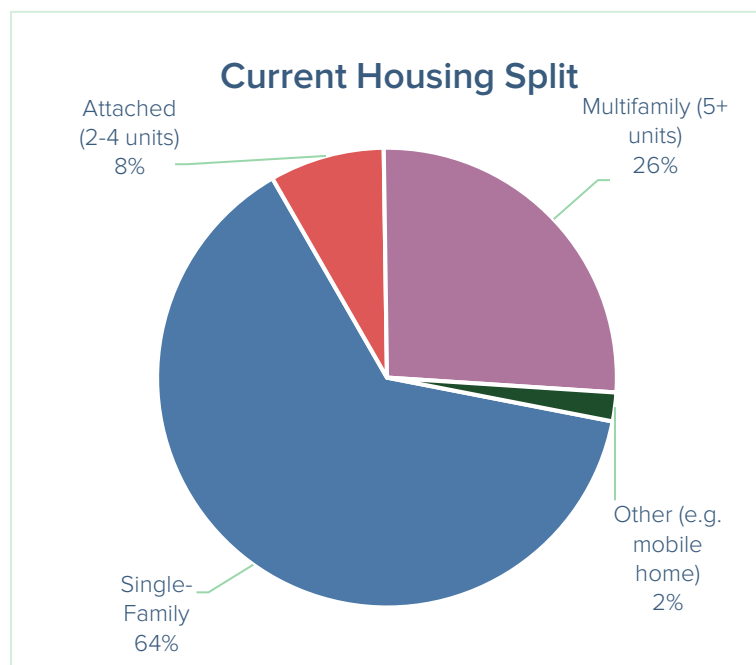
Another concern raised about the addition of dwelling units came in the form of infrastructure. Roads, parking garages, and even buildings themselves would have to be added to and updated in order to safely support the population growth.

Mapping Our Future

When considering the different types of housing, participants often thought about who would be the ideal resident before placing the homes. People also had different ideas about which types of housing were desirable, safe, investment-worthy, or aesthetically pleasing. The following is a summary of these different ideas.

View Interactive Map

Some of this data is difficult to view via a report. Use the [interactive map](#) on Tableau Public to view each table's results individually. There you can filter results by table, zoom into different areas of the map, and more.



Low-Density Housing

In order to maintain a small town feel, participants focused their development on low-density housing. The majority of units added were in single-family homes and accessory dwelling units. While at the surface this reflects our current city, there are a couple of key changes. Currently, single-family housing makes up about 50% of Fort Collins residences. In future development, participants decreased the percentage of the single-family housing to 34%. While there would be a relative decrease in the development of new homes, the number of Accessory Dwelling Units would significantly increase. For example, in areas where single-family housing development is concentrated, like the Northeast, participants advocated for adding one ADU for every two homes developed. In older areas of town, participants may opt to add some large multifamily buildings, but also offset development by adding ADUs to existing homes. This was especially true for areas near the Colorado State University campus. Overall, development of single-family homes to ADUs was on average an 1:1.3 ratio. Currently, ADUs make up less than 1% of total housing.

Townhomes

In terms of moderate to higher density housing, townhomes were the next most popular option. These units symbolized a compromise between old and new Fort Collins for many participants. One participant said, “When I think of townhomes, I think of homeowners.” They are the closest visually to single-family homes and often times are similar in height to maintain views of the mountains.

“Townhomes are more energy efficient than the single-family homes, they are cheaper, and they have front yards and backyards.”

“Townhouses can be a compromise between desirable and affordable.”

Multifamily Housing

When talking about multifamily buildings, like apartments, people used the structure to talk through larger concerns. Multifamily buildings symbolized a changing way of life. Visually, increasing higher density structures would change the skyline of the city. Longtime residents didn’t see themselves living in apartments and worried about the kind of culture they would attract. They also didn’t see them as accessible to older residents who couldn’t climb stairs.

Alternatively, some existing residents and newcomers from larger cities pushed back. They said that Fort Collins

“If you do it correctly, you can fit large numbers of people in a small space. You have to go vertical!”

could maintain its characteristic safety while becoming denser. Participants also argued that the American dream was changing. Young people, who would be a significant future demographic, were less interested in owning their own home, especially with a large square footage. Some recognized the tradeoff here and said that multifamily homes weren't ideal, but the reality won't support a vision where everyone can have their own single family home.

“So my concern is that we need larger units to house people, apartments, etc., but most people want to own their home.”

Perceived Benefits

- Reduce parking if placed next to public transit
- Adequately accommodate large population growth
- Places more people near desirable locations, like Old Town
- Ideal for young people who prioritize affordability over space
- Helps retain valuable open space and natural areas

Perceived Drawbacks

- Noisy
- Fire risk
- High traffic
- Crime and safety
- Inaccessible
- Less aesthetically pleasing
- Affect nearby property values

As a result, participants tended to place large multifamilies near to major public transit routes. They also talked about ideal future transit (i.e. Mulberry corridor) and placing additional units along there. One table also suggested placing these residences by I-25 to reduce the impacts of noise and provide housing for those commuting to Denver or nearby communities. Some suggested capping the height of buildings to maintain the skyline.

“Paris maxed residential buildings at 7 floors. It's semi-dense but still nice for human living.”

Location, Location, Location

One of the largest tensions that arose in the mapping activity was whether to create areas that were designated for a specific housing type or whether to mix different housing types.

“How do we really tie communities together and really engage in community building. Connectivity is important and isolated housing units do not encourage that.”

For those who advocated for blocks of one type of housing, the major concerns were aesthetics and property values. These participants disliked the idea of having different types of housing plopped down next to one another or disrupting current communities. They worried that higher density housing would lower property values in low-density areas. An additional concern came up around schools. An influx of college students into a family neighborhood could displace families, causing issues when it came to the number of students in local schools.

“You can’t drop a high rise in the middle of a residential area, it’ll upset people.”

“How can we increase diversity? How can the city address the racism in the city? It can’t be a happy place if it’s homogenous.”

“I like having it spread out because it keeps areas from feeling segregated based on economic class.”

Alternatively, those who advocated for mixed housing argued that placing different housing types in a single area promoted diverse communities. Some participants wanted communities that included many different types of people, which could be achieved by providing different types of housing. They saw this as central to creating community, rather than detracting from it. One exception to this was in the historical neighborhoods of Tres Colonias: Alta Vista, Buckingham, and Andersonville. Some participants expressed concern that this area was becoming gentrified and that trend was likely to continue. Participants differed, however, in their approaches to gentrification. Some advocated for adding high-quality single-family homes to raise property taxes that could help revitalize the neighborhood. Others advocated for multifamily units that would add population without disrupting the existing communities.

Those advocating for mixing different types of housing, also suggested mixed-use development, “Why not put housing on top of commercial buildings? Build up instead of out.” This approach to development ensured that many people could be close to both transportation and retail options. It specifically provided housing for different groups, like young people and those with disabilities, who need both in close proximity to their residence.

Alternative Housing

Participants also generated other ideas for different housing types. This most frequently took the form of tiny homes. In Larimer County, tiny homes are generally considered a recreational vehicle, because they’re built on trailers that can be moved around. The county doesn’t allow people to live in RVs year round. As such, tiny homes weren’t included in the original mapping activity, because they’re not currently regulated as permanent units.



Next Steps

Since this event, many other City Plan initiatives have gotten underway. In February of 2018, requests went out for City Plan Ambassadors and Community Partners. Both Ambassadors and Community Partners will be doing additional outreach throughout the summer and fall. Throughout the process, City Planners, Ryan Mounce and Meaghan Overton are taking all recommendations and creating a draft plan to be presented at a winter 2018 City Council meeting. Find out about upcoming opportunities to get engaged at [OurCity](#).

EVALUATION.

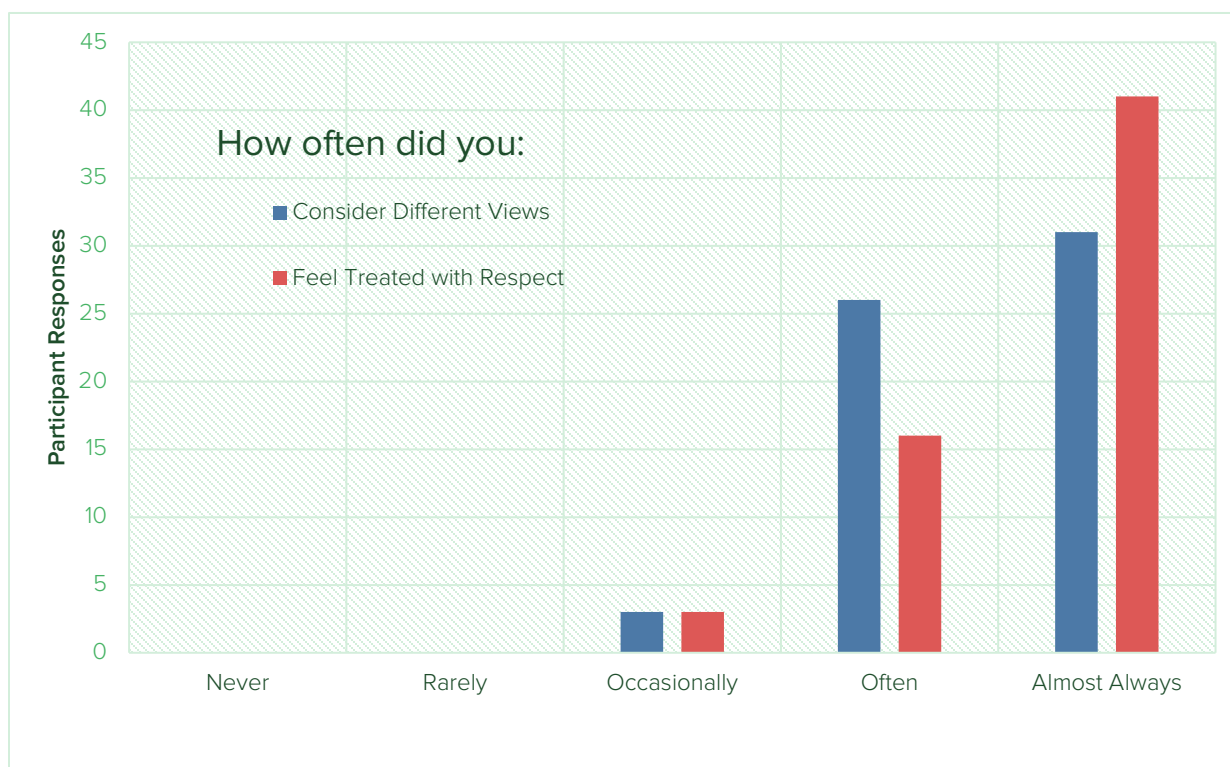
Evaluation

As a part of a research university, the Center for Public Deliberation uses each forum as an opportunity to study and improve the ways we do public engagement. After each forum, we have participants fill out a survey using measures developed by a team led by CPD Associate Director Katie Knobloch¹. To see the complete post-survey, reference Appendix 3.

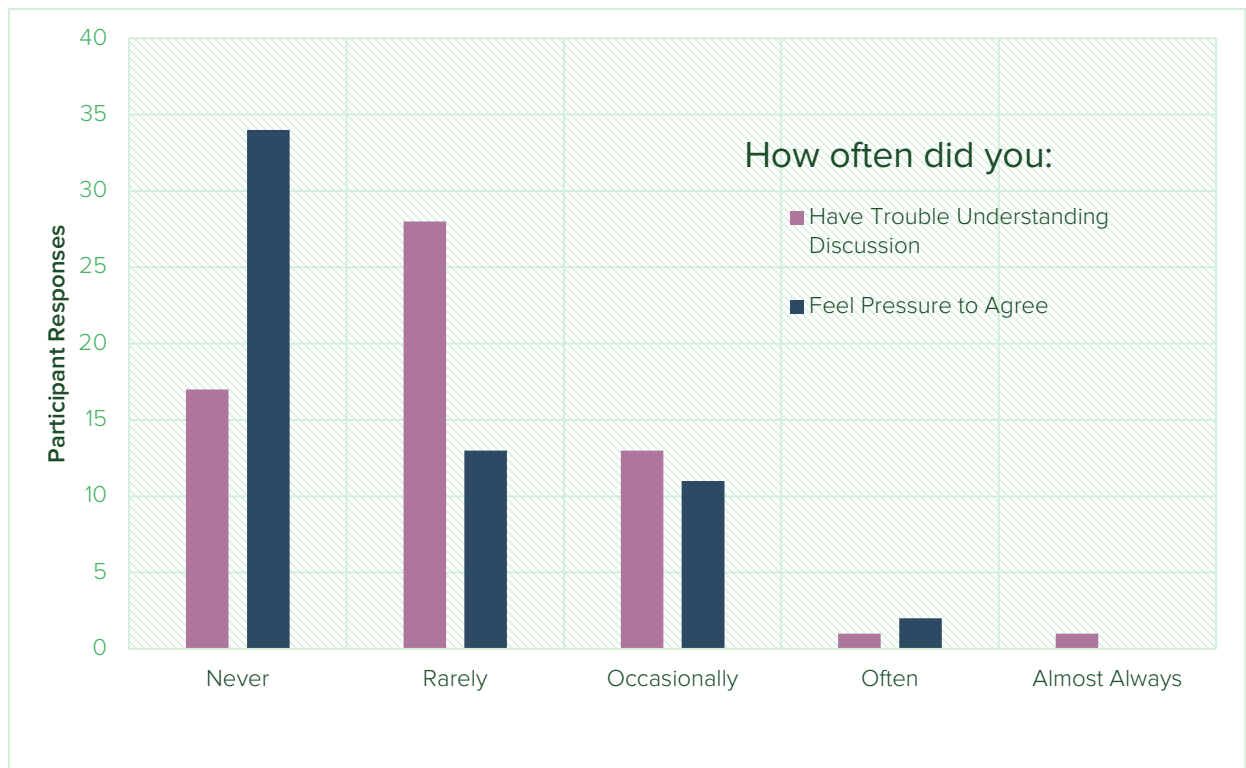
By asking these questions, the CPD better understands various factors that influence collaborative decision-making. This could be how well the facilitator handles a given topic or conversation. It can also be how well a process helps people to learn about an issue, so that they can make informed decisions.

By looking at the data from post-surveys, we learned a couple of key lessons. Gamifying future housing development worked really well for some goals, but there were also things that were lost or could be improved upon.

In particular, the game helped participants weigh different tradeoffs and values naturally. In complex issues, we often have to choose between two or more values. We want our neighborhoods to be affordable, safe, and close to transportation, but even the best design can't always achieve all of these in all scenarios. Using this process forced participants to think through these deeper concerns in a way that other forums don't always dig into.



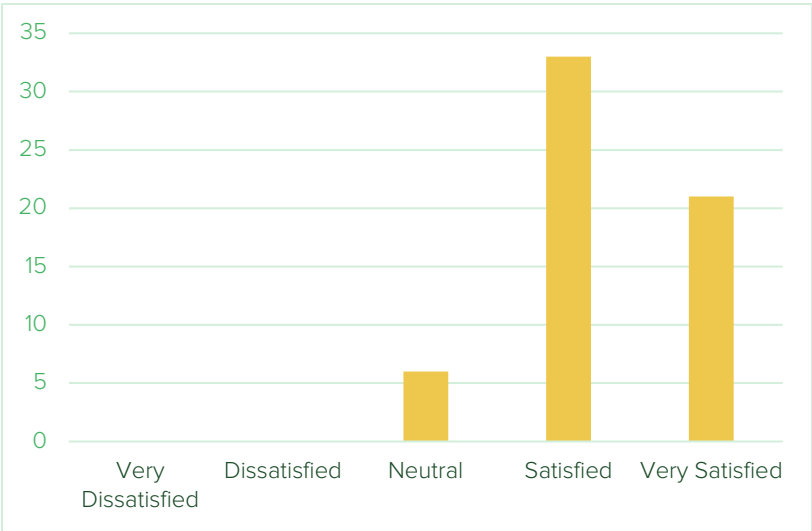
¹ Katherine R. Knobloch, John Gastil, Justin Reedy & Katherine Cramer Walsh (2013) Did They Deliberate? Applying an Evaluative Model of Democratic Deliberation to the Oregon Citizens' Initiative Review, Journal of Applied Communication Research, 41:2, 105-125, DOI: [10.1080/00909882.2012.760746](https://doi.org/10.1080/00909882.2012.760746)



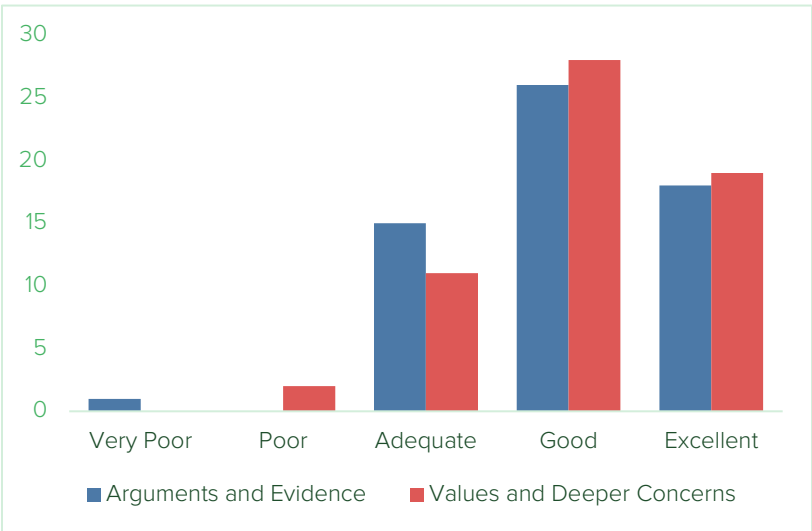
Drawbacks to the forum were related the technical nature of the issue and a process that was centered on consensus. By providing more time to play out the full game, we gave less time for experts to explain city planning. Time after time, participants asked for more information, including anticipated demographics in twenty years and transportation maps. To ensure participants could play the game in 90-minutes, the game was simplified and omitted other important systems like economics and transportation. In the future, we may need to find other ways to provide information in advance or have additional resources available.

When we talk about consensus, we're referring to a process where participants have to arrive at a decision. Consensus increases the chances that someone will feel pressure to agree with something they disagree with. It also increases behavior where some participants may initiate decisions and speak more often than others speak. Alternatively, engaging in conflict productively can be a positive result of consensus building because it pushes participants to consider the deeper concerns.

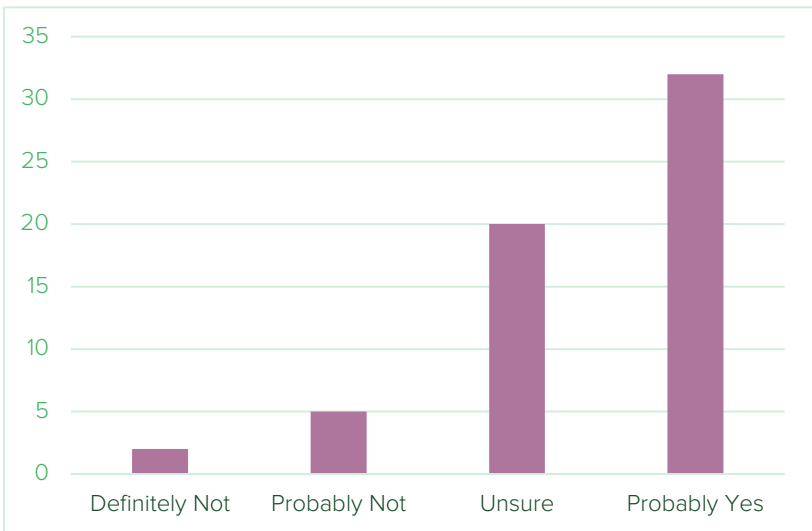
How would you rate your overall satisfaction with today's forum?



How well did this forum perform in encouraging you to weigh the most important arguments and evidence and consider the values and deeper concerns related to the proposals?



Do you believe you learned enough at this forum to have an informed opinion about the proposals?



APPENDIX.

Appendix 1


PowerPoint Presentation




COMMUNITY ISSUES FORUM

CITY PLAN

NOVEMBER 2ND • 6:00-8:00 PM
FORT COLLINS SENIOR CENTER

  **CENTER FOR PUBLIC DELIBERATION**
COLORADO STATE UNIVERSITY

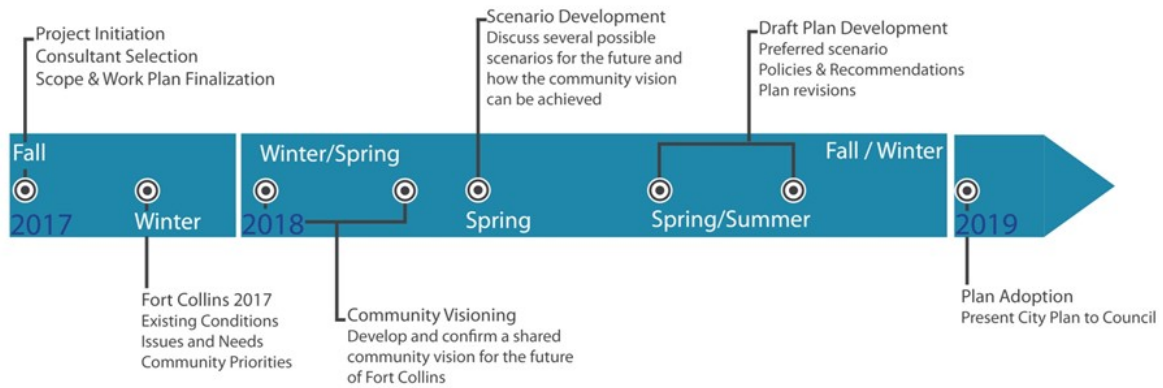
1



Phases

1	PROJECT INITIATION Finalize schedule, engagement plan, branding, etc.	4	SCENARIOS Evaluate different community scenarios to achieve vision
2	FORT COLLINS 2017 Existing conditions, issues & opportunities, community priorities	5	DRAFT PLAN & POLICIES Develop policies & plan document,
3	VISIONING Update & reconfirm a shared community vision for the future	6	ADOPTION Share & update draft plan with the community

2



3



Opportunities To Get Involved

- Become a Plan Ambassador
- Share information with others/host a party
- Invite people to events/meetings
- Invite us to your events
- Attend workshops, speaker series, etc.
- Sign up for the City Plan email list
- Share input and ideas online
- Apply to serve on a Working Group

ourcity.fcgov.com/cityplan

4

IT'S OUR CITY

Welcome to OUR City, Fort Collins, where you can learn about City projects and initiatives, share your opinion, ask questions and join the discussion!



- ourcity.fcgov.com/cityplan
- Quick registration (email, username, zip code)
- Share your ideas online
- Engage with others' thoughts and ideas
- Email newsletter updates

5

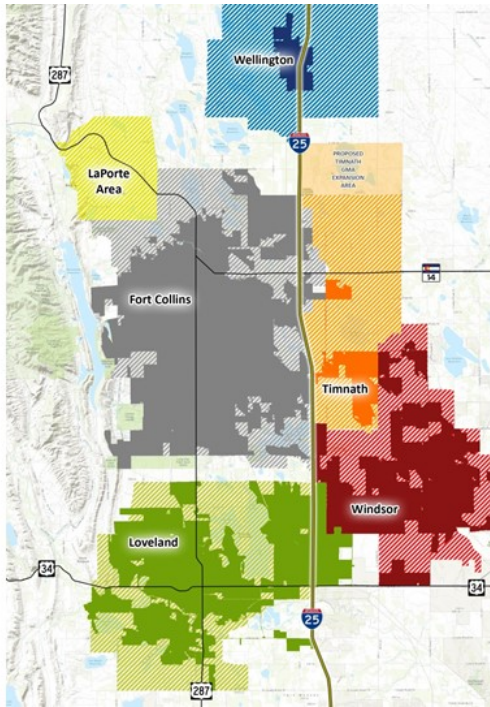
What is buildout?

Buildout – The use of most remaining vacant or buildable lands in the Fort Collins Growth Management Area for:

- Parks / Schools / Community Facilities
- New development
- Natural Areas and protected lands



7



GMA & Regional Context



Solid Color – City Limits
Hatching – Growth Management Areas



Calculating Population Buildout in Fort Collins

①

Determine vacant or buildable lands & dev. potential of future zoning



②

Estimate population of approved or under construction projects



③

Estimate future group quarter populations



④

Assumptions:

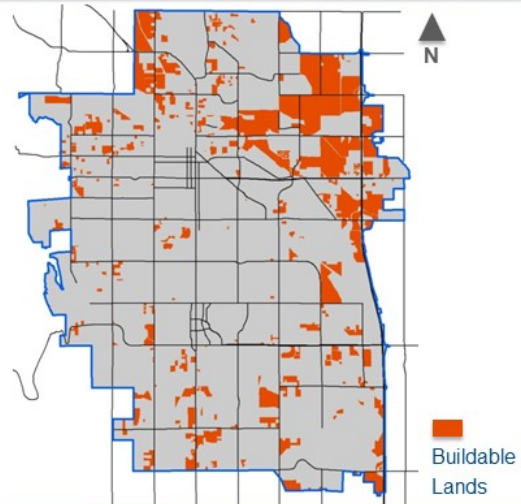
- Growth Rates
- Current land use regulations
- Redevelopment / infill
- Low-Med-High scenarios
- Etc.

1 Determine buildable lands

Vacant or underutilized land that could be developed. Lands excluded:

- Future park & school sites
- Natural areas & conservation easements
- Floodways / hazards
- Approved or under construction projects

Buildable lands: ~7,300 acres
New dwelling units: ~15,800
Population: ~37,500



10

2 Estimate population of approved & projects under construction

Units: ~5,770
Population: ~13,700



11

3 Future group quarter populations

Population: ~3,500



Credit: Colorado State University

12

4 Assumptions (infill & redevelopment)

Units: ~4,000

Population: ~9,500



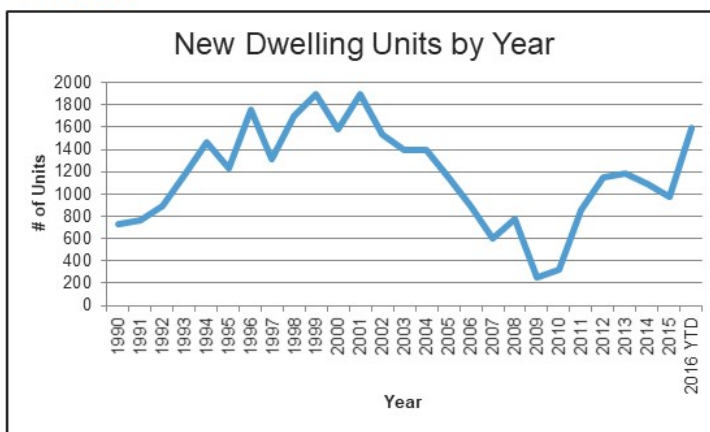
13

Current Population (City):	167,000
Additional GMA Population:	+ 8,000
Buildable Lands:	+ 37,500
Approved / Under Construction:	+ 13,700
Group Quarters:	+ 3,500
Infill / Redevelopment:	+ 9,500

Estimated buildout: ~239,200
72,200 above current City population

14

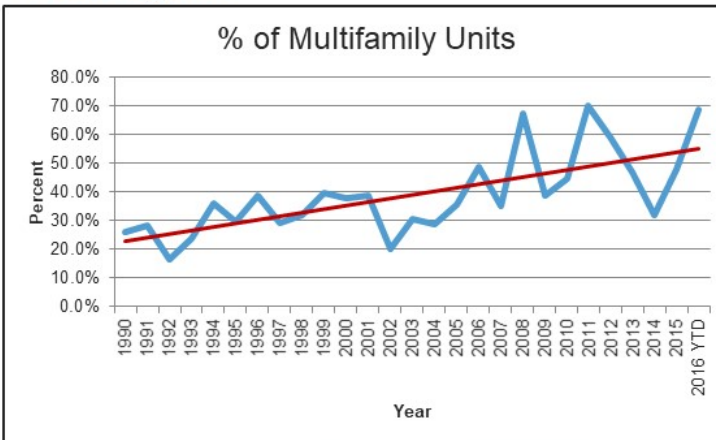
Growth



- High: 1,899 (2001)
- Low: 250 (2009)
- 2016: 1,773

15

Housing Mix



- 1990's: 25-35%
- Now: 40-70%
- Future: 50+%

16

Typical 1990s-2000s Multifamily Projects:

- Garden-style apartments
- Vacant, greenfield locations
- Park-like settings
- Surface parking or detached garages



Pavilions at Silver Sage (Drake & Raintree), 1994



The Preserve (Horsetooth & Mason), 2000



Pinecone Apts. (Timberline & Vermont), 1993

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Typical 2012-2016 Multifamily Projects:

- Mix of garden-style & urban-oriented apartments
- Infill & redevelopment sites
- Taller: 3, 4, 5 stories
- Structured or tuck-under parking



Trails at Timberline (Timberline & Drake), 2014



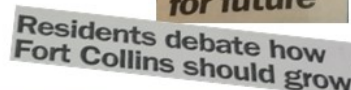
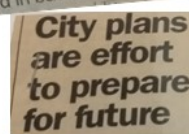
Uncommon
(College & Olive)



College 830
(College & Locust)

18

- Fort Collins' approach: "How can we best manage growth?"
 - Zoning for anticipated future needs
 - Development pays its own way
 - Invest in creating + implementing plans
 - Growth Management Area
 - Strategic infrastructure investment
 - Compact development of neighborhoods and job centers



19

- Residential Buildout Game – Where will future Fort Collins residents live?
 - A simplified tool to help guide discussion and reflection
 - Opportunity to discuss tradeoffs and make decisions collaboratively



20

- Possible additional game sessions – housing and other topics
- Incorporate preferences, concerns, themes from discussion into City Plan
- Potential changes to regulations:
 - Land Use Code
 - Zoning
 - Structure Plan
 - Master Street Plan







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Game Rules: Activity #1

Collaborate as a group to decide what kind of housing mix you would like to see in Fort Collins.

Rules:

1. You must accommodate 70,000 additional residents
2. Single-family homes are limited to a MAXIMUM of 50% of your mix

Residence	LEGO	People	Residence	LEGO	People
Accessory Dwelling Units 1 unit		=500	Townhouses		=1,000
Single Family Houses 1 unit		=1,000	Medium Multifamily Buildings 5-12 units		=2,500
Small Multifamily Buildings 3-5 units		=1,000	Large Multifamily Buildings 12+ units		=2,500

22

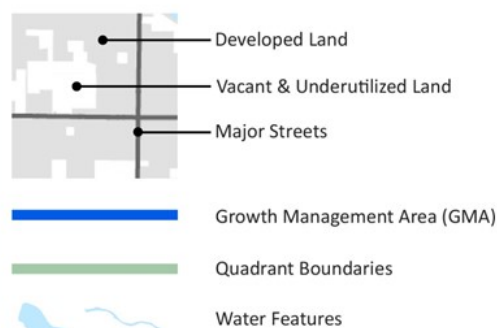
Game Rules: Activity #2

Now that you've created your ideal housing mix, work together to decide where that housing should be built.

Rules:

1. You must use all of your housing mix
2. You cannot put housing on CSU
3. Single-family homes must be placed on vacant land (white on the map)

LEGEND



23

Appendix 2

Map Tallies

Housing Type	Map Area									
<u>Table 1</u>										
<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	1	1	12	2	0	7	0	2	9	34
ADUs	2	4	4	3	0	3	0	0	0	16
Townhomes	0	0	0	1	0	0	0	1	0	2
Small Multifamily	0	0	3	0	0	1	0	0	2	6
Med. Multifamily	0	1	1	0	0	0	0	0	0	2
Large Multifamily	0	1	0	1	4	0	0	0	0	6
<u>Table 4</u>										
<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	8	0	0	0	0	4	6	4	3	25
ADUs	8	0	0	0	0	0	6	4	1	19
Townhomes	0	2	4	3	0	1	0	1	2	13
Small Multifamily	2	2	0	3	0	2	0	2	0	11
Med. Multifamily	0	2	0	0	0	0	0	0	1	3
Large Multifamily	0	1	0	0	2	0	0	0	1	4
<u>Table 5</u>										
<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	2	3	7	0	0	0	0	1	2	15
ADUs	1	3	0	3	3	2	0	0	0	12
Townhomes	1	2	4	0	0	4	0	1	3	15
Small Multifamily	1	5	3	2	1	0	0	2	0	14
Med. Multifamily	0	0	0	0	1	1	0	1	0	3
Large Multifamily	0	0	1	0	0	1	0	1	0	3
<u>Table 6</u>										
<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	1	5	8	0	0	4	1	4	4	27
ADUs	5	3	2	5	5	4	0	1	1	26
Townhomes	1	0	3	0	0	3	0	0	0	7
Small Multifamily	2	3	1	2	2	2	0	0	2	14
Med. Multifamily	1	0	1	0	0	0	0	0	1	3
Large Multifamily	0	0	1	0	1	0	0	1	0	3
<u>Table 7</u>										
<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	1	3	4	2	0	1	1	3	5	20

ADUs	0	1	18	1	1	0	0	0	0	21
Townhomes	3	0	2	1	0	2	0	1	1	10
Small Multifamily	0	2	2	1	0	0	0	0	1	6
Med. Multifamily	1	0	1	1	1	0	0	0	0	4
Large Multifamily	0	1	1	0	0	1	0	1	0	4

Table 8

<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	3	0	6	0	0	3	0	0	3	15
ADUs	0	0	8	0	0	3	0	0	3	14
Townhomes	0	0	0	2	1	0	0	2	3	8
Small Multifamily	0	0	0	1	0	0	0	0	0	1
Med. Multifamily	0	2	0	0	0	0	1	0	0	3
Large Multifamily	1	0	1	0	0	1	0	3	3	9

Table 9

<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	5	0	10	0	0	1	0	2	4	22
ADUs	4	3	2	2	2	0	0	1	3	17
Townhomes	1	4	4	2	0	4	0	1	1	17
Small Multifamily	2	0	0	0	0	0	0	0	0	2
Med. Multifamily	0	0	0	2	1	0	0	0	1	4
Large Multifamily	0	1	2	0	1	0	0	0	0	4

Table 10

<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	4	3	10	1	0	4	0	5	4	31
ADUs	4	2	0	1	0	1	0	0	0	8
Townhomes	2	0	5	2	1	1	0	1	3	15
Small Multifamily	0	1	0	0	0	0	0	0	0	1
Med. Multifamily	0	0	3	0	1	0	0	0	0	4
Large Multifamily	0	1	0	0	1	1	0	1	0	4

Table 11

<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	6	4	1	6	0	2	1	0	3	23
ADUs	3	2	2	3	5	4	4	3	2	28
Townhomes	2	2	2	2	1	1	1	1	1	13
Small Multifamily	0	0	0	0	0	0	0	0	0	0
Med. Multifamily	0	0	0	0	0	0	0	0	1	1
Large Multifamily	0	0	3	0	0	3	0	0	1	7

Table 12

<u>Land Use</u>	1	2	3	4	5	6	7	8	9	Total
Single Family	3	0	8	0	0	4	0	2	4	21
ADUs	0	1	0	3	2	1	0	0	0	7

<i>Townhomes</i>	0	2	4	1	1	3	0	3	2	16
<i>Small Multifamily</i>	0	5	0	0	0	0	0	0	1	6
<i>Med. Multifamily</i>	0	0	2	0	0	2	0	0	2	6
<i>Large Multifamily</i>	2	0	1	0	2	0	0	1	1	7

Table 13

<i>Land Use</i>	1	2	3	4	5	6	7	8	9	Total
<i>Single Family</i>	1	2	12	1	1	4	1	3	3	28
<i>ADUs</i>	4	3	2	3	5	3	0	1	3	24
<i>Townhomes</i>	2	1	4	1	1	2	0	1	2	14
<i>Small Multifamily</i>	0	0	0	0	0	0	0	0	0	0
<i>Med. Multifamily</i>	0	0	1	1	0	1	0	0	0	3
<i>Large Multifamily</i>	0	0	1	0	0	1	0	0	1	3

Table 14

<i>Land Use</i>	1	2	3	4	5	6	7	8	9	Total
<i>Single Family</i>	0	0	0	0	0	2	0	3	5	10
<i>ADUs</i>	4	2	0	4	6	2	0	0	0	18
<i>Townhomes</i>	0	0	3	0	2	5	0	1	1	12
<i>Small Multifamily</i>	3	3	0	0	2	0	0	0	0	8
<i>Med. Multifamily</i>	0	0	3	4	0	0	0	0	0	7
<i>Large Multifamily</i>	0	1	3	0	2	0	0	1	0	7

Appendix 3

Post-Survey Questions

Table # _____

We'd like to begin with some questions about your overall experience.

1. What is the most important thing you heard or said today?

2. How would you rate your overall satisfaction with today's forum?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

3. Do you believe that you learned enough at this forum to have an informed opinion about the issue?

Definitely Not Probably Not Unsure Probably Yes

4. How well did this forum perform in encouraging you to weigh the most important arguments and evidence concerning the issue discussed today?

Very Poor Poor Adequate Good Excellent

5. How well did this forum perform in encouraging you to consider the values and deeper concerns related to this issue?

Very Poor Poor Adequate Good Excellent

6. Did you change your opinion as a result of the discussion, or are your views mostly the same?

My views are entirely the same as before My views are mostly the same as before My views changed somewhat My views changed a great deal My views changed completely

Now we'd like to ask you some questions about your table discussions.

7. When others expressed views different from your own today, how often did you consider carefully what they had to say?

Never Rarely Occasionally Often Almost Always

8. How often do you feel that other participants treated you with respect today?

Never Rarely Occasionally Often Almost Always

9. How often did you have trouble understanding or following the discussion today?

Never Rarely Occasionally Often Almost Always

10. How often today did you feel pressure to agree with something that you weren't sure about?

Never Rarely Occasionally Often Almost Always

For the following statements, please say whether you agree or disagree.

11. I felt like part of the group at my table.

Strongly Disagree Disagree Neutral Agree Strongly Agree

12. Regardless of whether or not my fellow group members agreed with me, they still respected what I had to say.

Strongly Disagree Disagree Neutral Agree Strongly Agree

13. I felt connected to other participants at my table.

Strongly Disagree Disagree Neutral Agree Strongly Agree

14. My facilitator provided me with the support I needed to engage in the forum.

Strongly Disagree Disagree Neutral Agree Strongly Agree

15. My perspective was respected by my facilitator.

Strongly Disagree Disagree Neutral Agree Strongly Agree

Do you have any suggestions about how might improve this forum?

Do you have any final comments or questions that you'd wish to provide to either the city or members of the facilitation team?

Demographic Questions

In which section of the map do you currently reside (See Map)? If you live outside of Fort Collins, indicate your city.

Section Number _____ OR City _____

Which categories describe you? Select all that apply.

- ☐ White
- ☐ Hispanic, Latino, or Spanish origin
- ☐ Black or African American
- ☐ Asian
- ☐ American Indian or Alaska Native
- ☐ Middle Eastern or North African
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Some other race, ethnicity, or origin

From all of us on the research team and from the project staff, THANK YOU for your help.