



# HOME2HEALTH

## PROJECT REPORT



CENTER FOR  
PUBLIC DELIBERATION  
COLORADO STATE UNIVERSITY

**PREPARED FOR THE HOME2HEALTH CORE TEAM BY  
THE CSU CENTER FOR PUBLIC DELIBERATION**

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**CENTER FOR  
PUBLIC DELIBERATION  
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**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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# Acknowledgements

## Who made this possible?

We would first like to thank all the Community Guides who participated throughout this process. These community members held conversations, collected data, and in some cases entered the data themselves. Many of our Guides returned for numerous phases of the process and we cannot express how grateful we are for their work in bringing more voices to these important conversations. We would also like to thank all the community members who attended one or more of the Community Summit events to share their feedback on strategies in the Housing Strategic Plan. This two-year effort would have been impossible without the resilience and involvement of our local community. Additionally, we would like to thank our numerous partners across the City of Fort Collins for their commitment to engaging communities in new ways, having tough conversations, and honoring the lived experience of Fort Collins residents. A special thanks also goes to the Community Language Co-Op for creating space for Language Justice at our Community Summit events and providing translation services to make this project more accessible. Finally, we would like to express sincere gratitude to the Student Associates at the CPD who helped facilitate conversations, empower community members, and analyze data from all these engagement efforts. Funding for this work was provided by the City of Fort Collins through the Colorado Department of Health and Environment's Health Disparities Grant and the Department of Communication Studies at Colorado State University.



# Executive Summary

This report synthesizes the entire Home2Health process that spanned from Spring 2019 into Summer 2021. It includes data and information from all four phases of our Community Guide program as well as data and analysis of the three Community Summit events held in April 2021. In Phase 1 of this project, we trained our first cohort of Community Guides to hold conversations with members of their own communities about their hopes and concerns related to housing and health. Phase 2 was implemented at the start of the COVID-19 pandemic to understand the impact it was having on the community and the ways it impacted their housing and health. After these initial phases and relying on feedback from additional community engagement efforts, the City developed a list of six challenges to housing in Fort Collins. During Phase 3, participants were asked how those challenges affected them and others in their community, to identify additional challenges, and to think about changes that might increase access to high quality affordable housing and healthcare. This feedback coupled with engagement efforts from various partners across the City of Fort Collins provided insight and information necessary to draft the [Housing Strategic Plan](#) (HSP) which was adopted by City Council in March 2021. This document was created with the community in mind and reflects much of what we heard in the first three phases of our engagement processes. In Phase 4 of our Community Guide program participants were asked to respond to specific strategies within the HSP and discuss how these strategies may impact their communities, how they could be improved, and how the community might stay involved during the implementation process. Finally, we compiled data from Phase 4 and worked with the City of Fort Collins and our Home2Health Core Team to design three community-wide summit workshops that allowed Fort Collins residents to respond to strategies of their choosing and provide feedback about how the City could best implement strategies within the plan and how the community could work together to make these strategies successful.

## Community Reach

In Phase 1, Community Guides led conversations with 100 community members about the relationship between housing and health. In Phase 2, our Guides led conversations with 25 community members, and in Phase 3 our Guides engaged 48 community members. During Phase 3, students and other associates with the Center for Public Deliberation also conducted interviews with 7 community organizations working in housing and healthcare. In Phase 4 our Community Guides led conversations with 20 community members about strategies within the HSP. Finally, across three Community Summit events we engaged 98 community members in conversation about more distinct strategies in the HSP. Below, we report the primary themes that emerged during each phase of the process as well as lessons learned and insights for the City of Fort Collins as they move toward implementing various strategies in the HSP.

# HOME2HEALTH COMMUNITY GUIDES.

# Community Guides

## A new way to engage community

In 2019 when the Center for Public Deliberation began its partnership with the City of Fort Collins on the Home2Health project, the aim was to clarify the links between housing and health. In doing this, various partners began the work of engaging historically excluded populations in conversation about their experiences with housing and health in Fort Collins. The Community Guide program was our contribution to this effort. The program itself was modeled from a previous project: [Our Climate Future](#), which aimed to empower individual residents in similar ways.

We developed an application process and with the help of our partners on the Home2Health Core Team we recruited a diverse group of Guides who belonged to a wide variety of communities in the City of Fort Collins. The application process helped us get to know the incoming Guides, which communities they hoped to engage, and why they wanted to be involved in the process. The application also allowed Guides to apply for stipends for their work, especially if those guides aimed to engage historically excluded populations. Thanks to funding from the Health Disparities Grant, we were able to provide stipends to our Community Guides across all four phases to honor the time, effort, and care they put into this process.

Community Guides were equipped with numerous tools to host their conversations. On top of live and online trainings where they could practice facilitation and learn about Home2Health, the Center for Public Deliberation created a robust Resource Book with additional information about facilitation, asking questions, and community resources. You can see samples of these Resource Books in the Appendix of this report. We also worked to assist Guides with recruitment and provided them with flyers and handouts at their request.

### Goals

The Community Guide Program sought to address numerous engagement barriers by providing City residents with the knowledge and confidence needed to host conversations in their own communities without making them step out of those spaces. We understood that for many residents, discussing issues of housing and health in a large group of strangers felt overwhelming and uncomfortable. Our hope was that Community Guides could build a bridge between residents who typically do not have a voice in these conversations, and City leadership who wanted the Housing Strategic Plan to be reflective of our full community. Overall, our goal was to bring more diverse voices into the conversation and begin the process of building trusting relationships and helping all community members feel more comfortable sharing their stories.

### Outcomes

- Increased participation from BIPOC
- More representation across the income spectrum
- Empowerment of new community leaders
- Tools to improve future engagement efforts

You can read more reflections and insights about the Community Guide program in an article published in [CSU's College of Liberal Arts Magazine](#).

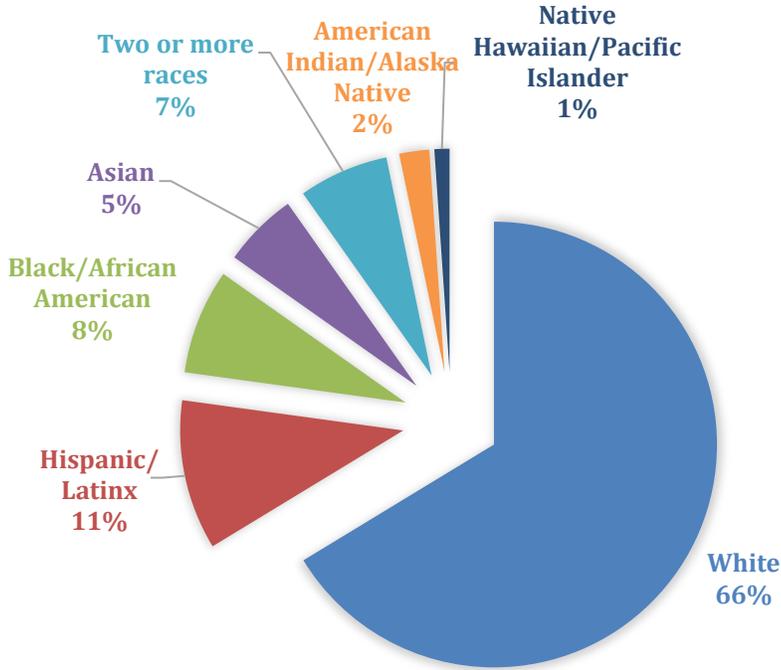
## Community Guides Phase 1

Phase 1 of the Community Guide program began in February 2020 and wrapped up in mid-March 2020. In total, we had 8 Community Guides who attended both training sessions and went on to host conversations in their communities. Generally, these were small group conversations with members of similar communities, though on occasion these were conducted in a one-on-one setting. Guides were instructed to ask participants about their experiences according to each main question and were encouraged to ask additional probing questions if they felt comfortable. After each question, they gave participants a few moments to write their reflections on the provided worksheets.

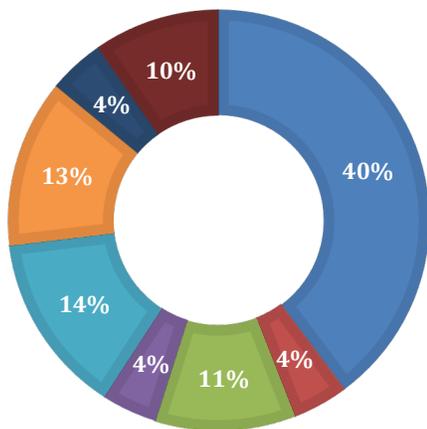
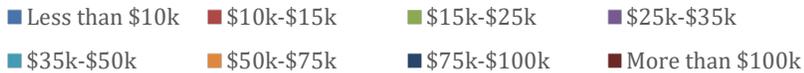
## Questions

- What would it look like for everyone in Fort Collins to have the same opportunities for a healthy life and affordable housing?
- How has your housing influenced your health or the health of others in your community?
- How has your health or access to healthcare influenced your housing or the housing of others in your community?
- What concerns do you have about housing or health in our community?
- What resources or assets have been helpful for your ability to maintain good and stable health or housing?
- What are the best ways to bring more people into this conversation?

## RACE/ ETHNICITY



## HOUSEHOLD INCOME



## Key Information

The data in this report was collected during Phase 1 of Community Guides. Our dataset from this phase resulted in 100 surveys total. After data entry, each comment was thematically coded by a team of researchers who reviewed themes across questions and respondents. In the following sections, major themes are organized roughly according to the frequency with which they appeared, while considering that some Guides had conversations with a greater number of individuals and thus those communities are somewhat over-represented in the data. You can find a full accounting of all demographic information from Phase 1 in the Appendix.

Where numbers do not equal 100, participants declined to specify.

## Imagining Housing and Health Equity

Participants began Phase 1 conversations by envisioning what a more equitable community would look like. Below, we provide a summary of the responses in which they describe what it would mean to live in a community where all residents had access to high quality and affordable healthcare and housing.

***The ability to pay their bills.*** For many residents, equity translated into the ability to pay one's bills without having to make tradeoffs among necessities such as rent, utilities, groceries, healthcare, and childcare. As will be discussed in more detail below, residents often faced tough choices about which bills to pay or which area they would sacrifice to afford services in another area. For these residents, economic stability, incomes that cover living costs, and access to affordable services were key markers of community equity. As one participant noted:

*"People should be able to afford safe housing working one job. When people have to work 70 hours a week to afford a home, health declines, family dynamics worsen, mental health issues arise and more. It would be wonderful to afford housing [on] 40 [of work] at minimum wage."*

***Access to affordable healthcare.*** Aside from simply being able to pay their bills, participants also saw access to high quality healthcare, including access to mental health, vision, and dental services, as a fundamental component of community equity. These participants hoped for a future in which every individual was able to go to the doctor when they needed to, without having to worry about costs. Some suggested that specific policies would translate to greater equity, including single-payer insurance or Medicare-for-all, but in general participants expressed a desire to receive high quality medical treatment that they could easily access at an affordable price.

***Affordable neighborhoods.*** Many participants mentioned community and neighborhood diversity as a desired ideal. Participants envisioned neighborhoods composed of mixed-income housing and which included residents that represented a diversity in race, age, and income. They expressed a desire to make housing affordable to long-term residents, retired individuals, students, and those who provide essential community services.

***Accessibility.*** Participants noted that access to community resources, including transportation, healthcare, grocery stores, or open spaces were a key component to housing and health equity. When envisioning a better future, participants often saw access to affordable and healthy groceries as well as recreational amenities as key to both their health and their well-being. Participants frequently mentioned outdoor recreation opportunities, green spaces, parks, and bike trails as resources that improved their quality of life and physical health. Others noted that building amenities, including access to transportation or communal gyms, helped them maintain their physical health and well-being.

## Identifying Concerns

Participants were also asked to discuss their concerns in relation to housing and health and think about the ways their housing and health influenced one another. Respondents discussed numerous problems that had a detrimental impact on their quality of life or health. These concerns largely related to the lack of affordable and high-quality housing and healthcare and an inability to juggle competing expenses.

**Lack of affordability.** In part because of the design of the conversations, many participants connected housing affordability to health costs, and respondents often reported an inability to afford high quality housing and healthcare. For many, rent rates and mortgage costs appeared to be outpacing wage levels in Fort Collins, and they worried about themselves or others who struggled to make ends meet.

Participants reported that limited budgets and the high costs of housing and health forced them to choose between health care options, housing preferences, food, utilities, and other expenses. They often noted they were required to forego some necessities or quality housing or healthcare to pay their bills. Most respondents who discussed facing tradeoffs between housing and health reported that they prioritized housing, foregoing doctors' visits, or mental health services to ensure they had the funds for rent and utilities. As one participant noted:

*"When you lack affordable housing, it causes a lot of stress for the individual. Do I have enough money for rent, for food, for medicine, and for gas? You keep making tradeoffs. [If] I pay rent, I don't buy food or don't get medicine."*

Another respondent expressed similar concerns, saying:

*"Since I have a son, housing has had to come first, and I have relied on Medicaid a lot. The stress has made my autoimmune disease worse, which has made me miss work, which has made making rent hard."*

As these examples illustrate, residents often reported sacrificing their health to afford housing. The few exceptions to this trend tended to be from university students, who often noted they had access to high quality healthcare through Colorado State University. In contrast to the wider community, these individuals sometimes said they prioritized their health by purchasing healthier, more expensive foods while offsetting the costs through lower-quality housing.

Many respondents noted making these financial decisions and tradeoffs caused them to have significant levels of stress. For these individuals, the struggle to balance housing, health, and other costs created significant burdens on their physical and mental health. As one participant stated:

*"Many people I know and myself have put rent and mortgages before doctor bills, and people will avoid therapy, normal doctor visits, and dentists' appointments to be able to make rent."*

Another affordability concern was related to an inability to transition out of Affordable Housing programs. These respondents, many of whom had previously experienced homelessness and significant health problems, often credited Affordable Housing programs with providing them stability, safety, and increased physical and mental health (these findings will be discussed in more detail in the Finding Solutions section). They worried they would be unable to find housing that was affordable outside of these programs. As one participant said: *"Transitioning out of affordable housing seems impossible here."*

Finally, some respondents, particularly CSU students, saw the U+2 policy as a barrier to finding affordable housing. A few admitted to violating the ordinance, saying that it was the only way to attain housing that suits their needs. For these individuals, the violation created constant stress due to the risk of eviction.

**Unsafe living conditions.** Some participants reported living conditions that adversely affected their health or well-being. Multiple respondents shared stories of housing plagued with pests, mold, or poor

air circulation. These respondents noted adverse effects on their health, particularly their respiratory and mental health. Others said their landlords were not providing required maintenance and repairs, resulting in unsafe conditions. When discussing these concerns, some said the lack of affordable options grants the landlord power over their tenants, who cannot afford to move or who may not have other viable housing options.

Some noted the difficulty posed by living with roommates, which many participants claimed was a necessity for their ability to afford rent. These individuals reported concerns related to contagious diseases due to close living quarters or impacts to their mental health due to interpersonal problems with roommates.

In addition to unhealthy environments, some residents reported experiences of crime and feeling unsafe in their housing. Some of these experiences were attributed to living in low-income communities while others, particularly those living in Old Town, reported those concerns due to their proximity to homeless resource centers. These participants often saw people experiencing homelessness as a threat to the safety of their homes or businesses.

***Access to physical and mental healthcare.*** Participants expressed frustration over the lack of healthcare resources and the high cost of health care. Many frequently reported they often sacrificed healthcare to pay other bills. In addition to regular doctor appointments, participants noted they chose not to seek mental health, dental, or vision services because they were not covered by insurance or the copays were too expensive. Those that did seek medical care despite its high costs often reported being saddled with long-term debt they were still struggling to pay off.

Coupled with these concerns, multiple participants shared they struggled to find providers that accepted their insurance for treatment and prescriptions. Some participants spoke specifically about Medicaid and Medicare as a barrier. Although some said these programs were a helpful resource (discussed in more detail in Finding Solutions), other said they were inaccessible or inadequate. These participants said they still had high healthcare costs or were unable to access providers, such as the CSU Health Network, who do not accept Medicare or Medicaid. Some participants said applying for these programs was difficult and they did not know of resources that would help them navigate the process.

***Accessibility.*** While many respondents saw accessibility as crucial to achieving or maintaining better quality of life, others noted a lack of accessibility as a primary problem currently faced by residents. For instance, some respondents reported difficulty in finding affordable housing that had access to private or dedicated outdoor space or proximity to groceries, transportation, or healthcare providers. Others noted some services weren't available to all residents, including sidewalks that were not wheelchair accessible.

***Inability to live near work.*** Many respondents, regardless of their personal circumstances articulated that individuals should be able to find affordable housing near their place of work and lamented the inability for many who work in Fort Collins to live in the community. These calls were particularly evident when discussing service providers, including teachers, first responders, and low-wage workers.

As one participant said:

*"I am concerned about our community wanting to continue to open businesses that rely on usually low-wage workers like restaurants or coffee shops but not building enough housing they can afford. Our housing stock is forcing folks to commute to Fort Collins which cuts into the time they could spend cooking/exercising/spending time with family, etc."*

## Finding Solutions

In their responses, participants often provided suggestions for how government or other actors might address their health and housing concerns. These ranged from expanding housing options, to controlling prices, to increasing accessibility to community resources. Others noted resources that had provided stability or assistance. Below, we summarize these responses.

***Expand housing options and change regulations.*** Respondents often reported the need to increase the number of housing units available to low-or middle-income residents. Suggestions included changes to zoning regulations that would make it easier to construct new apartments or innovative types of housing or promote building vertically in centrally located areas. Others suggested increasing the types of housing options available, and the desire to eliminate or revise the U+2 ordinance. Some respondents suggested ways to increase available housing units, specifically focusing on the development of affordable housing instead of luxury units.

One participant stated that the:

*"Cost to develop is too high because of zoning regulations. We need to look at zoning reform that doesn't favor the NIMBYs (not in my back yard). Government intervention has largely made it more difficult for high-quality, conscientious landlords to offer a greater supply of housing to meet the growing demand for housing."*

In line with these concerns, a few participants expressed frustration with restrictions that limit homeowners from having or renting accessory dwellings. Others called to eliminate the U+2 ordinance, which limits the number of unrelated individuals in one dwelling. They suggested that both options would increase the stock of available affordable housing for a variety of residents. Finally, some respondents advocated for greater tenant rights. They saw stricter regulations on landlords and an increase in low-income housing options as ways to hold landlords accountable for sub-par living conditions.

***Decrease housing costs and increase assistance programs.*** Several participants made suggestions that would either limit the cost of rent or provide additional assistance for those struggling to pay their rent or mortgage. Suggestions included calls for rent control or implementing sliding scales for rent that would be tied to household income.

Several respondents, particularly those living in Affordable Housing, said programs they participated in were vital to their ability to maintain stability. Many of these individuals reported a noticeable shift in their access to healthcare and their ability to pay medical bills since their transition. CARE Housing, Neighbor to Neighbor, and Redtail Ponds were the most frequently mentioned, likely because representatives from those organizations participated in Phase 1. Participants said these organizations helped to connect them to other resources in the community such as Matthews House, food banks, religious charities, and the Murphy Center for Hope.

Participants also frequently mentioned utility assistance programs as a vital resource. This type of assistance helped participants maintain utilities and allowed them to spend their limited income on other necessities, such as housing and healthcare.

***Increase homeownership.*** Some participants noted that owning a home provides them with stability, green space, and a sense of safety, which improves their overall quality of life. Participants who owned their homes frequently mentioned that home ownership offered pricing stability as well

as physical and mental health benefits associated with access to outdoor spaces and privacy. One participant compared their experience as a tenant and now a homeowner:

*“ Currently, owning a home has increased by mental health and personal safety. In the past, the only apartment I could afford sometimes felt unsafe at night [and] my neighbor had someone break in while they were home. Also, our rent increased \$200 a month each year for 2 years so our finances got really tight. Having a mortgage now gives me a huge feeling of stability.”*

**Increase accessibility and community services.** Participants often mentioned accessibility to community or shared resources as a factor that improved their physical and mental health as well as their economic stability. Participants also highlighted services and amenities including transportation, grocery stores and healthy food options, green spaces, parks, bike trails, fitness centers, and CSU student services.

Perhaps the most frequently mentioned resources related to outdoor amenities available in Fort Collins. When asked how they maintain their health, numerous participants attributed it to having access to natural areas and bike trails, and to the ability to take walks in their community. Some of these comments advocated for green spaces to be within 10 minutes to housing to provide adequate access to nature.

**Family and community.** Many participants also saw their family, friends, and other community members as resources that provided them with health and housing stability. They reported receiving both financial and emotional assistance from other individuals and saw these relationships as vital to their overall well-being and quality of life. Some who live in Affordable Housing units saw other residents as a community, noting their relationship with staff, management, and other residents as vital to their emotional and physical well-being. For some, family members provided significant financial assistance, and students often attributed their financial stability to parental assistance.

**Jobs.** Participants at times mentioned their job as a source of stability or security. Although few participants provided detail, they noted job stability, adequate pay, or the ability to hold multiple jobs as a factor that allowed them to maintain quality housing and health. In line with this, participants sometimes mentioned employer-sponsored healthcare as crucial to their ability to maintain their health.

**Government subsidized healthcare.** Many participants mentioned Medicare and Medicaid as resources necessary for maintaining their health. Although at times they expressed concerns about providers who did not accept payment through these programs, they often credited the programs with their ability to see the doctor or fill prescriptions. Others called for universal or single-payer healthcare programs and suggested the implementation of such programs would drastically improve the financial burdens faced by many community members.

**Named Resources.** In addition to these suggestions, participants also named specific resources that have been helpful in providing housing, healthcare, and stability.

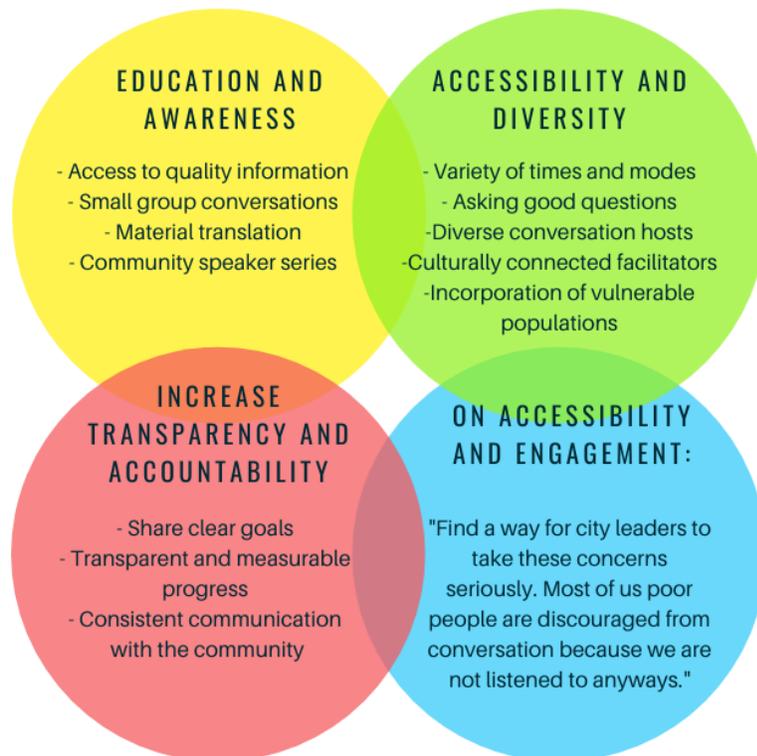
- Care Housing
- Catholic Charities
- Colorado Department of Human Services
- Colorado Indigent Care Program
- CSU Health Network
- CSU Mobile Food Bank
- CSU Student Case Management

- CSU Student Legal Services
- Department of Health and Human Services
- Food Bank at Foothills
- Food Bank for Larimer County
- GI Bill
- Housing Catalyst
- Low-Income Energy Assistance Program
- Medicaid
- Medicare
- Murphy Center for Hope
- Neighbor to Neighbor
- Redtail Ponds
- Social Security Disability Insurance
- Summit Stone Health Partners
- The Matthews House
- Veterans Affairs

## Community Engagement Needs

In addition to discussing the relationship between housing and health, participants were also asked to think about ways the City can better connect to the community for future engagement efforts. Overall, participants expressed the desire to keep having conversations about housing and health and offered suggestions about how to best engage diverse community members. Their comments offered insights into ways engagement efforts might 1) increase access to education and awareness of public issues, 2) increase accessibility and diversity, and 3) promote transparency and government responsiveness.

## WHAT SHOULD COMMUNITY ENGAGEMENT LOOK LIKE?



## Community Guides Phase 2 & 3

Phase 2 of the Community Guide program was implemented at the beginning of the COVID-19 pandemic and, as such, we transitioned all our trainings to online modules that Guides could complete at their own pace. The modules were made available in English and Spanish. Many of these trainings are still housed on the [CPD website](#). This phase asked participants to reflect on their continued experiences with housing affordability and health and how the COVID-19 pandemic impacted those things. Guides were instructed to ask participants to talk about their experiences according to each main question. After their conversation, participants were asked to fill out an online survey.

### Questions

- How has your housing influenced your health or the health of others in your community?
- What has helped you maintain your health now, or in the past? What types of resources might help in the future?
- What barriers have prevented you from maintaining good and stable housing?
- How has the COVID-19 pandemic and the economic shutdown impacted your health or housing?
- What are your hopes for our community, particularly in relation to housing and healthcare?

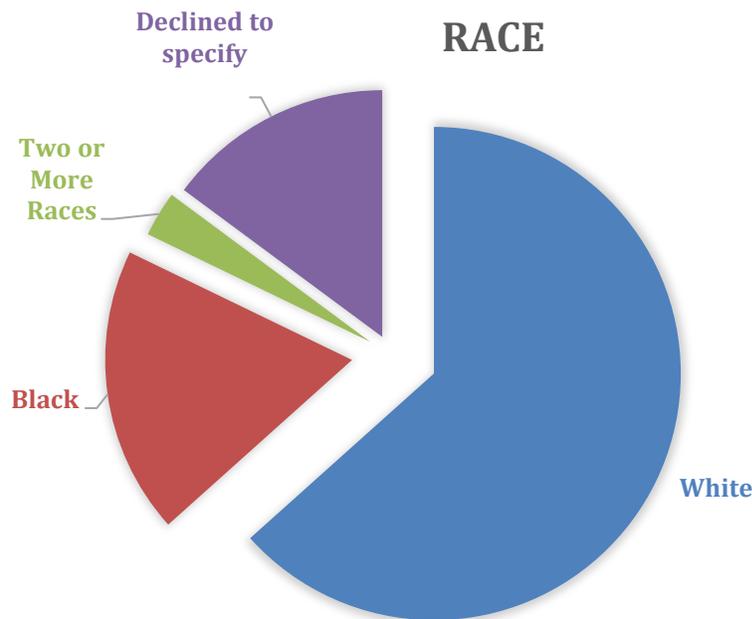
During Phase 3, Guides participated in two virtual training workshops that were hosted live by the Center for Public Deliberation. After their initial training, Guides hosted conversations in their own communities about a new set of questions that focused on challenges identified by City leaders based on data and information from Phase 1 of Community Guides, and other engagement efforts in the Home2Health process. Participants were asked to respond to those challenges and develop ideas for how the community might best address them. After their conversation, participants filled out an online survey like the survey in Phase 2.

### Challenges Identified by the City

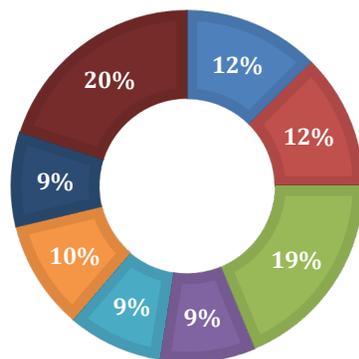
- Some people (BIPOC, low-income households) are more negatively impacted by the rising cost of housing and housing discrimination than others.
- There aren't enough affordable places for people to rent or purchase, or what is available isn't the kind of housing people need.
- The City does have some tools to encourage affordable housing, but the current amount of funding and incentives are not enough to meet our goals.
- Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.
- It is difficult to predict the lasting effects of COVID-19 and the impacts of the pandemic.
- Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent.

## Questions

- Do these challenges match your experiences?
- How do these challenges affect you and your community?
- What needs to change to address these challenges, and who is responsible for making that change?
- What do you wish decision-makers understood about your experience with housing?
- How can we involve more people in projects like this?



## HOUSEHOLD INCOME



## Key Information

The following data was collected during Phase 2 and 3 of Community Guides. Our dataset from this phase resulted in 73 surveys total and 7 organizational interviews. After data entry, each comment was thematically coded by a team of researchers who reviewed themes across questions and respondents. In the following sections, major themes are organized roughly according to the frequency with which they appeared, while considering that some Guides had conversations with a greater number of individuals and thus those communities are somewhat over-represented in the data. You can find a full accounting of all demographic information from Phase 2 and 3 in the Appendix.

Where numbers do not equal 100, participants declined to specify.

## Additional Challenges

Below is a summary of findings across Phase 2 and Phase 3, where participants continued to address challenges to housing and health and reflect on whether the challenges identified by the City accurately reflected their experiences. In large part, participants echoed the challenges mentioned in Phase 1. We do not repeat those challenges but add additional insight garnered during these conversations.

***Lack of affordable housing.*** As in Phase 1, residents reported the high cost of housing made it difficult to afford other expenses, including medical bills, utilities, and food. This problem was exacerbated by the COVID-19 pandemic and some participants reported they or others in their networks had been laid off, were having trouble finding work, or had their hours reduced at work. Participants also reported those who work in the City often cannot afford to live here, including essential workers.

While most participants reported that housing costs are simply too high, others pinpointed specific issues, including rent hikes and U+2, that contributed to high costs. Several participants said their rent increased frequently, either straining their finances or forcing them to move. Participants also mentioned U+2 often as a factor contributing to high costs. Participants said the policy prevented them from sharing costs with roommates, while a few noted the policy discriminates against those with non-traditional family structures or who live in multi-generational households.

***Unsafe living conditions.*** Participants continued to report living conditions which made them feel unsafe or unhealthy. Many participants, primarily renters, reported problems with their plumbing or ventilation systems, which adversely affected their health. These included problems with pests and mold, worries that leaky houses contributed to children getting coughs or colds, and concerns that poor water quality led to digestive issues. Several participants reported their landlords were unresponsive to requests for repairs or refused to make repairs. Others were concerned about loud neighbors or problems with theft at their place of residence. Some participants of color indicated they felt unsafe in predominantly white neighborhoods.

***Mental health.*** As in Phase 1, participants often connected poor living conditions to problems with their mental health. They again noted the stress that struggling to pay their bills placed on their mental health. Others said they needed to have roommates to afford their housing, but the roommates placed an additional stress on them or created mental health problems.

***Difficulty accessing resources.*** Both individuals and organizations at times noted difficulty navigating bureaucracy, meeting existent policy guidelines, and gaining access to available resources. Some said they did not know about available resources or found out after leaving a particularly unsafe situation that resources had been available that might have helped them (such as renters' rights that would help hold unresponsive landlords accountable). Other participants said they had difficulty filling out forms that requested detailed information and differed across organizations or institutions. This problem was particularly difficult for people who were already struggling to make ends meet or were facing moments of crisis. Individuals who worked multiple jobs, faced different childcare situations, or who were struggling with their health had even less time and resources to devote to understanding and meeting complex requirements.

Organizations at times mentioned that though available resources such as housing vouchers or fee waivers did provide some relief, there were not enough of these resources to meet the needs of the community. Others noted these types of programs needed flexibility that would allow low-income

residents to build equity or advance in their careers without losing access to affordable housing. They provided stories of individuals who lost assistance as they worked to become financially stable, even if losing assistance hindered their stability. Others relayed stories of individuals who had declined promotions or who were wary of building equity for fear of losing benefits. As one organizational representative noted:

*"Affordable rental opportunities are often governmentally bound to abide by restrictions for tenants. So, folks on the cusp, like a single mom, if they make more, they are not able to stay in that housing situation. It's regulated that income restrictions need to be met. You start to lose assistance for not only housing but childcare and other things."*

**Upfront housing costs.** Many participants saw the high upfront costs associated with housing as a barrier to attaining healthy, stable, and affordable housing. Though this was most frequently mentioned with renting, it also applied to homeowners. Some referenced difficulty fulfilling the requirements landlords use to select renters, such as evidence of stable income or high credit scores. They saw these policies as discriminatory in practice if not principle, noting they disproportionately hurt those who were already the most financially disadvantaged. Others said security deposits were unaffordable, particularly when coupled with high monthly rents. Participants and organizations both mentioned the difficulty in providing several months' rent to secure a rental property. Some participants noted similar concerns relating to down payments required for buying a home. In both cases, these high costs prevented individuals from attaining stable housing even if they could afford the monthly rent or mortgage. For many, these requirements acted as an additional hurdle for those struggling to make ends meet and find stable housing.

## Impacts of COVID-19

In both Phase 2 and 3, Guides asked participants to describe the ways the pandemic and subsequent economic downturn had impacted them. We compiled those responses across phases to provide a more comprehensive portrait of the ways the pandemic impacted the community. A summary of those responses follows.

**Jobs.** Participants frequently discussed the pandemic in relation to their jobs. A few mentioned they had been laid off and others noted it was difficult to find a new job or that their hours had been reduced.

**Physical health.** Many participants noted they had difficulty accessing regular healthcare during the pandemic. Participants reported difficulty scheduling regular doctors' appointments or scheduling meetings with therapists. Participants were particularly concerned about a lack of preventative care that stemmed from the need to focus healthcare resources on pandemic-related illnesses or emergencies.

Others said their jobs or living situations made them feel unsafe. Participants who worked in grocery stores or the healthcare industry reported frequently feeling unsafe at work, despite the implementation of safety measures, and worried about bringing the illness back home to others.

**Mental health.** Several participants reported increased feelings of loneliness or social isolation. Many reported feeling disconnected from their friends, family members, or co-workers, resulting in a decline in mental health. Some participants said the shift to the online environment contributed to poor mental health, requiring them to spend several hours a day in front of a computer and allowing

for little meaningful social interaction. Others said the uncertainty created by the pandemic, particularly concerns related to their financial stability, was damaging to their mental health.

**Childcare.** Some participants noted the strain the pandemic placed on their childcare situation. Some reported having to juggle work and childcare from home while others said they had increased their expenses to find childcare during the pandemic.

## Identifying Solutions

During both Phase 2 and 3, participants were asked to identify solutions to the challenges they faced. In response, they provided examples of resources that were helpful to them and suggestions for changes the community might adopt.

**Housing as a priority.** Both organizations and individuals saw stable and affordable housing as a primary need that should be addressed before attending to other needs, such as healthcare and job security. In their interviews, organizational representatives frequently mentioned housing as the most beneficial resource for individuals in crisis. They argued that it is difficult for individuals to manage their health or maintain stable work without access to safe and stable housing. As one organizational representative said:

*"Lack of housing makes any sort of healthcare, preventative or reactive, inaccessible and creates an inability to effectively utilize healthcare. Housing is essential to getting better when sick, particularly from surgery. We think of housing and healthcare as interrelated."*

Participants echoed these concerns, saying they often prioritized housing over other costs and noting the ways it influenced their physical and mental well-being. They often requested the City provide more affordable housing or enact policies that restricted costs, including rent freezes, or rent caps.

**Bolster local partnerships.** Participants frequently mentioned community organizations that had provided resources. Neighbor to Neighbor, the Murphy Center, and Homeward Alliance were mentioned most frequently. They said community relief organizations, particularly those that provided housing assistance or free medical care, had helped them maintain or find housing and provided stability. At the same time, participants recognized that these organizations often did not have enough resources to meet community needs. They suggested that building on and expanding these partnerships would provide the same opportunities to more residents.

Representatives from organizations also frequently mentioned ways their work aligned with the work of other organizations. They saw a need for stronger relationships between organizations so individuals could more easily navigate the multiple providers who could help and so that organizations could better pool their resources when helping individuals in need. Some also expressed a desire for more robust advocacy around housing and hoped local organizations could work together to advocate for policies that facilitated safe, stable, and affordable housing for community members most in need. They saw their work as intertwined and noted their success was often tied to the ability of an individual to work with multiple organizations who could provide additional resources. In part, this is due to the link they see between housing and health. As one organizational representative said:

*"These really do go hand-in-hand--- the need to be healthy to get housing and the need for housing to feel safe and take care of health. We have lots of vulnerable people who can't be healthy because they aren't housed."*

They suggested programs that would allow individuals to work across organizations to receive multiple resources, such as housing, healthcare, food, and clothes.

Colorado State University was also frequently mentioned as a key stakeholder. While some students discussed campus resources, including housing and healthcare, as vital to their stability, others suggested that CSU play a greater role in providing affordable housing for both students and staff. Many residents felt that CSU had an obligation to better address affordable housing and suggested that CSU use some of its property holdings to develop affordable housing.

***Social support and case management.*** Participants frequently mentioned members of their social network, including family, friends, and neighbors, as vital to their health and well-being. Though they rarely suggested these individuals as a resource they might call upon, they noted the ways that members of their own social network contributed to their financial and emotional stability. Ensuring strong social networks and facilitating social networks for those who do not already have them may offer some support to community members.

One solution may be to increase the number of case managers available to assist residents in need. Both participants and organizations noted the help case managers provide, offering personalized guidance and helping individuals navigate complex and interconnected systems. They suggested the need for more case managers or similar programs that could connect on an individual level and respond to people's specific needs.

***Focus resources on those in need.*** Some participants indicated the need to focus resources and solutions on those facing the most hardships. They noted people experiencing homelessness, those with lower or limited incomes, people of color, and those without strong social networks were often the people most in need. They suggested that community resources should prioritize those individuals when developing solutions related to housing and health. Several participants noted a need to focus on equity rather than equality and suggested resources should be spent on people most in need rather than distributed more equally throughout the community.

Organizations shared similar suggestions, noting the need for government policy to differentiate between non-profit and for-profit work. For instance, one organization that provides affordable housing noted they pay the same building fees as for-profit developers. They suggested that policies related to development should better distinguish between the types of properties being built and reduce fees and other building costs for those that provide affordable housing. For participants, this also means talking with and listening to people in need. Participants often expressed the need for lower income individuals or people of color to have more opportunities to speak directly to or with City leaders and to have their voices included in decision-making. They suggested placing people in these groups in leadership positions and ensuring their voices were prioritized in decision-making.

***Renters' rights.*** A few participants suggested that policies should better hold landlords accountable for unsafe living conditions. Some participants stressed the need for landlords, particularly of affordable housing units, to live in the community and thus be more responsive to it. Others suggested that landlords should be held accountable when they refuse to provide needed repairs or address unsafe conditions. One participant said she only realized after she had left an unsafe living situation that her legal rights had been violated. In part, this may point to a two-

pronged solution: one creating tougher penalties for landlords who fail to address tenant safety and a second providing more publicity and education around renters' rights.

***Reforming U+2.*** Participants often mentioned U+2 as a barrier to affordable housing and suggested eliminating or reforming it. Though some participants understood why it may be in place, they argued these problems could be addressed through other means. They saw reform or elimination as a way to decrease housing costs and help individuals and families share housing and living costs with others.

***Emergency relief funding.*** Particularly at the beginning of the pandemic, individuals and organizations reported that emergency relief funding had been beneficial to them. Individuals often said the stipend helped them afford necessities and created stability in a time of uncertainty. Organizations mentioned the CARES Act as a lifeline, but worried about the lack of future funding.

***Transportation and local access.*** Individuals and organizational representatives saw increased public transportation as a potential solution. They saw transportation as vital to enabling job security and physical and mental health. They suggested that residents often had trouble finding housing near reliable transportation and indicated a lack of reliable transportation prevented people from accessing the resources that would be beneficial to them. They suggested transportation systems that better connected to low-income neighborhoods, healthcare systems, and workplaces as well as systems that were better designed to meet the needs of low-income residents, including operating on a 24-hour schedule to meet the needs of workers who don't hold traditional 9-5 jobs.

## **Housing Strategic Plan Draft**

In the interim between Phase 3 and Phase 4 of the Community Guide program, City leaders drafted a new [Housing Strategic Plan](#) (HSP) which sought to address many of the challenges and barriers described in the sections above. Upon reading this draft, we were excited to note that many of the strategies within the HSP were directly reflective of the conversations and information we heard from participants in all three phases of the Community Guide Program. In glancing through the numerous strategies tied to increasing access to information about rights and education, updating zoning codes to create more diverse housing, and revisiting occupancy codes and family definitions, it was clear the HSP carefully considered input from numerous community engagement efforts hosted by partners in the Home2Health Project. The final phase of our Community Guide program allowed participants to reflect on some of these strategies and how they might impact their communities. Information from Phase 4 can be found on the following pages.

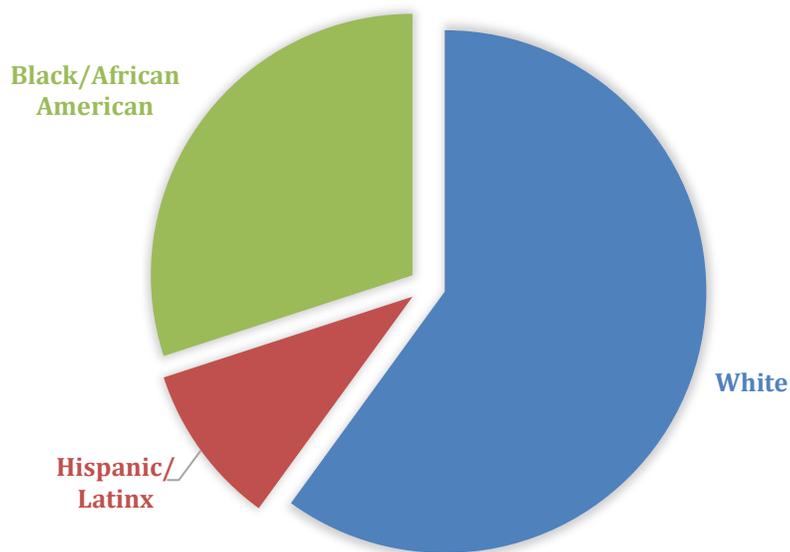
## Community Guides Phase 4

Phase 4 of the Community Guide program utilized the same recruitment tools as the previous three phases. At this point, we had built up a strong base of returning Guides who joined us again, along with a few new community members. New and returning Guides joined us for a live virtual training and were provided again with conversation materials and an online survey for their participants to fill out. The focus of Phase 4 was to solicit feedback from participants about specific strategies within the Housing Strategic Plan. Our Guides allowed participants to select up to three strategies listed in the HSP to discuss. After their discussions, participants were asked to fill out an online survey.

## Questions

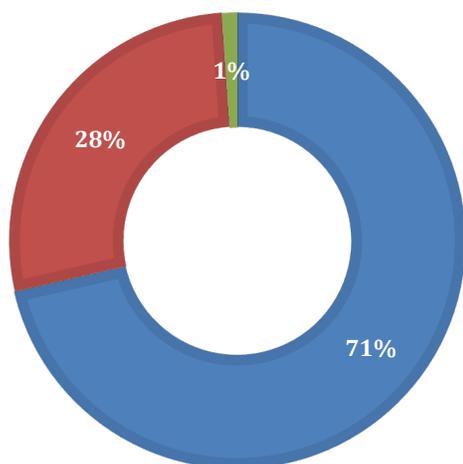
- How might this proposal address the housing challenges your community is currently facing?
- What impacts do you envision this proposal having on your housing and health in the future?
- What is the role of non-profits/businesses/developers/community members, etc. in implementing these proposals?
- Do you see any barriers to implementation, or shortcomings, in this proposal? If so, what are they?
- How can we keep communities involved throughout the implementation process?

## RACE/ETHNICITY



## HOUSING STATUS

■ Own ■ Rent ■ Experiencing homelessness



### Key Information

The following data was collected during Phase 4 of Community Guides. Our dataset from this phase resulted in 20 surveys total. After data entry, each comment was thematically coded by a team of researchers who reviewed themes across questions and respondents. In the following sections, major themes are organized roughly according to the frequency with which they appeared, while considering that some Guides had conversations with a greater number of individuals and thus those communities are somewhat over-represented in the data. You can find a full accounting of all demographic information from Phase 4 in the Appendix.

Where numbers do not equal 100, participants declined to specify.

## Community Impacts

Participants in Phase 4 began their conversation by explaining how the specific strategy or strategies they selected may have an impact on their own housing or the housing of other people in their community. We identified three major impacts, which are detailed in the sections below.

***Address supply and demand issues.*** Numerous participants noted changes mentioned in the Housing Strategic Plan would have a strong impact on supply and demand issues related to affordable housing. They not only shared their belief that building more housing would be key, but also reflected on how potential new diversity in housing choice would ease the burden for many lower-income residents who may not have access to more traditional housing types like single-family homes. One participant noted one of the strategies about Accessory Dwelling Units (ADUs) was a win-win:

*"ADUs are extremely effective in increasing housing inventory while allowing landowners to maintain and create equity for their home. It's a win-win."*

Some participants acknowledged that relaxed building codes could allow homeowners more freedom to update their current housing or lot to accommodate older relatives who need family support or children transitioning out of the home who could still use parental support, but also want their own independent space. Many also felt that this increase in housing supply and choice would have an impact on the costs of housing in the City, noting that if codes were relaxed, the City could focus more on updating and improving housing that already exists which would help avoid some of the extreme costs of building new housing and help preserve existing neighborhoods. Ideally, participants felt those cost savings could then be passed on to people looking for housing.

***Improving health.*** For many participants, an improvement of mental and physical health was noted as one of the main impacts of many strategies listed in the HSP. Throughout the Home2Health engagement process, we worked to clarify the links between housing and health, and numerous comments provided in these discussions continue to address that link and remind us that access to safe and affordable housing has measurable health benefits.

Participants also noted many of these proposals could address issues highlighted and exacerbated by the COVID-19 pandemic. As we noted in discussions of earlier phases, many participants mentioned the stress of not being able to afford housing had negative mental and physical health impacts. Participants in Phase 4 noted many strategies in the new plan would help alleviate some of these stresses because more affordable housing would allow them to focus on their full well-being rather than having to make tough choices between paying rent and taking care of other needs. One participant noted how being able to feel settled and stable would change their health:

*"I am currently 'doubling-up' with family members and have been living out of a suitcase for three years. Being able to afford an apartment below \$1000 a month rent would be better for my physical and mental health."*

Additionally, participants noted that things like increasing access to resident rights information and improving access to many local resources, like transportation and green space, would help improve their physical and mental health considerably.

***Reducing stigma and increasing diversity.*** Numerous participants appreciated that the HSP began with a strategy tied to promoting affordability and a community value, noting this would likely help reduce a considerable amount of the stigma tied to affordable housing and open residents to the idea of more diverse housing types. As we highlighted in previous phases of this process, many residents noted that community and neighborhood diversity was a desired ideal when considering what a community where everyone has access to stable, healthy housing they can afford looks like. Participants in this phase noted many strategies could help make this a reality in the City of Fort Collins. Many noted these could help increase the diversity of income, race, and age throughout neighborhoods and allow different types of housing to draw in new individuals who may have not been able to consider certain areas before. One participant reflected on how this could change their life:

*"This would impact my future and my ability to live in a culturally diverse area, exposing me to different opinions and ways of life. This would ultimately enrich my life experience and allow for more acceptance of others."*

Some participants also appeared to feel that increased diversity in the City of Fort Collins would create a stronger community overall by helping it become more income-friendly and by continuing to create policies that more accurately reflect the needs of the population.

## **Barriers to Implementation**

While participants were able to clearly see how many of the strategies in the HSP would be beneficial for the overall community, they were also able to consider barriers to implementing these strategies as well as any unintended negative consequences to implementation. Many of the barriers participants identified were tied to current community attitudes or a lack of information or clarity about specific strategies in the HSP.

***Community attitudes.*** Concerns around prevailing community sentiment about affordable housing developments and lower-income residents were echoed in previous phases of the process and were brought up again by the participants in Phase 4. It was clear throughout the data that numerous participants in these conversations felt current community attitudes posed one of the largest barriers to implementing any changes to current housing policy. This was especially true when participants were discussing strategies tied to increasing density or housing diversity, and re-examining occupancy limits. Many also noted that on top of these community attitudes, HOAs may also create barriers to implementation because they have their own specific set of neighborhood rules which may be contrary to the changes proposed by the City.

Several comments noted many people in the City are "against" affordable housing and that there would need to be a considerable shift in these attitudes to make many of these policies work without considerable push-back from the community. Most participants who reflected on this barrier used the familiar term NIMBY (not in my back yard) which we see often in conversations about housing diversity or affordable housing developments. One participant summed what would need to happen to address this barrier:

*"Breaking through preconceived ideas and myths from movies, TV shows, and history of what lower-income housing looks like."*

When asked to specifically address some myths and negative attitudes tied to affordable housing, participants pointed to misconceptions about higher crime rates and general safety issues in

affordable neighborhoods. Many of these concerns were mentioned in previous phases of the Community Guide process. Participants also acknowledged that some residents are concerned changing the areas around already developed neighborhoods could have an impact on property values for those who currently own homes. One respondent addressed another community attitude that could be a barrier to implementation:

*"People being against affordable housing, surrounding the stigma that it will be a form of a handout for those not working hard enough."*

As these examples illustrate, participants were aware of the negative stigmas still tied to affordable housing. They acknowledged how difficult it can be to change long-held views, but they all felt that with increased community engagement and collaboration across sectors, it would be possible to begin shifting those attitudes. The need for increased engagement, collaboration, and education was also noted in previous phases of this process and is a potential solution to this barrier.

***Lack of information or clarity.*** Across many of the conversations in Phase 4, it became clear there was an information gap with many participants, especially when it came to the more technical strategies listed in the HSP. Some participants reported they didn't have enough information to make a sound decision or have a continued discussion. It was clear that a few participants who may have attempted to read the Plan before their conversations with Guides found the document itself to be overly complex and not accessible to people who are not currently working in fields related to housing or development. Some also used words like "bureaucratic" and "arcane" to describe some of the strategies they discussed in their groups.

Additionally, there was concern amongst our participants that there is not enough specific information in the HSP about where funding will be coming from to support many of the strategies, leading folks to worry that even though many strategies may seem beneficial, after increased taxes and other costs are factored in, many in the community may still not be able to access affordable housing due to income cut-offs or lack of knowledge about programs to help them. As one participant noted:

*"I think they are missing details on where the money will be coming from to help people besides the government. [We need to know] if there will be any income restrictions, personal history restrictions, drug use restrictions, things like that in order to receive help. This would be a disappointment because many people who wouldn't have access still absolutely need help."*

Coupled with these concerns, some participants shared that while lack of information was a barrier, lack of interest and access may also pose a problem when the City shifts toward implementing these strategies. Additionally, many participants noted that while this issue impacts many people throughout the City, there are also time barriers related to participating in community engagement efforts. They noted that keeping the community involved and helping them stay educated on policies and services would be vital and that engagement opportunities would need to be diverse to ensure as many people as possible could participate.

***Losing green space and changing neighborhoods.*** A conversation had by a few participants also focused on the impact many of these strategies may have on the current state of the City and access to green space. In previous phases, it was mentioned that access to these spaces was one of the factors in improved physical and mental health and this theme was noticed across many conversations. In Phase 4 participants acknowledged that for some of our affordable housing goals

to be met, we may need to annex some green space. Overall, participants seemed willing to accept this if it was necessary, but they also wanted policies to focus on maximizing the amount of green space in the City as much as possible. One participant addressed this, and another, concern:

*"We would likely have less green space and parks in Fort Collins with the increased building of affordable housing. The skyline would be changed with fewer limitations on building heights."*

Participants expressed hope that any code changes the City made would also continue to focus on preserving green space and maintaining already established neighborhoods. Though some participants also noted that much of the green space in the City is unsustainable and would benefit from things like Xeriscaping and other methods to help reduce water usage.

Finally, participants expressed concern that the current state of their neighborhoods would change with new updates to codes and increased building of affordable housing. Some expressed concern that by changing codes related to building heights, they may no longer have a view of the mountains that is not obscured by other buildings, whether that be new affordable developments, or neighbors updating or adding to their existing lots.

## **Maintaining Community Involvement**

In addition to discussing specific strategies in the HSP, all participants were asked how the City could best keep residents engaged as they moved toward implementing many of these strategies. Information in this section echoes much of the information provided by participants in Phase 1 of the Community Guide process.

**Education and awareness.** Participants often noted that access to quality information on community resources and changing policies is crucial. They said conversations like those offered through the Community Guide program, things like a community speaker series, and translation for material related to community issues and resources were vital in their ability not only to understand the contents of the HSP, but also what resources are available to them. Participants noted that more access to educational resources would also help them feel more confident discussing City issues.

**Accessibility and diversity.** Participants requested a variety of modes and options for future engagement efforts. They noted the need for asking "good" questions, which were defined as future-focused, inclusive, and based on the populations' needs. Participants requested the City be mindful of their responsibilities and time constraints and attempt to offer multiple different times and types of engagement so they could have a chance to participate. They also requested diversity in the people hosting the conversations.

To increase diverse participation, some comments called for making an intentional effort to include people with physical disabilities into these conversations and continuing the work to increase the City's reach to BIPOC and other communities who have historically not been part of these conversations. Perhaps most importantly, participants saw the value in centering affordability in the work that's yet to come. One participant stated:

*"Make sure the City stays true to their word. If they name it/center it around 'affordable' it needs to be true to that and be more than just a housing voucher for someone to take somewhere and hope they get the housing they need."*

**Increase transparency and accountability.** In all phases of the Community Guide program, transparency and accountability were identified as one of the most important steps the City can take to keep residents involved in engagement processes. Participants expressed a desire for the City to be able to explain exactly what is happening, where they are in the process, and how each of these strategies will ultimately impact the community. They also noted the City needs to focus on making meaningful change residents care about, so they see their input and stories reflected in policies and are more willing to participate when they are asked to share their feedback.



# HOME2HEALTH COMMUNITY SUMMIT.

# Event Recruitment and Design

To solicit broader feedback on the [Housing Strategic Plan](#) (HSP) the Center for Public Deliberation, in partnership with the City of Fort Collins and the Home2Health Core Team, designed a series of three Community Summit events that addressed a different topic area each night. City partners on the Home2Health Core Team examined the HSP and crafted three distinct nightly themes that would encompass various strategies within the plan. The nightly themes were:

- Increase Housing Supply and Choice
- Improve Housing Stability and Health
- Build and Preserve Affordable Housing

These themes were created to ensure that residents felt they did not need to attend all three events to respond to the strategies that may most impact them or others in their communities. However, many residents still opted to attend all three of the events. To encourage wider diversity of participation and to honor the time our community members spent in conversation with one another, we offered \$40 stipends for each night of the summit. Approximately 30% of participants who attended declined the stipend.

We created an RSVP survey and distributed it to the community with help from the Home2Health Core Team and other City partners. During the RSVP process, we asked participants to select two strategies to discuss as well as share certain demographic information.

When then used the information provided in the RSVP form to create breakout groups of between 8-10 based on which strategies each participant had chosen to discuss. We attempted to make sure each participant was able to discuss their top choices, though some strategies were collapsed into other groups due to limited interest. The breakout groups consisted of community members with a variety of expertise on housing issues. Some were developers or builders, some were landlords, some were in local business, and many were community members with context expertise who lived in manufactured housing communities, affordable developments, and a variety of other housing situations.

Numerous breakout groups included both English and Spanish speakers and we utilized a Language Justice Model of interpretation provided by the Community Language Co-Op. Language Justice allowed all participants to communicate in the language they were most comfortable with and provided real-time interpretation to both English and Spanish speakers.

Prior to the event, we provided all participants with an informational handout that contained specific details about each of the strategies they would discuss at their Community Summit. Handouts were provided in both English and Spanish. You can find links to these handouts in the Appendix.

## Process

Each Community Summit was held on Zoom due to continued gathering restrictions. At the events, small groups were facilitated by a Student Associate at the Center for Public Deliberation and supported by a partner with the City of Fort Collins or a member of the Home2Health Core Team. These support staff provided a ten-minute introduction about specific strategies in their unique breakout groups and stayed in the groups to provide information and resources as needed to participants. There was also a note-taker in each group tasked with recording all comments, questions, and information shared by participants. Student facilitators guided the conversation by asking a series of questions in two parts. Part one was aimed at building community understanding and consisted of the following questions:

- What are the key issues impacting your community in relation to this strategy?
- How might this strategy impact your community?
- What would successful implementation of this strategy look like?

Part two focused more specifically on the strategy participants had chosen to discuss and asked the following questions:

- How might these strategies be adapted to better suit community needs and ensure equity?
- How might you or others in your community help implement these proposals?
- Are there barriers you can imagine to achieving successful implementation? How might we address those?

Because there were both English and Spanish speakers present at the event, we had to coordinate up to five additional Zoom meetings for breakout room discussions. These breakout groups were created during the introduction of the event to ensure the meeting stayed within the proposed time and to minimize lag time between the introduction and facilitated conversations. To facilitate sending all participants to the correct breakout group, they were first sent to breakout rooms in the main Zoom meeting. For the groups with Spanish speakers, their facilitator then posted a link to the new meeting and remained in the breakout room until all other participants had joined the new meeting. Once all members were present in their correct breakout groups, students facilitated a 50-minute discussion about the group's first selected strategy.

After the first 50-minutes had elapsed, all breakout groups were sent to the main Zoom. For those in groups with interpretation, this meant sending another link to the main Zoom. All participants were then given a 10-minute break to allow for the creation of new breakout rooms. When participants returned from their break, they were again sent to their own unique breakout groups to discuss the second strategy they had chosen for that evening. This second strategy was also discussed for 50-minutes with the same question prompts provided above.

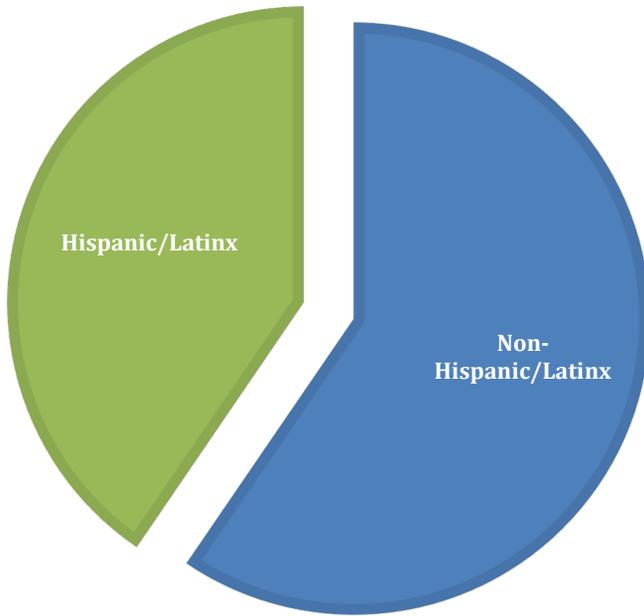
After the second 50-minutes had elapsed all groups were sent once more to the main Zoom for closing remarks from the City of Fort Collins and other partners.

Once the three Community Summit events were complete, a small team of students compiled notes from each event into one document. After the notes were compiled, each comment in the notes was thematically coded and we compared themes across strategies and breakout groups. In the sections below, we share brief demographic breakdowns for attendance at each Community Summit, as well as major themes we identified. These themes are organized roughly according to the frequency with which they appeared in the event notes.

Thursday, April 22<sup>nd</sup>

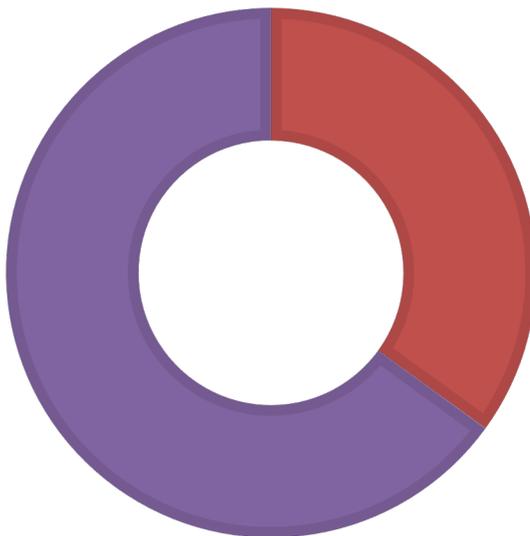
## Increase Housing Supply and Choice

### ETHNICITY



### HOUSING STATUS

■ Rent ■ Own



### Key Information

The tables on this page share only two demographic categories we asked on the RSVP survey. You can find a full accounting of the demographic information from participants of Community Summit 1 in the Appendix

## Summit 1 Strategies

Strategies for the first Community Summit focused on issues related to building codes, builder incentives, and resources tied to building costs. The following strategies were discussed:

- Evaluate implementation of a visitability policy.
- *Remove barriers to allowed densities through code revisions.*
- *Remove barriers to the development of Accessory Development Units (ADUs)*
- Recalibrate existing incentives to reflect current market conditions.
- *Explore/address financing and other barriers to missing middle and innovative housing developments.*
- Increase awareness and opportunities for creative collaboration across water districts and other regional partners around the challenges with water costs and housing.

Based on participant selections, the most popular strategies from this event are italicized above. This was determined by the number of overflow groups required for each of those strategies. What follows is a discussion of major themes that arose during these conversations which are divided into three specific sections: community concerns, barriers to implementation, and successful implementation.

## Community Concerns

At each summit, participants began their facilitated conversations by focusing on their current experience with housing and concerns they had about the strategy itself or their current conditions. Across all breakout groups and strategies, themes tied to concerns about resources, current definitions of affordable housing, and potential impacts on current housing were identified.

***Current affordable housing is inaccessible.*** Numerous participants at Summit 1 expressed confusion and concern over how the City of Fort Collins defines what affordable housing is. They also felt there weren't enough affordable units being built in new developments and expressed a desire for an increased percentage of required affordable units in any new development. Some participants went so far as to say 75%-80% of housing in new developments should be set aside as affordable housing.

However, there was a great amount of confusion and disagreement over the City's definition of Affordable Housing with numerous residents saying they currently don't make enough money to even afford those units. Many participants across breakout groups felt that affordable units still catered to higher income earners because of the current state of the local housing market. There were also numerous participants living in mobile home communities who shared that owning a home is unattainable and they were not interested in affordable apartments because of space issues, they just wanted more stability in their current living situation. As one participant said:

*"Housing is practically unreachable for us which is why we live in mobile homes. It would be nice to have a house, but we need to be realistic as well. For me, I would not be willing to pay for an apartment. I would be willing to invest money in a house."*

In addition to the above noted concerns, participants also noted their feelings that much of the affordable housing being built, or on track to be built, in the City was not benefiting residents who wanted single-family homes and was more often being built for Colorado State University students. Overall participants were concerned that even with increased affordable housing being built in the City, it still would not be accessible to the people who need it most.

**Impacts on current housing.** Participants in their breakout groups also expressed concern that code changes or allowing innovative types of housing might have an impact on their current housing situation. Some worried about the changing landscape of their current neighborhoods if specific building codes (especially those related to height restrictions) were relaxed. Many felt there are certain neighborhoods in the City that are not well-suited for things like ADUs because of the lot sizes, so they expressed a need for the City to make sure these codes are re-evaluated with that in mind.

Residents in mobile home communities expressed a deep fear that continued development of affordable and innovative housing might eventually mean their communities would disappear, which would put many in a precarious situation as mobile homes are currently the only types of housing they can afford. As one participant said:

*"The City's strategies are not thinking of the population with low resources, so their strategy is thinking big but [not] thinking in terms of increasing the number of resources needed. We don't have disposable income to access them [affordable units]. Keep people with low resources in mind when developing. Growth will make mobile home parks disappear. Growth should be applicable to us too, take us into consideration. Not everything needs to be super expensive, conserve things that people with low resources can pay for."*

Other residents noted that relaxing codes could lead to fewer available single-family homes, especially if the occupancy codes were changed. This was coupled with a concern for currently existing homes being removed and replaced with newer housing that could potentially lead to gentrification. Residents wanted assurance that changes to codes would still work to preserve currently existing housing.

**Concern for resources.** In several groups, participants continually discussed concerns around where additional resources would come from to fund many of the suggested changes or updates to code. The term resource in this conversation encapsulates not only financial resources, but also building resources, natural resources that determine the cost of new builds, and community resources like transportation. Numerous participants had questions about the funding mechanisms for strategies and expressed concern there would be an impact on the cost of living in the form of increased taxes to create these additional funding mechanisms. Additionally, participants noted that simply building more housing and providing more choice will not necessarily solve any problems if community resources like grocery stores and transportation lines weren't also in proximity to this housing. As one participant noted, regarding potential costs:

*"Regarding fee waivers and subsidies: someone always has to pay for it. What the City may not be considering is the value added to the tax base when you're providing to income levels not served by the market."*

Participants across numerous breakout groups discussed a desire for the City to be sure these changes do not increase financial burden of other community members.

## **Barriers to Implementation**

Participants were also asked to consider what barriers might prevent successful implementation of their selected strategies. In these conversations, two clear barriers revealed themselves: current community attitudes about affordable housing, and lack of education and awareness about housing issues and the Housing Strategic Plan.

**Lack of education/awareness.** One of the largest themes cutting across all breakout groups was that many participants did not understand what numerous strategies were proposing. This

was especially true for strategies that were more technical in nature. Participants expressed a need for more information and more opportunities to be educated not only on the specific strategies within the HSP, but also about housing issues more generally. While all the participants were able to self-select into their strategy groups, it was clear many attended this event in hopes it would be an informational session lead by the City rather than a small group conversation soliciting community feedback. While resources were provided in advance, they didn't appear to provide enough background information for some of the strategies participants were discussing. At times this led to conversations in breakout groups becoming question and answer sessions, rather than focusing on the discussion questions.

One participant noted that limited access to education on housing issues was a larger problem in some communities than others:

*"Lots of people don't know about rules or grant opportunities. [They] may not be able to get information unless they have a younger person or community leader that can help them with that sort of thing. People often feel intimidated by the process. People of color even more so. There's a trust issue. Take information to them."*

There were numerous questions to context experts about current codes, rules surrounding ADUs, and what was already happening in the community regarding many of these issues. Participants also mentioned they had a hard time understanding where to access current information about the HSP or housing issues generally. Some participants expressed hesitance about moving forward with any of the strategies until more research had been done by the City of Fort Collins and builders/developers.

Though English-speaking community members had access to the entire Housing Strategic Plan, it may not have been accessible (participants in Phase 4 of Community Guides noted some of the language was challenging). There also was not a Spanish version of the HSP available before the event itself. Providing more accessible information about the various strategies in the HSP will likely help many of these issues.

***Community attitudes about affordable housing.*** Echoing one of the barriers identified in Phase 4 of Community Guides, participants identified negative attitudes and social stigmas as one of the biggest barriers to pushing many of these strategies forward. Numerous residents reflected on how their neighbors are either reluctant or completely against having affordable housing or innovative housing built near where they live. Mentions of NIMBY attitudes happened across several breakout groups. In addition to community member attitudes in general, many participants also felt that HOAs and their attitudes about neighborhood appearance would create barriers to meaningful change.

Many of the conversations seemed to acknowledge that residents in Fort Collins, especially those who have lived here for many years, don't want to see the character of their neighborhood changed due to updated codes that allow for more housing types. Some participants noted that many neighborhoods throughout the City are not well-suited for increased density because of these aesthetic concerns.

Participants also acknowledged that desire for open space and nice views were likely driving many of the negative attitudes toward the proposed changes and there was a conversation about how to get the community on board. Some also acknowledged that open space does not benefit everyone in the community equally. As one participant noted:

*"People have an 'I was here first' attitude. [We] need to point out the advantages of changes to the community. Why is it so important for people to 'lock in' when they move here? We*

*need to understand what that is to move the conversation on change. [There is a] tension with open space. Who do open spaces benefit? Not usually poor folks. Green space is nice, but you can't enjoy it if you can't find a place to live."*

Many participants noted the importance of keeping community involved and informed to potentially address this barrier. Increased collaboration is seen as a key factor in changing community attitudes.

## Successful Implementation

Participants and their groups were also asked to consider what successful implementation of their chosen strategies would look like and how they might change or improve the current state of building or attaining more affordable housing in the City. Three main themes were identified in participant notes: reduced bureaucracy, increase collaboration within the City, and increased housing choice and diversity.

**Limiting bureaucracy.** Conversations around successful implementation focused heavily around making building affordable housing and creating innovative housing a more streamlined process. Participants noted that a decrease in "red tape" would be a positive outcome of many of the strategies discussed. Many of these discussions focused on how reducing the amount of City involvement in decisions about what owners can do with their own land would create much more opportunity for a variety of housing types and more people would be willing to experiment without fear of violating the building codes.

The reduced fear associated with more relaxed building codes was also discussed often by participants. There was a clear understanding that many residents in the City are currently violating codes to make their housing more affordable, but constantly worry about being caught. Many noted they rely on others in the area being "good neighbors", so they don't get reported to code compliance. As one participant said:

*"People often reach out and talk to neighbors versus reporting them to the City. It's hard to stay in compliance all the time—it's tough to keep up with everything! Codes are there, but it's difficult to know all the rules. People simply need to continue living and often don't have the time to know, understand, and follow all the rules."*

While most participants felt that reducing bureaucracy was a net benefit, many also mentioned the City would need to work hard in the face of these changes to ensure neighborhoods were still safe. Some of the codes participants appreciated were those tied to neighborhood safety. There was also a strong desire to make sure neighborhoods didn't become segregated and that there could be diverse neighborhoods while also creating a community that honored where people had chosen to live.

**Increased collaboration within the City.** Another marker of success for participants was a potential for increased collaboration between the City, residents, developers, and other community players who have a role in housing in the community. Many participants felt that ongoing community engagement efforts and previous conversations have opened the door to create less of an "us vs. them" mentality between residents and City leaders and they were excited about the potential to continue increasing collaboration.

Participants also noted that for many of these strategies to be successful, creating a Resident Council would help keep the community involved and maintain collaborative links while also getting communities access to information about housing policy within the City. Participants liked the idea of

allowing a diverse group of community members to be on this Council and able to represent community needs at City Council meetings and in other places where decisions are being made. They also noted this would allow for more residents in the community to get to know each other and understand the unique experiences of various residents.

Finally, participants discussing the strategy tied to collaboration across water districts recognized how important the City's role is in building and maintaining these relationships. Some expressed concern that as water districts currently operate, they are mostly suited to serve agriculture, and to have success there would need to be increased collaboration to equip them to better serve urban and suburban areas. In addition, participants expressed hope that bringing water districts together in conversation may have a positive impact on the cost of water, not only as it relates to new builds, but also for current residents who are feeling the strain of rising water costs where they live.

***Increased housing choice and diversity.*** A final theme in the discussion about successful implementation focused on how many of these strategies could result in more diverse neighborhoods and a wider variety of housing types for people to choose from. Like participants in Phase 4 of Community Guides, participants in these breakout groups expressed excitement about the idea that new people may be able to live in their neighborhoods. Numerous participants were also curious about how inclusionary zoning may help make new neighborhoods more accessible to people across the income spectrum.

Additionally, participants discussed how relaxed barriers on density and ADUs would be beneficial for residents who wanted to age in place, or for families who wanted to be able to support their adult children transitioning into college. One participant said:

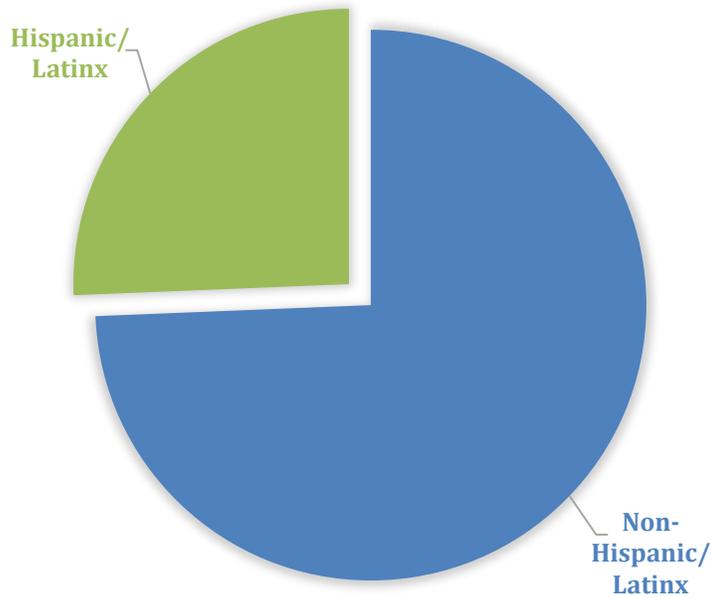
*"One positive would be senior housing. With families wanting to put a residence in the back yard for parents or grandparents. College students that want to move out but not be in mom and dad's home. This could be an opportunity."*

It's important to remember, however, that participants also expressed a desire to maintain their current neighborhoods and living situations, so for them housing diversity also means preserving what is already there while allowing for continued innovation.

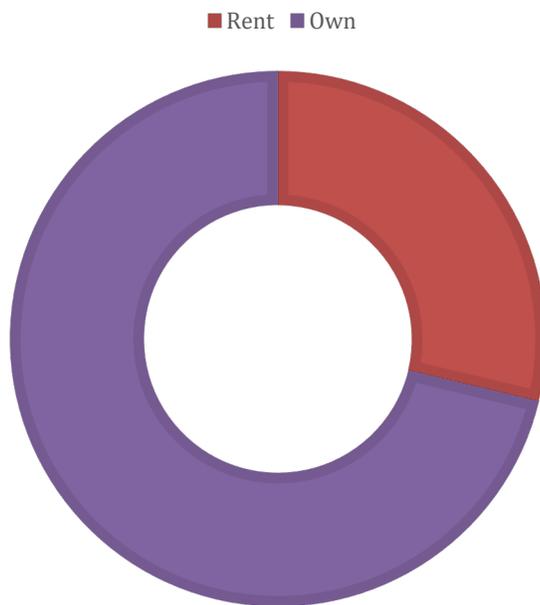
Saturday, April 24<sup>th</sup>

## Improve Housing Stability and Health

### ETHNICITY



### HOUSING STATUS



### Key Information

The tables on this page share only two demographic categories we asked on the RSVP survey. You can find a full accounting of the demographic information from participants of Community Summit 2 in the Appendix.

## Summit 2 Strategies

Strategies for the second Community Summit focused on issues related to renter protections and landlord education, expanding family definitions and occupancy limits, and increasing access to housing assistance and equal opportunities for housing across the City. The following strategies were discussed:

- Explore the option of a mandated rental license/registry program for long-term rentals and pair with best practice rental regulations.
- *Explore revisions to occupancy limits and family definitions.*
- Fund foreclosure and eviction prevention and legal representation.
- *Support community organizing efforts in manufactured home communities and increase access to resident rights information, housing resources, and housing programs.*
- *Develop small landlord incentives.*
- Implement the 2020 Analysis of Fair Housing Choice Action Steps

Based on participant selections, the most popular strategies from this event are italicized above. This was determined by the number of overflow groups required for each of these strategies. Themes identified in event notes are organized in the following sections: community concerns, barriers to implementation, and successful implementation. For this Summit we have also added an additional section tied to the U+2 ordinance and Colorado State University's role in affordable housing issues in the City. This section was added to more fully address the robust conversations had by our participants surrounding these topics.

## Community Concerns

Strategies at this Summit were more directly tied to resident rights and healthy housing. As such, common themes aligned closely with these concepts and we identified three specific areas of concern: accessibility of affordable housing, lack of residents' rights, and impacts on small landlords. Some of these themes are echoed from Summit One, others are new. In the sections below we provide more detail for each theme.

***Accessibility of affordable housing.*** Much like participants at Summit One, participants across breakout groups had numerous conversations about how in its current state, even housing deemed affordable by the City is unattainable for many residents. These conversations touched on financial accessibility and physical accessibility.

Some participants noted current rents are rising faster than wages and people are struggling to keep up and maintain their housing. Participants in these conversations mentioned the stress tied to continued price increases negatively impacts their health in many ways. Like conversations in previous phases of Community Guides, participants discussed how many residents in the City are having to choose between paying their housing costs or taking care of other necessities, and because they do not want to be displaced, they choose the housing costs. This choice then leads to other negative outcomes in their ability to pay for health services, utilities, and healthy foods. As one participant said:

*"They need support in the form of direct credit, not from a bank with a high interest rate. The cost of their housing is increasing putting them at risk for displacement, with more money needed for housing they cannot afford other bills."*

Concerns tied to affordability of current housing were also raised by residents of Hickory Village mobile home park, some of whom attended all three nights of the Summit. Many feared they would not be able to afford the purchase on their low incomes and were struggling to decide what choice would be

most beneficial for them. Residents noted they did not have any other housing options so if they could not afford the purchase, they weren't sure what would happen with their housing situation.

Finally, residents addressed concerns tied to the physical accessibility of affordable housing in the City. Many participants said there are numerous places throughout the City that are not accessible to people with disabilities. Some even mentioned things like the steps at their own home being a barrier for older family members visiting without difficulty. In addition, residents discussed the state of sidewalks throughout the City and said it would be important for certain accessibility requirements to be met on any new affordable structures built. While difficulty accessing affordable housing was a problem discussed across incomes and ability levels, most participants acknowledged this was an even greater challenge for residents with mobility issues.

***Lack of resident's rights.*** Numerous participants at Summit Two shared stories about their experiences specifically with either renting a home/apartment or renting a lot in a manufactured home community. Many of these stories demonstrated a concern for their lack of rights in the City. In several groups, unsafe living conditions were discussed. Residents said they had lived in homes without heat every time it snowed, experienced insect infestations, and struggled to get their landlords to take care of basic maintenance in their homes. In addition to this, many participants noted that residents will continue to live in unsafe conditions or homes in disrepair because they fear retaliation from their landlords and do not feel protected by the City. Participants also mentioned they felt it was a common occurrence for landlords to raise rents in response to maintenance requests. One participant said:

*"My home state had better landlord/tenant laws. I feel like here they don't care as much because they know someone else will rent the property."*

In manufactured home communities, residents mentioned feeling victimized by landlords who continue to increase rents and create strict rules about how they can access amenities in their own community. For example, one participant discussed rules about when and where their children could play in the neighborhood. In addition to concerns about landlords, many residents in manufactured home communities felt they were not sufficiently protected from displacement if their communities were turned into other types of affordable housing.

Some participants, though they recognized the burden on smaller landlords, expressed frustration that landlords weren't financially prepared to take care of properties and provide safe housing for their tenants. They felt that if owners were going to rent homes to other residents of the City, they should be held accountable for making sure they could take care of regular maintenance in a timely manner and that residents weren't living without heat or in dangerous conditions with pests or mold.

Overall, there seemed to be a concern that low vacancy rates, high costs, and lack of oversight and education for landlords created problems for tenants. These problems ranged from unsafe housing and hidden charges for maintenance visits, to what was perceived as a general apathy for maintaining properties for their tenants.

***Impacts on small landlords.*** While many participants across breakout groups discussed power dynamics between tenants and landlords as a major concern, there were also many conversations acknowledging that smaller landlords often had limited resources and experienced their own challenges. Some worried how changing policies or requiring more affordable rents would impact those landlords who just own one additional home and rent it out or inherited a property from family with limited knowledge on how to properly maintain it. Participants acknowledged that while access to affordable housing was particularly challenging for renters, landlords also faced unique struggles

and could often not afford to keep rents lower because of the costs associated with maintenance and general upkeep of their properties.

In some groups, participants tried to differentiate between large property management companies who had numerous properties and strong financial stability and smaller landlords who did try their best to maintain properties and keep rents affordable for their tenants. Many noted that while there are issues related to lack of residents' rights, there are also limited supports available for these smaller landlords which often puts them in difficult situations. One participant shared:

*"The landlords I know it is a question of financial resources. I know mom and pop landlords. They may not have the money to replace all these things. I'm concerned what it would be like to have the City come in and tell them they need to fix a lot of things they can't afford. How could they do this?"*

Finally, some participants expressed concern that additional requirements for landlords would be overly burdensome for those landlords who already have limited resources and time. They noted that those with property management companies and other supports would likely have an easier time with rental registries and other updated requirements, but small landlords would likely bear most of that burden.

## Barriers to Implementation

In conversations about potential barriers to implementing strategies from Summit Two, we identified two clear themes: lack of education/awareness (which was echoed throughout each of these events) and landlord reluctance or unwillingness. In the sections below, we provide more detail on these themes.

***Lack of education/awareness.*** This barrier encompasses not only lack of education about the specific policies in the HSP, but also a general lack of knowledge and awareness about the various housing programs and resources available for renters, landlords, and homeowners. Strategies at Summit Two were considerably less technical than the other two events, so there were fewer instances of extended question and answer conversations, but there was still a lot of confusion about potential impacts of the strategies.

In terms of tenant supports, numerous participants shared they were not aware of many of the resources available throughout the City. Often, support staff in the breakout rooms shared information about specific programs or resources and most participants said they didn't even know about them. Further, many noted there was difficulty even knowing where to access information about programs and resources, especially for Spanish speakers or those without reliable access to internet.

This lack of education was especially salient around issues of resident rights. As we discussed in earlier sections, many participants expressed concern that tenants were being forced into unsafe living conditions and did not hold landlords accountable for fear of retaliation. Because many participants were not aware what resources were available to them, they stayed in unsafe or unaffordable situations. As one participant said:

*"If I had known about the resources available, that would have helped me as a renter. You have to have the bandwidth to deal with these problems. I wish I would have known before signing a lease how the landlords were rated by their past tenants."*

Furthermore, residents in manufactured home communities posed many questions about how community organizing efforts would be supported by the City and mentioned they do not have enough

information about what is going on in their own communities to feel secure in their housing. Spanish speakers in those communities expressed a desire for more bilingual education opportunities to help close the accessibility gap.

Most participants tended to agree that without increased education, many of these policies could not be successfully implemented because the residents who need the support most would still not know how to access the appropriate supports and resources.

***Landlord reluctance/unwillingness.*** In earlier sections, we discussed community concerns about the resources and bandwidth of landlords—especially small landlords without the support of property management companies. In conversations about barriers, many participants felt that on the flipside of this, many landlords are either reluctant or completely unwilling to engage in new programs or systems. These residents noted that without buy in from landlords and property management companies, many of these strategies would be difficult to implement well.

Participants also mentioned landlords may feel overly burdened by additional steps they might need to take to participate in a registry program or educational classes about best practices. Many asked if there could be ways to streamline these processes so landlords would be more willing to participate. Some even went so far as to say these increased requirements would discourage landlords from renting their properties entirely.

In addition to landlords, property management companies were also discussed as a specific barrier to implementing many of these strategies. Some participants felt property manager apathy or reluctance was an even bigger issue than the reluctance of landlords to participate in new programs. There were landlords present in several breakout groups who expressed their frustration with poor communication and service from property management companies. They said many of these companies would simply not participate in registry programs or educational programs. This feeling seemed especially true in discussions about high-volume property management companies.

Some participants shared they felt property managers were not even following required guidelines now, so it seemed unlikely they would get on board if additional requirements were added to their plates. They felt most property managers were simply doing the bare minimum to avoid legal ramifications and didn't put much effort in otherwise. One participant said:

*"I live in an apartment complex with an on-site property manager. There is not training for the property manager. It is a low-income housing complex with diverse people living there and sensitivity training would be so important for property managers who interact with these people."*

Based on the conversations across these various groups, it seems clear that the City will need to consider steps to bring landlords and property managers alike on board for any future changes.

## **Successful Implementation**

Participants at Summit Two shared various examples of what successful implementation might look like for their chosen strategies. We identified two major themes in these conversations: Increased support and resources, and increased collaboration and connection between the City and community. These are discussed in more detail below.

***Increased support and resources.*** It was clear throughout the event notes that participants saw an increase in support and resources as one of the biggest benefits to implementing many of these strategies. They focused not only on resources for tenants, but also on resources for landlords.

Residents felt that true success would mean folks across the housing spectrum would have access to all the resources they needed to live in healthy, stable housing and that landlords would have access to necessary supports to take care of their properties and their tenants.

In terms of resident rights, some shared ideas for streamlining the complaint process for tenants or potentially creating an app or other resource where tenants could share information about their experiences with landlords and specific housing developments. Participants felt this would increase transparency and give them valuable information necessary to make the best housing choices for their families and their financial situation.

Additionally, participants felt that increased access to education for both landlords and tenants would be a key marker of success for these strategies. It was clear in numerous conversations that both tenants and landlords struggled to understand where to find the information they needed about resources, support programs, and requirements. Participants noted that to achieve success all this information should be readily accessible, available in English and Spanish, and that increased transparency and communication between landlords and tenants was key.

Some participants also expressed excitement about the possibility for the community to become more involved in the education process. One resident said:

*“There are huge benefits to living in a college town in addition to the drawbacks. I would love to see neighbors help educate students on the impacts they can have on the neighborhood/community. For first time renters living on their own they may not know this, so having members from that neighborhood who can help teach them would be a great idea.”*

Landlords in several groups mentioned that increased access to these resources and supports would address many of the burdens they face currently in regard to maintaining their properties and staying connected to their tenants. Many participants also expressed a desire for more opportunities for tenants and landlords to access education together. Residents felt this would create stronger community connections and support networks. In addition to this, participants said the City could help encourage landlords to form an educational collaborative where they could share knowledge about rental practices, their experiences, and provide support to one another.

Finally, some participants noted that providing some incentives to landlords and property managers to make them more willing to participate in education opportunities and learn new rental practices would be key. As we noted in the sections above, some companies and landlords in the City already feel burdened by the current rental practices, so participants felt extra encouragement may be helpful in bringing more people on board.

***Increased collaboration and connection between the City and community.*** Participants at this Summit also expressed a lot of excitement around how these strategies could improve the way communities are connected to each other, and to City leaders. Many shared a desire for the City to be more actively involved in conversations between landlords and tenants, rather than acting as a passive source of information.

For many, this looked like increased community engagement on a variety of levels that was accessible to residents across the City. Some mentioned opportunities for the City to have one-on-one conversations with various community leaders to learn more about their experiences and provide information and support that was tailored to their needs. Participants also noted how important it would be for the City to be proactive in their engagement and outreach rather than reactive. They

mentioned how often, the City doesn't intervene between landlords and tenants until situations are already tense. Participants envision a scenario where the City can step in before relationships are strained and provide appropriate resources to help both parties.

Additionally, residents discussed potential for numerous coalitions to form across the City to make sure all communities are involved in decision-making processes and conversations about affordable housing. Participants wanted the City to make a concerted effort to recruit culturally competent community leaders to bring information to residents who have historically been excluded from these efforts. One resident shared the benefit of empowering these community leaders:

*"Would be good to have folks who understand about our culture. Many times people speak Spanish, but they criticize or judge us. If we are asking for help it is not because we want them to make us feel like we are less or they are superior."*

Participants also had conversations about the best ways to recruit community leaders and culturally competent community members who would be willing to help build bridges and provide vital information. Because many of these residents are volunteers, there are numerous barriers tied to their full investment. One participant suggested:

*"Maybe community leaders could get paid for their time. People are busy and have other responsibilities. [It] might be fair for the City to offer some kind of payment to people who are there to serve and learn to support our community."*

Overall, participants expressed a desire for the City to become more actively involved as a bridging institution between communities, residents, landlords, and other groups who are working on issues tied to housing affordability.

## **U+2 and the Role of CSU**

While we attempted to keep consistent categories across all three nights of the Community Summit, discussions at this event contained a lot of information and feedback about not only the U+2 ordinance, but also Colorado State University's role in addressing affordable housing issues. We felt the sheer volume of these comments warranted their own section to discuss community concerns, barriers mentioned, and what successful updates might look like.

**Community Concerns:** Participants identified various negative impacts they felt U+2 was having on housing in the City. One of the most frequently discussed was the perception that this ordinance was one of the major drivers of increased housing costs because fewer residents could occupy one home without violating the ordinance. Participants stated this caused vacancy rates and housing stock to be lower because residents who would typically choose to live with numerous people—like students and multi-generational households—were unable to do so legally and had to occupy additional housing that would otherwise be available to other residents.

Additionally, participants said the current occupancy limits put a strain on lower-income residents who would benefit from splitting rent across several tenants in housing that can accommodate them safely. They expressed frustration that they were not able to utilize space more efficiently in their current housing. This frustration was shared by owners and renters alike.

Another issue discussed by numerous participants was the feeling that U+2 was pitting students and families throughout the City against one another and making it more challenging for diverse people in neighborhoods to build relationships and community with one another. Ultimately, participants felt

U+2 was overly restrictive and hampered the ability for neighborhoods to have diversity in race, income, age, and ability.

Participants did acknowledge and understand the original reason for the current ordinance, but many of them felt it did not appropriately address the problems it sought to solve, namely student partying and parking issues in neighborhoods. Residents said these problems still exist, and because many across the City are willingly violating the policy in order to make ends meet, it may make more sense to shift more responsibility onto landlords or management companies to address these issues rather than a City-wide ordinance.

Some potential solutions discussed the option for family definitions to incorporate multi-generational households or additional family members who may not be related by blood or marriage. Another option proposed was to make occupancy limits based on the number of bedrooms in a house rather than a set number across all types of housing. One participant provided a few more specifics:

*“Are there factors which can be considered to adjust it? Size, driveways, parking, etc.? These factors could be considered. Bedrooms are not the only factor. I have friends with huge houses but only three bedrooms. Balance factors such as parking availability, size, space, bedrooms, rental licensing factors, etc.”*

Participants in these breakout rooms grappled with the complexity of changing or updating the current ordinance, acknowledging there is no easy answer or solution. However, most did feel that U+2 was overly restrictive, and a more case-by-case approach should be taken by the City.

***CSU’s role in housing students.*** In most conversations about occupancy limits and student populations, the role of Colorado State University becomes an additional topic of discussion. Summit Two was no exception to this. While participants discussed potential adjustments to U+2, they also talked about how CSU could play a bigger role in making sure students had access to housing that wouldn’t deplete housing stock throughout the rest of the City.

Some participants felt that up until recently, CSU had not been appropriately involved in matters tied to student housing and overall affordability issues in the City. Additionally, some expressed sentiments that CSU was not a “good neighbor” for many residents in the City, especially those who live near campus or the stadium. They expressed frustration especially tied to parking—permits required to park near their own homes, lack of parking on game days, etc. Many felt that CSU needed to play a more active role in making sure single-family homes did not get rented out by students due to a lack of available student housing.

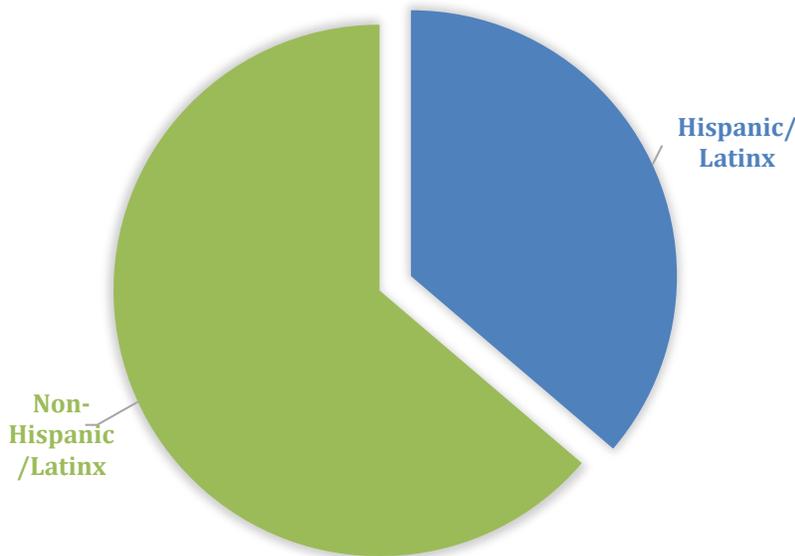
Many also wondered how Off-Campus Life and other resource centers at the university might be able to take a more active role in housing policy throughout the City, especially in conversations about occupancy limits and relationships between families and students who may live in the same neighborhood. Participants felt that in terms of student behavior and accountability, CSU should be a stronger partner with the City to enforce certain rules and expectations. There were employees of CSU in these conversations. They noted there were certain resources already in place but said it may be beneficial for CSU to work harder on educating students about being good neighbors.

Overall, Participants struggled with balancing the desire for diverse neighborhoods including students and families with the desire for single families to have access to affordable housing as well. They were hopeful CSU could play a bigger role in future conversations about these issues.

Monday, April 26th

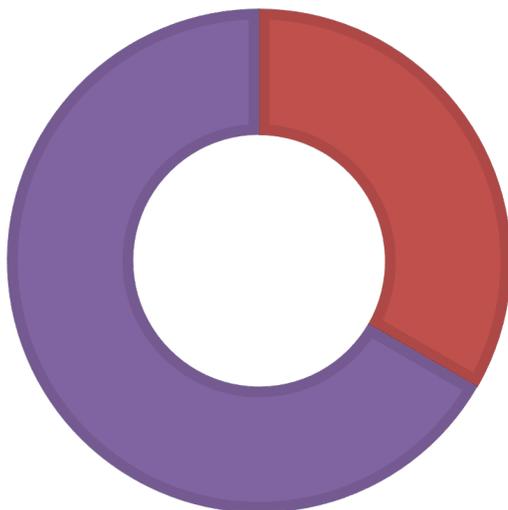
## Build and Preserve Affordable Housing

### ETHNICITY



### HOUSING STATUS

■ Rent ■ Own



### Key Information

The tables on this page share only two demographic categories we asked on the RSVP survey. You can find a full accounting of the demographic information from participants of Community Summit 3 in the Appendix.

## Summit 3 Strategies

Strategies for the third Community Summit focused on issues related to building and preserving affordable housing. Things like financing for development, the ability for tenants or non-profits to buy affordable housing and examining the City's current affordability term. The following strategies were discussed:

- Create a new dedicated revenue stream to fund the affordable housing fund.
- Expand partnerships with local Community Development Financial Institution (CDFI) to offer gap financing and low-cost loan pool for affordable housing developments.
- Require public sector right of first offer/refusal for affordable developments.
- Extend the City's affordability term.
- Allow tenants right of first offer/refusal for cooperative ownership of multifamily or manufactured housing communities.
- Assess displacement and gentrification risk.

All strategies at this event had at least one overflow group, indicating many participants wanted to discuss them. What follows is a discussion of major themes that arose during these conversations which are divided into three specific sections: community concerns, barriers to implementation, and successful implementation.

## Community Concerns

The concerns identified by participants at Summit Three were similar to those discussed at our first Summit on Thursday, April 22<sup>nd</sup>. These themes cut across each night of the Summit in unique ways and were explained somewhat differently depending on the strategy participants discussed. Participants again shared concerns about the inaccessibility and cost of affordable housing and numerous concerns about how changes might impact their current housing or financial situation.

***Affordable housing is inaccessible to many.*** A common refrain in numerous breakout groups across all three Summit events was the acknowledgment that affordable housing in its current state is still unattainable for many residents who live in the City of Fort Collins. Participants noted that in the last several years, more people have been pushed out of the City due to increasing housing prices and that residents with accessibility issues are often even more impacted by these issues. Additionally, participants mentioned knowing numerous people in the City who have been on waitlists for affordable housing units for years and still have not been able to get into housing. One participant noted a particular concern about lack of choice:

*"I currently live in an affordable housing community. One thing about this strategy that concerns me is the City giving Housing Catalyst all the affordable housing properties/projects. There would be little equity in this approach as it gives those that depend on affordable housing little option in terms of choice."*

Some participants expressed frustration at people outside the City who buy smaller, more affordable housing to fix up and sell at an increased cost, further reducing the available stock of affordable housing. Many acknowledged that simply building more housing would not necessarily guarantee it was affordable to all—the City would need to take steps to ensure that would be the case. A few participants who lived outside the City shared their frustration that they cannot live where they work and that most affordable housing is either too expensive, or already occupied.

In groups that discussed the right of first offer/refusal for affordable developments and multi-family communities, some participants expressed concern that even that is unaffordable for many who live in those communities. Many wondered what mechanisms would be in place to make sure these residents had enough time to secure the funding to complete these purchases, and additionally, what might happen years down the road if many of the cooperative owners could no longer afford their share of the payment.

Overall, participants seemed to realize affordability is an issue that cuts across the income spectrum. There was also much discussion about wages in the City, with many noting that the issues tied to affordable housing may not be solved unless there is an increase in the minimum wage. As one participant said:

*"I don't know if the City can solve it. I think it's an income issue more than anything else. I think minimum wage is too low and has been for a long time. It just adds to the overall problem long term. Perhaps the City can raise the minimum wage within the City. That could help but would require a lot of political will and would face a lot of opposition."*

**Impacts on current housing/neighborhoods.** In breakout groups discussing the strategy tied to assessing displacement and gentrification risk, participants expressed numerous concerns about how continued changes and improvements to the City would permanently change the shape of some neighborhoods. Participants noted concerns about historic districts and changing views if high rises were allowed in the downtown area or in other places throughout the City, some noted these continued improvements may eventually make currently affordable areas unaffordable. One participant said:

*"I have previous experience with gentrification. People with lots of disposable income came in, purchased and renovated to drive up the price. This was previously an artist community."*

Many homeowners participating in the conversation shared concerns that adding funding to a land bank or trying to find additional resources to build affordable housing would have the consequence of increasing their already high property taxes. Participants understood that additional resources were needed but were concerned about their ability to pay more. Additionally, residents in mobile home parks were concerned that cooperative ownership would make their living situation more expensive. Some participants noted that owning a home does not necessarily mean you are more financially secure and that additional costs added on to owning a home would impact those with the lowest incomes the most. One participant noted:

*"You could argue that tax would be tougher equity-wise. The idea that a big home was already paid for once, could not keep going at the current rate. It would be detrimental for people who are money-insecure."*

Across all three nights of the Summit, it became clear that residents in manufactured home communities are deeply concerned about how the changing landscape of affordable housing and the City itself would impact their current living situation. Many noted they feel the City does not give them enough information or resources to understand what could happen to their homes in the future. Some expressed concerns that if Hickory Village became a cooperative and then residents eventually wanted to move, they would not be able to do so.

## Barriers to Implementation

Participants at the third Summit discussed clear barriers tied to a lack of education and awareness and overall lack of resources, support, and collaboration throughout the city for affordable housing needs. These barriers are similar to those shared in the previous Summit events.

***Lack of education/awareness.*** The strategies at this Summit were the most technical of all the strategies discussed over the three events, which created much confusion in breakout groups. As we explained in the previous section about event design, there was a representative from the City or the Home2Health Core Team in each breakout group to provide background information about each strategy and answer any questions participants had. In reading the notes from this Summit it was often clear that participants had more questions than answers. In many groups we noted that facilitators struggled to keep the conversation tied to discussion questions, and often time was spent in question and answer with the City representative.

Participants asked clarifying questions about everything from property taxes, definitions of gentrification, land banks, and many topics in between. They seemed to struggle to come up with definitive answers to many of the discussion questions because they did not have enough information about the strategy being discussed or the specifics tied to many of the more technical approaches. Additionally, many participants noted there are many residents in the City of Fort Collins who do not have access to education or resources that would help them maintain their current housing. One participant was discussed helping a person at risk of losing their home and how lack of awareness can be harmful for renters:

*"He was cratered financially, and my desire was not to throw him out but figure out how we can get him and his two kids to the next step. The property management company went to Neighbor to Neighbor, which was great. The other thing I would say is that when he rented the house, he didn't know what renting the housing meant. [He] didn't realize utility payments, property maintenance, etc."*

Regarding the strategy addressing cooperative ownership of manufactured home communities, participants noted the City would need to do a lot of work to properly communicate to residents on the front end of these potential transactions. Participants wondered what the process would be for informing residents their community is going up for sale and how much time they would have to pool their money and put in an offer before it was released to the wider market. Numerous participants noted a need for the City to examine the practices in other states that had been successful and work to model their programs off those successes rather than starting with a blank slate.

***Lack of resources and collaboration.*** Similar to conversations at the other Summits, participants again noted their concern for a lack of resources throughout the City to meet its affordable housing goals and how it would be possible for the City to increase those resources without creating an additional burden on residents. Additionally, they noted that lack of collaboration across sectors and within the City itself made it difficult to make progress on many of these issues.

Numerous participants said that land is one of our most valuable and scarce resources, so while it is important to continue building affordable housing, if we don't look at innovative ways of doing so, we will eventually run out of space to build. One participant said:

*"While increasing supply is one thing, we can't build ourselves out of the problem. We will sooner run out of resources and the prices will still go up. We need to consider land capacity."*

In relation to this, many participants also discussed the recent Hughes Stadium vote which focused on what the City should do with the new parcel of land left by the vacated stadium. Participants understood the importance of open space to many in the community but felt that setting aside such a large parcel of land for open space was a “missed opportunity”. Discussions centered around the tensions between open space and utilizing land for additional housing. Many participants also noted that code changes would be necessary to make sure we could utilize land more efficiently.

Additional discussions focused on how the City could conserve resources by updating and repurposing housing and areas that already have certain infrastructure in place rather than focusing solely on new builds. This was identified as one possible solution to the lack of resources.

While discussions about land and other natural resources happened across multiple groups, discussions about financial resources also happened frequently. Many participants noted that the cost of building housing continues to increase, and the City is already struggling to provide enough funding and incentives to developers and builders of affordable housing. Across numerous groups participants acknowledged this challenge and hoped the City could find creative ways to increase their funding sources without placing excess burdens on residents in the community.

To this end, participants talked often about the need for increased collaboration across many sectors in the City to address this challenge. Some discussed a potential solution tied to bringing private businesses on board who might be willing to pay an increased tax to create more funding for affordable housing. Additionally, they noted that the cost of housing is often made more expensive because of insurance and liability issues for builders. A few participants noted that it’s often a challenge to get the proper insurance to begin building housing developments like condominiums and wondered how the City might be able to provide more financial support for those builders and developers.

Ultimately, participants acknowledged that lack of financial resources and figuring out how to secure more of those resources would be a considerable barrier to implementing many of these strategies. Many felt that additional changes to codes and the way the City prioritizes money would need to be made to address this barrier. As one participant said:

*“All the approaches that will be taken by the City are going to cost money and the City doesn’t prioritize enough to reduce the disparity between incomes, largely due to zoning and policies. The City needs to prioritize budgeting to address this disparity ahead of ‘feel good outcomes.’”*

## Successful Implementation

As with the other major themes noted above, most of the themes about successful implementation were similar to previous conversations at the Summit events. Participants at this event identified three major markers of what successful implementation of these various strategies might look like in the community: increased access to affordable housing, increased community support and collaboration, and more access to education and awareness.

***Increased access to affordable housing.*** Many participants discussed how they feared Fort Collins was becoming a resort town like Vail with lots of great things in the community, but limited housing options. They noted many strategies at Summit Three would work to ensure the City could have great jobs, a great university, and great housing stock to match the demand. An ideal scenario for many of the participants was housing growth to match the job growth in the City.

Numerous participants also discussed the need for workforce specific housing to address continued job growth. Across several groups participants felt that bringing in businesses to help make this a reality would be beneficial. One participant said:

*“I would suggest that if you have Habitat [for Humanity] be your developer to do workforce housing, they should stay as workforce housing for 50-60 years. If they sell it, it still has to remain workforce housing.”*

In one group, the conversation focused on how increased partnerships with local Community Development Financial Institutions would provide more funding to create new developments. They argued that even if not all housing in a given development was affordable, increasing the inventory overall would be a net benefit for affordable housing in the City. Many noted more flexible funding that didn't rely heavily on grant cycles would also allow the City to build and maintain more housing.

As participants continued to discuss the increase of affordable housing that may happen as a result of these strategies, they also focused on how true success would be marked not only by more affordable housing, but more accessible housing as well. This meant many things for participants: housing that can be accessed by people with disabilities, housing that is closer to community resources like grocery stores, bus lines, and open spaces, and diverse types of housing that can meet the needs of each unique resident in the City.

Participants did stress however, that the City needed to make sure to focus on making affordable housing available not only to owners, but to renters as well. There was consensus among the groups that these strategies would only be fully successful if affordable housing was available across income spectrums and housing types.

***Increased community support and collaboration.*** At each night of the Summit, and in numerous discussions during our Community Guide conversations, residents and participants noted lack of community support as a major issue. In these groups, participants felt many of the strategies they were discussing would solve this problem and they felt that in order to fully achieve success, it would take an increase in support programs and collaboration across many sectors.

Participants in the group discussing displacement and gentrification risk noted that increased community supports for those with mental health conditions or those suffering from addiction would be vital to success. Many felt the current support structures were not designed to help these residents, rather to penalize them. They discussed that support systems were available in other cities that could be implemented in Fort Collins. One participant noted how challenging it can be when you're experiencing homelessness with limited supports:

*“When people lose their homes, they are abused by police here. That's making it impossible for them to get back on their feet. You need to make \$2,000 a month to get help from Habitat. They're being blamed for a situation we are creating.”*

This group discussed a model from Pueblo that sends social workers out with police officers to assist with calls related to people experiencing homelessness. The social worker can then help

residents connect to resources. Numerous participants felt a similar model would be beneficial here as well.

In addition to community supports for those having trouble maintaining housing, participants discussed how important it would be for the City to provide more support for builders and developers. As mentioned in the previous section about barriers to implementation, for many builders and developers there is an incredible liability risk that drives up the cost of building housing. Numerous participants felt that in order for any of these strategies to be successful the City would have to collaborate with diverse groups and funding institutions to provide support to make building housing more affordable so developers could then pass those savings on to owners or tenants.

Overall, participants acknowledged that strong collaborative ties across the City would be one of the most helpful ways to ensure the success of the various strategies they discussed. They were hopeful these new collaborations would not only provide more funding to build housing, but also help people throughout the City have greater access to vital resources they need to stay housed and healthy.

***More access to education and awareness.*** Finally, participants again discussed the importance of education and awareness in making any of these strategies successful. It was especially clear at Summit Three that many participants did not have all the information they needed to fully discuss the more technical strategies. They noted true success would be dependent on continued education efforts throughout the City.

When participants discussed cooperative ownership for multi-family units or manufactured housing communities, they expressed a desire for some entity within the City to teach them how to complete the process of purchasing. They said information would need to be readily available for them to be willing to take on such a risk. One participant shared some things that would be helpful for them regarding education:

*“Printed materials in English and Spanish. People from the community to spread the information to others. Meetings to explain and debrief on what the documents mean. Helpful to have people that speak both languages as well.”*

Other participants noted that while there may be information and resources available throughout the City, there needs to be an improvement in how that information is shared with the community so everyone is aware they have access to it.

Participants also continued to express interest in being more involved in the implementation of many of these strategies. Noting they would be willing to attend more educational events, community conversations, and be involved in various ways if the City provided them with accessible opportunities to do so.

## NEXT STEPS.

# Next Steps

In the sections above we presented information that highlights many important insights for the City of Fort Collins to consider as they move forward with implementing various strategies in the Housing Strategic Plan. Below, we detail some potential next steps and lessons learned.

***Education is key.*** Across all three Community Summit events, it was clear that more information is needed about various strategies included in the Housing Strategic Plan. Numerous participants expressed a need for more information and many others shared confusion about what specific strategies were proposing to change or fix. Participants self-selected the strategies they discussed, but this did not always mean they had a clear understanding of those strategies. More likely, many participants attended these events hoping to get more information from the City. To have fuller, more informed conversations about the HSP and its various strategies, we suggest that the City of Fort Collins continue to provide education and awareness about the plan and offer a variety of ways for residents to engage with and learn information about the strategies within it. A desire for more robust and accessible community engagement was articulated throughout each Phase of the Community Guide process as well as during the Community Summit events. Providing educational opportunities, especially for the more technical scenarios in the HSP, would be beneficial to making sure the community has a full understanding of the document itself and feels more confident staying involved in future engagement efforts.

***The need for change needs to be balanced with the unique needs of neighborhoods.*** There is also still a considerable tension around the need for expanded affordable housing options and the needs of neighbors and neighborhoods. Many of these needs are diverse and change depending on which neighborhood you're discussing. However, most participants across all phases of Community Guides and at the Community Summit events were aware that lack of affordable housing was a problem and recognized a need for change, but many were also reluctant to have that change happen in or near their neighborhoods. They expressed many concerns tied to their property values, the changing landscape of the area, decreasing amounts of accessible green space, and potential changes to the skyline. Many residents are also concerned about how affordable housing developments will be funded without creating an additional cost burden on them through increased taxes. Additionally, many residents were aware that NIMBY attitudes would create a significant barrier to implementing numerous strategies within the HSP, but also seemed to feel those attitudes could be changed with additional community conversations and more intentional City outreach.

***Continue to reflect on the impacts of COVID-19 on community engagement.*** Most of the engagement during this two-year process was completed during the COVID-19 pandemic and the resulting economic shutdowns and gathering restrictions. We noticed a measurable drop-off in Community Guide participants and engagement during Phase 2 which coincided with the beginning of the pandemic. It was clear throughout the remaining phases of this process community members were overwhelmed. Many experienced personal issues tied to housing, health, job security, and childcare. The result of these stresses often meant fewer participants in Community Guide conversations, and fewer attendees at the Community Summit events, as well as the Community Summit Wrap-Up event held on May 3, 2021. At each event, we experienced between 30%-50% attrition when comparing attendee lists to RSVP lists. There are likely many intersecting factors causing this, but one of the most prevalent was "Zoom Fatigue". While residents expressed a strong desire to be part of this engagement process and create partnerships for implementation, they made it clear that online conversations were challenging and often less rewarding than face-to-face interactions.

We are hopeful that more robust face-to-face engagement becomes possible as many of these strategies move toward implementation. We would also encourage the City to consider unique forms of community engagement that could address many of these barriers as we move toward more normalcy. Hybrid options for the community will likely be helpful going forward as numerous residents may still feel unsafe or uncomfortable with in-person events in the coming months.

***Address concerns and fears in manufactured home communities.*** At each Community Summit event, several residents in mobile home parks across the City attended so they could voice their concerns and opinions. We would be remiss to not highlight that here, as often residents in these communities are not represented in conversations about affordable housing. Residents of these communities expressed fear that increased building of affordable housing may annex some of their mobile home communities and confusion and concern about the current topic of the Hickory Village purchase. Most often, we noted that residents in mobile home parks feel they don't have access to important information they need about their rights as tenants, how to access legal and other housing support, and what the future holds for manufactured home communities across the City. It is key to make sure future engagement efforts continue to include these residents and that increased education opportunities are provided.

***Accessibility is vital.*** As we mentioned above, there continue to be numerous barriers to fully engaging the Fort Collins community on issues that directly impact them. Language is one of the biggest barriers, and funding from the Health Disparities Grant allowed us to see what truly is possible with community engagement when we utilize interpretation and translation services from professionals who are embedded in these communities. While the logistics of accommodating two languages in breakout groups were challenging to navigate, this work is essential for authentic and inclusive community engagement. [The Language Justice Model](#) is a transformative tool for these conversations and we heard from Spanish-and English-speakers alike who appreciated the experience of being able to communicate together in the language of their hearts. We hope to have created a model for the City and other partners showing what is possible as they look toward the future and implementation of strategies in the Housing Strategic Plan. We also hope to continue this work by examining what other languages we can incorporate into our future events to make them as accessible as possible. We would encourage the City to continue their efforts toward language accessibility and also consider how to address other barriers to community engagement to improve equity and inclusion.

***Continued community involvement is necessary.*** Finally, there is a clear desire among many residents to stay involved in conversations about implementation. These desires were echoed throughout the two-year process. Based on community input, it seems vital that any future community engagement efforts be coupled with an educational component. As mentioned in the sections above, many participants, including those who had more technical expertise on the various strategies, needed more information about many of the strategies in the HSP. There is also interest among many communities to build a stronger collaborative relationship with the City of Fort Collins. We see this as an opportunity to continue engagement processes like the Community Guide program, and potentially implement educational workshops that the community can attend to learn more about the HSP and provide additional input about the strategies within it.

# APPENDIX

# Appendix 1

## Demographic Information

**Community Guides Phase 1.** Each participant was provided with a paper survey that included several demographic questions. All demographic questions were optional and were based on demographic information the City of Fort Collins typically collects during their engagement efforts. In the data below, where numbers do not equal 100, participants declined to specify. The following demographics are from Community Guide conversations held by 8 Guides between mid-February and mid-March 2020. Phase 1 had 100 total participants.

Demographic Question	Options		Percent
1. Race	American Indian/Alaska Native		2%
	Asian		5%
	Black/African American		7%
	Native Hawaiian/Pacific Islander		1%
	White		61%
	Two or more races		6%
		Totals	82%
2. Ethnicity	Hispanic/Latinx		6%
	Non-Hispanic/Latinx		72%
		Totals	78%
3. Gender	Male		36%
	Female		62%
	Transgender Female		0%
	Transgender Male		1%
	Gender Non-Conforming		0%
		Totals	99%
4. Sexual Orientation	Heterosexual		90%

	Lesbian or Gay		4%
	Bisexual		6%
		Totals	100%
5. Age Range	15-19 years		6%
	20-29 years		44%
	30-39 years		21%
	40-49 years		7%
	50-59 years		10%
	60-69		10%
	70 years or older		0%
		Totals	98%
6. Household Income Range	Less than \$10,000		37%
	\$10,000-\$14,999		4%
	\$15,000-\$24,999		10%
	\$25,000 - \$34,999		4%
	\$35,000 - \$49,999		13%
	\$50,000 - \$74,999		12%
	\$75,000 - \$99,999		4%
	More than \$100,000		9%
		Totals	93%
8. Educational Attainment	Less than a high school graduate		5%
	High school graduate (or equivalency)		11%
	Some college or Associate Degree		40%
	Bachelor's Degree or higher		43%
		Totals	99%

**Community Guides Phase 2 & 3.** Each participant was provided with a paper survey that included several demographic questions. All demographic questions were optional and were based on demographic information the City of Fort Collins typically collects during their engagement efforts. The following demographics are from Community Guide conversations held by 8 Guides between late-May and mid-November 2020. Phases 2 & 3 had 73 total participants. The sample from this process skews much younger than the Fort Collins population. In part, this reflects the large number of high school students who took part in Phase 3 conversations. The data analysis conducted in the report of Phase 2 and 3 was conducted with these limitations in mind. In the data below, where numbers do not equal 100, participants declined to specify.

Demographic Question	Options		Percent
1. Race	American Indian/Alaska Native		0%
	Asian		0%
	Black/African American		19%
	Native Hawaiian/Pacific Islander		0%
	White		64%
	Two or more races		3%
		Totals	86%
2. Ethnicity	Hispanic/Latinx		13%
	Non-Hispanic/Latinx		71%
		Totals	84%
3. Gender	Male		24%
	Female		71%
	Transgender Female		0%
	Transgender Male		0%
	Gender Non-Conforming		0%
		Totals	95%
5. Age Range	15-19 years		18%
	20-29 years		53%
	30-39 years		14%

	40-49 years		5%
	50-59 years		5%
	60-69		4%
		Totals	99%
6. Household Income Range	Less than \$10,000		10%
	\$10,000-\$14,999		10%
	\$15,000-\$24,999		15%
	\$25,000 - \$34,999		7%
	\$35,000 - \$49,999		7%
	\$50,000 - \$74,999		8%
	\$75,000 - \$99,999		7%
	More than \$100,000		16%
		Totals	80%
8. Educational Attainment	Less than a high school graduate		22%
	High school graduate (or equivalency)		7%
	Some college or Associate Degree		19%
	Bachelor's Degree or higher		44%
		Totals	92%

**Community Guides Phase 4.** Each participant was provided with a paper survey that included several demographic questions. All demographic questions were optional and were based on demographic information the City of Fort Collins typically collects during their engagement efforts. The following demographics are from Community Guide conversations held by 8 Guides between early-February and mid-March 2021. When the Phase 4 participant survey was drafted, the City had changed some of their demographic questions that were asked in previous phases. The age range question was changed to simply ask what year participants were born. The age range data has been removed for this reason.

Demographic Question	Options		Percent
1. Race	American Indian/Alaska Native		0%
	Asian		0%
	Black/African American		30%
	Native Hawaiian/Pacific Islander		0%
	White		60%
	Two or more races		0%
		Totals	90%
2. Ethnicity	Hispanic/Latinx		10%
	Non-Hispanic/Latinx		50%
		Totals	60%
3. Gender	Male		35%
	Female		60%
	Transgender Female		0%
	Transgender Male		0%
	Gender Non-Conforming		1%
	Totals	96%	
6. Household Income Range	Less than \$10,000		10%
	\$10,000-\$14,999		25%
	\$15,000-\$24,999		0%

	\$25,000 - \$34,999		0%
	\$35,000 - \$49,999		5%
	\$50,000 - \$74,999		20%
	\$75,000 - \$99,999		0%
	More than \$100,000		5%
		Totals	65%
8. Educational Attainment	Less than a high school graduate		10%
	High school graduate (or equivalency)		0%
	Some college or Associate Degree		35%
	Bachelor's Degree or higher		40%
		Totals	85%

**Community Summit 1.** 41 total participants attended Community Summit 1. Their demographic information was gathered from the RSVP survey filled out in advance of the event. The demographic questions for the Community Summit RSVP changed based on City requests. We removed the demographic questions about gender and did not ask about educational attainment. A new question about housing status was also added. A considerable number of respondents on these RSVP surveys chose not to identify on various demographic questions.

Demographic Question	Options		Percent
1. Race	American Indian/Alaska Native		0%
	Asian		0%
	Black/African American		5%
	Native Hawaiian/Pacific Islander		0%
	White		75%
	Two or more races		0%
	Decline to specify		20%
		Totals	100%

2. Ethnicity	Hispanic/Latinx		34%
	Non-Hispanic/Latinx		50%
	Decline to specify		16%
		Totals	100%
6. Household Income Range			
	\$24,999 or less		19%
	\$25,000-\$50,000		17%
	\$50,000-\$75,000		9%
	\$75,000 - \$99,999		0%
	More than \$100,000		0%
	Decline to specify		64%
		Totals	100%
8. Do you rent or own your home?	Rent		28%
	Own		52%
	Decline to specify		20%
		Totals	100%

**Community Summit 2.** 27 total participants attended Community Summit 2. Their demographic information was gathered from the RSVP survey filled out in advance of the event. The demographic questions for the Community Summit RSVP changed based on City requests. We removed the demographic questions about gender and did not ask about educational attainment. A new question about housing status was also added. A considerable number of respondents on these RSVP surveys chose not to identify on various demographic questions.

Demographic Question	Options		Percent
1. Race	American Indian/Alaska Native		0%
	Asian		0%
	Black/African American		8%
	Native Hawaiian/Pacific Islander		0%

	White		75%
	Two or more races		0%
	Decline to specify		17%
		Totals	100%
2. Ethnicity	Hispanic/Latinx		20%
	Non-Hispanic/Latinx		58%
	Decline to specify		22%
		Totals	100%
6. Household Income Range			
	\$24,999 or less		7%
	\$25,000-\$50,000		22%
	\$50,000-\$75,000		0%
	\$75,000 - \$99,999		14%
	More than \$100,000		14%
	Decline to specify		43%
		Totals	100%
8. Do you rent or own your home?	Rent		25%
	Own		62%
	Decline to specify		13%
		Totals	100%

**Community Summit 3.** 35 total participants attended Community Summit 3. Their demographic information was gathered from the RSVP survey filled out in advance of the event. The demographic questions for the Community Summit RSVP changed based on City requests. We removed the demographic questions about gender and did not ask about educational attainment. A new question about housing status was also added. A considerable number of respondents on these RSVP surveys chose not to identify on various demographic questions.

Demographic Question	Options		Percent
1. Race	American Indian/Alaska Native		0%
	Asian		0%
	Black/African American		2%
	Native Hawaiian/Pacific Islander		0%
	White		80%
	Two or more races		0%
	Decline to specify		18%
		Totals	100%
2. Ethnicity	Hispanic/Latinx		29%
	Non-Hispanic/Latinx		51%
	Decline to specify		20%
		Totals	100%
6. Household Income Range			
	\$24,999 or less		17%
	\$25,000-\$50,000		17%
	\$50,000-\$75,000		0%
	\$75,000 - \$99,999		14%
	More than \$100,000		11%
	Decline to specify		41%
		Totals	100%

8. Do you rent or own your home?	Rent		29%
	Own		58%
	Decline to specify		13%
		Totals	100%

## Community Guide Resources

As we mentioned in previous sections, Community Guides across all four phases were provided numerous resources to hold their conversations. You can access a few examples of these resources with the links below.

[Community Guide Training Hub](#)

[Community Guide Resource Book-English](#)

[Community Guide Resource Book-Spanish](#)

## Community Summit Handouts

In a confirmation e-mail sent one week prior to the Community Summit events, all registered participants were sent handouts detailing the strategies for each night they were attending. These were also shared with participants again in their small breakout groups for reference. The handouts are now housed on the Center for Public Deliberation website. You can access them by clicking on the links below.

[Thursday, April 22<sup>nd</sup> English Handout](#)

[Thursday, April 22<sup>nd</sup> Spanish Handout](#)

[Saturday, April 24<sup>th</sup> English Handout](#)

[Saturday, April 24<sup>th</sup> Spanish Handout](#)

[Monday, April 26<sup>th</sup> English Handout](#)

[Monday, April 26<sup>th</sup> Spanish Handout](#)