Town & Gown: Partnerships for Success

APA Colorado Conference
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Fred Haberecht, Colorado State University
Emily Allen, Community Liaison (City/CSU)
Rebecca Everette, City of Fort Collins
Who is in the room?

Keypad Polling
I currently live in...

0%  A. Large city with a college/university
0%  B. Small city or town with a college/university
0%  C. Large city without a college/university
0%  D. Small city or town without college/university
0%  E. None of the above
I work for...

A. City or town with a college/university
B. City or town without a college/university
C. County or regional organization
D. University or college
E. Private consultant
F. Student
G. Other
What is your role in your organization?

0%  A. Student
0%  B. Planning staff
0%  C. Planning manager/director
0%  D. Upper management/administration
0%  E. Other
Overview

• How we got here
• Where we are today
• How are we working together? (case studies)
• What works, and what doesn’t?
• Questions & discussion
How We Got Here: A Shared Story

- Fort Collins, CO
- Incorporated in 1873
- Population: 158,000+
- 44.5% renter occupied housing
- Consistently ranked as one of the...
  "Best Places to Live in America"

Founded in 1870 -
Land-grant, research institution -
Fall 2015: 27,300 residential instruction -
1st year live-on requirement -
80% live off campus -
Importance of Colleges & Universities

Annual student spending in Fort Collins alone is estimated at $168 million, supporting 628 non-University jobs in the city. The total CSU effect on local Fort Collins tax revenue is $12.9 million.

Source: Martin Prosperity Institute, 2013
Where are we now?

City of Fort Collins

Colorado State University

CSU Center for the Arts Addition
Colorado State University is nation’s most sustainable

People gather to protest the CSU stadium

Return of CSU students brings more parking tickets

Letter: The CSU stadium fairytale

6,200 students moving onto CSU campus in coming days

Colorado State University tallies record enrollment

CSU seeks transit shift to reduce campus parking woes

Over 5 years, CSU paid $5.9M for 13 homes
The ability of colleges/universities and communities to work together on common values, missions, and goals.

Regular communication, planning, and problem solving are the hallmark of this relationship.
How are we working together?

1. Alignment of long range plans
2. Development review & coordination
3. Shared problem solving
4. Formal agreements
Alignment of Long Range Plans:

West Central Area Plan & CSU Campus Master Plan

“The future ain’t what it used to be.” – Yogi Berra
Alignment of Long Range Plans

• Recent collaborative planning efforts:
  – West Central Area Plan (City subarea plan)
  – CSU Campus Master Plan
  – City & CSU Bicycle Master Plan Master Plan
  – CSU Transportation & Parking Master Plan
  – Student Housing Action Plan
  – Old Town Neighborhoods Plan
  – Downtown Plan
West Central Area Plan

Percentage of Population by Age

- **West Central**
- **Fort Collins**

Median Age
- West Central: 22.9
- Fort Collins: 29.3

Note: Data includes CSU Main Campus & Student Population
Source: US Census, American Community Survey (2012)
West Central Area Plan

• 15 year old subarea plan
• Emerging issues:
  – New growth & development (city)
  – Increasing CSU enrollment
  – Potential on-campus stadium
  – Concerns about impacts to neighborhood character
Colorado State University

2014 Physical Development Master Plan

“Road Map for the 21st Century”
Grow up, not out.
<table>
<thead>
<tr>
<th>Year</th>
<th>Academic Space</th>
<th>Research Space</th>
<th>Auxiliary/Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>950,577 sq. ft.</td>
<td>1,085,786 sq. ft.</td>
<td>7,333,924 sq. ft.</td>
</tr>
<tr>
<td>2018</td>
<td>1,189,577 sq. ft.</td>
<td>1,145,786 sq. ft.</td>
<td>8,110,224 sq. ft.</td>
</tr>
</tbody>
</table>
Stay green, sustainable.
Development Review & Coordination:

Front Range Community College Expansion

“A city is not an accident but the result of coherent visions and aims.” – Leon Krier
Site Plan Advisory Review (SPAR) Process

- CRS 31-23-209
- 60-day review
- Planning & Zoning Board approves or disapproves
- Can overturn with 2/3 vote of governing body
- Based on location, character, and extent of improvements
FRCC - Larimer
2007-2012  25% Growth
9,700 students
3rd largest Community College
Shared Problem Solving:

Community Liaison Position & Student Housing Action Plan

“The secret is to gang up on the problem, rather than each other.” – Thomas Stallkamp
Reoccurring Town/Gown Issues

- Noise/Parties
- Parking/Traffic
- Housing
- Nuisance issues
- Over-occupancy
- Alcohol/Drugs
Concerns & Changes

- Party Patrol
- Riot prevention
- Increased fines

- Stronger partnerships with CSU administration, ASCSU, and neighbors
Town/Gown Evolution

1997: City/University Liaison Committee
1999: Pilot Neighborhood Program
2000: Public Nuisance Ordinance
2001: Community Liaison
Community Liaison Programming
Partnerships

...and growing!
Student Housing Action Plan
Why Student-Focused Housing

- 80% of CSU students reside off campus
- Natural progression into Fort Collins (2nd year)
- More options outside of single family homes
- On-site security & policies
- “Ideal” locations
  - Access to campus
  - Public transportation
  - Amenities (downtown)
What Students Want
Pool parties and issues

New (600+ bed) student-focused apartment complexes

National companies/management

Opportunities for education/outreach
Neighborhood Development Review Liaison

- October 2012
- Provide information, outreach, facilitation and education regarding the City’s development review process
- Link between neighborhoods/residents and the development review process & planners
- Encourage public participation
- Continuously improve processes & service
Formal Agreements:

CSU Stadium Intergovernmental Agreement

“A verbal contract isn't worth the paper it's written on.”
– Samuel Goldwyn
INTEGOVERNMENTAL AGREEMENT
RELATED TO AN ON-CAMPUS STADIUM

This Intergovernmental Agreement ("Agreement"), dated March 13, 2015, is entered into by and between the City of Fort Collins, Colorado, a municipal corporation ("City"), and the Board of Governors of the Colorado State University System, acting by and through Colorado State University ("CSU"). The City and CSU are referred to herein individually as a "Party" and collectively as the "Parties."

RECITALS

A. The City is a home-rule municipality that was first settled by non-native homesteaders in the mid-1800’s, was originally platted as a town site in 1866, and became the seat of Larimer County government in 1868. In 1873 the town of Fort Collins was incorporated. Fort Collins has a current population of more than 150,000, having grown steadily over the last 55 years from a 1960 population of 25,000.

B. The City is home to CSU, and they share a long and successful history. CSU was originally founded as the Agricultural College of Colorado in 1870, and the school first opened its doors in 1879, with two faculty members. Over the last 40 years, the CSU on-campus student population has increased from 18,000 to over 25,000, with 1,700 faculty members, and approximately 4,625 staff members. CSU is the largest employer in northern Colorado.

C. Such substantial growth inherently has required and will continue to require improvements and enhancements by the City and CSU to transportation and utilities infrastructure. CSU benefits from the quality of Fort Collins, and Fort Collins benefits economically and culturally from CSU.

D. In 1912, CSU opened Colorado Field, located near College between Pitkin and Edwards, which was the on-campus home to CSU’s football team. It had a 5,000-seat grandstand and a press box, and was used for competition through 1967. In 1968, CSU opened Hughes Stadium, located at the base of the foothills, and Hughes Stadium has been the home of the CSU football team to date.

E. CSU currently manages game day operations at Hughes Stadium. Those documented efforts include regular coordination with various groups from the City, Larimer County, and the State of Colorado. Before each football season, CSU representatives, including representatives from the CSU Athletics Department, the CSU Police Department, and the CSU emergency management personnel, meet with representatives from Fort Collins Police Services, Poudre Fire Authority, the City Traffic Operations Department, Larimer County Sheriff’s Office, the Colorado State Patrol, and Poudre Valley Hospital/University of Colorado Health to plan home football game day operations. Those game day operations include planning for security arrangements, emergency and medical response, as well as traffic and parking plans. In addition, CSU
Town & Gown Partnership

INTERNAL

• Community liaison
• Regular staff coordination meetings
  – Alignment of planning processes
  – Planning & development
  – Transportation & parking
  – Prospect & Lake corridor designs

EXTERNAL

• Coordinated messaging
• Public outreach
  – Coordination of outreach activities
  – CSU/City presence at each other events
  – Development review neighborhood meetings

The key is constant communication at the staff level!
Lessons Learned

- We’ve had a lot of success...
  - Alignment of vision, goals, and project timelines
  - Mutual respect and commitment to working together
  - Community liaison position and associated programs
  - Staff level coordination
  - Monthly, weekly & daily communication
Lessons Learned

• ...but it’s not always easy.
  – Resource limitations (time and money)
  – Alignment at the administration level
  – Politics & controversial projects
  – Varying level of commitment to transparency & community engagement
  – Personalities, styles, and approaches

“Gettin' good players is easy. Gettin' 'em to play together is the hard part.” – Casey Stengel
Questions & Discussion
Thank you!

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