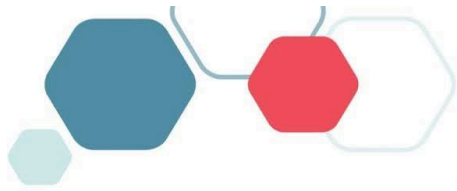


2025 Hughes Civic Assembly

April 12-13 & May 3-4, 2025

Delegate





Dear Delegate,

Welcome to the 2025 Hughes Civic Assembly! We are very excited to have you on board, and we sincerely hope you'll find this experience to be unique, meaningful, and enjoyable.

Civic Assemblies are an innovative way of doing democracy – a process where people from all walks of life work together to make decisions about questions that affect their community. Their purpose is to create clear, useful, and well-researched recommendations on complex questions.

You are one of 20 Delegates – Fort Collins residents from every corner of the city. You and your fellow Delegates were selected through a process that was anonymous and randomized, but also that selects an Assembly that is representative of the community's demographics.

Because Assemblies reflect "a city in one room," their recommendations carry unusual weight. You and your fellow Delegates will write a report outlining your recommendations in answer to the question:

"Informed by the diverse needs of our community, what use of the Hughes site will contribute most effectively to Fort Collins' long-term vitality and meet the requirements outlined in the 2021 ballot measure?"

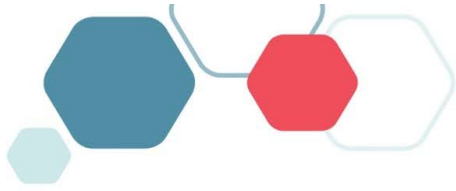
The Assembly will present its recommendations directly to the Fort Collins City Council.

We, the Project Team, are grateful to you for your willingness to contribute your time and your valuable perspectives to this project. We hope our work together will set an example for what is possible when people can work together to solve our toughest problems, and that the Assembly's recommendations will benefit the people of Fort Collins for generations to come.

Sincerely,

All the convening partners of the Hughes Civic Assembly.





Who's in the Room?

Delegates

That's you! You and your fellow Delegates represent a cross-section of all Fort Collins residents aged 16 and over.

Delegate Liaison

The Delegate Liaison is your primary contact for everything related to logistics – transportation, child/adult care, accessibility, payment, and any other personal needs.

Contact: grace@healthydemocracy.org, (970) 999-1633

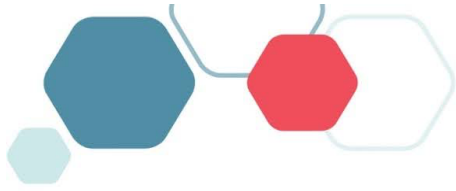


Grace Taylor
Operations Director
Healthy Democracy

Process Advisors

The Process Advisors will explain each step of the process as it happens and ensure that it runs smoothly and remains fair for everyone. They will respond to all questions about how or why the process is organized. They will also moderate most of the plenary (large group) work of the Assembly. Contact: justin@healthydemocracy.org, or lauren@healthydemocracy.org





Justin Reedy
Program Director
Healthy Democracy

Lauren Babcock
Program Director
Healthy Democracy

Linn Davis
Special Projects
Healthy Democracy

Small Group Moderators

Moderators help the process work – they encourage respectful exchange, and they keep groups moving through the agenda efficiently. They work to balance participation so that everyone has a chance to express their points of view.

Our team for this project includes students from Colorado State University who have experience as moderators. Moderators have received specific training in Civic Assemblies and are dedicated to ensuring that the process is fair and inclusive to all. However, like all process staff, Moderators will not engage with the topic at hand in any way – it's simply not their role. Staff are responsible for the process; Delegates are responsible for the content.

Assembly Staff

A number of other project staff are helping to make this Assembly happen. You'll likely see them in the back of the room. They are here to answer questions, ensure visitors are welcomed, coordinate with presenters, manage logistics, and – most importantly – support you to feel welcome and comfortable every step of the way. Feel free to approach any staff member. We'd always love to talk with you!

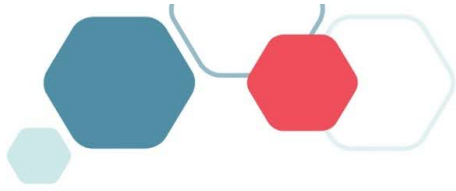
Researchers

Evaluation of these processes is vital to both their credibility and their continued improvement. Therefore, we are happy to host researchers who will be conducting surveys about the Assembly's work. Researchers on this project come from Colorado State University. They will be identified by their "Researcher" name tags. Feel free to approach them to discuss their work.

Researchers will never release your survey responses in connection to your name or any other personally identifiable information, including to staff. So please be candid about your views of the process and the staff. At the end of each day, Researchers will inform project staff of any details that may help improve the next day of the process, but only if they can do this without revealing identifiable details about the survey respondent.

Presenters

A number of presenters will provide you with information during this process. Presenters have a wide range of information to share with you about the topic at hand. All presenters you hear from either 1) have been selected by a group of fellow Fort Collins residents, called the Information Committee, or, on the second weekend, 2) chosen by you, the Assembly.



Observers

The public is invited to observe the process at any time, but they may not participate. They have been instructed to remain silent and to sit “behind the line” in the Observer Gallery, so they do not disturb you or attempt to influence the Assembly’s work. If a family member or friend visits you during the Assembly, you are welcome to visit with them during breaks or lunch, but they may not enter the Assembly’s area. Please visit with them in the public gallery or outside.

Monitors

Monitors are members of project and City staff who will help ensure the Observer Galleries stay respectful and non-disruptive throughout the process, both in the plenary and in small groups. If at any point an observer is engaging in behavior that is disruptive, disrespectful, or otherwise strays from the observer guidelines that are posted, you may notify the nearest monitor.

Media

Members of the press are welcome to view the proceedings of the Assembly at any time. However, Delegates are never required to speak to the media. If you need any assistance in dealing with members of the press who are present, please contact any Healthy Democracy staff. If any questions regarding media arise while the Assembly isn’t in session, you can email Grace at grace@healthydemocracy.org.

Ansel Herz, our Communications Project Lead, will be making short videos about the project. He will be filming portions of the Assembly, and you will be invited to sign up for the opportunity to interview with them (and other media members). This is an entirely optional opportunity.

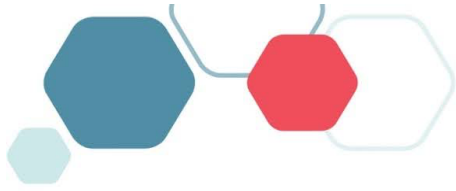
Project partners:

Healthy Democracy

Healthy Democracy is a nonpartisan nonprofit organization that works to elevate the voices of everyday people, bring new faces to public decision making, and design a more collaborative democracy together. A leading innovator in the field of deliberative democracy, Healthy Democracy designs and coordinates lottery selected processes that radically expand who participates in democracy and sets a new standard for collaborative politics. healthydemocracy.org

Center for Public Deliberation

The Center for Public Deliberation (CPD) at Colorado State University is a nonprofit organization that advances public deliberation, helping communities and decision-makers engage in constructive, informed dialogue about complex issues. CPD provides resources, tools, and facilitation support to promote thoughtful discussions that lead to effective,



community-driven solutions. By fostering inclusive, deliberative conversations, the Center enhances the quality of public decision-making across Colorado. www.cpd.colostate.edu

The American Public Trust

The American Public Trust (APT) is a national nonprofit working to make democracy more responsive to the voices and wisdom of everyday people. APT partners with local and state governments to bring communities together to solve tough problems, find common ground, and create lasting benefits for everyone. Beyond individual projects, we help governments build these community-led approaches into their systems, making decision-making more inclusive, effective, and trusted for the long run. americanpublictrust.org

Local Policy Lab

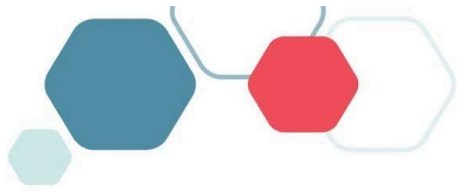
The Local Policy Lab is a nonprofit organization that supports local governments in their work to engage residents, strengthen democracy and improve civic engagement. By applying rigorous research and practical strategies, LPL helps local leaders tackle complex issues, improve public services, and enhance community well-being. With a focus on collaboration, transparency, and evidence-based approaches, the Local Policy Lab aims to build more resilient, equitable, and sustainable communities. localpolicylab.org

City of Fort Collins

On August 20, 2024, the Fort Collins City Council voted (3-2) to commission a Civic Assembly to explore the future of the Hughes site. Staff from the City Manager's Office and Communications department will be on hand to welcome Delegates and the public, provide information to the Assembly, and bring the recommendations back to City Council for their consideration. The Assembly's recommendations will be presented to the City Council, complementing previous community input.

Funding:

This Civic Assembly is primarily funded by the City of Fort Collins, with additional support from private foundations and donors to help supplement the City's investment in innovative, people-driven democracy.



Public Affairs & Privacy

Public Visitors

The 2025 Hughes Civic Assembly is free and open to the public to observe. Members of the public are welcome to stop by the event and sit in the Observer's Gallery. Much like the visitor's gallery at a state legislature or in a courtroom, observers will be able to watch the Assembly in action, but they won't be able to participate or interrupt the proceedings. There are specific rules for observer gallery behavior, which are clearly posted.

Talking to the Media

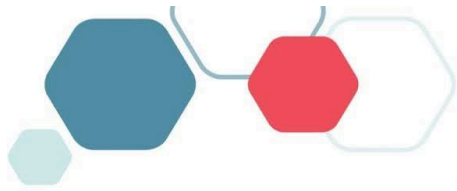
If a member of the media approaches you during the Assembly, you are welcome to speak with them during break or lunch times only, or to direct them to Healthy Democracy staff members.

Never feel obligated to speak to any member of the media, but if you'd like to, here are a few tips we've learned over the years:

- Out of respect for your fellow Delegates, please only speak about your experience in the Assembly, not on behalf of the whole Assembly. Each Delegate has a different experience in the Assembly; other Delegates will appreciate being able to share their own experience.
- Don't feel pressure to answer any questions on the spot. You can always ask a journalist to send you a list of questions and their deadline, so you can think about how you'd like to answer and answer in your own time.
- When speaking to a journalist, remember that anything you say can be printed, unless they agree to a different arrangement first. If you would like to say things "off the record" or "on background" – that is, not referring to you personally – then you and the journalist must agree to this before sharing the information. Just saying the words "off the record" doesn't guarantee this. So, if you'd like to not be personally identified, talk to the journalist about your wishes before each conversation or email exchange; if they agree, then move forward.

Talking to Family, Friends, Presenters & Others in the Community

If you talk to others – friends, family, presenters, or others in the community – about the Assembly's topic or its work outside of the formal Assembly sessions, we ask that you share the discussions you have and anything you've learned with your fellow Delegates. It is important that the Assembly is considering similar information in your work together and is having most of its discussions about this topic within its own process. However, outside perspectives can also be enlightening – so please share any insight you've gained from others during Assembly discussions.



In addition, you are under no obligation to speak with anyone about anything related to the Assembly. If someone approaches you or contacts you electronically, you may simply ignore them if you wish. Please report any unwanted contact or abusive behavior to any Healthy Democracy staff member. Your security and comfort is our top priority.

Finally, please be aware that if you contact any public official – whether they are a staff member or an elected/appointed official – any email you send will automatically become public record. A future Freedom of Information Act (FOIA) request by a member of the public or media could reveal your name, contact info, and anything you've written.

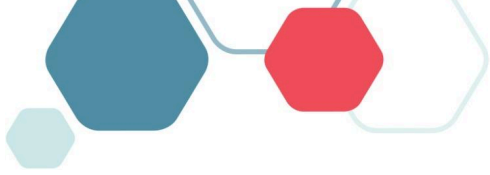
However, all emails, calls, or texts to Healthy Democracy staff will be kept private, and they are *not* subject to public records requests, as we are a private nonprofit organization. HD will never share your personal information with anyone else without your specific permission.

Livestream

This process is being livestreamed to the internet, so that the process is transparent and accessible for all who may wish to view it. The live stream is also being recorded, so it can be viewed at a later time.

Note that the live stream is only recording video of the very front of the room, where the moderators and presenters will be standing or sitting, as well as the screen behind them. The floor has been marked where one needs to stand in order to be recorded. So, if you don't want to be recorded, simply do not walk inside these lines on the floor. No part of the Assembly, the small groups, or any of the rest of the room will ever be part of the live stream. However, you should be aware that the live stream may be turned on during breaks.

The live stream gets its audio directly from the microphones, which is one reason it is important that all Delegates always use a microphone when they wish to speak during the large group (plenary) sessions. If you're not near a microphone and you're not standing at the front of the room, neither your voice nor your image will be recorded.



Hughes Civic Assembly FAQs

What is a Civic Assembly?

A Civic Assembly is a democratic process that brings together a group of everyday people to learn, deliberate, and make recommendations or decisions about an important public issue. Residents of Fort Collins will be selected to accurately reflect the demographics of Fort Collins, including factors such as age, location, educational attainment. **The result is like having the city in one room.** Assemblies respect the individual perspective of each member. They are designed to ensure that each individual has a chance to review the facts and deliberate with their peers to find solutions. Outside research backs this up, showing that Civic Assemblies can create solutions, even where government fails.

How will the Civic Assembly work?

Civic Assemblies are designed to be transparent, informed, and collaborative. Delegates will work together to answer this question:

"Informed by the diverse needs of our community, what use of the Hughes site will contribute most effectively to Fort Collins' long-term vitality and meet the requirements outlined in the 2021 ballot measure?"

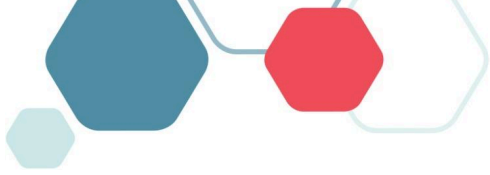
Delegates will participate in a structured series of sessions that include:

1. **Learning & Information Gathering** – Delegates will hear from experts, community leaders, and advocates to understand the history, context, and various perspectives on the Hughes site. This includes reports from previous public engagement.
2. **Deliberation & Discussion** – Using facilitated discussions, small group activities, and deliberative techniques, delegates will explore potential site uses, weighing trade-offs and long-term impacts.
3. **Recommendation Development** – Through consensus-building, the Assembly will craft detailed recommendations that reflect the best path forward for the Hughes site.
4. **Presentation to City Council** – The final recommendations will be formally presented to the Fort Collins City Council, which will review and publicly respond to the Assembly's proposals.

What about the ballot initiative? Didn't the residents of Fort Collins vote on this already? Didn't we vote on this already?

Yes! A citizen-initiated ballot measure passed with a 68.61% majority (27,787 votes) in April 2021. The ordinance mandates the City rezone the Hughes site as "Public Open Lands" and set in motion the purchase of the property. The full text of the April 2021 ballot measure is below:

"Shall the City enact an ordinance requiring the City Council of the City of Fort Collins to immediately rezone upon passage of the ordinance a 164.56-acre parcel of real property formerly home to the Hughes Stadium from the Transition District to the Public Open Lands District, and requiring the City to acquire the property at fair market value to use said



property for parks, recreation, and open lands, natural areas, and wildlife rescue and restoration, and further prohibiting the City from de-annexing, ceasing acquisition efforts or subsequently rezoning the property without voter approval of a separate initiative referred to the voters by City Council, and granting legal standing to any registered elector in the City to seek injunctive and/or declaratory relief in the courts related to City noncompliance with said ordinance?"

So, keeping this in mind, the Civic Assembly will work together to answer this key question:

"Informed by the diverse needs of our community, what use of the Hughes site will contribute most effectively to Fort Collins' long-term vitality and meet the requirements outlined in the 2021 ballot measure?"

Can members of the public observe the Assembly?

Yes. Colorado Open Meetings Law and City policy require that any group of two or more people making recommendations about policy to the government be open to the public. This means that the public will be able to observe the Assembly, though they will not be able to participate or engage with the Delegates, presenters, or other volunteers during the process.

Although parts of the Assembly will be live streamed, only Delegates' voices will be broadcast; Delegates may choose to avoid being seen visually on the live stream. The public and press may observe the Assembly's work quietly from a public gallery and take pictures and recordings, but no interaction with the public or with decision makers is required of the Delegates.

When and where will the Assembly take place?

The Assembly will take place at 222 Laporte Avenue in the [Fort Collins Colorado River Community Room](#) on Saturday–Sunday, April 12–13, and Saturday–Sunday, May 3–4.

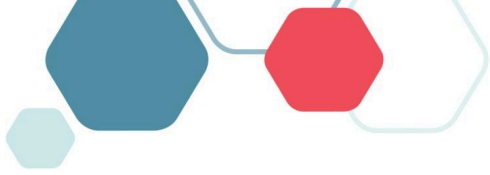
What will happen with the Assembly's recommendations?

The Assembly provides recommendations based on their collaborative discussions, with the goal of suggesting outcomes that have broad community support. The Assembly's recommendations will be presented to the City Council.

Who is organizing this Assembly?

The City of Fort Collins' City Council has partnered with [Healthy Democracy](#), a nonpartisan nonprofit that specializes in Civic Assemblies and the [Center for Public Deliberation](#) at Colorado State University.

Healthy Democracy (HD) is leading the design and coordination of the Civic Assembly itself. They have nearly two decades of experience designing similar Assemblies, mostly in the Western United States. HD is best known for a type of Civic Assembly called the Citizens' Initiative Review (CIR), where a randomly selected, representative group of residents evaluate ballot measures and write trustworthy voter information for the state voters' pamphlet. In other words, "voter info by voters, for



voters." The CIR was one of the first permanent lottery-selected institutions created anywhere in the modern world when it was passed into Oregon law in 2011.

Two other national non-profits, the [American Public Trust](#), and the [Local Policy Lab](#) are assisting with private fundraising to add to the City's investment, as well as supporting additional community engagement efforts related to the Assembly.

Do the Assembly organizers have a specific political stance or a desired outcome of the Assembly?

No. This project is strictly impartial on this topic, and it is not associated with any political party, campaign, or individual. The Civic Assembly will be entirely independent. It will make the recommendations it chooses, with no outside interference, and it will present them directly to decision makers.

Who is funding the Assembly?

Currently, this Civic Assembly is exclusively funded by the City of Fort Collins. The City's nonprofit partners are seeking additional funding from private foundations and donors, to help supplement the City's investment in innovative, people-driven democracy. Additional funding would make it possible to expand community outreach efforts to include more voices, among other aspects of the Assembly process.

To donate to this project, please visit healthydemocracy.org/donate. Be sure to specify that your donation is for the "Hughes Civic Assembly."

How were households chosen to receive an invitation to be a Delegate in the Assembly?

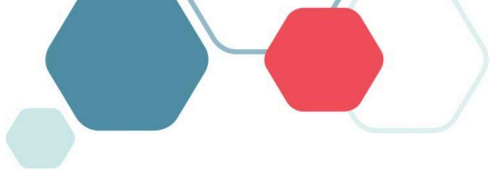
By pure chance. We asked the City of Fort Collins for every residential address within city limits. We put them into a spreadsheet, mixed them all up, and pulled out 15,000 of them at random. It's possible that your neighbors received letters – dice can go on a roll like that – but it's also possible that you're the only one on your street.

How will Delegates be selected? What is the lottery, and how does it work?

A *democratic lottery*, also known as *sortition*, is a method of selecting people for public participation so that they fairly represent the general public. It has been around for at least 2,000 years. It has made a comeback in recent years because it avoids some of the pitfalls of other methods, such as appointing hand-selected folks onto a committee. Lotteries avoid favoritism (or accusations of favoritism), and they help everyday people have a say in the decisions that impact their lives.

Democratic lotteries generally follow these steps:

1. A mailing is sent to thousands of randomly selected addresses.
2. A population profile is created, looking at council district, housing status, education, and so on, based on reliable public benchmarks – such as Census data.
3. People reply to the mailing using a simple form that asks for only what's needed to run the lottery: basic demographic info. It's not an application or a test – no essay questions or special qualifications.
4. All those replies are placed into an open-source computer program that creates dozens of possible "Assemblies" – all of which match the population profile. These are all "cities in one



room" – each include different individuals, but all of them match that same Census data for housing status, education levels, etc.

5. There's a public Lottery Selection event, where one of those potential Assemblies is randomly chosen as the official one. Then, we contact folks, tell them the news, and work with them to make sure they can serve.

As you can see, we need to collect demographic information so that the Assembly will be able to reflect the city's many kinds of people and range of perspectives. Selection for the Assembly is random but also takes into account the information that you share on this form. The Assembly is selected through a lottery drawing from among all respondents.

How is the information (background information, resources, presenters) given to the Assembly be determined?

Multiple ways! Like the Assembly, The City of Fort Collins, Healthy Democracy, and other organizing partners remain neutral in this phase of the process. We do not influence what information inputs the Delegates receive during the Assembly. Instead, Healthy Democracy provides facilitation and process design for a separate body of independent community members, the Information Committee, to determine the informational inputs.

What is the Information Committee?

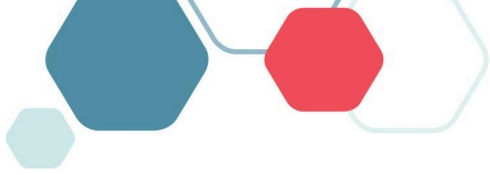
Just like the Assembly is an independent public body with full autonomy over their outputs, so is the Information Committee. The Information Committee meets before the Assembly and works together to analyze a series of community input, identify equity and information gaps, prioritize the resources, and determine which will be included in the first weekend of the Assembly.

The Information Committee will be made up of 12 community members, including:

- 4 at-large community members
- 4 Community Guides
- 4 representatives of the following City Boards & Commissions:
 - Parks & Recreation
 - Youth Advisory Board
 - Land Conservation & Stewardship
 - Natural Resources

What are the 'community inputs' the Information Committee will review?

There have been extensive efforts to engage the larger community of Fort Collins on the use of the Hughes Stadium site, including a Community Survey, and community conversations and deliberation conducted by Community Guides who were trained by the Center for Public Deliberation (CPD).



The responses from the survey and the Community Guide's conversations will be given directly to the Information Committee. The City of Fort Collins will also provide an objective, informational document outlining the history, prior engagement, and perimeters of use ([according to the 2021 ballot initiative](#)). Members of the Information Committee may also have the opportunity to provide their own recommendations. Healthy Democracy meticulously designs the Information Committee process to ensure that all perspectives are heard, and no single voice or group has undue influence.

How can I take the Community Input survey for the Civic Assembly?

The Community Input survey is available on the City of Fort Collins' OurCity page, [Engaging the Community on the Future of Hughes](#). You can take the survey [here](#). The survey will close at 5pm on March 5th. *You will be asked to create an account before you take the survey. This helps ensure each individual completes the survey only one time, and the results are representative of the wider community.*

What does a Community Guide do? How can I talk with one?

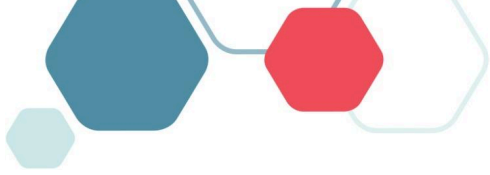
CPD has a long-standing Community Guide program, designed to give community members a voice in the development of local public policy. For the Hughes Civic Assembly, CPD conducted an application process open to all community members. From the applications, 26 Community Guides were selected. These Community Guides belong to a diverse set of communities and have a wide range of affiliations and will use their connections to conduct outreach and deliberation among a vast array of Fort Collins community members. These conversations will end on March 5th.

Community Guides do not advocate for a particular use or viewpoint, but rather are trained to help gather diverse voices and facilitate conversations that capture a wide range of perspectives and opinions. Guides may be connected to communities that are invested in particular uses, however, the questions, format, and survey for inputs are all uniform. Guides are encouraged to reach out to less-engaged audiences who may not be aware of the project or have not provided input previously. Data from these conversations will be used to build out the information that's provided to the Civic Assembly.

It is worth noting that the questions on the Community Survey are the same questions that the Community Guides ask while facilitating their conversations. If you would like to speak with a Community Guide, please contact CPD's Managing Director, Sabrina Slagowski-Tipton, at Sabrina.Slagowski-Tipton@colostate.edu.

My household received an invitation. Can more than one person reply from my household?

Absolutely. In fact, we encourage all available members of your household, aged 16 and up, to reply. No two members from the same household will be chosen for the Assembly, but the more



replies, the more representative the Assembly will be. Just remember: everyone who replies must currently live at the address on this letter.

My household received an invitation. Do I need to have any prior expertise to be a Delegate?

No, you do not need any prior experience or expertise. You will be gathering information during the Assembly, and you will be able to make up your own mind about what you think are the best ways forward. Then you'll work through a process with your fellow Delegates to investigate options, weigh tradeoffs, and recommend the best use(s) of the Hughes site.

What if I am selected and then not able to participate? What if I am only available on some days of the Assembly?

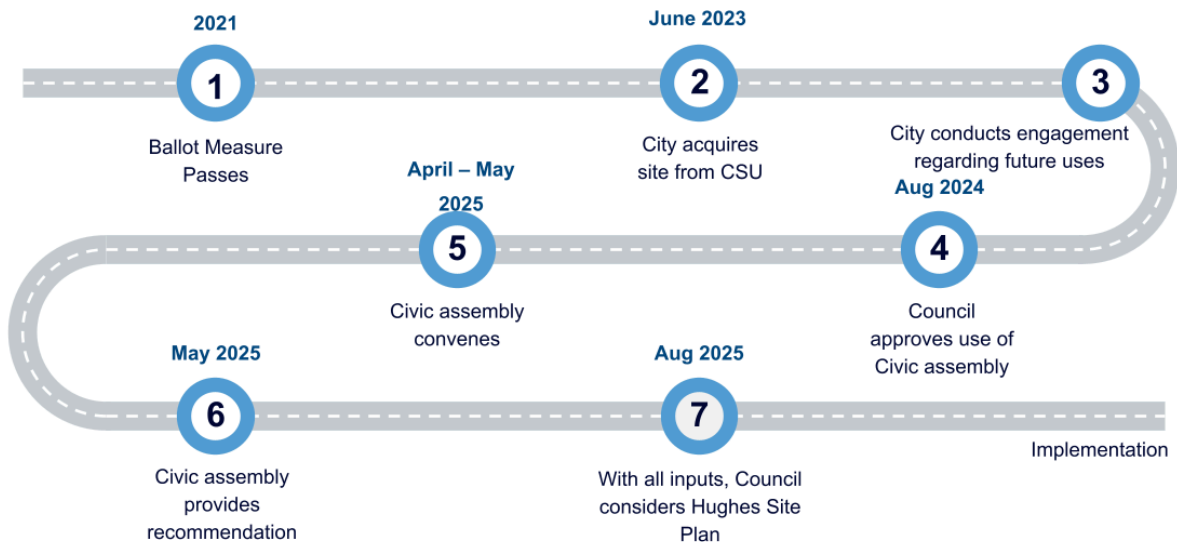
Delegates must commit to participate in the full process. A group of alternates will also be selected in case anyone must drop out before the first session.

Outcomes of Delegate Recommendations

What will happen with the Assembly's recommendations?

Over the two weekends of the Hughes Civic Assembly, you and your **fellow Delegates** will work together to recommend a **cohesive vision** for the best use or uses of the Hughes site.

This will be delivered to the Fort Collins City Council, which has committed to **receive, review, and publicly respond** to the recommendations from the Assembly. Delegates will formally present the Assembly's recommendations to City Council on May 27, 2025.






Hughes Civic Assembly Public Agenda

All Assembly activities – both full-Assembly (plenary) and small-group blocks – are open to in-person viewing by members of the public, from designated Observer Galleries in each room.








All full-Assembly (plenary) blocks will be livestreamed to the City of Fort Collins' YouTube page. Small-group blocks will not be livestreamed.


Key

	= Full Assembly (plenary)
	= Small groups (in breakout rooms)
	= Loose arrangement (Assembly standing or moving together)




Day 1 (April 12)

Part A: Welcome, Introductions & Orientation



#	Block	Start	Duration	Seating
A1	Arrival Hello and welcome!	8:45 AM	25m	
A2	Congratulations & Thank You! A representative of the City of Fort Collins welcomes the Assembly. Process staff describe the uniqueness and importance of this kind of democratic body.	9:10 AM	10m	
A3	Overview of Privacy & Public Affairs Process staff introduce public meeting requirements and how privacy and transparency are balanced in the Assembly. They review policies related to the livestream, videography, photography, public observers, and the media.	9:20 AM	5m	
A4	Delegate Introductions Delegates meet their neighbors, then introduce each other to the full group.	9:25 AM	20m	
A5	Staff Introductions & Explanation of Roles Staff introduce themselves and their roles within the project.	9:45 AM	10m	
A6	Process Overview & Agenda Staff give a brief overview of the plan for the whole Assembly process and this weekend in particular.	9:55 AM	10m	
A7	Deliberation & Group Discussion Agreements Staff give a high-level introduction to the concept of "deliberation." The Assembly creates expectations for how everyone will interact throughout this process.	10:05 AM	15m	


A8	Intro to Presenters & Tips for Great Questions	10:20 AM	15m	
Staff introduce this weekend's slate of presenters and the format for presentations. They offer a guide for crafting questions that lead to the most useful answers.				
A9	Break	10:35 AM	15m	

Part B: Introductions from Convener & Preceding Engagement Process








#	Block	Start	Duration	Seating
B1	Intro from Convening Agency & Q&A	10:50 AM	45m	
City staff introduce the background information they have provided to the Assembly, including the question before the Assembly, the decision-making context, prior public engagement, existing technical work, key feasibility considerations, and City resources available to the Assembly – and take questions.				
B2	Intro to Community Guides Process & Q&A	11:35 AM	30m	
CSU Center for Public Deliberation staff introduce the work of the Community Guides – a community-led engagement process preceding the Assembly. They present key results from this process and take questions.				
B3	Lunch	12:05 PM	45m	

Part C: Community Presentations & Questions (Panel 1)

#	Block	Start	Duration	Seating
C1	Community Presentations & Q&A (Panel 1)	12:50 PM	58m	
Four presenters selected by the Information Committee (IC) speak briefly (6 mins. each) with the full Assembly and answer questions (6 min. each). The IC was composed of four members of City boards and commissions, four randomly selected Community Guides, and four randomly selected community applicants. See staff for more details. Then, the Assembly transitions to small groups.				
C2	Small-Group Q&A (Panel 1)	1:48 PM	25m	
Each presenter speaks in more depth with a (randomly selected) subgroup of the Assembly, explaining their proposals for the site, if any, and answering questions.				






C3	Small-Group Debrief	2:13 PM	17m	
The Assembly debriefs what new insights have emerged and what further questions have arisen – as well as adding new Values, Ideas, and Information Requests to the Assembly's cumulative collection.				
C4	Break	2:30 PM	15m	

Part D: Personal Experience, Reading & Synthesis



#	Block	Start	Duration	Seating
D1	Tips for Tough Conversations	2:45 PM	5m	
Staff offer tips for talking about challenging topics in a respectful way.				
D2	Exploring Personal Experience with the Topic	2:50 PM	25m	
The Assembly gathers information and insight from each other – in the form of personal experience with the topic.				
D3	Intro to Information Types & Document Archive	3:15 PM	7m	
Staff further explain how the five things the Assembly is gathering this weekend – Key Information, Questions, Values, Ideas, and Information Requests – will impact the process. Staff also point out how to access the Assembly's archive of documents.				
D4	Quiet Reading	3:22 PM	15m	
Delegates read some of the introductory documents in their binders or archive.				
D5	Intro to Synthesis	3:37 PM	8m	
Staff introduce the next block, and the Assembly transitions to small groups.				
D6	Small-Group Synthesis	3:45 PM	35m	
In small groups, the Assembly continues to work through the information it has gathered so far, focusing on identifying Ideas for the site suggested during prior public engagement work.				
D7	Closing	4:20 PM	10m	
The Assembly transitions out of small groups. Staff talk through end-of-day housekeeping and reminders for tomorrow.				









Day 2 (April 13)


Part E: Reflection, Cognitive Biases & Reading

#	Block	Start	Duration	Seating
E1	Arrival Hello and welcome!	8:45 AM	20m	
E2	Opening & Overnight Reflections Staff note where we are in the process, today's agenda, and any action being taken based on the previous day's end-of-day survey or other feedback. Assembly Delegates share new realizations or thoughts in pairs and then with the full Assembly.	9:05 AM	25m	
E3	Intro to Cognitive Biases & Group Dynamics Staff invite a brief discussion on how our brains deal with information and how groups work together.	9:30 AM	20m	
E4	Quiet Reading Delegates read some of the introductory documents in their binders or archive.	9:50 AM	15m	
E5	Synthesis & Report Back The Assembly discusses key findings so far, especially from reading materials or from small group work where the full Assembly was not present.	10:05 AM	15m	
E6	Break	10:20 AM	15m	







Part F: Community Presentations & Questions (Panels 2 & 3)

#	Block	Start	Duration	Seating
F1	Community Presentations & Q&A (Panel 2) Two presenters selected by the Information Committee (IC) speak briefly (6 mins. each) with the full Assembly and answer questions (6 min. each). Groups 3 & 4 transition to small groups.	10:35 AM	33m	
F2a	Small-Group Q&A (Panel 2) <i>[small groups 3 & 4]</i> Each presenter speaks in more depth with a (randomly selected) subgroup of the Assembly, explaining their proposals for the site, if any, and answering questions.	11:08 AM	25m	

F3a	Small-Group Debrief <i>[small groups 3 & 4]</i>	11:33 AM	27m	
	Delegates debrief what new insights have emerged and what further questions have arisen – as well as adding new Values, Ideas, and Information Requests to the Assembly's cumulative collection.			
F2b	Intro to Values <i>[small groups 1 & 2]</i>	11:08 AM	7m	
	Small groups not speaking with presenters stay in the plenary room. Staff offer more detail on the role of Values in decision making and display the Values concepts brainstormed by Delegates so far.			
F3b	Values Work Time 1 <i>[small groups 1 & 2]</i>	11:15 AM	25m	
	Each small group works through about half of the existing Values concepts, combining, editing, clarifying, and adding to the collection – without removing any concepts entirely.			
F4b	Values Work Time 2 <i>[small groups 1 & 2]</i>	11:40 AM	20m	
	About half of the members of each small group trade places, are updated on what the other group has done, and offer feedback – looking for crossover between groups, further edits, and gaps that may have been missed by both groups.			
F5	Lunch	12:00 PM	45m	
F6	Reflections	12:45 PM	7m	
	The Assembly quickly checks in about new insights that have emerged – or anything else important to share with the full group.			
F7	Community Presentations & Q&A (Panel 3)	12:52 PM	46m	
	Three presenters selected by the Information Committee (IC) speak briefly (6 mins. each) with the full Assembly and answer questions (6 min. each). The Assembly transitions to small groups.			
F8a	Small-Group Q&A (Panel 3) <i>[small groups 1, 2 & 3]</i>	1:38 PM	25m	
	Each presenter speaks in more depth with a (randomly selected) subgroup of the Assembly, explaining their proposals for the site, if any, and answering questions.			
F9a	Small-Group Debrief <i>[small groups 1, 2 & 3]</i>	2:03 PM	22m	
	Delegates debrief what new insights have emerged and what further questions have arisen – as well as adding new Values, Ideas, and Information Requests to the Assembly's cumulative collection.			
F8b	Idea Review & Generation <i>[small group 4]</i>	1:38 PM	25m	
	The group not speaking to a presenter surveys the various Ideas collected so far and looks for Ideas that may have been missed. This block will begin with the small group reviewing existing Ideas posted in a first-floor hallway, then move to the group's normal breakout room.			

F9b	Information Gap Analysis <i>[small group 4]</i>	2:03 PM	22m	
The same group reviews the Information Requests suggested by Delegates so far and identifies further missing information or advice that the Assembly may wish to receive on the second weekend.				

Part G: Info Requests, Tension/Collaboration Points & Prioritization

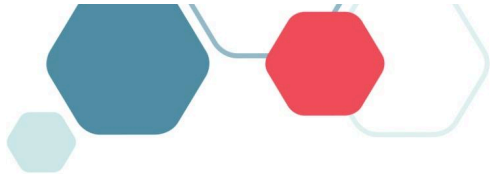
#	Block	Start	Duration	Seating
G1	Info Gaps Report Back & Intro to Prioritization The Assembly transitions back to the plenary. The small group that conducted a gap analysis on the Assembly's Information Requests (Group 4) brings their recommendations to the full Assembly. Staff introduce how prioritization voting will work in this process.	2:25 PM	15m	
G2	Prioritization on Information Requests The Assembly prioritizes all of the Information Requests submitted by Delegates.	2:40 PM	15m	
G3	Break	2:55 PM	15m	
G4	Gallery Walk: ID Tension & Collaboration Points The Assembly reviews Ideas for the site collected so far, adding sticky notes where Delegates see potential for tension or collaboration between Ideas.	3:10 PM	20m	
G5	Conflict Exploration In pairs, the Assembly begins a discussion on the tension points identified above, then brings these conversations to the full group. The Assembly will dig much further into these topics in its second weekend.	3:30 PM	25m	
G6	Prioritization on Ideas & Adding Amendments The Assembly prioritizes all of the Ideas for the site collected so far. The highest-priority ideas will receive feasibility feedback from technical staff and others between weekends of the Assembly.	3:55 PM	25m	
G7	Closing & Next Steps Staff talk through end-of-day housekeeping and reminders for the second weekend.	4:20 PM	10m	

2025 Hughes Civic Assembly Demographic Profile (rev. Apr. 11)	% of Fort Collins Population			Responded to Mailing	% of All Responses
	of All Ages	Aged 16+	Initial Target		
Age Range					
16–24		28.2%	5–7	16	6.1%
25–34		20.8%	3–5	52	19.8%
35–44		14.8%	2–4	57	21.7%
45–54		11.0%	2–3	49	18.6%
55–64		11.0%	2–3	39	14.8%
65–74		8.6%	2–3	31	11.8%
75+		5.7%	2	19	7.2%
City Council District					
District 1	16.7%		2–4	51	19.4%
District 2	16.7%		2–4	35	13.3%
District 3	16.7%		2–4	27	10.3%
District 4	16.7%		2–4	55	20.9%
District 5	16.7%		2–4	49	18.6%
District 6	16.7%		2–4	46	17.5%
Housing Status					
Own	57.1%		9–11	172	65.4%
Rent	42.7%		7–9	89	33.8%
Unhoused	0.2%		2	2	0.8%
Household Income					
Less than \$25,000/year	9.5%		2–3	19	7.2%
\$25,000–\$49,999/year	12.8%		2–4	33	12.5%
\$50,000–\$99,999/year	25.8%		4–6	69	26.2%
\$100,000–\$199,999/year	32.9%		6–8	105	39.9%
\$200,000 and up	19.0%		3–5	37	14.1%
Educational Attainment					
Some schooling; no diploma		5.2%	2	6	2.3%
High school diploma or equivalent		15.7%	2–4	7	2.7%
Some college or Associate's degree		31.9%	5–7	37	14.1%
Bachelor's degree or higher		47.2%	8–10	213	81.0%
Gender					
Female	48.6%			105	39.9%
Male	48.4%			127	48.3%
Another gender identity	~3%			9	3.4%
Declined to respond				22	8.4%
Race/Ethnicity					
Asian / Pacific Islander	3.4%			1	0.4%
Black / African American	1.2%			2	0.8%
Hispanic/Latina/e/o/x	12.4%			6	2.3%
Multiracial	4.4%			13	4.9%
Native American / Alaska Native	0.4%			0	0.0%
White	78.3%			213	81.0%
Declined to respond				28	10.6%
Total	100%	100%	20	263	100%

2025 Hughes Civic Assembly Demographic Profile (rev. Apr. 11)	Initial (Mar. 18) Selected	% of All Delegates	Confirmed (Mar. 26)	Reselection Target	Reselected (Mar. 26)
Age Range					
16–24	5	25%	4	1–3	1
25–34	3	15%	1	2–4	2
35–44	3	15%	2	0–2	2
45–54	3	15%	3	0	0
55–64	2	10%	0	1–3	1
65–74	2	10%	1	0–2	1
75+	2	10%	2	0	0
City Council District					
District 1	4	20%	2	0–2	1
District 2	2	10%	2	0–2	1
District 3	2	10%	2	0–2	1
District 4	4	20%	2	0–2	1
District 5	4	20%	2	0–2	2
District 6	4	20%	3	0–1	1
Housing Status					
Own	9	45%	7	3–5	4
Rent	9	45%	5	3–5	3
Unhoused	2	10%	1	0	0
Household Income					
Less than \$25,000/year	3	15%	2	0–1	1
\$25,000–\$49,999/year	4	20%	2	0–2	0
\$50,000–\$99,999/year	4	20%	3	1–3	2
\$100,000–\$199,999/year	6	30%	5	1–3	2
\$200,000 and up	3	15%	1	2–4	2
Educational Attainment					
Some schooling; no diploma	2	10%	2	0	0
High school diploma or equivalent	2	10%	2	0–2	0
Some college or Associate's degree	6	30%	3	2–4	3
Bachelor's degree or higher	10	50%	6	2–4	4
Gender					
Female	5	25%	0		4
Male	11	55%	10		2
Another gender identity	1	5%	1		0
Declined to respond	3	15%	2		1
Race/Ethnicity					
Asian / Pacific Islander	0	0%	0		0
Black / African American	0	0%	0		0
Hispanic/Latina/e/o/x	1	5%	1		0
Multiracial	0	0%	0		0
Native American / Alaska Native	0	0%	0		0
White	15	75%	9		6
Declined to respond	4	20%	3		1
Total	20	100%	13	7	7

2025 Hughes Civic Assembly Demographic Profile (rev. Apr. 11)	Assy. If All Reselct. Cnfd.	Reselecteds Cnfd. (Apr. 1)	Alternate Target	Alts. Selected (Apr. 1)	Alternates Cnfd. (Apr. 11)
Age Range					
16–24	5	0	7–9	6	3
25–34	3	1	5–7	5	2
35–44	4	2	2–4	2	1
45–54	3	0	1–3	3	1
55–64	1	1	2–4	3	0
65–74	2	1	1–3	2	1
75+	2	0	0–2	0	0
City Council District					
District 1	3	1	2–4	4	2
District 2	3	1	2–4	3	1
District 3	3	0	3–5	3	0
District 4	3	1	2–4	3	1
District 5	4	1	2–4	4	2
District 6	4	1	2–4	4	2
Housing Status					
Own	11	4	10–12	10	4
Rent	8	1	11–13	11	4
Unhoused	1	0	0–1	0	0
Household Income					
Less than \$25,000/year	3	0	1–3	3	2
\$25,000–\$49,999/year	2	0	3–5	3	0
\$50,000–\$99,999/year	5	2	4–6	4	1
\$100,000–\$199,999/year	7	1	7–9	7	5
\$200,000 and up	3	2	4–6	4	0
Educational Attainment					
Some schooling; no diploma	2	0	0–2	1	1
High school diploma or equivalent	2	0	3–5	3	1
Some college or Associate's degree	6	1	7–9	7	3
Bachelor's degree or higher	10	4	8–10	10	3
Gender					
Female	4	2		6	3
Male	12	2		14	5
Another gender identity	1	0		0	0
Declined to respond	3	1		1	0
Race/Ethnicity					
Asian / Pacific Islander	0	0		0	0
Black / African American	0	0		0	0
Hispanic/Latina/e/o/x	1	0		0	0
Multiracial	0	0		4	2
Native American / Alaska Native	0	0		0	0
White	15	4		16	6
Declined to respond	4	1		1	0
Total	20	5	22	21	8

2025 Hughes Civic Assembly Demographic Profile (rev. Apr. 11)	Expected, Day 1 (Apr. 12)	% of All Expected	% of Fort Collins Population		Target (revised)
			of All Ages	Aged 16+	
Age Range					
16–24	4	22.2%		28.2%	5–7
25–34	2	11.1%		20.8%	3–5
35–44	4	22.2%		14.8%	2–4
45–54	3	16.7%		11.0%	1–3
55–64	1	5.6%		11.0%	1–3
65–74	2	11.1%		8.6%	1–3
75+	2	11.1%		5.7%	0–2
City Council District					
District 1	3	16.7%	16.7%		2–4
District 2	3	16.7%	16.7%		2–4
District 3	2	11.1%	16.7%		2–4
District 4	3	16.7%	16.7%		2–4
District 5	3	16.7%	16.7%		2–4
District 6	4	22.2%	16.7%		2–4
Housing Status					
Own	11	61.1%	57.1%		10–12
Rent	6	33.3%	42.7%		8–10
Unhoused	1	5.6%	0.2%		0–1
Household Income					
Less than \$25,000/year	2	11.1%	9.5%		1–3
\$25,000–\$49,999/year	2	11.1%	12.8%		2–4
\$50,000–\$99,999/year	5	27.8%	25.8%		4–6
\$100,000–\$199,999/year	6	33.3%	32.9%		6–8
\$200,000 and up	3	16.7%	19.0%		3–5
Educational Attainment					
Some schooling; no diploma	2	11.1%		5.2%	0–2
High school diploma or equivalent	2	11.1%		15.7%	2–4
Some college or Associate's degree	4	22.2%		31.9%	5–7
Bachelor's degree or higher	10	55.6%		47.2%	8–10
Gender					
Female	2	11.1%	48.6%		
Male	12	66.7%	48.4%		
Another gender identity	1	5.6%	~3%		
Declined to respond	3	16.7%			
Race/Ethnicity					
Asian / Pacific Islander	0	0.0%	3.4%		
Black / African American	0	0.0%	1.2%		
Hispanic/Latina/e/o/x	1	5.6%	12.4%		
Multiracial	0	0.0%	4.4%		
Native American / Alaska Native	0	0.0%	0.4%		
White	13	72.2%	78.3%		
Declined to respond	4	22.2%			
Total	18	100%	100%	100%	20



Discussion Agreements

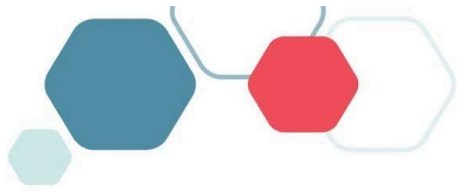
Every Assembly has the opportunity to create their own unique group agreements. These agreements facilitate the interactions in the Assembly, and, at their core, are meant to ensure everyone is treated equally, with respect, and with equal opportunity for participation and meaningful engagement.

This is a list of agreements that many Delegates from past Assemblies have identified and are often consistent between Delegates and Assemblies with different make ups, topics, and purposes. You and your fellow Delegates have the opportunity to customize this list – this is just a starting point for you to build off of. You can add, edit, or remove anything to create a set of agreements that are better aligned with your fellow Delegates and the Hughes Civic Assembly.

Example Agreements:

- Treat everyone with respect
- Be open to new ideas
- Listen with care
- Keep focused on the issue
- Minimize distractions
- Speak clearly & briefly
- Share “airtime”
- Be yourself
- Participate fully
- Even disagree with respect

You and your fellow Delegates may also decide to adopt these agreements as-is. That's okay too! The agreements you make with a group are fully customizable – to whatever extent you do or do not want to change them.



Process Details

Keys to Deliberation

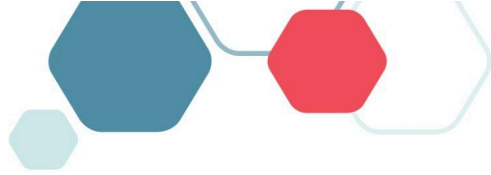
This is a group process. You will spend a lot of time together, and you may find that you do not always agree. It is critical that we demonstrate to one another that we are here to listen and learn, and to do that we must show respect to one another throughout the process. That said, please follow these basic guidelines:

- **Use respectful body language.** Please use respectful body language toward everyone. Match your body language with your intent of listening and learning. Be aware that eye rolling, crossing arms, or turning away from someone while they are speaking may send a disrespectful message.
- **Use respectful verbal language.** Do not use language that disrespects anyone's religion, culture, racial identity, appearance, gender, sexual orientation, etc.
- **Minimize distracting behavior.** Whenever possible, please keep electronic devices turned off and packed away. Out of respect for your fellow Delegates, save any potentially distracting behaviors for break times. Refrain from interacting with observers in the audience during the process.
- **Attend all sessions and be attentive.** Your fellow Delegates are depending on you to hear the information presented and be present in discussions. There will be a lunch and two other breaks each day. However, do take care of yourself if you have personal needs or emergencies – and let staff know if we can help.

During your first day together, you and your fellow Delegates will create additional Discussion Agreements about how you want to interact with each other. The guidelines above are only a starting place – you will decide exactly what commitments you make to each other as a group. Every Agreement you make will also apply to staff and visitors.

Independent Evaluation

Assemblies are always independently evaluated. The design of this Assembly builds on over a decade of academic research on Healthy Democracy's Civic Assembly programs – and over a decade of Delegate feedback, as well. Healthy Democracy's processes are diligently designed and redesigned – to identify and remove bias, to take advantage of every minute, and to foster an atmosphere of camaraderie among Delegates. Outside researchers not connected with or paid by Healthy Democracy will observe parts of this process, survey Delegates, and provide feedback to staff about how we can improve.



Asking Good Questions

Tips for Asking Good Questions (and getting good answers)

Every Assembly is like a team of investigators, gathering as much information together as possible. The thing is, none of us know which fact is going to end up being vital, or which personal story is going to change our whole perspective. All we know is: better information from more perspectives = better recommendations and more influence.

But how do we get the best information? Great questions are the key. Question-and-answer periods are your chance to dig in – to clarify what a speaker is saying, to understand how they reached their conclusions, or to figure out why they believe what they believe. Here are a few tips we've learned over the years.

Tip 1: Stay Genuinely Curious

This is the most important and the most difficult. But as hard as it may be at times, taking a curious and open-minded approach to every person and every idea right now will be a huge benefit later.

Here's why: Everyone knows that it's only possible to make a strong argument *for* something if you fully understand it. What's easy to forget is – that's true for arguing *against* things, too. Plus, who knows, you might surprise yourself and change your mind about things. But you'll never know if that's even possible unless you try to have a genuinely open mind first.

Tip 2: Work Backwards

The best questions don't start off as questions. They start off as needs, or gaps, or curiosities. So, before writing any questions down, start by thinking about:

- What information do I want to know?
- What's most important for me to understand right now?
- What else might this person be able to talk about?
- What's missing?

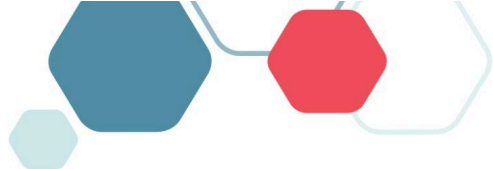
Tip 3: Keep Questions Focused

Questions with multiple parts often get unsatisfying answers.

Tip 4: Provide Context - But Only Sometimes

Beginning a question with some background about why you're asking it can sometimes be helpful, but it also isn't always the right choice. For example, questions like

"Yesterday, someone told us _____. What are your thoughts on that?" or



Asking Good Questions

"I understand that ____, but can you clarify ____?" or

"You mentioned that _____. Could you tell me more about that?"

can be excellent if you'd like the speaker to be more specific.

But sometimes, you may choose to leave out the context on purpose, in order to encourage folks to answer more freely. In fact, very simple and open questions like

"What are your thoughts on ____?"

are sometimes the most brilliant questions of all because they can be very revealing.

Tip 5: Avoid Opinions or Statements Disguised as Questions

These are also called "leading questions." For example: *"Don't you think that ____?"* or *"I think ____ and _____. Isn't that right?"*

Instead, try using open-ended questions or give equally weighted options. For example:

"Do you think ____ or ____ or something else?"

Here's why opinions, statements, and leading questions aren't awesome: By stating your point of view so clearly, you've revealed to the person answering the question exactly how you want them to respond. Whether they agree or disagree with you, it doesn't do much good. That's because:

- They will spend their time just agreeing or disagreeing, rather than offering new, potentially interesting information.
- They won't be as honest in their answer – again, whether they agree or disagree with you – since they already know what you think the answer should be.

In cases where you feel it's important to ask about the person's views on a particular opinion you've heard from someone else, try a question like:

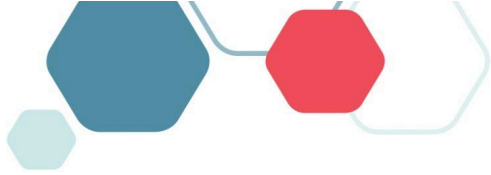
"I have heard the view that _____. What do you think of this?"

Tip 6: Try Out Comparative Questions

Sometimes, Delegates use comparisons to help learn about the context around a topic. As long as these aren't leading questions – and depending on the expertise of the person being asked – these can be great. For example:

"In your experience, is ____ typical in other cities/states/etc.?"

"How does this cost/timing/size/etc. compare to ____?"



Asking Good Questions

Interview with a Space Alien 🛸

To put these tips to the test, let's imagine a situation where the Assembly is questioning an alien from outer space. Hey, who knows what topics Assemblies could be working on in the future!

Some of these questions might be awesome, some less than awesome. Your task will be to write them better. Then, think about what else you'd like to know (Tip 2) and write a question or two of your own.

1. You say you come here in peace, but all I see is you disturbing the peace – like when you apparently showed up at the farmer's market and everyone ran away. What are you really here for?
2. We've heard two conflicting reports from other speakers about your plans for a zero-gravity theme park on the edge of town. Could you clarify your intentions around that proposal?
3. What are your thoughts on the new spaceship parking rules downtown?
4. I get that your planet has a different atmosphere, but why can't you at least try to breathe our air here? You've been here for like six months.
5. Okay, I've got a few things. How long have you really been here? How long do you plan to be here? Why did you pick our town to settle down in? Seems like an odd choice to me.
6. Instead of "take me to your leader," you asked to speak to a representative Assembly of everyday folks. Tell me more about why you made that request.

7. -----



Presenter Schedule

Saturday, April 12 | 12:50 - 2:15pm

- **Carin Avila**, Rocky Mountain Raptor Center
- **Tammy VerCauteren**, Bird Conservancy of the Rockies
- **Ron Hall**, First People's Conservancy Center
- **Chris McCullough**, Fort Collins Running Club

Sunday, April 13 | 10:35 - 11:35am

- **Becca Windell**, Warner College of Natural Resources, Colorado State University
- **Ross Cunniff**, Preserve Fort Collins

Sunday, April 13 | 12:45 - 2:10am

- **Kenny Beardon & Kevin Krause**, Overland Mountain Bike Association
- **Stephanie Watson Lewis**, BIPOC Alliance
- **Eliza Lopez, Kathryn Dubiel, Melissa Rosas**, PATHs



CENTER FOR PUBLIC DELIBERATION
COLORADO STATE UNIVERSITY

Hughes Civic Assembly Community Guides Summary Report

Prepared for the City of Fort Collins and the Civic Assembly Information Committee by the Center for Public Deliberation with assistance from Dr. Katie Knobloch, Dr. Tamanda Chabvuta, Sabrina Slagowski-Tipton, Jason F. Smith, Kinsey Zeigner, TMF Freeman, Lali Suarez, and Betty Abate

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Executive Summary

This report synthesizes the comments from members of the Fort Collins community who engaged in Community Guides conversations about the former Hughes Stadium Sites between February 12, 2025 and March 5, 2025. In total, 22 Community Guides representing diverse community interests led conversations with community members across Fort Collins to discuss local opinions about how the former Hughes Stadium site should be used. Conversations were designed to solicit a broad range of perspectives on the issue. From those conversations, 267 community members provided written feedback, either through surveys they completed on their own or with the help of their Community Guide.

Community members identified several values that they hope delegates consider during their deliberations, including:

- Accessibility
- Access to nature
- Affordability and economic impact
- Community
- Education
- Environmental sustainability
- Health
- Inclusion
- Native rights
- Preservation
- Safety

In addition, community members proposed ways to use the site, describing the benefits of their preferred proposals as well as their concerns about alternative proposals. They also offered suggestions for information delegates might consult when considering how to use the site. Seven primary uses emerged. We describe them in alphabetical order below.

- A **Bike park** that would include skills features and trails and allow community members to practice and develop bike skills.
- A focus on **Environmental and Agricultural Sustainability** through the addition of solar panels, community gardens, or sustainable urban agriculture
- **Indigenous Stewardship** of the land and a space for Native communities to conduct cultural ceremonies, public gatherings, and educational opportunities
- A **Mixed Use** space that would combine elements from other proposals, generally focusing on either low-impact uses or outdoor recreation and educational experiences
- The restoration of the site as a **Natural Space**, either by allowing the area to rewild or through restoration of native habitats and the development of low-impact trails
- A **Trails** system that would provide opportunities for walking, running, and/or cross-country skiing and allow residents to interact with nature
- A space for **Wildlife Rehabilitation**, with the potential to establish a Nature and Wildlife Campus and a partnership with the Raptor Center

Community Guides Program Overview

Since 2017, the Center for Public Deliberation (CPD) has worked with the City of Fort Collins and community partners to develop and implement Community Guides. The program was designed to create meaningful and inclusive opportunities for local residents to influence public policy.

In January 2025, community members were invited to apply to be a Community Guide, either as a representative of a local non-profit, cultural, or community organization or as an emerging leader representing historically excluded communities. Next, they took part in a two-part, two hour workshop led by the CPD where they honed their skills for hosting and facilitating community conversations. After that training, Guides conducted conversations in their trusted communities, during which they collected data about residents' goals for the former Hughes Stadium site as well as their concerns about potential uses.

The program seeks to address barriers to engagement and act as a bridge to residents who typically do not have a voice in public decision making or who may otherwise feel uncomfortable or be unable to participate through traditional engagement methods. Guides who joined the program represented a variety of communities and groups across the city:

- BIPOC communities
- Business communities
- CSU students
- Cyclists
- Environmental advocates
- Local artists
- Local non-profits
- Native communities
- Open space advocates
- Preservationists
- PRIDE groups
- Residents in the neighborhoods near the site
- Runners
- Seniors
- Wildlife rehabilitation groups
- Youth activity groups

In addition to the training workshops, Community Guides were provided with the following resources:

- A workbook to help them plan and organize their meetings
- Access to interpretation and Spanish-language materials
- Logistical assistance for hosting their meetings
- A \$50 hospitality stipend to assist with food, meeting costs, or accommodations
- An optional stipend for their time spent preparing for and hosting their Conversations

Community Guides hosted conversations throughout the City of Fort Collins. Generally, these were small group conversations with members of similar communities, though on occasion these were conducted in a one-on-one setting. When acting as facilitators, Guides were instructed to remain impartial during the conversations and allow their participants to share their own opinions about the future of the Hughes Site. Guides used five main questions designed by

the Center for Public Deliberation in collaboration with the City of Fort Collins and Healthy Democracy to encourage participants to share their perspectives with one another.

1. Given the constraints provided by the ballot measure, what values or goals should guide our decision on how to use the land?
2. What uses of the former Hughes Site would most benefit our local community?
3. What are some concerns you have about the future of the Hughes Site?
4. What community members, groups, or organizations can offer helpful information to Civic Assembly delegates as they consider the future of the Hughes Site?
5. If you could share one thing with the Civic Assembly delegates about the former Hughes Site, what would it be?

Methodology

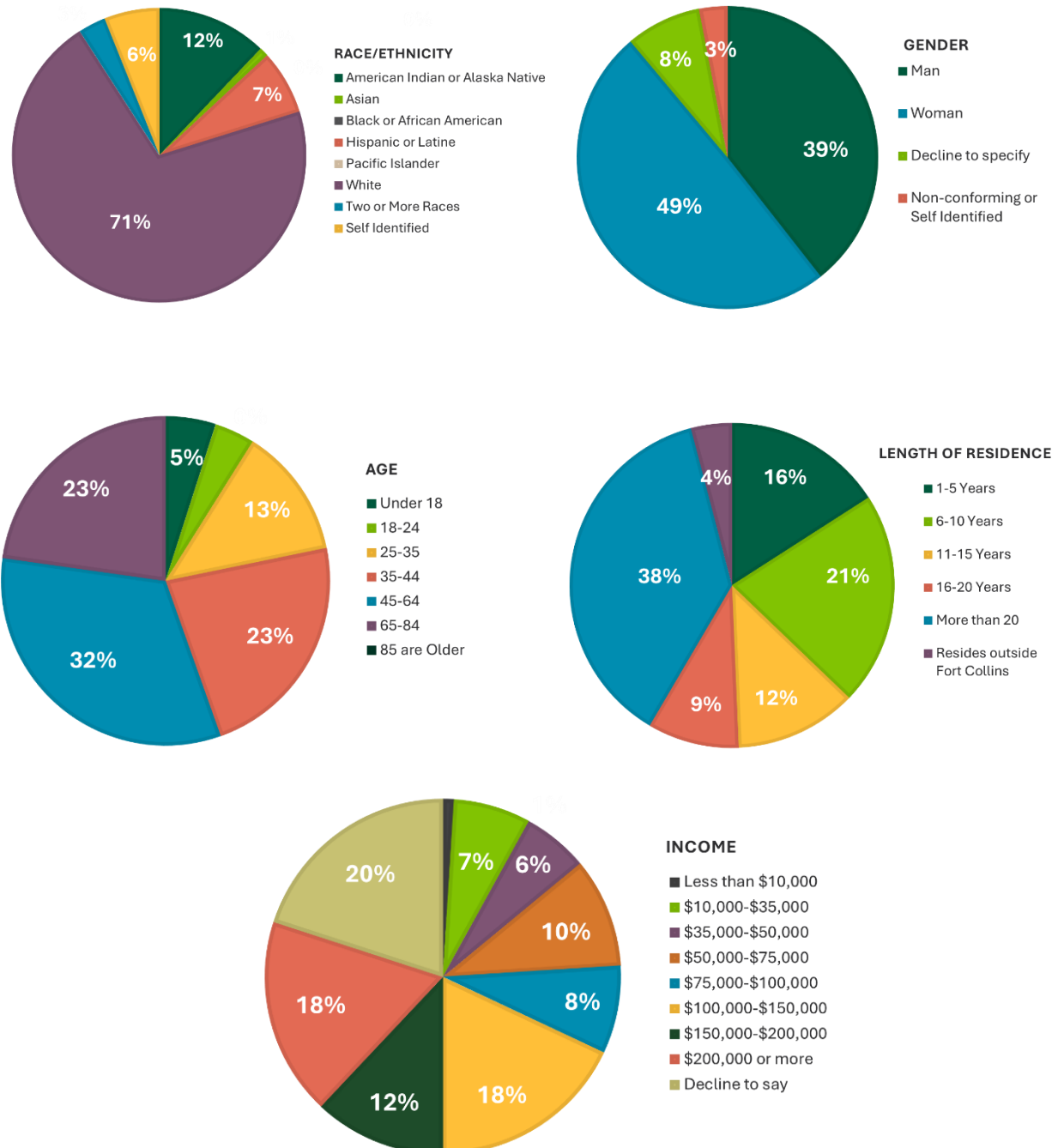
The data in this report was collected during conversations hosted by 22 Community Guides conducted between February 12, 2025 and March 5, 2025. The resulting dataset includes 242 surveys and a notes document written by a Guide during a conversation with 25 individuals from the Native Community. After data entry, each comment was thematically coded by a team of researchers at the CPD, who reviewed themes across questions and respondents. At least two coders completed an initial, grounded analysis of every response, working to identify the primary themes as they were expressed by respondents. A second round of coding was used to synthesize themes across the data, with a particular focus on the values that emerged and the discrete proposals suggested by community members. At this point, members of the research team began to create memos for each primary theme, working to define the theme and identify relevant uses, benefits, concerns, and information needs. A final round of coding was conducted based on those values and proposals identified in the previous stage. Researchers read back through the data, analyzing it in relation to the proposals and values with which it aligned and identifying information and examples that would help members of the Information Committee and Assembly Delegates understand distinct perspectives.

Rather than attempting to quantify the data, this analysis aimed to identify the diversity of perspectives that exist in the community. Though we attempt to identify common trends emerging under each distinct proposal, we do not offer measures of how many participants supported each proposal. This method acknowledges that some communities may have more robust organizing structures and less barriers to engagement and thus may be able to more easily recruit participants into their conversations. In the sections below, we list the findings alphabetically rather than by their prevalence in the data.

Participant Demographics

At the end of the survey, participants provided demographic information. The charts below offer a visualization of primary demographic characteristics. Though these are reflective of the

responses provided on the survey, participants at times chose not to provide demographic information. Of particular note, the demographic information of individuals who participated in the Native community conversation are only reflected in the graphic depicting race and ethnicity as we did not have individual level data for participants. Even so, the Guide noted that the, “youngest was born in 2019, oldest was 1949,” and the “education ranged from elementary education to Juris Doctorate.”



Values

The opening question asked residents to describe the goals or values that they hoped delegates would consider in their decision making. Below, we provide a summary of the primary values identified by participants. Values are listed in alphabetical order.

- **Accessibility:** Residents often expressed a desire for the site to be accessible by a broad cross section of the community, with attention paid to barriers that might be faced by people with disabilities, older generations, and low-income community members. They also noted the need for accessible transportation options to the site.
- **Access to nature:** Participants often hoped that the site would provide residents with access and connection to the outdoors. Some residents valued the peace, quiet, and dark skies afforded by the site, and others valued its natural beauty and the views of the foothills. Residents often expressed an appreciation for the ability to enjoy the outdoors and connect with the land and native species.
- **Affordability and economic impact:** Those who valued affordability noted the need to attend to the costs of the project and the ways it might impact local taxes or spending priorities. They were concerned about long-term maintenance costs and additional financial burdens that might be imposed by the site. Some also hoped to ensure free public access to the site and were concerned about potential costs related to use or parking fees. Others hoped the site could be used to generate additional revenue, generally by increasing tourism and local spending.
- **Community:** Residents often hoped that the site could help foster connections among community members and that it could be a local gathering place for recreation, learning, and celebration.
- **Education:** Participants who valued education suggested that community members could use the site to learn about local histories, sustainable ecological practices, wildlife, and Indigenous culture. Residents expressed a desire for educational opportunities for children, school systems, and the wider community.
- **Environmental sustainability:** Some residents hope that any use of the site would prioritize environmental conservation, the preservation of natural and open spaces, and the long-term ecological health of the land and native plant and animal species. Others highlighted a need to use the site in ways that are responsive to climate change or that would protect the land for future generations.
- **Health:** Community members suggested that the site has the potential to improve the community's physical and mental health through access to outdoor recreation, natural spaces, and sustainable practices.
- **Inclusion:** Community members often expressed a desire that any decision would be inclusive of community members who have been historically excluded from decision making. They also hoped that diverse community members would feel welcome at and be able to access the site.

- **Native rights:** Some community members hoped that any decision would be responsive to the rights of Native community members. These residents expressed a desire to honor their original stewardship of the land and a hope that Native voices would be included in both the decision-making process and the eventual management of the site.
- **Preservation:** Some residents valued uses that would preserve the natural state of the land and expressed a desire to remove man-made infrastructure. Others hoped the space could be used to preserve the history of the community. For some, preservation related to a desire to preserve the space for use by future generations.
- **Safety:** Residents expressed concerns about the ways the site might impact local safety. Some residents were concerned about the safety of using the site for outdoor recreation, with some fearing the liability associated with it and others suggesting that previous construction might make the site unsafe. Others noted that the site could be used as a way to safely practice and learn skills for outdoor recreation.

Proposed Uses

The remainder of the questions asked participants to discuss potential uses for the site. The following section provides a summary of the primary uses proposed by participants along with the information that proponents hoped delegates consider. Proposals are listed alphabetically.

Though most respondents listed organizations they hoped delegates connect with, some offered specific pieces of information they hoped delegates consider. In these instances, we list those specific recommendations, though not all proposals have this additional information. Moreover, we limit the groups that might offer more information to those organizations that were frequently mentioned or relate more specifically to that proposal. The Additional Considerations section provides information about groups, such as historically excluded communities, first responders, and schools, who participants thought could offer valuable information across proposals.

Bike Park

Residents who support a bike park hope to create a space that will provide opportunities for bike recreation and skill development. Community members in favor of the bike park listed different features that a park might include, including skills features for riders with different levels of expertise and bike trails. Some proponents highlight the location of the site as a reason for their position, noting its potential for elevation changes and connection to existent trail systems. Others expressed a hope for more widespread accessibility, noting the need for features like paved trails and accessible parking.

Proponents of this use often noted its benefit for outdoor recreation and health. Residents discussed the ways that outdoor recreation experiences can improve mental and physical health and community connections. Residents suggested that a bike park could be used by both beginners and experts and hoped that it would be accessible to all ages. Advocates discussed that the addition of a bike park could increase bike safety, particularly for children, who would have a place to practice handling skills that is not exposed to traffic or heavy use by expert riders. Those in favor of this position highlight a large and active biking community in both Fort Collins and the wider Front Range and suggest that the city lacks specialized bike parks found in other locations. Advocates also suggest that having a bike park on this site could generate tourism revenue currently being lost to nearby towns with more specialized bike parks.

Participants who supported this position often noted its compatibility with other uses, specifically outdoor recreation, such as running trails, disc golf, and playgrounds, as well as the preservation of nature and wildlife.

Potential uses:

- Bike park
- Kid friendly features
- Skills features for experts and entry level riders
- Bike trail system
- Elevation gain features
- Accessibility features
- Velodrome
- Cyclocross course

Concerns:

Some participants expressed concerns about the infrastructure required for a substantial bike park and suggested that it would require high-impact development that was inconsistent with the intent of the ballot measure. Others worried about the maintenance required for a bike park or that it would be incompatible with ecological preservation or the establishment of a wildlife habitat. Some suggested that the city already has ample opportunities for biking and that other proposals should be prioritized. Finally, some thought the use of the site exclusively for a bike park would offer limited usage for the wider community and that it would not be accessible or utilized by people who do not bike.

Groups who can offer information:

- Fort Collins Bike Park Collective
- Overland Mountain Bike Association
- Send Town Bike Club
- Wolfpack (Kids bike club)

Community Voices:

- “Biking is such a core thread to the identity of Fort Collins. It is a healthy mechanism for cultivating community, providing exercise and living sustainable with our environment. A bike park is a resource that helps the development of our youth, providing them with a constructive outlet for all ages. It would be great to see communal spaces in town for people to gather around such a positive activity.”
- “I am a kid (9 years old). I think this could be good for us and for nature. Maybe we could split it in half and use half for a bike park and half for natural land.”
- “I spend so much time driving to other towns in Colorado, eating at their local restaurants, going to their local businesses, and giving money to their local economy just because they have a bike park. If we had one in Fort Collins we would have people coming from all over to ride.”
- “Bike park for all ages. This would provide a safe and fun outdoor space for families and any individual that enjoys riding bikes. This would benefit young riders and riders of all ages. Fort Collins is well known for being a bike riding friendly community however there is no place for young riders to learn and come together.”
- “Fort Collins claims to be a bike friendly place, but is missing a Bike Park, or something where we can take our kids where they can experience the joy of biking on trails without the stress of being on one of the numerous natural area trails where more experienced bikers are. It would be great to use the community space to be family oriented and serve many purposes.”

Environmental and Agricultural Sustainability

Participants who support uses focused on environmental and agricultural sustainability highlight the pressing needs posed by climate change and a desire to use the site to boost the city's long-term sustainability. Some residents discussed urban agricultural sites that might offer an opportunity for local residents to grow food using sustainable methods or small-scale farm stands that would serve the local community. Similarly, some residents hope to have community or demonstration gardens on the site that could help residents learn about native species and sustainable gardening. Others suggest the site should be used for solar energy production, either on its own or as a shade option for agricultural or gardening use.

Residents who focused on environmental and agricultural sustainability often highlighted the need to protect the environment, both in relation to immediate needs such as fire and flood mitigation, as well as the long-term ecological health and sustainability of local energy and food systems. They also suggested that this proposal would help to address issues of food scarcity or access to healthy foods and that it could serve as an educational opportunity for the community.

Some residents suggest that a focus on natural or open spaces would be compatible with flood and fire mitigation and suggest that the area acts as a buffer zone for the city. Those who favor environmental and agricultural sustainability often suggest that it can be implemented in tandem with other uses, particularly the maintenance of natural space, low-impact trail systems, Indigenous stewardship, and wildlife rehabilitation.

Potential uses:

- Urban agriculture
- Community garden space
- Solar energy
- Flood and fire mitigation

Concerns:

Some conversation participants argued that solar panels would disturb the natural beauty of the area and that there are more appropriate locations for utilitarian uses.

Groups who can offer information:

- Colorado State University faculty
- Colorado State Forest Service
- Natural Resources Conservation Service
- Local farmers

Community Voices

- “A community garden shaded by solar panels... The produce grown under solar panels in Colorado are big and beautiful! The property is already wired with electricity and plumbed with water.”
- “I'm envisioning 5 to 10 acres and the northeast corner of the property. The gardening plots can be rented to community members or farmers, could be donated for school

programs or to lower income households, or whatever. We might be able to fit a few megawatts of solar that could be owned by the city, or subscriber owned, or donated within town. This would provide a recreational opportunity for gardeners, as well as healthy and affordable food for eaters, and clean electricity for the community.”

- “Community members may benefit by the production of locally sourced food crops, whereas solar would provide additional electricity at a presumably cheaper price.”
- “I prefer something that promotes sustainable practices such as agricultural activities or solar energy systems. These will address food insecurity and climate change mitigation which are some of the most pressing needs to be addressed presently. I believe a natural area would also support sustainability of land and a habitat for a diversity of animal species.”
- “Public Lands could benefit all residents through urban agriculture and solar energy systems. It would generate food and energy for the community, both of which are needed. Solar energy would not need water, though urban agriculture would use water. Water costs could be countered by the sell of food and solar energy.”

Indigenous Stewardship

Community members who supported Indigenous stewardship demonstrated a desire for Native communities to have a say in how the land is managed and used, a space for Native communities to practice ceremonies or public events, and a return of the land to its natural state. Proponents of this position indicated a need for Native voices to be included in the decision-making process and to have their interests honored in any final decision. Some proposed land back agreements, where the city would give the land back to tribal communities, whereas others offered suggestions for collective decision making and stewardship in collaboration with the city and other community members. Residents requested a place that would offer opportunities to gather with other indigenous communities, take care of the land based on historical and cultural practices, and act as an educational resource aimed at increasing awareness and knowledge of Native history and practices.

Participants who supported this use saw it as a chance to return the land to Native communities and restore ancestral connection to the land. Through such practice, they hope to restore the land to its natural state and foster long-term ecological and communal sustainability. Several participants saw this as an educational opportunity that would offer community members a chance to learn about indigenous practices based in caring for the natural environment and local tribal histories.

Residents often, though not always, saw collaborative potential between Native stewardship and uses focused on ecological restoration, low-impact outdoor recreation, and wildlife preservation. Similarly, participants who supported this use often mentioned a desire for collaboration with other community members, particularly those who have been historically excluded from decision making, so that the decision would be reflective of the needs of the wider community.

Potential Uses:

- Return stewardship to Native communities
- Land preservation and restoration to its natural state
- Space for ceremonial, spiritual, and religious uses for Native communities
- Indoor and outdoor space for Indigenous events and gatherings
- Educational site for Indigenous history and culture
- Space to grow and/or care for native plants and wildlife based on Indigenous practices
- Natural areas for recreation
- Public art
- Resources for children

Concerns:

Some participants expressed concerns about the space being designated for a single use rather than being accessible to the wider community. Some expressed a desire to designate a portion of the land for Native practices or Indigenous stewardship, rather than the entire site.

Groups who can offer information:

- Arapaho, Cheyenne, Comanche, Kiowa, Pawnee, Shoshone, Lakota, and Ute Peoples
- CSU Native American Cultural Center
- Local Indigenous community members and spiritual leaders
- Tribal representatives
- Tiyospaye Winyan Maka

Information to Consider:

- Treaty of Horse Creek (1851)
- Treaty of Fort Wise (1861)
- Treaty of Fort Laramie (1868)
- American Indian Religious Freedom Act (1978)
- Federal Land Policy and Management Act (1976)
- Native American Graves Protection & Repatriation Act (1990)
- Indian Reorganization Act (1934)
- National Historic Preservation Act (1966)
- National Environmental Protection Act (1970)
- Joint Secretarial Order No. 3403 on Fulfilling the Trust Responsibility to Indian Tribes in the Stewardship of Federal Lands and Waters (2021)
- Colorado Revised Statute 24-80-1301-1305 on State History, Archives, and Emblems (2023)
- Public Law #91-550, Executive Order 13007 on Accommodation of Access to Sacred Sites (1996)
- Executive Order 13175 on Consultation and Coordination with Indian Tribal Governments (2000)
- Herrera v. Wyoming (2019)
- United States v. the Great Sioux Nation (1980)
- United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP, 2007).

Community Voices

- “I think that this land should be a non-city ran natural area that is primarily (or in part) stewarded by indigenous communities. Having the indigenous community as stewards of the land would benefit everyone, especially a community that has been historically marginalized and that our city owes reparations to. Their involvement in this project would give an in depth and historical perspective to the conservation of this piece of land which the entire community would be able to enjoy”
- “The most pressing goal should be returning the land to the native people, to provide a space for them to conduct ceremonies, practice their arts, gather in community, and nurture the land to protect unfettered access to wildlife.”
- “We should rematriate the land to the care of Indigenous Peoples, and specifically Tiyospaye Winyan Maka if possible, to be nurtured and protected for use by the public. It is compatible with all of the requirements of the 2021 ballot measure, and it offers to the

public an experience that cannot be found anywhere else: the opportunity to connect with our Indigenous roots, heal past wrongs, and have access to land being nurtured and cared for by its original caretakers. That is something that Fort Collins can be proud of, and that could draw people needing to feel that connection to our history and culture that we cannot find in most places.”

- “We were here in the past and we are here in the present- we’ve been here. We will be there in the future. Letting the public know we aren’t in the past. We are right here. Creating natural habitat and a space for learning. This is our home, our elders say this is where we are from. (Arapaho tribe)”
- “There are so many tribes who called this place home. To honor that would mean more than words can comprehend not only for the Indigenous community but the preservation of the history of Fort Collins.”

Mixed Use

Conversation participants often discussed ways that individual proposals might be combined with their preferred usage, but some specifically proposed the site should be a mixed-use space, suggesting that it could be used simultaneously for outdoor recreation, ecological preservation, and community education. Proponents at times described it as an outdoor park that would provide community members access to nature and opportunities for outdoor recreation. Some advocates for mixed use leaned towards uses that would be low-impact and focus on natural preservation, whereas others hoped for more robust development of trails or community structures like bike, running, and skiing trails, event spaces, sports fields, and bathrooms.

Those who support mixed use hoped to create a natural space that was widely accessible and used by a diverse cross-section of the community. Advocates argued that it was large enough to use for multiple proposals. Conversation participants suggested that a mixed-use space would support community health and wellbeing and that it could offer a site for education about local histories and sustainability practices. They discussed its benefit as a space for community building and public art and highlighted its potential to provide children access to the outdoors and recreational opportunities. They also suggested that multiple uses would be more inclusive, allowing more community members access to the site and an opportunity for collaboration across interest groups.

In addition to supporting collaboration more broadly, proponents of a mixed-use space often expressed an interest in collaborating with Native communities and other communities who had been historically excluded from decision making.

Potential uses:

- Outdoor recreation park
- Walking, Running, and Ski Trails
- Bike Park
- Disc Golf
- Play area
- Wildlife habitat and rehabilitation
- Space for community events and meetings
- Space for Indigenous ceremonies and events
- Native, pollinator, or community gardens
- Public Art
- Amphitheater
- Skate
- Park

Concerns:

Some residents are concerned that breaking the land up into smaller pieces will be disruptive to other purposes, such as the establishment of natural areas or wildlife habitats. Others are concerned about high-impact development that would similarly be disruptive to nature and cause increased congestion in the area. Residents also worry about water use, particularly for amenities that would require irrigation.

Groups who can offer information:

- Gardens at Spring Creek
- Environmental Learning Center
- Fort Collins Discovery Museum
- Fort Collins Recreation Department
- Local Artists

Community Voices

- “The primary goal must be to create a multi-purpose, outdoor activities area, with malleability to be adjusted over time as community priorities change.”
- “This is a special parcel of land between the city and natural spaces in an area of town that is generally less congested and more economically and culturally diverse than other areas of Fort Collins. This is an opportunity to create a unique, environmentally friendly, sustainable, open public space that might be lost forever if poorly planned now.”
- “The Hughes site offers a unique opportunity to create a space that serves both environmental and recreational purposes.”
- “The former Hughes site promoted community and spending time outside. It would be great if this land could still be used to bring the community together in a positive manner.”
- “I'd love to see this area have variety: natural spaces, trails, community facilities, resource recovery... Things that improve ecological health and allow people to appreciate that ecology.”
- “The space is so large it could be multi use. There is no reason to limit the space; the more uses the larger range of community it will engage.”

Natural Space

Participants who supported natural space centered options that would help to preserve nature and wildlife and allow low-impact use, though they differed on their preferred levels of development for the site. On one end of the spectrum, some community members want to keep the site as is, allowing the area to re-wild on its own and limiting the costs or labor associated with transforming the space into new uses or spending funds to improve access to or existent infrastructure on the site. In contrast, some wanted the city to be more active in returning the site to a natural site, through the introduction of native plants or species and the elimination of existent concrete, roads, or other man-made structures. Still others took a different approach, advocating for amenities such as low-impact trails, accessibility features, parking, and bathrooms that would allow residents to interact with the site while still maintaining a focus on nature preservation and open space. Regardless of their preferred level of development, proponents of natural space tended to support the already existent recreational uses associated with the site, including the nearby disc golf course, the sledding hill, and a space to walk dogs.

Across these perspectives, proponents hope that the city preserves the beauty, natural look, and quiet of the space and advocated for limited development at the site. They often noted that this option would be less disruptive to the neighboring communities and offer an educational opportunity for residents, children, and schools. They pointed to the uniqueness of the site and its situation between the Maxwell and Pine Ridge Natural Areas as reasons to keep the spot as natural as possible and the need for natural spaces for wildlife and ecological preservation. Some advocates for this position argue that keeping the area natural is the only use that aligns with the initial intent of the original ballot measure, though others are open to additional uses in the space.

Those who were open to mixed use often demonstrated an interest in and a willingness to collaborate with proposals that focused on low-impact trails, Indigenous stewardship, environmental protection, and educational opportunities

Potential uses:

- Leave the site as is
- Remove existent infrastructure
- Maintain disc golf course and sledding hill
- Reintroduce native plants and animals
- Low-impact walking, running, and/or skiing trails
- Native species garden
- Educational signage about local species, environmental preservation, or history
- Low-impact play area
- Accessibility features
- Bathrooms

Concerns:

Some residents worry that the site is not suitable for the public as is and that returning it to natural space that can be accessed and used by the community would require significant cost to rid the area of invasive species and construction debris. Others suggest that the site is not appropriate for re-wilding because of the previous infrastructure and compact soil caused by the

stadium. Others suggest that the site is large enough for multiple uses and that restricting its use to only natural space would limit its utility for the wider community. Some argue that the city already has a number of natural spaces and that other proposals should take priority.

Groups who can offer information:

- PATHS (Planning Action to Transform Hughes Sustainably)
- Poudre Canyon Sierra Club
- Residents living near the site
- Colorado Parks and Wildlife
- Colorado Natural Heritage Program
- Local Park Rangers

Information to Consider

- Ballot measure language
- History of decision making related to the site

Community Voices

- “I believe the land should remain a natural area to highlight the beauty and environment of Fort Collins. It is right near the foothill so that natural architecture should be the priority. It should remain open and accessible to the entire community.”
- “I would like to see the land left as is. Let the land breathe. Keep it simple, it's lovely as is”.
- “When my family arrived in Fort Collins, we enjoyed the open spaces for riding and hiking the trails, sliding in the winter, and watching the birds and other wildlife in the area. Those suitable low impact activities, along with the frisbee golf, are quite appropriate as recreation for the area. The higher impact of other recreation - noise, traffic, volumes of people and their needs (toilets, sidewalks, other accoutrements of populations) will ultimately destroy the animals and plants in the area - presence of more people will drive away migrating or breeding animals and birds, and destruction of flora. Protecting natural activities in the area, along with careful management of low impact recreation should guide our choices.”
- “Having an open space area across from where I reside is a breath of fresh air! I enjoy walking around that area in the late fall and winter every year. I love watching the flocks of bluebirds and meadowlarks migrate there. Fort Collins needs wildlife sanctuaries next to the city.”
- “The voters wanted the city to buy this land for a reason (at great expense), because it is a special piece of property -- large, continuous, connected to two of the city's natural areas, open, and has a storied history with CSU and the city. There is no other undeveloped land in the city that I know of that has these unique qualities. Less is more when it comes to preserving this land's unique feel and atmosphere.”
- “Voters voted to keep it natural!”

Trails

Across the data, many conversation participants advocate for the addition of trails to the site. While some residents advocate specifically for cross-country running or skiing trails, others see trails as an important part of other uses, including natural spaces, mixed use designs, wildlife rehabilitation, environmental sustainability, and a bike park. Some propose trails that are unpaved or low-impact and that would restrict uses beyond walking or running. Others hope for unpaved trails that are designed for specific outdoor recreation purposes, such as cross-country running, Nordic skiing, and/or biking or that would act as a connector between adjacent natural areas. Others request paved trails that are ADA accessible.

Advocates for more structured trails, particularly cross-country and skiing trails, suggest that the space could be used by local schools for practices and races and that their implementation may draw in tourism revenue. Proponents of trails suggest that the site already has trails that serve as unofficial connectors between natural areas and argue that it would benefit community health and well being to provide more access and connection to the existent trail system. They suggest that trails provide widespread access to nature and can be used by a broad cross section of the population. Others highlighted the potential for trails to serve an educational purpose, introducing visitors to local histories or providing information about sustainability practices or native species.

Proponents of trails often discussed the ways that trails were compatible with other proposals, including a bike park, Indigenous stewardship, natural space, and wildlife rehabilitation.

Potential uses:

- Walking Trails
- Running and cross-country running trails
- Cross country and Nordic skiing trails
- Educational and interpretive trails
- Unpaved trails
- ADA accessible trails

Concerns:

Some residents expressed concerns about high-impact trails that might interfere with ecological restoration or wildlife habitat.

Groups who can offer information:

- Fort Collins Running Club
- Fort Collins Nordic
- Fort Collins Hiking Club
- Colorado Mountain Club
- CSU and high school cross-country running and Nordic ski teams

Information to Consider

- Designs for cross-country trail systems used in other locations

Community Voices

- “Make trails. Let people use them. Let them bring their monies and collect it for other uses. Let them get fresh air.”
- “The property should be developed in a way that encourages public access, particularly for recreational activities that align with the land's natural character. This would include the creation of designated hiking and running trails that allow visitors to experience the beauty of the landscape while maintaining its ecological balance. The trails should be designed to minimize any disruption to the environment while providing a safe and enjoyable space for the community to engage in outdoor physical activities, which support both physical health and mental well-being.”
- “We think a great use of the space would be a park. Specifically, one that includes a wide multi-use soft-surface trail (like a cross country course). This trail could serve as both a training circuit for the running community and a walking trail through a park for others in the community. A cross country course is nothing more fancy than an extra wide soft-surface path (like grass or woodchips) with no road crossings that forms a loop for runners and walkers. It could be tastefully landscaped into the property leaving open space for other activities.”
- “I think a dedicated cross country course with the option to utilize as a mountain bike course as well would offer maximum utilization for our very active west side community. The foothills, especially by the A trail, are heavily used by runners and mountain bikers. There's long been a desire to tie in existing trails to a lower trail. In addition to local runners and bikers, this could benefit CSU, high school and middle school cross country teams. The ability to host a cross country meet on a dedicated course could provide a boost to our local economy as teams come to compete, go to restaurants and use local hotels for lodging.”

Wildlife Rehabilitation

Some conversation participants advocated that the site, or a portion of it, be used for wildlife habitat, rescue, and rehabilitation. While some residents spoke more broadly about the need to protect the area as a wildlife corridor or a habitat for existent species, others specifically requested that the Rocky Mountain Raptor Program, potentially in collaboration with other non-profit programs such as the Northern Colorado Wildlife Center, relocate to the site and that they build a nature center and/or wildlife campus that would provide learning opportunities for the public. Advocates suggested that these spaces could help to rescue and rehabilitate local wildlife and help educate the public about wildlife, local ecology, and sustainability efforts.

Proponents argue that this proposal would benefit local wildlife, offering both habitat and rescue and rehabilitation efforts for injured animals. They also suggest that this use would increase environmental sustainability. Advocates described the educational benefit that such a space would provide, particularly by introducing students to hands-on science experiences. Proponents also suggested that the project could receive funding through non-profit partnerships.

Advocates suggest that wildlife rehabilitation aligns with land restoration and ecological sustainability efforts and a desire to keep the area natural and open. Proponents frequently suggested that their proposal would be appropriate for a mixed-use site and that it aligned with the creation of trails and natural space as well as interests in educational opportunities related to Indigenous conservation practices.

Potential Uses:

- Wildlife Education Center
- Nature and Wildlife Campus
- Wildlife Rehabilitation Center
- Walking trails
- Wildlife corridors
- Wildlife habitat
- Wildlife viewing space
- Native plant gardens

Concerns:

Residents at times expressed concerns about placing permanent buildings and extensive infrastructure at the site through the addition of a Wildlife Campus or permanent buildings. For some, this would disturb the natural beauty of the space and be damaging to the local ecosystem. Others worry that it would require large parking lots and create congestion issues for the area.

Groups who can offer information:

- The Rocky Mountain Raptor Program
- Bird Conservancy of the Rockies
- Audubon Society
- Northern Colorado Wildlife Center
- The Colorado Natural Heritage Program

Community Voices

- “Fort Collins long-term vitality is dependent on keeping enough open lands and natural areas that provide for wildlife as well as people.”
- “I would like to see a coalition of the Wildlife Rescue Organizations, including Raptor Program and Audubon and Bird Conservancy. I heard they are interested in finding space, and I believe that together then will be able to fund a really nice facility without FoCo residents being taxed on the use.”
- “The idea of a nature, conservation, and wildlife rescue facility would be an excellent showcase for the dedication that Fort Collins has to sustainability, natural resource protection, and community education.”
- “The current site has social trails, invasive species, compact soils and debris. Benefits would be restoring land health, creating more accessible ways for people to connect and engage with the land and help with restoration while experiencing and learning about raptors, songbirds and other wildlife and plant communities.”
- “I think the City needs to make the most of the site's unique positions as undeveloped land that abuts other undeveloped areas (Maxwell, Reservoir ridge, Pineridge) and allow space for wildlife corridors and habitat. You won't find many sites with this unique position abutting so many other natural areas, and once it's developed, it's gone.”
- “I think the nature and wildlife campus would be the most broadly beneficial use of the site for the community as a whole. It would provide a very unique opportunity, unlike anything else offered in the state or even within several hundred miles. Fort Collins has a proud history of protecting natural spaces and systems and this would further expand that to include the wildlife that lives within those systems.”

Additional Considerations

In addition to the proposals described above, participants identified considerations they hoped the delegates would take into account during their deliberations. Considerations that appeared frequently across proposals are described in alphabetical order below.

Affordable Housing

Although the ballot measure prevents the site from being used for affordable housing, conversation participants still raised the issue in their survey responses. While some wished that the site could be used for affordable housing, others were opposed to developing housing on the site.

Community Voice

Residents across proposals expressed a desire to listen to the public's voice in the decision, whether or not those voices are the loudest or most popular. Several community members hoped that residents who are traditionally excluded from decision making be included, such as Native communities, people of color, people with disabilities, low-income residents, Spanish speakers, young people, and seniors. Others expressed a desire to hear from people who live close to the site.

Dogs

At times, respondents expressed an interest in or concern for the use of the space by dog owners. While some hoped that the site could be used as on- or off-leash areas for dogs, others suggested that they would prefer no dogs be allowed and worried about the impact of dogs on the local environment and wildlife.

Existent Infrastructure

Across the data, participants often discussed both the cost and feasibility of improving the site because of its previous use as a stadium. They worried about how the presence of old structures or concrete, environmental contaminants, and underground infrastructure would impact community safety and health. Similarly, they expressed concerns about the cost that might be incurred by removing such hazards or restoring the ecological health of the site.

Opposition to Development

Participants in the conversations frequently expressed opposition to extensive development on the site. Many respondents were specifically opposed to a golf course, although no participant suggested that one be placed there, as well as permanent buildings, large parking lots, non-native grasses, and other types of infrastructure that would be disruptive to the natural landscape and ecological environment.

Schools, First Responders, and Utilities

Across several proposals, residents suggest that decision makers should consult first

responders, particularly the Poudre Fire Authority, as well as local police and health care and utility providers to better understand the impact that proposals might have on the community. Similarly, they frequently suggested consultation with Poudre School District to understand the impacts on and needs of children and the school system.

Transportation

Residents often raised concerns about traffic, parking, and accessibility. Some participants were wary that a significant increase in use would require parking lots that take up too much space or would cause traffic congestion. Others hoped that the site could be accessible to people who do not have access to cars, suggesting that the city ensure the space is accessible through the bus system and or bike or walking trails.

Hughes Civic Assembly Public Survey Analysis Report

Prepared for the City of Fort Collins and the Civic Assembly Information Committee by the [American Public Trust](#) with support from the [AI & Democracy Foundation](#)

Introduction

The former Hughes Stadium site presents an opportunity for the Fort Collins community to reimagine the use of public land in alignment with community values and needs. Following the 2021 ballot measure that designated the site for "parks, recreation, and open lands, natural areas, and wildlife rescue and restoration," the City of Fort Collins initiated a public engagement process to determine the future of this 165-acre property located along the western edge of the city at the base of the foothills.

The Hughes Civic Assembly was established to gather diverse community perspectives on potential uses for the site, with the goal of developing recommendations that balance various community interests while honoring the constraints established by the ballot measure.

This report presents the findings from qualitative analysis of public input gathered through multiple survey questions related to the site's future. This analysis aims to identify the themes, values, concerns, and proposed uses expressed by community members to inform the deliberative work of the Civic Assembly delegates. By analyzing over 1,100 community responses across several key questions, this report provides insight into the landscape of public opinion regarding the Hughes site.

Methods

Data Collection

Public input was collected through a community survey administered by the City of Fort Collins. The survey included five main open-ended questions designed to elicit detailed perspectives on:

1. **Values and goals** that should guide decision-making about the Hughes site
2. **Specific uses** of the site that would most benefit the local community
3. **Concerns** about potential uses of the site
4. **Stakeholders** who should be consulted in the decision-making process
5. **Additional information** participants wanted to share with Civic Assembly delegates

The survey was distributed throughout the Fort Collins community, resulting in over 1,100 responses that represent a diverse range of perspectives, interests, and priorities.

Analysis Approach

An open-coding qualitative analysis approach was employed using [Claude 3.7 Sonnet Extended](#) to systematically identify patterns and themes across the approximately 1,200 survey responses. The analysis process followed these steps:

1. **Open Coding:** [Raw survey data](#) was provided to Claude 3.7 Sonnet Extended with instructions to conduct an open-coding analysis that would identify emergent themes without predetermination.
2. **Theme Identification:** For each survey question, Claude was tasked with identifying the eight most prominent themes that emerged from the responses.
3. **Theme Description:** Each identified theme was given a clear label and detailed description to capture its essence and scope.
4. **Representative Quote Selection:** For each theme, at least three strictly verbatim quotes were selected based on criteria of being highly representative, clearly articulated, and distinctive. Original response row numbers were preserved for reference and verification.
5. **Quality Verification:** The analysis included multiple verification steps to ensure:
 - Quotes accurately reflected the original, untruncated responses
 - Selected themes represented the breadth of community perspectives
 - Quotes were fully representative of the positions they illustrated
 - No critical themes were overlooked in the analysis

For each survey question, eight major themes were identified, representing the most prominent perspectives expressed by community members. These themes emerged organically from the data through the analytical process, capturing the diversity of community values, concerns, and priorities regarding the Hughes site.

Executive Summary

The analysis of community input on the future of the Hughes site reveals a landscape of diverse and sometimes competing visions for the property's future. While there are areas of disagreement, several overarching patterns emerged across the data.

Key Findings

1. **Visions in Tension:** The most pronounced tensions exist between two visions for the site: (a) development as a recreational area with facilities, particularly a bike park, and (b) preservation as a natural area with minimal development. Both perspectives have community support, with passionate advocates citing different interpretations of what would best serve the community's interests.
2. **Indigenous Recognition:** A significant theme across survey responses is recognition of indigenous connections to the land and advocacy for indigenous involvement in decision-making. Many respondents emphasized the importance of acknowledging historical injustice and potentially returning the land to Native tribes or ensuring indigenous voices are central to planning.
3. **Democratic Process Concerns:** Many respondents emphasized the importance of respecting the 2021 ballot measure, though interpretations of the measure's intent varied widely. Some respondents viewed the ballot language as clearly mandating natural area preservation, while others saw it as permitting a range of recreational uses.
4. **Multi-Use Compromise Potential:** A substantial number of respondents advocated for a balanced approach that could accommodate multiple uses at the Hughes site. These respondents recognized the site's size could support various activities while preserving significant natural features and wildlife habitat.
5. **Wildlife and Habitat Preservation:** Protection of wildlife corridors, habitat restoration, and ecosystem preservation emerged as significant priorities across questions, with many respondents emphasizing the site's ecological connection to adjacent natural areas.
6. **Community Accessibility:** Regardless of their preferred use, many respondents emphasized the importance of creating a space that is accessible to a broad segment of the community, including people of all ages, abilities, and socioeconomic

backgrounds.

7. **Long-term Vision:** Numerous respondents urged decision-makers to consider the long-term impacts of their choices, particularly in the context of climate change, regional development pressures, and future generations' needs.
8. **Stakeholder Engagement:** Responses identified a diverse array of stakeholders who should be involved in the decision-making process, including cycling/bike organizations, wildlife and conservation groups, indigenous organizations, neighborhood associations, and various community advocacy groups.

The remainder of this report offers further analysis of resident survey responses, organized by question.

1. Values and Goals

Based on a qualitative analysis of responses to the question "**Given the constraints provided by the ballot measure, what values or goals should guide our decision on how to use the land?**", eight major themes emerged.

Theme 1: Recreation and Bike Park Advocacy

Description: Advocacy for developing recreational facilities, particularly a bike park, to meet community needs, promote physical activity, and position Fort Collins as a premier destination for cycling and outdoor recreation. Many respondents emphasized that Fort Collins lacks certain recreational facilities (especially a bike park) despite its reputation as a bike-friendly city.

Representative Quotes:

- "Fort Collins has a rich bike culture. People move here because of that culture. Adding a world class bike park will further put us on the map of great cycling cities in the US. It will increase the draw to the town and make this the most desirable town on the front range to move to, to drive to, to recreate in and to spend money in." (Row 73)
- "The long-term vitality of Fort Collins depends on maintaining its appeal as a place where businesses want to invest and families want to live. To achieve this, we need to diversify our recreation offerings and close the gap between our outdoor reputation and actual accessibility. [...] A bike park would help bridge this gap, making outdoor recreation more accessible to a wider range of people, including para-cyclists, and reinforcing Fort Collins' status as a premier destination for active lifestyles." (Row 37)
- "Fort Collins claims itself to be one of the bike-friendliest cities in the US but doesn't have a bike park or bike lane infrastructure truly needed to claim such a title." (Row 91)

Theme 2: Open Space and Natural Area Preservation

Description: Strong emphasis on maintaining the land as natural, open space to preserve the beauty of the area, protect wildlife habitats, and maintain the natural character of the foothills. Many respondents valued the land for its aesthetic and environmental qualities and wanted to minimize development.

Representative Quotes:

- "Keep the area as close to its natural state as possible. We value the beautiful scenery and being able to use it to recreate freely." (Row 48)
- "We have a unique opportunity to protect a major portion of our western foothills from Mulberry to Harmony if we link the Maxwell and Pineridge Natural Areas with the Hughes property. The guiding values and goals should be: 1) Preservation of the natural ecosystem, 2) Sustainability for future generations, 3) Public access while preventing overuse and degradation." (Row 330)
- "I think the land should be left as open space and a natural areas. This would be a compliment to the beautiful ridge and land in that area." (Row 160)

Theme 3: Community Accessibility and Inclusivity

Description: Focus on creating a space that serves diverse community needs, is accessible to people of all ages, abilities, and backgrounds, and promotes community gathering and connection. Emphasis on equity and ensuring that the space benefits the broadest range of community members.

Representative Quotes:

- "Consider the value needed in having 'protected' open spaces within our city limits... When deciding on how to use the land, make sure it is a use that EVERYONE can enjoy, including the local wildlife, people with disabilities, the elderly and people of all socioeconomic backgrounds." (Row 44)
- "All decisions should address the diverse population of Fort Collins and access to all with disabilities in mind. Land use should address the community principles that historically has directed Fort Collins growth." (Row 79)
- "The goal should be to provide the most benefit for the most people, with benefits that are both desirable to the community AND currently not being adequately provided." (Row 220)

Theme 4: Wildlife Protection and Habitat Conservation

Description: Recognition of the land's importance for wildlife habitat, biodiversity, and ecological connectivity. Support for wildlife rescue facilities, habitat restoration, and maintaining wildlife corridors.

Representative Quotes:

- "The foothills are a unique landscape that we must preserve for a continuous wildlife habitat corridor with low impact development." (Row 32)
- "I believe that the goal for this Natural Area should be to protect habitat and species that are endemic to the area. [...] Partnership with local non-profit groups that would see the land protected and make certain that their presence would insure years of protected Open Space with use by residents and visitors to Fort Collins [...]" (Row 80)
- "Preserve, manage and enhance this land to keep it as natural and open as possible. [...] Protect this land as unique and not make it a developed park like other parks in Fort Collins. Design the land to be more like Pineridge, Dixon Reservoir, and Lory State Park rather than City Park, Spring Canyon Park, and other city parks." (Row 1110)

Theme 5: Low Impact Development

Description: Advocacy for minimal development, limited infrastructure, and maintaining the natural character of the land. Preference for uses that have low environmental impact and preserve the natural landscape.

Representative Quotes:

- "It should be protected open space with little to no development with a focus on conserving the environment for native plants and wildlife." (Row 306)
- "Low impact with multi use development. Equity and inclusivity for Fort Collins residents are a high priority. Limited parking spaces should be provided and in the spirit of low environmental and traffic impacts, no events other than Fort Collins wide events (like middle school) should take take." (Row 358)

- "Minimal impact. Preservation of natural area. NO large scale projects." (Row 833)

Theme 6: Honoring the Ballot Measure and Voter Intent

Description: Emphasis on respecting the original ballot measure and voter intent, with concerns about special interests overriding the democratic process. Strong sentiment that the City should implement what voters approved without reinterpreting the language.

Representative Quotes:

1. "The only goal is to preserve the landslide results of the 2021 official ballot (~69% of voters said YES to preserving Hughes as open space!). If you recall, more citizens cast a vote for this initiative than cast a vote for Mayor. That is undeniable consensus! If a secondary goal is to be considered, it would be to be better financial stewards of our tax dollars and stop wasting time and resources (shamefully) rehashing the outcome of the citizens voice which was heard through the voting process." (Row 337)
2. "Follow the directive of the community and abide by the parameters in which we voted. Do not let those aiming to profit off the land, or an administration that is unhappy with the vote's outcome, to take precedence or influence your decision. Our community has spoken. Listen to us." (Row 516)
3. "LEAVE IT ALONE! The voters spoke loud and clear—preserve it as open space, PERIOD. In perpetuity. No special interest should override the voters' mandate. The city council must follow that mandate. IT IS NOT FOR SALE." (Row 331)

Theme 7: Indigenous Land Rights and Acknowledgment

Description: Recognition of indigenous connections to the land and advocacy for indigenous involvement in decision-making, including potential land return. Focus on respecting the historical and cultural significance of the land to Native peoples.

Representative Quotes:

- "I believe CSU put the land up for sale when they did not want to deal with public pressure to allow the land to be returned to the stewardship of the indigenous peoples from whom it was stolen in the first place. This moved the moral imperative and

responsibility to the city - the land should be returned to tribal control." (Row 313)

- "The City should honor the treaty with the land's Indigenous stewards by collaborating with the Ute and Cheyenne tribes to make the decision. It is the only ethical (and technically legal) route, and it would inspire confidence in the City's leadership after the last few years of growing discontent." (Row 601)
- "We should value giving the land back to it's original indigenous stewards. The city recently held it's state of the city address which included a land acknowledgement statement. We now have an opportunity to practice what we preach by listening to and engaging with what the original indigenous stewards would like to do with the land." (Row 1018)

Theme 8: Multi-Use and Balanced Approach

Description: Support for a balanced approach that accommodates multiple uses and interests, recognizing that the space is large enough for various activities to coexist. Emphasis on finding compromise solutions that serve different community needs while respecting environmental values.

Representative Quotes:

- "We should look at enabling people to recreate and conserve responsibly within their own City. Due to the size of the Hughes site, we don't need to limit it to a single use. It can be both a park and a natural area (for example, look at Rolland Moore park which is bordered on 3 sides by natural areas). Multi-use enables people to enjoy the area in a variety of ways and keeps Fort Collins consistent with environmental sustainability." (Row 154)
- "I would focus on serving as many wants of the community as we can. The site is quite large, and even with a bike park the size of Valmont we would still have more than half of the site for other uses." (Row 205)
- "Hughes is large, and thankfully that allows a diversity of uses. I think prioritizing victories for all interest groups is the goal." (Row 663)

Additional Notable Themes:

- **Educational Opportunities:** Many respondents emphasized the potential for educational programming related to wildlife, conservation, and indigenous history.
 - **Economic Benefits:** Some responses, particularly those advocating for recreational facilities, highlighted potential economic benefits through tourism and enhancing Fort Collins' appeal.
 - **Current Uses:** Preservation of existing recreational uses of the land (disc golf, sledding, dog walking) was mentioned by numerous respondents.
 - **Traffic and Environmental Impact Concerns:** Some responses expressed concern about potential increased traffic, parking needs, and environmental impacts of development.
-

2. Preferred Uses

This report presents a thematic analysis of responses to the question: "What uses of the former Hughes Site would most benefit our local community?" Respondents were asked to consider what specific benefits their proposed use would provide, who would benefit, potential disagreements from community groups, and how implementation might look. The following eight themes emerged as the most prominent in the responses.

Theme 1: Bike Park/Mountain Biking Facilities

Description: Many respondents advocate for creating a bike park similar to Valmont in Boulder or Berthoud's bike park. They argue this would benefit cyclists of all ages and skill levels, provide a safe place to learn and practice skills, foster community, attract tourism, and align with Fort Collins' identity as a bike-friendly city.

- "In terms of a broad benefit to the community and assessing recreational gaps, I believe a fully featured mountain bike park, similar to Valmont or Berthoud, would be an extremely good use of this space. While there are MTB trails in and around Fort Collins, we have a dearth of recreational options made for mountain biking relative to our peers along the Front Range, across the state, and even our neighbors up in Southern Wyoming." (Row 52)
- "The bike park option, in my opinion, fits our city and community ethos and North Star more than most as it aligns with maintaining natural outdoor areas, eco-friendly transportation and recreation options, and aligns with our strong bike culture within the area." (Row 106)
- "Bike parks have had a positive impact in many communities similar to Fort Collins by promoting outdoor recreation, community engagement, and economic benefits. Here are a few key ways they've made a difference: 1. Encouraging Outdoor Activity for All Ages • Bike parks create a safe, dedicated space for riders of all skill levels, from beginners to advanced riders. • They encourage families to be active together, helping kids develop confidence and skills in a controlled environment. • Parks like Valmont Bike Park in Boulder, CO, have become a hub for local riders and families, providing a structured yet fun way to enjoy biking." (Row 153)

Theme 2: Natural Area/Open Space Preservation

Description: Many respondents advocate for keeping the land as natural as possible with minimal development, perhaps just adding some hiking trails. They emphasize the value of preserving open space for wildlife, maintaining the viewshed, and providing a quiet place for people to connect with nature.

- "I support only those uses that are compatible with maintaining and enhancing the value of the Hughes Stadium property AND the adjacent Maxwell Natural Area for nature (plants, animals, insects, etc.). I believe this is what would most benefit our local 'community.' I think we have an opportunity with this property to not merely slow the decline of our non-human community but provide IMPROVED habitat and ecosystem values on a sizable property." (Row 65)
- "Any inviting outdoor area is beneficial to all ;this use at this site would add a free place for people to simply walk, sit, spread a blanket, see the sky and scenery... Wildlife rescue and restoration would be a nice addition if isn't too big a building, has a cool aviary all of which fit with the natural feel of the land, and leaves ample open space for others to utilize elsewhere at Hughes without nearby distraction of parking and such." (Row 317)
- "Open space! Developers may disagree but they can build elsewhere. Residents and visitors alike would benefit having more open space." (Row 301)

Theme 3: Wildlife Rehabilitation and Nature Center

Description: A significant number of responses suggest using the site for wildlife rehabilitation, particularly for raptors, with educational components. The Rocky Mountain Raptor Program is specifically mentioned by many respondents.

- "The Rocky Mountain Raptor Program would be a great use at that location. They take care of US protected Birds of Prey without receiving a dime from the federal, state or local governments. They raise all operational funds a nickel at a time and yet they have operated in northern Colorado for some 40 plus years." (Row 77)
- "I believe a nature and science center would most benefit our local community. This would protect wildlife habitat from short-sighted development, provide educational opportunities for all members of the local community and beyond. I believe literally everyone would benefit from this use." (Row 249)

- "I would like to see the Raptor Rehab and Bird Conservancy being part of this. I understand their low profile and environmental sensitive footprint would be close to Overland where it would be an ideal place to help educate so many of us on the local wildlife, birds and habitat. In addition, I believe strongly that this education would enable visitors to improve their experience as well as their concern for the protection of our open spaces which so many in Ft. Collins support and cherish as one of our finer local resources." (Row 644)

Theme 4: Multi-use Recreation (Including Trails)

Description: Many responses suggest combining multiple recreational uses to benefit the broadest possible segment of the community, rather than dedicating the entire site to one purpose. These often include hiking trails, biking areas, disc golf, sledding hills, and other recreational opportunities.

- "I would most like to see the redeveloped site contain a mix of recreation uses, including 1) a Valmont-style bike park and 2) other areas for non-bike recreation like walking, running, frisbee golf, etc. This mixed-use solution would provide benefits to the vast majority of Fort Collins residents regardless of how they specifically choose to recreate." (Row 1)
- "Part with walking/ running/biking paths (not paved) - could be used for occasional cross country races (middle and high school, the sport with the highest # of kids in our city) Part for raptors Hill for sledding Disc golf All could happily coexist." (Row 41)
- "I don't think it has to be an all or nothing type situation. I think the area to the eastern side of hughes could absolutely be a great small bike park next to the frisbee course which is a huge use/benefit to a large section of our community. However, I think toward the western side by maxwell, low impact trails/connectors for walking/skiing and open space would be warranted. A low impact pit toilet would be useful." (Row 242)

Theme 5: Indigenous Land Rights/Cultural Uses

Description: A number of responses suggest returning the land to Indigenous tribes or creating spaces for Indigenous cultural practices. They emphasize righting historical wrongs and honoring the original inhabitants of the land.

- "Land Back Initiative: Returning the land to the Indigenous peoples from whom it was taken would be a bold and just step forward. This would honor historical commitments and foster meaningful reconciliation." (Row 730)
- "This should be co-created by our indigenous community members. In many instances, lands managed by indigenous communities are more ecologically and culturally rich than those that are not. Given that they are a minority voice in our community, many will disagree and/or not see the value." (Row 541)
- "I can't imagine any community groups that would be opposed to restoring access and cultural rights to at least part (if not all) of the former Hughes site to local indigenous tribes — this would be a much needed 'loving correction' to the historical wrongs inflicted violently on the Indigenous tribes in this country, such as the university 'land grab' of this very site." (Row 898)

Theme 6: Disc Golf and Sledding Preservation

Description: Several responses specifically advocate for preserving and potentially enhancing the existing disc golf course and sledding hill, emphasizing their long-standing use and value to the community.

- "Currently a lot of us really enjoy the disc golf course there and don't want to see that to disappear. As being born and raised here in Fort Collins not far from Hughes. I have memories from game days with my family, to shooting rockets in parking lot when there was no game day. I feel there is room to use more of the property for many things. Maybe even something simple as some barbecue pits and structures for picnic gatherings." (Row 499)
- "I am here to advocate for the disc golf course on this site. There are at least 8 courses in town that are playable to the public and two private courses I know of in town. Only two of those courses are on city property, Aggie Greens and Edora. All the other courses are all on school grounds and two private courses within business establishments and the course at Anheuser Busch. Edora is a very busy course, likely

the busiest course in Northern Colorado. It is difficult to take my children to this course as it is so busy. Aggie Greens gives our family the opportunity to grow our skills in an environment with more space and to not have the stress errant shots and people waiting behind us to hurry up, or us having to wait on most teepads for our opportunity to play." (Row 1049)

- "Disc golf is ecologically sustainable, healthy, low-impact recreation suitable for all ages. The site already has a disc golf course, but it will likely need re-design as changes occur at the site. The success of the re-design at Edora shows that when the city invests in disc golf, hundreds of new users use the site." (Row 364)

Theme 7: Cross-Country Running and Skiing

Description: Several responses specifically suggest creating a cross-country running course that could also be used for skiing in winter. They highlight the benefits for local schools, running clubs, and creating year-round recreational opportunities.

- "In addition to the bike park, a dedicated cross-country running track around the property would provide an excellent training and event space for high school teams and recreational runners. This multi-use loop could also serve as a skate-skiing venue in the winter, further increasing year-round outdoor recreation opportunities." (Row 37)
- "Nordic ski track. There are numerous biking and hiking trails, athletic facilities (specifically pickleball) and open areas. There is one thing missing - a nice area for the many, many skiers who now use the larger parks and the golf course." (Row 443)
- "A dedicated cross country running course that could host events for the community, youth from middle schools to collegiate host races and events in fort collins to encourage the next generation of athletes that are here in Fort Collins." (Row 580)

Theme 8: Environmental Education/Community Learning Center

Description: Many respondents advocate for creating educational facilities focused on ecology, conservation, and environmental stewardship that would serve schools and the broader community, often in conjunction with other uses of the space.

- "I believe the use of the former Hughes Site would be as an outdoor/indoor educational facility and accompanying trails, etc for the citizens of FOCO and all of NOCO to be invested in foothills habitats and their conservation and how they support us, as well as the wildlife in our world. This educational space could easily facilitate school groups and educate them on strategies for conservation in general." (Row 92)
 - "I would like to see a nature center where families can come and learn about the local wildlife. I also think the sledding hill should be enhanced and to add Nordic ski tracks for the winter. This would benefit families and individuals who enjoy Nordic sports but do not have the time or transportation to take them all the way to the mountains. Additionally, the more resources we have for nature and education, the more people are able to enjoy the outdoors in a way that is safe for them and the environment." (Row 459)
 - "I think a restoration site/ natural area would provide the biggest benefit to the local community. A space for kids to have more environmentally educational experiences would benefit our youth. Right now the ELC on the east side of town provides the biggest environmental education curriculum. It would be great to have something on the west side of town as well. More nature center increase the likelihood of getting kids in nature." (Row 585)
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3. Concerns

This analysis examines responses to the survey question: **"What are some concerns you have about the future of the Hughes site?"** Things to consider: What specific uses would you be opposed to? Why? Are there community groups who have proposed this use? Are you familiar with the arguments they made in support of that use? Is there a compromise to be made for this use that could also balance another use for the site? What might that look like?"

Respondents shared their concerns about potential uses of the Hughes site, uses they would oppose, their familiarity with community group proposals, and thoughts on possible compromises. The following themes represent the most prominent concerns and perspectives that emerged from the analysis.

Theme 1: Concerns About Bike Park Development

Description: Many respondents expressed concern about proposals to develop a bike park at the Hughes site. They worry about increased traffic, environmental impact, and dedicating a large portion of the land to a use that serves a limited segment of the population.

Representative Quotes:

- "I am opposed to the bike park. I believe this would cheapen the environmental potential of the site and fail to optimize the site for enjoyment by the broadest cross section of the City. The biking lobby has been vocal and active, but they are clearly motivated by a singular, specific interest and not by the broader interests of the community." (Row 681)
- "I am opposed to the industrial style 'bike park' that some have been pushing for. This kind of activity does not need to be in an area adjacent to existing designated Natural Areas. It will produce traffic, degrade the land... mountain biking is a niche activity that costs more money than many households can afford." (Row 315)
- "I am strongly opposed to the development of a bike park on the Hughes property, as it would introduce high-intensity infrastructure, including larger parking facilities and lighting... this type of development does not serve the broader Fort Collins community." (Row 1006)

Theme 2: Support for Bike Park Development

Description: In contrast, many respondents strongly support developing a bike park at the Hughes site, citing the need for such a facility in Fort Collins, recreational benefits for youth and families, and potential economic advantages. These respondents often mention existing bike parks in other communities as successful models.

Representative Quotes:

- "My biggest fear is that the city of Fort Collins is going to miss this opportunity to create a community level bike park on the west side of Fort Collins. It has been 10 years since we first began the project for a bike park in Fort Collins and my fear is that it will be another decade before the city has an opportunity like this again..." (Row 728)
- "My primary concern is that this space will be developed in a way that would irreversibly prevent it being utilized for outdoor and recreational activities." (Row 637)
- "I don't think this particular plot has a ton of value as a natural area, due to how barren and featureless it is. I think it would be neglected, less visited, and ultimately a lost opportunity to enrich the community." (Row 771)

Theme 3: Natural Area Preservation Advocacy

Description: Many respondents expressed strong support for preserving the Hughes site as a natural area with minimal development. These respondents emphasized environmental protection, the value of open space, and honoring what they perceive as the original intent of the ballot measure that prevented development.

Representative Quotes:

- "I and more than 28,000 Fort Collins citizens voted to preserve and conserve the land formerly occupied by Hughes Stadium. We did not vote for buildings, parking lots, sidewalks, fences, and high-impact land development, such as for a 70-acre recreation bike park or an 80-acre wildlife campus. We have enough habitat fragmentation as it is..." (Row 326)
- "I am opposed to bike parks and other intense recreation uses which are incompatible with the enjoyment of open space and natural areas... I think it is clear from the language of the ballot measure that the intent of the petition signers was for open space and natural areas for enjoyment of the natural environment..." (Row 599)
- "1. Putting ANY pavement on this site. 2. Disrupting the ecosystems at the location. 3. Building of any kind... I understand that there is a push for a bike park. Seems we have

hundreds of miles of trails... We have a great city for cycling already... Compromise? Leave the land as it is." (Row 311)

Theme 4: Concerns About Site Underutilization

Description: A prominent concern was that the Hughes site would remain undeveloped or underutilized. Many respondents worried that leaving it as an empty space would waste its potential and miss an opportunity to create meaningful recreational facilities for the community.

Representative Quotes:

- "My biggest concern is that it simply sits empty. I've seen numerous comments online with folks asking that it be returned to its natural state and go unused. We have a unique opportunity with that space." (Row 14)
- "I am concerned that if a bike park was not built it would be built well... I'm worried that a bike park will be built and just left there! It's going to need continuous work for a good spot." (Row 157)
- "I would be rather disappointed as a citizen if this land wasn't used heavily for recreation... Land was dammed by a reservoir, built a picturesque stadium... and to be left unnatural to be a dog park/ and breeding ground for prairie dogs. Or it can be a community space for a front range city..." (Row 720)

Theme 5: Multi-Use Compromise Advocacy

Description: Many respondents advocated for a compromise approach that would accommodate multiple uses at the Hughes site. These individuals believed the property was large enough to balance various recreational needs, wildlife protection, and other community interests without dedicating the entire site to a single purpose.

Representative Quotes:

- "I would like to see a multi-usage approach and would be opposed to limiting the site to any one single use... I want see several groups benefit from improvements/additions even if it means the size of each usage area is smaller. I'm concerned that one group could might prevent multiple groups from enjoying the benefit of the site." (Row 140)
- "The key concern we have is that there may be a lack of understanding within other user groups, who may be under the impression that building a bike park is an either/or proposition. A bike park should just be a part of the integrated plan, not the sole

consideration. There is enough opportunity afforded by the Hughes site to accommodate more than one groups desires..." (Row 162)

- "This type of question only divides groups and does not support building consensus. Without noting the space needed for each of these areas and REAL information about each ideas impacts how are people supposed to make intelligent decisions about this?" (Row 955)

Theme 6: Opposition to Housing/Commercial Development

Description: Strong opposition to using the Hughes site for residential housing or commercial development was a recurring theme. Many respondents emphasized that the land should remain in public use for recreation or as a natural area rather than being developed.

Representative Quotes:

- "I would be extremely opposed to selling/leasing the land, or commercializing it in any way." (Row 318)
- "It's a poor location for residential or commercial development because of neighbors to the north and increases in traffic on Overland Trail." (Row 177)
- "I am very afraid that the political direction with want to sell it to a developer for condos and retail." (Row 556)

Theme 7: Indigenous Land Recognition

Description: A significant theme was recognition of indigenous claims to the land and support for indigenous involvement in decision-making. Some respondents advocated for returning the land to indigenous peoples or ensuring their perspectives were central to planning.

Representative Quotes:

- "I oppose using the land for a purpose that would serve me—if it is not my decision. Let the tribes decide." (Row 218)
- "The indigenous community is my concern. Are we only going to virtue signal our claims to diversity with things like murals and events or will we allow them to have control over some of their historical land and actually follow through on our promoted values?" (Row 285)

- "I'm opposed to anything besides major involvement from native peoples, and them having a major say in what happens. CSU already illegally sold the land when they should have honored the Morrill Act..." (Row 1018)

Theme 8: Wildlife and Habitat Protection

Description: Many respondents emphasized the importance of protecting wildlife habitat and corridors. These individuals expressed concern about human activities that might disrupt local ecosystems and advocated for prioritizing environmental conservation.

Representative Quotes:

1. "All my concerns revolve around impacts on nature and wildlife: Motorized activities... Loud or wildlife-incompatible human activities (e.g., sporting events, playgrounds, bike or skateboard park, etc.)... DOGS - because leash laws are ignored... I'm concerned that development of the Hughes Site will not only reduce the ecosystem/wildlife value of the Hughes Site, but also the value of the adjacent Maxwell Natural Area due to spillover effects." (Row 65)
2. "Because of the site's location, in the middle of a corridor of non-developed open space, I am opposed to any development that would result in fragmentation of habitat... I am opposed to developing a mountain bike park because I think it would detrimentally affect the wildlife that lives in and migrates through this corridor." (Row 249)
3. "I am strongly opposed to a Bike Park, running race track, nordic track or a Nature Campus/Zoo. First off a bike park or running track would be highly disruptive to the lands and local wildlife... I believe there are two groups (OMBA and Raptor Center/NoCo Wildlife Center) that are trying to make a land grab for this property..." (Row 44)

Additional Notable Themes

Concerns About Decision-Making Process: Many respondents expressed worries about how decisions regarding the Hughes site would be made, questioning the transparency and fairness of the process and whether community input would be genuinely considered.

Traffic and Infrastructure Concerns: Numerous responses mentioned concerns about increased traffic, parking issues, and strain on local infrastructure resulting from certain developments at the Hughes site.

4. Stakeholders

This section compiles stakeholder recommendations from a community survey regarding the future of the Hughes site in Fort Collins. The data comes from responses to the following survey question:

"What community members, groups, or organizations can offer helpful information to the Civic Assembly delegates as they consider the future of the Hughes site?" Things to consider: What interests do these community members, groups, or organizations represent? What perspectives and information can these community members, groups, or organizations provide to the assembly? Why do you feel this information is helpful for the delegates to consider? Who is usually missing from these conversations? How can we listen to those voices?"

This section organizes these recommendations by category, provides representative quotes illustrating why community members believe each stakeholder should be involved, and summarizes all stakeholders in a reference table.

Cycling/Bike Organizations

Overland Mountain Bike Association (OMBA)

(Kenny Bearden, Taylor)

"**OMBA** has trail building knowledge, bike knowledge, and a sustainable, environmentally friendly philosophy. They partnered with Velo Solutions and the City of Fort Collins would get us a quality bike park." (714)

Send Town Bike Club

(Kevin Krauss)

"**Sendtown Bike Club**, which focuses on youth bike programs, is a great resource for this perspective. Young adults and youth are the future of this town. Build something that they can use for their lifetime and share with their kids." (788)

Fort Collins Bike Park Collective

"The **Fort Collins Bike Park Collective** has been the face of the community pushing for a bike park. They have my best interest in mind along with many of the other people that are invested in the future of Hughes." (266)

Your Group Ride

(Dan Porter)

"**Dan Porter** is another long-term supporter of cycling and cycling in the Fort Collins area - and he has experience working with the city." (72)

Ciclismo/Cyclismo and Wolfpack

"**Ciclismo youth foundation** supports our community, help maintain trails, and serve the youth of Fort Collins with integrity and passion. We have sports fields, tennis, indoor pools, pickleball, playgrounds, paved trails. Listen to the bike community." (791)

Bike Fort Collins

"**Bike Fort Collins** and the **Bike Park Collective** would be a great resources for the bike park and to some degree the multi-use trails." (1112)

Colorado Mountain Bike Association (COMBA)

"COMBA, Overland MTB, Colorado High School Cycling League" (17)

International Mountain Bike Association (IMBA)

"IMBA helped design Valmont. They and other bike park/frisbee golf course designers would be good to have involved in the whole process." (208)

CSU Cycling Team

"And myself as a leader of collegiate cycling here in Fort Collins, I can create forms and get responses about what our CSU cycling community would like out of a bike park." (165)

Other Bike-Related Organizations

"Twin Silo BMX, Bike Fort Collins, Fort Collins Cycling club, CSU Cycling." (10)

"**Fort Follies, Send Town, Fort Collins Trail Runners, Gnar Runners** - these provide perspectives from those involved in active outdoor pursuits." (931)

"**Brave New Wheel, Recycled Cycles, Road 34**" (797)

"**Dude Dad (Taylor Calmus)** and his 'Dude Dad' brand unquestionably have the marketability, resources, talent, and network to ensure the project's success and longevity." (281)

Wildlife and Conservation Organizations

Bird Conservancy of the Rockies

(Tammy VerCautern)

"**Bird Conservancy of the Rockies** has become an increasingly influential partner with numerous others in collecting AND applying data for healthy ecosystem habitat and in educating the public about these goals. While birds are their focus because of avian diversity and charismatic nature, healthy habitat is good for all species, including humans." (267)

Rocky Mountain Raptor Program

(Carin Avila)

"This project should be anchored by **Rocky Mountain Raptor Program. RMRP** has been an amazingly successful program for many years in Fort Collins. It has educated thousands of students and families, local citizens and visitors from out of state. Its research supporting the health of wildlife of many kinds, especially raptors and the environment is respected at a national level." (274)

Audubon Society/Northern Colorado Bird Alliance

"**Northern Colorado Bird Alliance, Foothills Audubon, The Nature Conservancy**, etc. Science teachers in our area, both public and private schools, college students, community members, would be able to experience wildlife viewing, connections to nature, rehabilitation of wildlife and raptors, and connect with nature." (123)

Colorado Native Plant Society

"I would suggest contacting local members of the **Colorado Native Plant Society**. **Crystal Strouse**, botanist for the city of Fort Collins, did the plant survey for the Maxwell Natural Area." (968)

Northern Colorado Wildlife Center

"I believe they should reach out to **Northern Colorado Wildlife Center** and to **Rocky Mountain Raptor Rehab**." (404)

Sierra Club (Poudre Canyon Group)

"The local **Sierra Club** chapter, **Poudre Canyon Group**, is composed of citizens dedicated to advocating for and protecting our natural environment. Their input would be invaluable in this discussion, as they emphasize the popularity of our existing natural areas and the strong, long-standing political support for open space and natural area taxes in Fort Collins and Larimer County." (1006)

Colorado Parks & Wildlife

"**Colorado Parks & Wildlife**... what are the wildlife needs of the area with urban expansion over the last 25 years?" (399)

Other Conservation/Environmental Organizations

"**Reptile and Amphibian Center of the Rockies**, **Wildlands Restoration Volunteers**, and others. These groups are knowledgeable about habitat and ecosystem values that are easily overlooked by those who think 'nature' only means large mammals." (65)

"**Northern Colorado Astronomical Society** can help explain how critical it is to maintain a dark natural habitat for the wildlife and to provide our community access to dark skies." (32)

"**Fort Collins Sustainability Group**, **Northern Colorado Alliance for a Livable Future**" (326)

"**High Plains Environmental Center** — should be consulted for any type of development on this land given their focus on creating native landscapes and indigenous perspectives." (1102)

Indigenous Organizations

Tiyospaye Winyan Maka

"I feel strongly that **Tiyospaye Winyan Maka**, a collaborative of Indigenous women, is the most essential organization and group of community members to prioritize in this conversation. It consists of members whose voices are rarely listened to and deserve to be prioritized at every stage of the process, in repair for violent historical and contemporary injustice." (808)

Other Indigenous Groups

"**Intertribal Alliance for Hughes Land Back, Spirit of the Sun, Dr. Ricky Frieson, WCNR, CSU, Mending Mountains Collective, Ute Mountain Ute and Southern Ute tribes, Next100 Colorado**, tribal reps from tribes historically in the area" (287)

"The members, elders, and leadership of the **Arapaho, Cheyenne, and Ute peoples.**" (1114)

"**People of the Sacred Land**, who have completed a Historic Loss Assessment, and have recommendations for restoration, reparations, and reconciliation." (899)

"**Northern Colorado Intertribal Powwow Association**" (899)

Community Organizations and Advocacy Groups

PATHS (Planning Action to Transform Hughes Sustainably)

"The non-profit **PATHS** (Planning Action to Transform Hughes Sustainably) has led the fight to keep Hughes a natural area since 2019. This group initiated the referendum that voters approved to keep Hughes from becoming a housing development. The City should use this group's expertise and energy to inform them of the best use of this land." (315)

Fort Collins Running Club/Trail Runners

"I would add the **Fort Collins Trail Runners** and **Fort Collins Running Club**. They can provide uniquely valuable perspectives on how shared use trails in natural areas are currently being utilized by our large running community here in town, and how shared use trails are often of much broader appeal to a community than a single use." (278)

Fort Collins Natural Areas

"**Fort Collins Natural Areas** should be very involved in this dialogue." (757)

Disc Golf Organizations

"**North Gate Disc Golf Club**- A 501c3 group that has been highly successful in the improvement of other courses, as well as a dedication to the disc golf community of Northern Colorado. They can provide resources and experience in tree planting, good course layout, and ways to improve the course in other ways as well." (372)

CSU Departments and Resources

"**CSU** has several faculty and students who understand the impacts of high intensity development on wildlife corridors and breeding behavior." (1006)

"**CSU - Warner College of Natural Resources** and **Nordic Ski Club**" (725)

"**CSU Center for Collaborative Conservation**" (465)

Poudre School District (PSD)

"I'd like to hear from **Poudre School District**. **PSD** has a role to play in evaluating the value of the site to their Title I elementary school (Bauder) and Blevins Middle School, which was part of the focus of the recent school closures." (1103)

Other Community Organizations

"**La Familia, Mi Voz**, Mobile home park residents, Elementary, middle and high schools - learn what youth (and their teachers) really want in their community" (325)

"**Holiday Twin** [Drive-In], marginalized communities like low income earners." (502)

"There are at least 10 dance groups, mostly 501c3 nonprofits that comprise approximately 2000 social ballroom dancers in the Fort Collins area. These groups represent at least five different genres of social dancing including square, round, traditional dance, ballroom, swing, Latin, blues and more." (284)

"**Gnar Runners**, runners of all kinds and trail enthusiasts." (189)

Government Agencies and Departments

City of Fort Collins Departments

"**City Natural Areas** employees, conservation minded groups. This is helpful as the city council has leaned towards lobbyists groups who want a specific action to take place and have the city pay for it." (536)

Larimer County Departments

"**Larimer Conservation District** would be able to provide a grade/scoring of the conservation value of the site." (1103)

Other Government Agencies

"**US Forest Service, Poudre School District, Colorado State University Animal Sciences/Agriculture, Gardens on Spring Creek**, other conservation organizations." (571)

Local Businesses and Economic Interests

Local Bike Shops

"You can reach out to local bike shops (**Jax, Road 54, Fort Collins Cycles**) or cycling groups such as **Horsetooth cycle**. They can provide more information on the need for a bike park, and why it would be so beneficial for the community and the high need we have for it." (171)

Other Businesses

"**Visit Fort Collins** and our local businesses should be asked what our tourists and our local businesses' employees look for in desirable places to base their companies, take families on vacation, and more." (37)

"**New Belgium Brewery**" (152)

Neighborhood and Resident Groups

"Members of neighborhoods in close proximity to the land together with local cycling, walking, hiking organizations can present a unified plan to benefit the entire community" (607)

"Nearby neighborhoods and public schools. These are the people who will bear the brunt of increased traffic once it is finished and the annoyances of construction while it's being build. They should also be the ones who are most excited for whatever 'it' is to be created." (172)

"The **Bella Vira HOA** could answer this best. They are who I fully support." (889)

Other Stakeholders

"**The Kubala Washatko Architects** out of Wisconsin who already work for the RMRP. They are the best and licensed in Colorado as architects and engineers." (77)

"**Velosolutions** is a fantastic company for developing 'pump tracks' and similar features." (210)

"**The Center for Public Deliberation** could be brought into the conversation to help mediate these difficult discussions." (494)

"**DARKSKY International**" (916)

"**Flow Ride Concepts, Andy Clark**" (165)

"**Sustain** (a non-profit organization that creates partnerships between the music industry and environmental organizations)" (1102)

Individual Stakeholders Mentioned

"**Will Flowers, Michael Bussmann, Chelsea Gieryic, Meredith Wenskoski**" (165)

"**Taylor Calmus** aka 'Dude Dad' is an individual that should be included as well due to his appreciation for biking, particularly getting kids into bikes, building community, and advocating for the community, also because of his influence that reaches so much farther than Fort Collins." (764)

"**Kelly Ohlson** (if he desires to be a candidate)" (758)

"**Joy Nyenhuis** has been talking to a lot of people about the Hughes site." (1126)

"**Gayla Maxwell Martinez** whose family owned what is now the Maxwell land to hear her perspective." (875)

Summary of Stakeholder Recommendations

Category	Organizations and Individuals
Cycling/Bike Organizations	Overland Mountain Bike Association (OMBA), Send Town Bike Club, Fort Collins Bike Park Collective, Your Group Ride, Ciclismo/Cyclismo, Wolfpack, Bike Fort Collins, Colorado Mountain Bike Association (COMBA), International Mountain Bike Association (IMBA), CSU Cycling Team, Twin Silo BMX, Fort Collins Cycling Club, Fort Follies, Brave New Wheel, Recycled Cycles, Road 34, FoCo Fondo, Niner Bikes, Push Industries
Wildlife and Conservation Organizations	Bird Conservancy of the Rockies, Rocky Mountain Raptor Program, Audubon Society/Northern Colorado Bird Alliance, Colorado Native Plant Society, Northern Colorado Wildlife Center, Sierra Club (Poudre Canyon Group), Colorado Parks & Wildlife, Reptile and Amphibian Center of the Rockies, Wildlands Restoration Volunteers, Northern Colorado Astronomical Society, Fort Collins Sustainability Group, Northern Colorado Alliance for a Livable Future, High Plains Environmental Center, Trees Water & People, Conservation Colorado, Preserve Fort Collins, Half-Earth Project, The Nature Conservancy
Indigenous Organizations	Tiyospaye Winyan Maka, Intertribal Alliance for Hughes Land Back, Spirit of the Sun, Mending Mountains Collective, Ute Mountain Ute tribes, Southern Ute tribes, Arapaho peoples, Cheyenne peoples, Ute peoples, People of the Sacred Land, Northern Colorado Intertribal Powwow Association, Native Lands Advocacy Project
Community Organizations and Advocacy Groups	PATHS (Planning Action to Transform Hughes Sustainably), Fort Collins Running Club, Fort Collins Trail Runners, Fort Collins Natural Areas, North Gate Disc Golf Club, Fort Collins Fun Disc Golf Club, CSU Warner College of Natural Resources, CSU Center for Collaborative Conservation, CSU Society for Ecological Restoration, Poudre School District (PSD), La Familia, Mi Voz, Holiday Twin Drive-In, Fort Collins Friends Meeting (The Quakers), Gnar Runners
Government Agencies and Departments	City of Fort Collins Natural Areas, Larimer Conservation District, Larimer County Department of Natural Resources, US Forest Service, Colorado

	Division of Wildlife, Fort Collins Parks & Recreation, Gardens on Spring Creek
Local Businesses and Economic Interests	Jax, Road 54, Fort Collins Cycles, Horsetooth Cycle, Visit Fort Collins, New Belgium Brewery, Drake Cycles
Neighborhood and Resident Groups	Nearby neighborhoods, Bella Vira HOA, The Ponds, Quail Hollow, West side residents, Brown's Farm development
Other Stakeholders	The Kubala Washatko Architects, Velosolutions, The Center for Public Deliberation, DARKSKY International, Flow Ride Concepts, Sustain
Individual Stakeholders	Will Flowers, Michael Bussmann, Chelsea Gieryic, Meredith Wenskoski, Taylor Calmus (Dude Dad), Kelly Ohlson, Joy Nyenhuis, Gayla Maxwell Martinez, Crystal Strouse, Dan Porter, Kenny Bearden, Kevin Krauss, Dr. Ricky Frieson, Tammy VerCautern, Carin Avila, Andy Clark, Zack and Whitney Allison, Dave Kemp, Chance Brown

5. Additional Messages

This section presents an analysis of community responses to the question: **"If you could share one thing with the Civic Assembly delegates about the former Hughes site, what would it be?"** The analysis identifies eight major themes emerging from the responses, providing insight into the diverse perspectives and priorities of community members regarding the future of the Hughes site. Each theme is illustrated with representative verbatim quotes from the responses, indicating the row number of the original submission.

Theme 1: Bike Park Advocacy

Description: Many respondents strongly advocated for creating a bike park at the Hughes site, citing Fort Collins' cycling culture, the lack of a dedicated facility within city limits, and the benefits for youth and families. Supporters highlighted the site's ideal topography, accessibility, and potential to serve riders of all ages and skill levels.

Representative Quotes:

- "The former Hughes Stadium site is the ideal location for a bike park because it offers the space, accessibility, and community support needed to make this long-overdue project a reality. With few other viable locations available, this site presents a rare opportunity to create a dedicated space for youth and families to ride safely, develop skills, and foster a lifelong love of cycling." (Row 102)
- "My one thing is: BIKE PARK! I strongly advocate adding a bike park to the Hughes site because I am confident it would be heavily used and cherished by many in Fort Collins and the surrounding community, including many youths." (Row 216)
- "WE WANT A BIKE PARK!! ps The one at spring canyon is small and often flooded. Lory is pretty remote. If we do a good job, this will attract people from all over the state (many of us go to Valmont in Boulder)." (Row 226)

Theme 2: Natural Area Preservation

Description: This theme represents perspectives advocating for minimal development and preservation of the site as a natural area. These respondents emphasized the value of open

space, the ecological connection to adjacent natural areas, and the importance of preserving the foothills corridor amid ongoing development in the region.

Representative Quotes:

- "Why would you not take the opportunity to connect two existing, heavily used open spaces on some of the last open land on the west side of town and protect it as another open space. This is your one opportunity to protect a beautiful piece of west side land, there aren't many, if any, left." (Row 296)
- "That Hughes land be kept as close to it's natural state as possible to encourage people to get out and experience the natural world as well as providing a habitat for wildlife. These are important to me because maintaining our connection to nature is a way to help people be in touch with their own humanity." (Row 582)
- "The former Hughes site is very unique and cannot be replaced. Please keep it as natural as possible and add this property to the unique preserves along the foothills !!!!!" (Row 842)

Theme 3: Indigenous/Native American Land Rights

Description: This theme encompasses perspectives advocating for recognition of indigenous claims to the land, potentially returning it to Native tribes, or ensuring indigenous voices are central to decision-making about the site's future. These responses emphasize historical injustice, treaty obligations, and the opportunity for reconciliation.

Representative Quotes:

- "Because we have an obligation to honor treaties made with tribes. [...] I teach history in the area. I do not want to ignore history just to get what I want—a bike park. Let the tribes decide." (Row 218)
- "If I could say one thing, it's that, Per People of the Sacred Land's report, the value of dispossessed lands in Colorado is approximately \$1.17 trillion [...] The immense wound the genocide of Native Americans can hardly be captured in numbers. Everyday we walk on the blood our ancestors spilled. We have a responsibility as the current inhabitants of this land to tend to that wound." (Row 898)

- "CSU is legally obliged to return any land they vacate back to Native Nations as per their status as a land grab institution. They sold the land illegally for millions. Help them honor the treaty! Do what they will not, that is, the right thing." (Row 1114)

Theme 4: Voter Intent and Democratic Process

Description: This theme emphasizes the importance of respecting the outcome of the 2021 ballot measure regarding the Hughes site. Respondents expressed concern that the Civic Assembly process might circumvent or reinterpret the voters' will, arguing that the purpose of purchasing the site was clearly established by the democratic process.

Representative Quotes:

- "We already voted on this, in 2021. The City continues to pretend that it's somehow still an open question. It's sad that the City is playing with words that have legal meanings in government documents but not in normal usage. 'Open space' is not the same thing as 'natural area' and so forth. Stop pretending that we voted to turn it into a high-impact, human-centered recreation spot." (Row 302)
- "If 69% of your voters said that they want Hughes to be open space you have a right and obligation to honor that voice. There is no balancing of other uses of the site because any other uses go against the mandate handed to you. Please move forward to preserve Hughes in perpetuity as open space." (Row 336)
- "I feel worried and somewhat angry that the 'Hughes Civic Assembly Process' seems to be bypassing the clear will and intent of the voters in the 2021 ballot measure. Why do we need this silly and arcane process when the voters have already spoken? It's not democratic, and it involves people outside of Fort Collins!" (Row 1093)

Theme 5: Multi-Use and Compromise Perspectives

Description: This theme represents perspectives advocating for balanced, multi-use approaches that accommodate diverse community interests. These respondents recognized the site's size could support multiple uses and emphasized the importance of finding compromise solutions rather than focusing on a single dominant use.

Representative Quotes:

- "The Hughes site is perfect for a bike park as well as all other community interests. A bike park does not need to occupy the whole space and it can be designed in a way which keeps the natural features of the landscape." (Row 58)
- "There is no singular right or wrong way to enjoy spending time outdoors. [...] The right thing for the Hughes site is to make it into a multi-use, community gathering place and resource." (Row 159)
- "There is likely no way to ensure everyone is happy about this. [...] The site is large and can be used for many uses and it's OK if not everyone in the city is happy with everything that happens at the site. The site should serve the many groups and interests of the city and I think that coexist." (Row 362)

Theme 6: Wildlife and Habitat Conservation

Description: This theme focuses specifically on the site's role in providing habitat and supporting wildlife, with some respondents advocating for restoration of native ecosystems and others suggesting wildlife education and rehabilitation centers. These perspectives emphasize the ecological importance of the site and its potential contribution to biodiversity.

Representative Quotes:

- "We are on the cusp of a global extinction crisis. As plants and animals disappear, humans will increasingly see that we are connected to nature and effected by its decline. [...] We have a rare opportunity here to make things better. Seize it!" (Row 65)
- "The Rocky Mountain Raptor Center, NoCoWildlife, and Nature Conservancy want to come together to create a wildlife rehabilitation and learning center. With so much development in our area we need a space dedicated to protecting our wild natural resources and educating the public about their crucial role in the ecosystem." (Row 453)
- "The Hughes site is a great example of a location that was heavily altered in the past to fit the will of humans with a large negative impact on the natural area and native habitat. Now we have an incredible opportunity to restore the area [...] and most importantly teach each other about the wonder of the local flora and fauna and vast history of this incredible area we all call home." (Row 592)

Theme 7: Community Access and Recreation

Description: This theme emphasizes the importance of creating accessible, inclusive recreation spaces for all community members, particularly focusing on youth needs and opportunities for physical activity, outdoor engagement, and community building through recreation.

Representative Quotes:

- "Give the kids somewhere safe to ride their bikes! Kids need help getting outside now days and organized sports aren't everyone's cup of tea. I know becuae I was one of those kids. My bike was an escape and I think I'd be in a much worse place in life without it." (Row 6)
- "Building healthy exercise and activity foundations for kids via close-in facilities is not just a societal plus, it's vitally important for getting kids off of screens, outdoors, and active. The Hughes space presents a rare opportunity for a world-class biking facility [...] that would integrate perfectly with other existing activities like disc golf and sledding." (Row 212)
- "For almost 50 years, the Hughes stadium provided an outdoor place for the community to gather at the base of the 'A'. The future use of the Hughes site should honor and continue that tradition by building a bike and recreational park for the community to gather under the 'A'." (Row 303)

Theme 8: Long-term Vision and Future Generations

Description: This theme emphasizes the importance of making decisions about the Hughes site with future generations in mind, considering long-term ecological, social, and community impacts rather than immediate needs or interests. Respondents expressing this perspective urged decision-makers to take a broader, longer view of the site's significance.

Representative Quotes:

- "The most important thing to think about is how our choices will impact the people and things living here in 30 years or more. As we see increasing climate change and reduced population growth, we must consider how our choices can best impact place

we live." (Row 112)

- "Rewilding takes a long time and we want to be sure that we are stewards of the land. When people 'develop' or 'improve' a plot, it can take hundreds of years to return to a close-to-native state. We want to make a decision that several generations from now will approve of, and decisions in the interest of natural land almost assuredly meet this criterion." (Row 682)
 - "Read the book 'The Anxious Generation' and you will understand the gravity of the mental health crisis in our youth. Social media and screens have taken over their lives. As a community we have to invest in their outdoor resources for free, unstructured play." (Row 663)
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Methodology for Recreating This Analysis

To reproduce a similar qualitative analysis with Claude 3.7 Sonnet Extended or similar AI systems, follow these instructions:

Step-by-Step Process

1. Prepare Your Data:

- Organize your qualitative survey responses in a spreadsheet or text document with row numbers for reference
- For large datasets, consider batching by question or theme

2. Initial Prompt Structure:

You are tasked with performing an open-coding qualitative analysis on [NUMBER] responses.

Please follow these steps:

- * Identify the top eight emerging themes from these responses.
- * For each theme, provide a clear label and detailed description.
- * Extract and list at least three representative — strictly verbatim — quotes for each theme, including the row numbers from which they were taken.

3. Quote Selection Criteria:

Attempt to use the "strongest" quotes. For selecting the "strongest" quotes, choose those that are:

- * Highly Representative: Quotes that best capture the essence of the theme.
- * Clearly Articulated: Responses that are unambiguous and convey the sentiment or idea without requiring additional context.
- * Distinctive: Quotes that are not redundant with other examples and add diversity to the representation of the theme.

4. Quality Verification Instructions:

- Please confirm that you are using the full original, untruncated, verbatim responses
- Provide a report summarizing the eight themes with all the requested details

- Take the themes and the potential quotes and ensure all the quotes are accurate / provide rows for them
- Also identify any missing critical / more important themes
- Ensure the quotes are also fully representative of the position
- Review the quotes for accuracy with the originally provided data
- Review the themes to ensure that they are the best representations of the breadth of responses

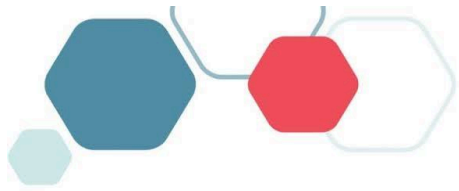
5. Output Format:

- Request that the analysis be provided in a structured format with themes clearly labeled
- For each theme, include:
 - A descriptive label
 - A detailed description of the theme
 - Three or more verbatim quotes with row references
- Consider requesting the output in Markdown format for easier incorporation into reports

6. Integration Process:

- Analyze each survey question separately using this approach
- Compile the individual analyses into a comprehensive report
- Add an introduction, methods section, and executive summary that synthesizes findings across all questions
- Look for cross-cutting themes and areas of consensus/disagreement across different questions

This methodology can be adapted for various qualitative datasets and can be especially useful for analyzing large volumes of open-ended survey responses where manual coding would be time-prohibitive.



Information Committee

The Information Committee is a group of 12 Fort Collins residents who represent a diverse array of experience and opinion on this topic. The Information Committee was tasked with reviewing and prioritizing the information gathered by the community survey and the Community Guides. They have nominated several background presenters, who will speak to you about the topic during your first weekend together.

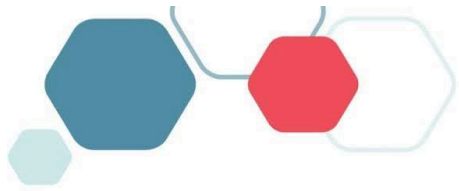
The Information Committee is made up of:

- 4 members of City of Fort Collins Boards & Commissions
- 4 Community Guides
- 4 Community Members

The Boards represented in the Information Committee were determined by City Staff, after which members of each Board nominated a representative to join the Information Committee. Community Guides and community members were chosen at random, similar to how Delegates in the Assembly were chosen.

Members of the Information Committee

Name	Role
Anaya Echo-Hawk	Community Guide
Christina Swope	Community Member
Dawson Metcalf	Natural Resources Advisory Board
Holger Kley	Land Conservation and Stewardship Board
Logan Cummings	Community Member
Lorena Falcon	Parks & Recreation
Natalie (AJ) Omundson	Community Guide
Sam Milchak	Youth Advisory Board
Shirley Peel	Community Guide
Susan Baker	Community Guide
Vara Vissa	Community Member
Wyatt Reis	Community Member



Information Committee Member Statements

Members of the Information Committee had the opportunity to provide *Member Statements*. These statements were optional and are intended to provide:

- a chance for Delegates to learn a little bit more about the individuals who helped determine what information would be shared during the Assembly,
- transparency regarding the beliefs of IC members and/or the beliefs of the organizations they represent, and
- an outlet for IC members to provide direct input to the Assembly,

Dawson Metcalf

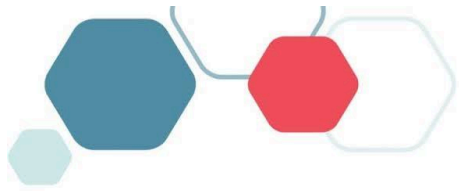
Natural Resources Advisory Board

The Hughes Stadium site presents an opportunity for our community to craft an outdoor space that embodies both ecological responsibility and social inclusivity. I urge the Assembly to consider adopting a "multi-use" plan that integrates ecological restoration with inclusive recreation options. For example, by linking open spaces with native species restoration and creating low-impact, fully accessible trails, we can enhance the corridor to Maxwell Natural Area for all types of recreation users, including those with mobility challenges. While preserving the disc golf course, we could build a low-impact wildlife viewing area and an outdoor classroom/amphitheater for educational programs, highlighting local and Indigenous history in partnership with Indigenous leaders. A special permitting system, co-managed by a local Indigenous-focused organization and the City's Natural Area Department, could also be developed for Indigenous ceremonies. If the inclusion of a bike park is deemed appropriate, I would encourage the development to the NE quadrant, so other priorities can be implemented.

Christina Swope

Community Guide

- 1) The deed to this land has been illegally transferred twice, and is rightfully and legally the property of native tribes.
- 2) There are many religious institutions in Fort Collins; mosques, temples, and churches, but there is no place for native peoples to practice their religion and rituals. Native peoples deserve freedom of religion and a place in which to do it.
- 3) It is morally the right thing to do to return the land that was wrongfully deeded to CSU back to the rightful owners. Indigenous people can and should be trusted as community leaders to properly care for the land
- 4) The city of Fort Collins has no funding for any of the other development proposals, there is no money for trails.
- 5) The indigenous stakeholders have plans that would appeal to many environmental groups. They will prioritize healing the land to best benefit the natural waterways, native ecology and wildlife.



6) The State of California has many precedents for legally rematriating land to tribes that have been pushed afar.

Holger Kley

Land Conservation & Stewardship Board (LCSB)

The Hughes site can't be separated from the City's Natural Area (NA) program. NAs conserve local and regional flora & fauna and the habitats that they form and are part of. Where it will not interfere with this mission, NAs allow public access and limited, appropriate recreation. NAs are not parks; they are not "multi-use".

The Hughes parcel is bordered by existing NAs: Maxwell & Pineridge. Uses of the site must account for impacts to those NAs: uses should not bring higher visitation within view or earshot of them nor should they funnel significantly higher recreation traffic to them. On the other hand, protecting the portions of the site with appropriate conservation value as a NA would enhance adjoining existing NAs. For other portions, low impact uses such as disc golf, a quiet gathering space for contemplation, or a small conservation campus are compatible. IC process timing did not allow our board to craft an official statement; the above, while informed by my experience on the board, are my words only.

Susan Baker

Wildlife & Nature Center

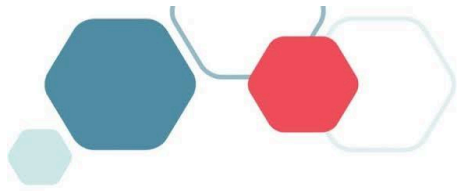
Fort Collins has a unique opportunity to create a Wildlife and Nature Center that will serve all residents. We can establish a gateway to our natural world, restore the land and foster stewardship action across our community. This center will protect local biodiversity and provide educational opportunities, imparting a deep connection between the community and nature. It will provide interpretive trails, educational programs about native animals and plants, and a place for community members to learn about science, conservation, and nature. By restoring the site to a grassland ecosystem, the center will create habitat for birds, mammals, and pollinators, enhancing the city's natural beauty.

The Wildlife and Nature Center will be a long-term, wildlife rescue and education space that inspires and connects all community members. The Rocky Mountain Raptor Program and Bird Conservancy of the Rockies will leverage strong financial backing to create and maintain this vital infrastructure and build a sustainable future for the Hughes site in Fort Collins.

Vara Vissa

Community Member

I would like to inform you, the randomly selected Citizen Assembly citizens of Fort Collins, that you are being put in a situation and a role that is unfair and burdensome. It may seem like an honor to represent the city, and help it move forward with a land use issue. Please know however that you are not elected representatives and have no legal power to make or



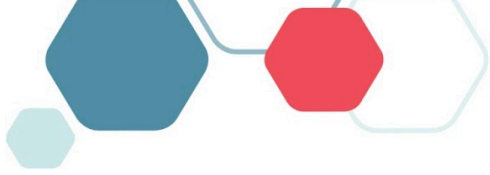
change a land use decision. You will be given numerous options and for each there will be contradictory opinions and perspectives. All these options (cleverly and forcefully being marketed as 'multi-use') have turned up after the ballot whose intent was quite clear passed successfully. So there seems to be a rush to grab land and push minority issue agendas, by finding loopholes and dragging this out till some group/s get something. This project is not to be used as a workshop in public discourse and deliberation. That time has passed. The citizens at large have already done that long range thinking, and envisioning - they did the heavy lifting through a very rigorous grassroots, truly democratic effort.

Wyatt Reiss

Community Member

I believe the Hughes Site should be transformed from an abandoned parking lot into a keystone, multi-use, community gathering place. The property's size makes it ideal for a mixed-use solution that addresses the community's diverse needs and wants, while the site's location ensures it is easily accessible to a broad range of residents. By emphasizing multiple uses, the site will provide outdoor recreation opportunities for people of all ages and socioeconomic backgrounds. A greater diversity of uses means that more groups, families, and individuals will enjoy and care for the land.

I envision an open space with multiple, coexisting elements: (1) a bike park intentionally designed to facilitate skill development for riders of all ages and abilities; (2) community gathering spaces; (3) trails connecting Maxwell and Pineridge to local neighborhoods; and (4) interspersed natural vegetation for bird and wildlife habitat. I implore the delegates to emphasize stakeholder collaboration and multi-use solutions in the final recommendations. Our City will be better for it.



Presenter Menu

This is a list of **all of the presenters** that the Information Committee (IC) named in their brainstorm process – some you heard from this weekend, some you didn't – along with the **raw, unedited** notes that the IC wrote while brainstorming. These are listed in alphabetically, not by order of popularity. You may request to hear from new presenters, or to invite back someone you have already heard from.

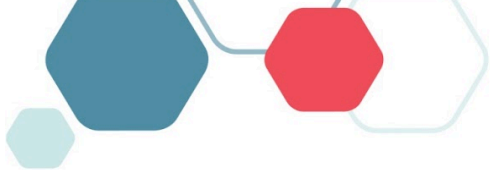
Topic: This is the **main subject** that the IC felt was important for this specific presenter/organization to cover in their presentation.

Rationale: This where the IC explained **why they believe the information** this presenter could provide is beneficial for the Assembly to hear.

The following list is the presenter recommendations were gleaned from the **Community Guide** report. This list is also in alphabetical order.

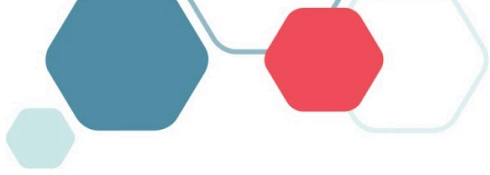
Information Committee

Presenter(s)	Organization(s)	Topic(s)	Rationale(s)
Andre Dunn/Christinia Eala	Tiyospaye	Indigenous peoples and legal history	They've been part of a land-back movement in Fort Collins for several years now. They know about historic legal claims, religious claims, and intentions for native habitat curation that would be compatible with other stakeholders like the Raptor Program and conservation efforts. Joint programming for youth education in both Indigenous ways and the importance of raptors in culture and traditions.
Andrew West	Rocky Mountain farmers alliance	There are rumors in town that they're going to turn this into farm land ?	If farming is part of open spaces then I know there are some cool cats who have been part of cool city programs to make local food
Bethel Steele	Q+ Bikes	Community outdoor organizer	trans community leader focused on access, well connected across outdoor orgs
Brad Bishop/Joe Huyett/Tim	GNAR Runners/Fort	Significance to the trail running	If farming is part of open spaces then I know there are some cool cats who



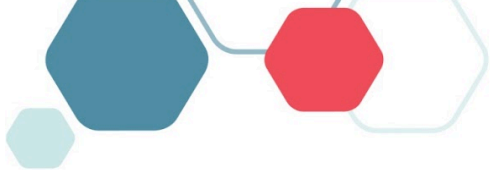
Presenter Menu

Hebert	Collins Running Club	community	have been part of cool city programs to make local food
Carin Avila	Rocky Mountain Raptor Program	Wildlife Conservation	Wildlife & Nature Campus consortium of several groups
Carli Donoghue	NOCO Foodshed Project	Sustainable / Conservation Agriculture	Carli leads a collaborative with local food producers and farmers and is familiar with conservation agriculture efforts and natural areas in FOCO.
Cassidy Dellemonache	Tandem NoCo	Disability community leader	Cassidy runs a company called Tandem NoCo which helps disabled community members train for and secure employment. Would be a good contact for discussing the variety of disability access opportunities and other technical experts in the area.
Christine Smith/Janet Limbeck	Girl Scouts of Colorado	Youth education & development	Day Camps, outdoor skills training
Crystal Bearing	Northern Arapaho Nation	Cultural significance of site and land preservation	The Northern Arapaho Nation have significant ties to this land and could provide significant cultural, historical and natural areas context.
David Anderson	Colorado Natural Heritage Program	Environmental effects/native species	How will native species of Fort Collins be impacted by potential new infrastructure?
David Gover	Native American Rights Fund	Tribal consultation and treaties	Understanding treaties and historical precedent. NAGPRA.
Dr. Brian Gerber at CSU. Jody Kennedy with CPW, Becca Windell (CSU)	Colorado State University	Wildlife/Ecosystem expert	"how are wildlife using the land now and under future potential uses? There is a growing body of research on the impacts of trails on ecosystems; what happens 10 / 100 / 1000 feet from a trail? "



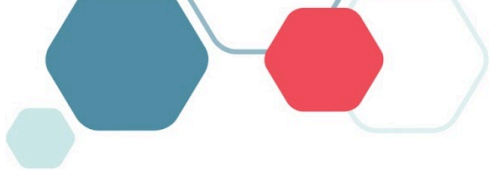
Presenter Menu

Elena Lopez/Melissa Rosas/Kathryn Dubiel	PATHs		
Frank Falzone / Jonas Feinstein	Natural Resources Conservation Service (NCRS) at USDA	Conservation Professionals	This agency has staff that are well-connected across agricultural and forest landowner communities in northern Colorado
Glen Colton		Low-growth/No-growth	The premise that the City must grow (in population, in area, etc.) seems to underlie a considerable portion of the survey responses. This is gospel to some, but should be examined. An opposing point of view might be valuable.
Gretchen Ruening	Larimer Conservation District	Conservation Practitioner	Gretchen is the director of LCD. She could be a prominent advocate for conservation-focused content (from open space usage, to community education, to mitigation/buffer planning)
James Calabaza	Trees, Water & People	Indigenous Rights	James serves as the Indigenous Lands Program Manager for TWP working primarily with tribes/tribal organizations on traditional ethics of governance and co-management practices/leadership.
Jan Irons	Northern Colorado Intertribal Powwow Association	Indigenous community and cultural education	Tribal elder, local to FOCO, and hosts Pow-wow each year, community nights each week, familiar with tribes in the area.
Julia Feder/Katie Donahue/Matt Parker	Fort Collins Natural Areas	Maxwell and Pineridge Natural Areas	The Hughes Space borders Maxwell and Pineridge. The Assembly should hear about the impacts of proposed uses on these established spaces.
Kat Steele	Fort Follies	community outdoor	trans community leader, well connected across outdoor orgs



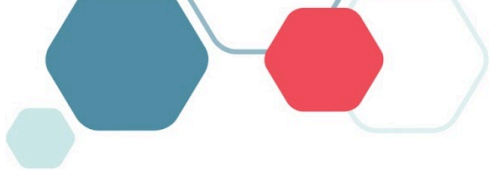
Presenter Menu

		organizer	
Linda Stanley	Larimer County Open Lands Board	City and County Open Space	Linda has been instrumental in every City and County Open Space ballot initiative. She is deeply knowledgeable on the voter-approved language that governs how the City and County fund Open Space conservation and stewardship.
Martina Minthorn	Comanche Nation	Cultural significance of site (before and after stadium)	The Comanche Nation have significant ties to this land and could provide significant cultural, historical and natural areas context.
Melissa Hovey	dust prevention	Ex City Staff - author of fugitive dust manual	
Melissa Rosas	any organization/citizen that can address how land can be left for everyone with ZERO barriers to entry (fees, equipment, training) to sue the open space		late addition from one voter: to speak on ADA, equity, low barrier, accessibility etc)
Michele Van Hare	Loveland City	open- natural space and environment leader	
Mike Childers	CSU Public Lands History Center	History of the land	what is the history of the land? how has it been used over time?
Nick Frey	City of Fort Collins	Biking (but not extreme biking)	
Nicole Stafford	CSU Environmental	Environmental education	Nicole is an expert in the environmental education realm and



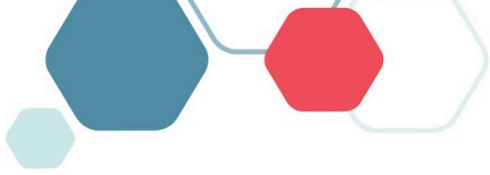
Presenter Menu

	Learning Center		can speak to the success and potential opportunities associated with an environmental education oriented campus.
Rasa Humeyumptewa	CSU Native American Cultural Center	Alumni of CSU, CSU student advocacy, Cultural heritage	Familiar with Native students at CSU, CSU programs, ongoing needs of students in CSU in general.
Ron Hall	First People's Community Center	Indigenous Community Heritage Center	Leader in the Indigenous community, familiar with cultural significance of site/FOCO
Ross Cunniff	Preserve Fort Collins		late addition from one voter: land use code
Shannon Quest	FcMod (Museum of Discovery)	Accesible learning spaces for community benefit	Director of FcMod, familiar with creation of educational exhibits to foster community in an accessible way.
Sierra Bitse	Poudre School District and Native Nations Community Advisory Panelist	Education and indigenous culture/heritage	As a teacher in the Poudre School District she not only represents the community as an educator but is on the Native Nations Advisory Community Panelist for the City of Fort Collins (connection to Native community)
Stephanie Watson Lewis	BIPOC Alliance	Community leader/advocate	Stephanie is a public policy and community engagement expert in northern colorado, who is well connected with many underrepresented communities (black, indigenous, brown, latinx)
Talon Nightwalker	Northern Colorado Wildlife Center	Education and indigenous culture/heritage	Familiar with current situation of Wildlife needs in FOCO and how this space could be utilized/effectuated by development or lack thereof.
Tammy VerCauteren	Bird Conservancy of the Rockies	Wildlife Rehab/Env. Ed	Tammy is a NOCO leader for wildlife conservaton and rehabilitation. She



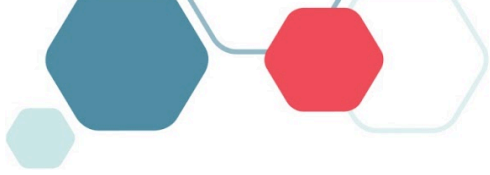
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			could speak to the ecological significance of the area and what impact the addition of a site would add for wildlife conservation efforts.
Taylor Young/Kenny Bearden	FC Bike Park Collective/ Overland Mountain Bike Association	Bike park, trail development, community development	Experience with trail development in the region and how to build mixed-use community spaces
Topher Downham	City of Boulder	Accessibility - Outdoor rec.	Topher works for the City of Boulder and is a wheelchair user that works specifically on making outdoor recreation/trails accessible to all.
	any ONE native Indian organization that represents all other native orgs.	Indigenous Community	late addition from one voter: One overarching Native Indian history, community and land preservation
	City of Boulder	Lessons learned from Valmont Bike park	The Valmont Park is frequently cited as inspiration for a proposed bike park. However, there are clear differences in site. It would benefit the Assembly to hear lessons learned from Boulder, including light, noise, traffic, wildlife impacts, etc.
	City of Fort Collins	Financing the acquisition and transformation of the Hughes site	Decisions made about the site's use will restrict / mandate the source of public funds and the resulting opportunity costs. The Assembly should clearly understand these
	City of Fort Collins - Community planner	community planning	What are community planning values? What community planning assets has the city identified as it is lacking?
	City of Fort Collins Natural Areas	land use classifications	there have been talks about the various levels of land use allowed
	Conservation of natural		



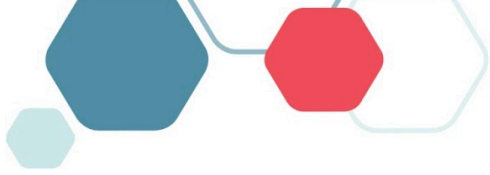
Presenter Menu

	geography/geology		
	Disc golf groups		
	(Divergence: one suggestion of CSU, one suggestions of definitely not CSU)	dark sky advocates	
	forest bathing - open space advocates - meditation	Open space	
	GreenLatinos	environmental justice group / equity issues	
	Harris Elementary PTA	ESL representation	Including ESL community in conversation to voice their interests, needs, priorities
	industrious labs - pollution trackers		
		Legal Implications of the ballot language	The ballot is very specific about types uses that are included and some that are not. Nevertheless, some of the community feedback is not aligned with the language, The Assembly should hear early on the extent in which the uses the City can legally approve (without another ballot measure)
	Multi-use advocate or expert		
	Nature in the City	City involvement	What programs would utilize the spaces
	Northern CO	astronomical	



Presenter Menu

	Astronomical Society	society reps	
	Park Planning and Development	Parks in the city and their development process	What is their design process and how they can handle this large scale project
	Poudre School District	School involvement in education and sports	How are they going to be able to use the spaces for their school sports, especially in schools who do not have the spaces to provide multiple sports practices at the same time. High school, middle school, and elementary. Also, the land as a whole could be used in various ways for schools, i.e. Highschools could use this as a case study for the environment or politics within Fort Collins. Not just high-schools; also for elementary and middle schools.
	those who can speak to how uncluttered long views, wide landscapes and any amount of unused space heals people and the planet		
	volunteers who do guided programs for the city parks and natural areas (as mentioned before - soapstone, bobcat ridge etc)		
	Wildlands restoration volunteers (WRV)		



Presenter Menu

Community Guide Report

- Arapaho, Cheyenne, Comanche, Kiowa, Pawnee, Shoshone, Lakota, and Ute Peoples
- Audubon Society
- Bird Conservancy of the Rockies
- Colorado Mountain Club
- Colorado Natural Heritage Program
- Colorado Parks and Wildlife
- Colorado State Forest Service
- Colorado State University faculty
- CSU and high school cross-country running and Nordic ski teams
- CSU Native American Cultural Center
- Environmental Learning Center
- Fort Collins Bike Park Collective
- Fort Collins Discovery Museum
- Fort Collins Hiking Club
- Fort Collins Nordic
- Fort Collins Recreation Department
- Fort Collins Running Club
- Gardens at Spring Creek
- Local Artists
- Local farmers
- Local Indigenous community members and spiritual leaders
- Local Park Rangers
- Natural Resources Conservation Service
- Northern Colorado Wildlife Center
- Overland Mountain Bike Association
- PATHS (Planning Action to Transform Hughes Sustainably)
- Poudre Canyon Sierra Club
- Residents living near the site
- Send Town Bike Club
- The Colorado Natural Heritage Program
- The Rocky Mountain Raptor Program
- TiyoSPA Winyan Maka
- Tribal representatives
- Wolfpack (Kids bike club)