

AGENDA

URA Finance Committee

October 8, 2020

3:00 pm – 4:00 pm

1. June 11, 2020 Meeting Minutes
2. North College Community Investment Plan
3. 2021 Budget

This meeting will be held digitally via Microsoft Teams. To join this meeting, please use the link below:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_MzkzNTU1M2EtYjBmOC00NWE1LThlY2MtMjY1MDM0NTEyYjli%40thread.v2/0?context=%7b%22Tid%22%3a%2247fa2f5f-0d0a-4a68-b431-6d1a27b66660%22%2c%22Oid%22%3a%220fa9b750-1577-4182-9bd5-e34aea8d9a3e%22%7d

If you are unable to join the video conference call, you may dial +1 970-628-0892 on your phone. The conference ID is 306 883 773#.

Other business:

AGENDA

URA Finance Committee

June 11, 2020

3:00 pm – 4:00 pm

Meeting stated: 3:06pm by Wade

Present: Joe Wise, Christophe Febvre, Wade Troxell, Ross Cunniff, Ken Summers

Staff: Darin Atteberry, Josh Birks, Clay Frickey, Jennifer Shagin, Travis Storin

Others: Patrick Rowe

1. Approval of March 4, 2020 minutes

Motion: Joe Wise. Second: Christophe. Passed 4-0-0

2. Prospect South Marriot Hotel

Clay overviewed the project, showed map of the project and a brief overview of the proposed development. Project is proposed to be a 6-story hotel with 149 rooms and amenities such as a lounge, restaurant and bar. It is located in the general commercial zone with a transit overlay zone, across the street from the Prospect South Max Station. The total project cost is between \$38 and \$39million dollars, according to Larimer County property accessor the current value is \$2million and upon redevelopment the property will be valued at roughly \$17million. This will generate roughly \$413,000 in incremental property tax revenue annually. The applicant is asking for \$4million or 65% of the tax increment revenue generated by this project. The eligible expenses in the application include, public improvements, environmental sustainability, design enhancements, city required enhancements, site specific and redevelopment challenges, which brings the total reimbursement request to \$4million in reimbursement expenses. EPS found

there is a \$9million dollar financial gap, without assistance the project is infeasible. Terms proposed by applicant is that they would receive 100% of the incremental revenue for 10 years, then 100% of the increment will be given back to the URA thereafter.

Questions:

1. If the committee agrees with the reimbursement terms proposed by the applicant?
2. What questions or concerns does the URA Finance Committee have that we need to address before this goes before the URA Board?

Ross: What is URA policy on TIF percentage that we share?

Clay: Generally, the URA only grants 50% of incremental revenue for a project. However there have been instances where the URA has granted more, such as for the Lyric project in North College.

Ross: I think this is an existing policy that we would have to waive. I think some follow up to this offline could be very helpful.

Josh: Sure, we can follow up with this. Technically these are viewed as guidelines, but we can certainly provide added detail on where this came from. Another point is that the 50% was offered when we did up front incentives, now that we have a pay overtime structure this policy may need to be revisited to better reflect how deals are structured now.

Ross: My understanding was that the 50% TIF share was for the other taxing entities? That is my perspective but I will leave it up to discussion.

Joe: For me, I am having a hard time understanding, why we should go beyond our guidelines for a hotel? This does not meet any of the critical or community needs that we set for ourselves. I do not think you can make a case that we need to go beyond our guidelines to

create this project. I think this project will develop regardless of if the URA helps or not, from my point of view, it is just taking money out of the taxing entities. If I were to support this project at all, I would not support going beyond the 50% and I think the developer needs to make a stronger case that this deserves the TIF.

Clay: The application included a number of public benefits identified by the applicant, and it mostly dealt with redeveloping underutilized parcels in a key portion of the city. It would be helpful for us to hear from the committee what needs to be addressed here before the applicant goes to the board? That way we can adequately address the issue before this goes to the Board.

Joe: I think there's a real question as to whether this deserves TIF at all, let alone 65%. I think the applicant is going to have to be prepared to justify a reasonable ask for the Board.

Christophe: I have similar questions, but I am also trying to think through the distinction between the Finance Committee and The URA Board? Has this project been looked at with the COVID 19 overlay impact? I guess I have to assume that all of our previous work and agreements that we have at Drake and College will hold true for this as well, correct?

Josh: One of the challenges that I think we will have, is that there are plan areas that predate the most recent legislative changes. This is one of those plan areas that was formed before the most recent legislative changes and so it is also an area where all the increment flows into the plan area. Because this plan area was formed prior to the state legislative changes, there are slightly different rules to the road that must be followed here. Drake and College was the first project that we created after the state legislative changes. The board has shared in the past that they want to have a strategic plan in place for this area and I know that is challenging for the URA because each of our plan areas that we have brought forward have a different context that the Board has to think through in a different manner.

Christophe: I would call this awkward; we've invited different taxing entity members into a conversation where they really don't have a say. I'm struggling to see what benefit there is for the school district here. It is far from neighborhoods, schools, parks, and roads that serve our schools, I am struggling to find a benefit for the school district here.

Josh: To clarify, we are asking you to be a URA Board member, not a liaison, that is probably the most awkward part of all of this.

Christophe: We are still asked to bring the perspective of our boards to this and from there I have to work hard to think through this project.

Josh: Again, this is an important distinction. Right now, legally this plan area is entitled to collect all of the increment to achieve the purposes for which the plan was created. What we do with the funds and how we invest, is a very important question. Are we achieving the right objectives here? I just want to make sure we are all grounded in this.

Christophe: This brings us back to all of the work we did in the retreats, if we apply that as an overlay, it may help the conversation move forward for this project.

Wade: That's a great perspective and this plan area was formed long before other taxing entities were brought to the table. This conversation does provide important context for the project. Other Board members?

Joe: I distinctly recall at the retreat, talking about the hotel at Drake and College and some of our board members were upset with tax dollars going to a hotel. We need to be aware that there will be opposition to incentivizing a new hotel when small businesses are suffering so much now.

Wade: Josh, can you address the public benefits here? This is a dangerous traffic area because cars are accelerating and decelerating, there are huge potholes and the parking area traffic flow

can be dangerous. This project is not just about a hotel, it is a project that has a number of community improvements.

Josh: There will be improvements to the sidewalks, roads and beyond traffic other public benefits include addressing stormwater issues, I will let Clay breakdown the public improvements.

Clay: There would not be improvements along Prospect since this area was recently redone including the landscape medians, intersection, and sidewalk. Improvements from this project will include, addressing the parkway, landscaping along College, detached sidewalk that is in line with the Mid Town in Motion plan, parking lot, stormwater improvements and realignment of the stormwater outfall.

Joe: It appears that the public improvements and environmental sustainability components will only be about half of the request. I am wondering if the applicant has interest in scaling back the TIF request to only include the public improvements? I understand the hotel require a return on costs of 7.5% which is a pretty good return, I am wonder if the applicant would have any interest in scaling back their request, return on cost and only using TIF for public improvements?

Josh: To provide some background on how determination of cost is made, we do not make a determination of this as staff on what the Return on Investment (ROI) should be, we contract that out to EPS. EPS does a full and detailed analysis of what can be included as a financial gap, project risk and what cost of the project is. It can be challenging to understand what a reasonable rate of return is verses the risk of real estate development. Real estate development is not a liquid investment; it has a lot of risks, construction risks and it takes longer for the return to be realized which is often the reason why the rate of return is higher. Staff does not make a determination of what is a reasonable TIF ask or target of return. EPS looks at current market conditions, what projects are trading for etc.. and use that to evaluate what a reasonable rate of return will be. This is how the number is determined for financial gaps.

Wade: What about the catalytic impact that this project can have? It sits between two strip malls at a key intersection in Fort Collins? We use the word accelerate, enhance, create, how would this project do this? And what would this project do for the area?

Josh: Historically, we have tied projects to create, accelerate and enhance all in the service to prevent the spread of blight. The land here is that the current uses are not the highest and best use, the question then becomes is this project catalytic? We have seen that investment in underutilized property increases investment in the surrounding properties without any tax increment assistance. We would view an investment here as something that would likely increase investment in the surrounding properties, but we have not had this analyzed by a 3rd party. We can say that when we see investment occur in areas such as this, it tends to have a spill over affect.

Ross: Have we tried to analyze the impacts of property tax evaluations of the next few years?

Clay: We really do not know what the impact will be to property tax evaluations over the next few years. I have been talking with the County offline about property taxes and they are unclear what will happen with property tax evaluations because of the pandemic. The lucky thing for us is that Larimer County did do a property assessment last year, which sets the value for the next two years. With the URA collecting year in arrears essentially, we are projecting for the revenues to be somewhat stable over the next three years but we will know until the assessor goes back and evaluates.

Josh: I would also like to add that we are extremely conservative in our financial projections, if I remember correctly, we tend to keep this flat over time. This way when and if there is a downturn, we are still within the range of what we have projected. Clay will take a look at this and confirm what our assumptions are.

Christophe: Would the URA have the ability to use the same financial TIF share numbers that we agreed upon at Drake and College for this project or plan area?

Josh: The URA has the ability to direct the funds to deliver on the mission for which the plan was created. Mechanically, there are a number of different ways as to how this can be achieved. Thinking off the top of my head, I think we as staff have recognized that this plan area does not have the benefit of the detail of work done at Drake and College and in the North College area. For me, I think looking at this here can be a great conversation, and part of the bigger conversation of what do we do with it for the next 20years? Do we want to retain the funds or handing the funds back to our taxing entities? Do we want to stay the course? These conversations are all work to come and could be done at Prospect South. If we did this for each project as we move along it would be difficult because it would require more ongoing calculation and maintenance of available increment for each parcel. This is all feasible, but it could lead to us investing a lot of time and money into a project that in the end will be a modest return.

Clay: Real quick, I did take a look at the analysis from EPS and EPS assumed a flat evaluation for the redevelopment, it did not assume that property value will increase with the new project and keeps the financial projections very conservative.

Ross: So basically, it assumes the property evaluations of the improvements is all the increment we ever get?

Clay: Yes.

Wade: Do we agree with the reimbursement terms? What other questions do we have?

Joe: I do not agree going beyond 50% investment share. I might be convinced to shorten the term a little bit, but I do not see this as a mission critical project that we should bend our guidelines for or the amount of the investment.

Ross: I agree with Joe, I don't think we should go beyond the 50%. I think the rest of the discussion is for the full URA Board.

Ken: That intersection can be a nice improvement there, but with the way the economy is right now, everything is up in the air. Thinking long term, I think it can be of value to the community and the URA.

Wade: I think the project has some good projects and good application of those elements for the tool of the URA used in the community.

Clay: What I have heard is that, we'll have the applicant bring back why they are asking for 65%, not 50% and fleshing out the community benefits this project will bring from the perspectives of the other taxing entities as well.

Josh: I would like to run this through the filter set that the board put together the end of last year and beginning of this year as another way of framing the context.

Christophe: I would like to know why the applicant wants the allocation they are asking for. I think the project itself looks good. I think the project looks worthwhile to the City; I just have to think through the school district end of it.

Other business: N/A

Next URA board meeting will be 6/25/2020

Meeting ended 3:55pm by Wade Troxell

Other business:

URA FINANCE COMMITTEE AGENDA ITEM SUMMARY

Staff: Clay Frickey, Redevelopment Program Manager

Date: October 8, 2020

SUBJECT FOR DISCUSSION: North College Community Investment Plan

EXECUTIVE SUMMARY

Staff collaborated with Institute for the Built Environment (IBE) and The Family Center/La Familia (TFC/LF) on a series of public workshops asking the North College community how they would like to see the Urban Renewal Authority (URA) invest its money in the North College plan area over the next 10 years. IBE produced a report summarizing this outreach that the URA Board considered in August 2020. To achieve the outcomes desired by the community, URA staff have been developing an investment plan that will guide the URA's decision making process for how to allocate its remaining money in the North College plan area. The investment plan will be organized by outcome area similar to those identified in the IBE report. These outcomes are:

- Complete, vibrant neighborhood
- Community hub
- Infrastructure improvements

The investment plan will contain short, medium, and long-term strategies by outcome area. Staff have proposed a set of strategies for each outcome area by timeframe. These strategies will guide the URA's investment decisions. The plan area should accrue \$13.8 million in cash by 2030 that the URA Board can invest. The URA Board will consider a final investment plan in November that will contain recommended financial allocations, alignment with other plans, and metrics/indicators.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

Do you agree with the strategies presented?

What other strategies would help the URA achieve the objectives outlined in the IBE report?

What additional information would be helpful for presenting this to the Urban Renewal Authority Board?

BACKGROUND/DISCUSSION

The North College Urban Renewal Plan Area will generate tax increment revenue until 2029. With 10 years remaining in the North College plan area's revenue generation period, staff sought direction from the Urban Renewal Authority (URA) Board and the community on how best to invest in the North College community. In partnership with Institute for the Built Environment (IBE) and The Family Center/La Familia (TFC/LF), staff held a series of public workshops on how the URA could best invest in the community over the next 10 years. IBE produced a report summarizing the findings of these workshops. URA staff presented this report to the Board on August 27, 2020. The Board expressed its appreciation for the findings of the workshop series and gave staff direction to create an investment plan. This investment plan would guide the actions of the URA for the North College Plan Area over the next 10 years. The URA's investment plan would align with the desires of the community, the URA strategic plan, and goals and objectives of all taxing entities (the City of Fort Collins, Larimer County, Poudre School District, etc.).

Investment Plan Overview

The investment plan is organized around the major themes identified by the community and articulated in the IBE report. These themes are:

- Complete, Vibrant Neighborhood
- Community Hub
- Infrastructure Improvements

The IBE report also identifies a community priority around Recreation & Connectivity. Recreation projects would support the creation of a complete, vibrant neighborhood and are incorporated into that theme. Connectivity opportunities would require investment in infrastructure and folds neatly into the priority for infrastructure improvements.

Complete, Vibrant Neighborhood

A complete, vibrant neighborhood is one where community members can accomplish most of their day-to-day tasks within their neighborhood. Community members identified many vital components to a complete, vibrant North College neighborhood through the workshop series. Some of these components include:

- Support and encourage small businesses
- Affordable housing, including preservation of mobile home parks
- Assets reflective of, supporting, and attuned to Latinx culture, businesses, and families
 - Food and entertainment
 - Health services
 - Additional affordable child care
 - Library/community college branch
 - Highlight local art / artist throughout corridor
 - Spanish language / Latinx movies

Short Term Strategies

- **Cultivate partnerships** - Staff proposes acting as a convener of community members, developers, representatives from all taxing entities (City, County, School District, Library District, etc.), and others. This will be an opportunity for all stakeholders to develop a shared vision for specific kinds of development that will help make North College a more complete, vibrant neighborhood. Staff will look to other communities that have had success in community led development and apply lessons these communities have learned to the work on North College.
- **Small business support** – Many small businesses are struggling amidst the COVID-19 pandemic. The URA could support the grant programs offered by the City as part of the CARES Act. This would allow the URA to help stabilize small businesses until the end of the pandemic.

Medium Term Strategy

- **Pilot community hub programs** – In the medium term, community partners can work with the URA on piloting programs that would be integrated into the community hub. This would provide services desired by the community and present an opportunity to test services in a cost-effective way.

Long Term Strategies

- **Acquire property for mixed-use development** – Acquiring property would allow the URA to issue a RFP and find qualified development partners that could deliver a development program the community desires.
- **Repayments fund community objectives** - As development occurs and taps into stormwater infrastructure and takes access from Mason Street, the URA and City will seek repayment from developers. Repayments to the URA can go into a fund that helps fulfill other community objectives. If a development meets objectives identified by the community, such as affordable housing, the URA could waive its repayment to incentivize the type of development desired by the community. This system would help achieve legacy projects for the plan area and incentivize the kind of development desired by the community in the North College plan area.

Community Hub

Community members galvanized around the idea of a community hub that could support the needs of the neighborhood. The concept of the community hub is that it could serve many purposes for the broader North College community and have culturally attuned services and amenities for the Latinx community. Some of the amenities community members would like to see in a community hub include:

- A library branch
- Workforce development and job training
- Indoor community and recreation space
- Multi-purpose space for youth activities, seniors, cultural celebrations, etc.

- Small business incubator space
- Family and community health support services

Short Term Strategy

- **Begin community-based design process** - For a community space such as this to be successful, the community must buy-in and feel a sense of ownership over the space. The URA could act as a convener for facilitating a community-based design process. The first year would focus on developing relationships and building a shared vision for the community hub while identifying opportunities to improve existing services in the interim. This will provide the foundation to find the appropriate partners that can help develop the community hub in year two.

Medium Term Strategy

- **Forge development partnerships** - The URA will not have all the funds necessary to develop a community hub on its own. Community and development partners will help bring capital and expertise to the community hub to help make the community hub a reality.

Long Term Strategy

- **Develop community hub** – Continue work with community and development partners to develop community hub that aligns with the needs and vision established by the community. Community members will continue to drive the design and programming of the community hub.

Infrastructure Improvements

One of the focus areas of the North College Corridor Plan from 2007 and adoption of the North College Urban Renewal Plan was addressing infrastructure deficiencies throughout the North College corridor. In 2010, City Council adopted the North College Infrastructure Funding Plan to guide implementation of the North College Corridor Plan. This plan identified infrastructure improvements within the plan area, estimated costs, funding sources, and priority levels for each project. This document has successfully guided tens of millions of dollars in public infrastructure investment in the corridor. A handful of projects identified in the Infrastructure Funding Plan remain unbuilt that help inform the investment plan and can form the foundation of the Board's investment in infrastructure.

Short Term Strategy

- **Continue support of existing projects** - The City's Stormwater and Engineering departments have begun work on stormwater improvements and establishing the Mason Street corridor west of College Ave. Stormwater completed 10% design of the stormwater improvements earlier in 2020. Engineering staff are in the process of acquiring right-of-way for the Mason Street corridor. The URA contributed \$300,000 to the combined stormwater and Mason Street project in 2019 with the City contributing

\$467,800. Stormwater submitted a budget offer as part of the City’s Budgeting for Outcomes process to continue this project in 2021. The budget offer requests \$1.5 million for final design of the stormwater system south of Hickory Street as well as construction of the outfall into the Poudre River. The budget offer also states that this project will only remain a priority if the URA contributes to the project financially.

Medium Term Investment Strategies

- **Complete existing projects** - Depending on funding levels, the west side stormwater and Mason Street project will likely extend into 2023-2024. Completing this project would create an asset that could spur additional private investment and tax increment generation.
- **Support outcomes of plan updates** – Planning efforts underway today will likely finish in the next two years. Agencies conducting planning efforts that impact North College include Transfort and Parks Planning. The URA can collaborate on implementation items articulated in completed plans in the medium term.

Long Term Investment Strategy

- **Invest in legacy projects** – At the end of the plan area’s tax increment generation, the Board can consider infrastructure projects that will leave a lasting legacy on the North College community. These projects could also provide repayment opportunities that will give the URA a revenue source that lasts beyond the tax increment generation period of the plan area.

Financial Overview

The North College plan area is generating surplus tax increment revenue every year. After servicing debt and contributing to overhead costs, the North College plan area will generate around \$650,000 in net proceeds annually from 2020 – 2022. In 2022 and 2023, the plan area will generate around \$750,000 annually as the URA makes its final payments for Aspen Heights. From 2024 until 2030, the plan area will generate over \$1 million annually leaving an anticipated final cash balance of \$13.7 million in 2030. Below is an estimate of money the URA will have available by phase of the investment plan. Please note the money available from 2021-2022 includes current cash reserves generated in 2019 and 2020.

Timeframe	Cash Available
Short Term – 2021-2022	\$2,388,489
Medium Term – 2023-2024	\$1,697,922
Long Term – 2025-2030	\$9,713,546
Total	\$13,799,957

NEXT STEPS

The URA Board will consider the strategies for the investment plan at their regular meeting in October. Staff will take the feedback from the Finance Committee and Board and incorporate it

into a final investment plan. The final investment plan will contain recommended financial allocations and metrics/indicators. The URA Board will consider the final investment plan at its regular meeting in November.

ATTACHMENTS (numbered Attachment 1, 2, 3,...)

1. North College Revenue Forecast

North College Urban Renewal Area
Base year 2005 TIF Rev through 2031
Financial Forecast

Revenue is recd year following assessment
TIF revenue year

	2018 TIF 15	2019 TIF 16	2020 TIF 17	2021 TIF 18	2022 TIF 19	2023 TIF 20	2024 TIF 21	2025 TIF 22	2026 TIF 23	2027 TIF 24	2028 TIF 25	2029 TIF 26	
	ACT 2019	Budget 2020	Budget 2021	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Total
Cash Inflows													
Property Tax Increment (cash basis)	1,989,781	2,420,433	2,443,842	2,492,719	2,492,719	2,542,573	2,542,573	2,593,425	2,593,425	2,645,293	2,645,293	2,698,199	41,271,023
TOTAL Property Tax Increment	1,989,781	2,420,433	2,443,842	2,492,719	2,492,719	2,542,573	2,542,573	2,593,425	2,593,425	2,645,293	2,645,293	2,698,199	41,271,023
Other Revenue													
Interest	62,701	22,662	21,079	18,444	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	565,789
Other													233,833
Total Other Revenue	62,701	22,662	21,079	18,444	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	799,622
Principal and Interest from Loans													
Interest from loans	-	-	-	-	-	-	-	-	-	-	-	-	560,495
Loan 3 - RMI2 principal repayments	-	-	-	-	-	-	-	-	-	-	-	-	2,503,918
Total Principal and Interest Revenue	-	-	-	-	-	-	-	-	-	-	-	-	3,064,413
Total Cash Inflows	2,052,482	2,443,095	2,464,921	2,511,163	2,512,719	2,562,573	2,562,573	2,613,425	2,613,425	2,665,293	2,665,293	2,718,199	73,632,925
Cash Outflows													
Operating													
Personnel	(224,802)	(307,429)	(313,578)	(319,849)	(326,246)	(332,771)	(339,426)	(346,215)	(353,139)	(360,202)	(367,406)		(5,142,492)
Goods & Services	(178,330)	(66,768)	(80,826)	(78,724)	(82,660)	(86,793)	(91,133)	(95,690)	(100,474)	(105,498)	(110,773)		(1,637,728)
Reimbursement from Other URAs	310,017	64,723	100,897	102,915	103,764	104,630	106,722	107,624	109,776	110,713	112,928		1,489,301
County Fee	(39,796)	(48,409)	(48,877)	(49,854)	(49,854)	(50,851)	(50,851)	(51,868)	(51,868)	(52,906)	(52,906)	(53,964)	(747,801)
Insurance	(37,500)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)		(287,500)
Debt Service Banking Fee	(2,750)	(2,500)	(2,750)	(2,750)	(2,750)	(2,750)	(2,750)	(2,750)	(2,750)	(2,750)	(2,750)		(245,643)
Pedestrian Bridge													(125,000)
Total Operating	(173,161)	(385,383)	(370,133)	(373,263)	(382,747)	(393,536)	(402,438)	(413,899)	(423,456)	(435,642)	(445,907)	(53,964)	(6,696,863)
Developer Project Costs (funds released to projects)													
Project 9 - Aspen Heights Principal	-	(143,033)	(147,682)	(144,471)	-	-	-	-	-	-	-	-	(435,186)
Project 9 - Aspen Heights Interest	-	(14,144)	(9,495)	(4,695)	-	-	-	-	-	-	-	-	(28,334)
Project 10- Feeders Supply	-	(25,175)	(25,175)	(25,679)	(25,679)	(26,192)	(26,192)	(26,716)	(26,716)	(27,250)	(27,250)	(27,795)	(289,819)
Project 11-Hickory Commons	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 12- Lyric (first \$43,650 payable to URA for ROW)	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 13- Whitewater Park													(303,000)
Project 14- Stormwater	(300,000)												(300,000)
Total Developer Project Costs	(300,000)	(182,352)	(182,352)	(174,844)	(25,679)	(26,192)	(26,192)	(26,716)	(26,716)	(27,250)	(27,250)	(27,795)	(12,364,323)
Debt 3 Principal (RMI2)	(266,692)	(273,360)	(288,567)	(295,781)	(311,884)	(319,681)							(4,512,216)
Debt 3 Principal (RMI2)													(764,810)
Debt 3 Interest	(44,928)	(37,905)	(31,071)	(23,856)	(16,462)	(8,665)	(673)						(1,229,816)
Sub-Total General Fund	(311,620)	(311,265)	(319,638)	(319,637)	(328,346)	(328,346)	(673)	-	-	-	-	-	(15,738,926)
2013 Bonds - Debt Service													
2013 Bond Principal	(615,000)	(635,000)	(665,000)	(690,000)	(715,000)	(745,000)	(775,000)	(805,000)	(840,000)	(870,000)	(910,000)	-	(11,085,000)
2013 Bond Interest	(333,963)	(309,363)	(283,963)	(257,363)	(229,763)	(201,163)	(171,363)	(140,363)	(108,163)	(74,563)	(38,675)	-	(4,195,860)
Total Bond Debt Service	(948,963)	(944,363)	(948,963)	(947,363)	(944,763)	(946,163)	(946,363)	(945,363)	(948,163)	(944,563)	(948,675)	-	(15,280,860)
Total Cash Outflows	(1,733,744)	(1,823,362)	(1,821,086)	(1,815,107)	(1,681,534)	(1,694,236)	(1,375,666)	(1,385,978)	(1,398,334)	(1,407,455)	(1,421,832)	(81,759)	(59,832,968)
Non-paid commitments (Aspen Heights)													
Net Change in Cash	318,738	619,733	643,835	696,056	831,185	868,337	1,186,907	1,227,447	1,215,090	1,257,838	1,243,461	2,636,440	13,799,957
Ending Cash & Investments	1,373,628	1,993,360	2,637,196	3,333,252	4,164,437	5,032,773	6,219,681	7,447,127	8,662,218	9,920,056	11,163,517	13,799,957	
Restricted Cash	(944,363)	(948,963)	(947,363)	(944,763)	(946,163)	(946,363)	(945,363)	(948,163)	(944,563)	(948,675)			
Net Available Cash	429,265	1,044,398	1,689,833	2,388,489	3,218,274	4,086,411	5,274,318	6,498,965	7,717,655	8,971,381	11,163,517	13,799,957	
Outstanding Debt	9,166,186	8,257,826	7,304,259	6,318,478	5,291,594	4,200,000	3,425,000	2,620,000	1,780,000	910,000			

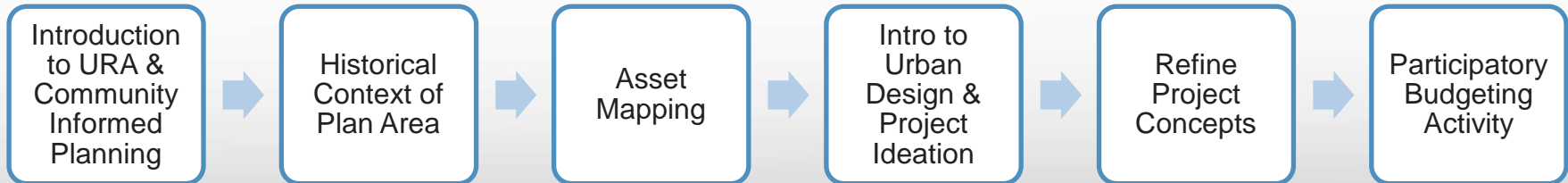
North College Community Investment Plan



The Family Center / La Familia led Workshops



Institute for the Built Environment led Workshops



Proposed Structure of Community Investment Plan

- Overview of engagement report
- Define four community priorities
- Alignment with plans
- Identify investments by timeframe
 - Short, medium, long term
- Recommend allocation of money

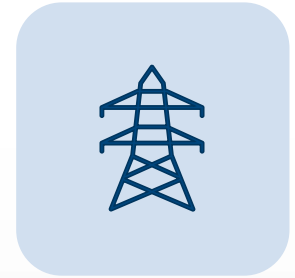
Outcomes in Community Investment Plan



COMPLETE & VIBRANT
NEIGHBORHOOD



COMMUNITY HUB



INFRASTRUCTURE
IMPROVEMENTS

Complete, Vibrant Neighborhood

Short Term Strategies

- Cultivate partnerships
- Small business support

Medium Term Strategies

- Pilot community hub programs

Long Term Strategies

- Acquire property for mixed-use development
- Repayments fund community objectives

Short Term Strategy

- Begin community-based design process

Medium Term Strategy

- Forge development partnerships

Long Term Strategy

- Develop community hub

Short Term Strategy

- Continue supporting existing projects

Medium Term Strategies

- Complete existing projects
- Support outcomes of plan updates

Long Term Strategy

- Invest in legacy projects

Timeframe	Cash Available
Short Term – 2021-2022	\$2,388,489
Medium Term – 2023-2024	\$1,697,922
Long Term – 2025-2030	\$9,713,546
Total	\$13,799,957

Community Investment Plan Process and Timeline



Do you agree with the strategies presented?

What other strategies would help the URA achieve the objectives outlined in the IBE report?

What additional information would be helpful for presenting this to the Urban Renewal Authority Board?



**URA FINANCE COMMITTEE
AGENDA ITEM SUMMARY**

Staff: Clay Frickey, Redevelopment Program Manager

Date: September 28, 2020

SUBJECT FOR DISCUSSION 2021 Urban Renewal Authority Budget

EXECUTIVE SUMMARY

Staff submitted two budget offers for the Urban Renewal Authority (URA) as part of the City's Budgeting for Outcomes (BFO) process in early July. One offer covers the costs of performing core functions of the URA. The second offer is for the URA's debt service payments. Combined, the total appropriation for the 2021 URA budget would be \$6,684,310. After these expenses, both the North College and Prospect South plan areas would generate excess revenues. Staff forecasts just under \$2 million in available cash in the North College plan area and \$1.1 million in available cash in the Prospect South plan area by the end of 2021.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

What additional information would be helpful prior to adoption of the budget?

BACKGROUND/DISCUSSION

The Urban Renewal Authority (URA) participates in the City's biennial Budgeting For Outcomes (BFO) process when establishing its budget. The 2021-2022 BFO cycle is the first time the URA Board has participated in BFO since expanding to 11 members. Considering this, URA staff collaborated with Budget staff from the City on a budget process that allowed the four non-City Council members of the URA Board to have equal say in the URA's budget. This meant that the URA would adopt its budget in October 2020, one month ahead of the City adopting its budget. The URA's adopted budget would then fold into the final budget adopted by the City in November 2020.

Due to COVID-19, the City truncated the BFO process. Instead of adopting a budget for 2021 and 2022, the City moved forward with adopting a budget for 2021 only. COVID-19 struck at the beginning of the BFO process, delaying the beginning of the budgeting process from April to June. As such, URA staff submitted a preliminary budget offer as part of the BFO process in June. Since submitting this offer, staff have checked with the URA Board monthly to confirm the direction and contents of the URA's budget offer. No Board member has requested a change to the URA budget as submitted in June. Similarly, the City has not requested any changes to the URA's budget offer. The City Manager's Recommended Budget contains the same budget offer as staff submitted in June for the URA's budget. No comments came up during the City Council work session discussing the portion of the budget in which the URA's budget offer is contained.

Overview of Budget Offers

The budget offer consists of two elements: operational costs and debt service. Both elements are ongoing budget offers, meaning they are essential to running the day-to-day operations of the URA. Operational costs cover the costs of staffing, insurance, and retaining legal counsel, amongst other costs. The debt service budget offer covers payments of all outstanding debt for all plan areas. The table below summarize the amount of money staff seeks for appropriation to fund these budget offers:

Offer Name	2021 Budget Request
Offer 66.1 – URA Core Offer	\$736,704
Offer 66.2 – URA Debt Service	\$5,947,606
Total 2021 Budget	\$6,684,310

Attachment 1 contains an itemized list of expenses for each budget offer. The 2021 URA budget contains small changes compared to previous version of the URA budget. Changes in the 2021 URA budget compared to the 2020 budget include:

- Costs of providing service to expanded board incorporated into URA Core Offer
- All non-debt service costs placed into URA Operations budget offer
- Larimer County Fee included in budget as an expense

In the 2019-2020 budget, staff put forward a budget offer to provide service to the expanded board. This was considered an enhancement offer as part of the previous BFO process since it was a new practice for the URA. Since the URA Board will continue to have 11 members with non-City Council members, staff decided to roll the costs of providing service to the expanded board into the URA’s core offer. Staff also placed all non-debt service expenses into the core offer. This makes both offers clearer as to what they fund. Similarly, the Larimer County Fee was not a part of previous budget offers. This is a fee Larimer County assesses for managing the collections and remittance process for incremental property tax revenues. Staff netted out the Larimer County Fee rather than include it in the URA’s budget offer in previous BFO cycles. Staff has included the Larimer County Fee in the 2021 budget for increased transparency and clarity.

	North College	Prospect South	Foothills Mall
Cash Inflows	\$2,464,921	\$754,202	\$4,452,580
Cash Outflows	\$1,821,086	\$437,891	\$4,447,766
Net Change in Cash	\$643,835	\$316,311	\$4,814
Restricted Cash	\$947,363	\$368,544	-
Net Available Cash	\$1,689,831	\$908,288	-

Attachment 2 provides a detailed revenue forecast for each plan area. Both the North College and Prospect South plan areas will generate excess revenues with the current proposed budget. By the end of 2021, North College will have nearly \$1.7 million in cash available while Prospect South will have just over \$900,000 in cash available. The Foothills Mall plan area passes TIF revenues to the Foothills Metro District, leaving the URA with no excess revenues to invest in other priorities.

Staff will continue to monitor the impacts of COVID-19 on URA revenues. Collections of TIF revenue are on track for 2020. The County Treasurer has collected 93% of expected property taxes for 2019 taxes payable in 2020 as of June. With the County Assessor re-assessing property values in 2021 and the URA collecting property taxes a year in arrears, staff expect stable revenues through 2022.

ATTACHMENTS

1. URA budget offers
2. 2021 revenue forecasts
3. TIF revenue summary

Economic Health



Offer 66.1: Urban Renewal Authority

Offer Type: Ongoing

2021: \$760,887 and 2.00 FTE, 0.00 Hourly FTE

2022: \$763,439 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the administration and operation of the Urban Renewal Authority (URA). The URA's mission is to leverage private capital investment & stimulate sustainable development & public improvement projects in areas of the community where reinvestment and redevelopment is significantly impaired. The URA currently has 4 active tax increment financing (TIF) districts.

The URA program makes important contributions to the City's vibrancy with an emphasis on triple-bottom-line benefits and placemaking. URA's revitalization objectives include:

- Transform blighted areas into vibrant neighborhoods
- Catalyze projects & accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance the local character, culture, economy, & quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings & development projects in support of the City's Climate Action Plan
- Retain, expand or attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed-use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development, e.g., lack of infrastructure, environmental contamination, presence of floodplain, or unsuitable soils
- Encourage development that is consistent with City Plan, subarea plans, & approved Urban Renewal Plans
- Create, accelerate & enhance projects that meet broader community objectives including those of our taxing entities

The URA is not dependent on the General Fund. URA funding comes from incremental property &



Offer 66.1: Urban Renewal Authority

Offer Type: Ongoing

sales tax revenues resulting from new activity enabled and catalyzed by URA investments

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

- Existing Areas: (1) North College - centered on College Avenue from Vine Drive north to the City boundary and east/west to encompass the commercial development; (2) Prospect South - centered on College Avenue from Prospect Road south to just north of Whole Foods and east/west to encompass the commercial development; (3) Foothills - Encompasses the mall property and some public right-of-way
- Existing Areas, continued: (4) College and Drake – contains Spradley Barr Mazda and former Kmart sites along with the intersections of College and Drake, Drake and railroad tracks, and Drake and Redwing.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: The Urban Renewal Authority is a partner in helping achieve the goals for infill and redevelopment outlined in City Plan. The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within targeted redevelopment areas where development constraints are significantly impeding these outcomes.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations: Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations.

One of the major impediments to infill development in the community is aging transportation infrastructure. Tax increment financing is an important tool that can make intersection upgrades feasible upon redevelopment.



Offer 66.1: Urban Renewal Authority

Offer Type: Ongoing

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer supports the City’s climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage the URA.

Improvements & Efficiencies

- The URA refinanced a loan with the City in December 2019. This refinance freed up \$5 million of General Fund money for other budget priorities while lowering debt service payments for the URA.
- The URA has worked with the Stormwater and Engineering Departments to identify a unified approach to managing stormwater detention and water quality on the west side of College Avenue in the North College Plan Area with an outfall into the Poudre River. These stormwater facilities will be integrated with an ultimate alignment and design for Mason Street from Willox to Alpine.

Performance Metrics

- ECON 60. Survey - Percent of businesses rating a positive performance of economic health initiatives
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558078.html>

Performance Measure Reason: TBD

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Rolls in expenses from an approved enhancement in 2019/20 which expanded the URA board to 11 members- adding part time staff for logistics, a MinuteTraaq license, and FCTV support. Also modified to include Larimer County Fee as an expense (previously netted out) to promote transparency and clearer accounting of the URA’s costs.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Summary of Changes Requested by BFO Teams or the Budget Lead Team

- Not applicable

Offer Profile

Offer Owner: WBricher

Lead Department: Urban Renewal Authority



66.1: Urban Renewal Authority

Ongoing Programs and Services

	2021 Projected Budget	2022 Projected Budget	2021 to 2022 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	232,587	237,766	2.2%
512000 - Benefits	55,596	58,178	4.6%
519000 - Other Personnel Costs	(4,604)	(4,723)	2.6%
510000 - Personnel Services	283,579	291,221	2.7%
521000 - Professional & Technical	247,339	249,007	0.7%
529000 - Other Prof & Tech Services	-	-	- %
520000 - Purchased Prof & Tech Services	247,339	249,007	0.7%
535000 - Construction Services	194,114	186,606	-3.9%
530000 - Purchased Property Services	194,114	186,606	-3.9%
541000 - Insurance	25,000	25,000	- %
542000 - Communication Services	1,240	1,280	3.2%
543000 - Internal Admin Services	430	450	4.7%
544000 - Employee Travel	1,365	1,405	2.9%
549000 - Other Purchased Services	2,625	2,710	3.2%
540000 - Other Purchased Services	30,660	30,845	0.6%
555000 - Office & Related Supplies	1,690	2,050	21.3%
559000 - Other Supplies	3,505	3,710	5.8%
550000 - Supplies	5,195	5,760	10.9%
Total Expenses	760,887	763,439	0.3%

Funding Sources

800-URA N. College District: Ongoing Revenue	Ongoing Restricted	554,235	552,889	-0.2%
801-URA Prospect South TIF Dist: Ongoing Revenue	Ongoing Restricted	68,347	69,479	1.7%
803-URA Mall Fund: Ongoing Revenue	Ongoing Restricted	138,305	141,071	2.0%
Funding Source Total		760,887	763,439	0.3%



Offer 66.2: URA Debt Service

Offer Type: Ongoing

2021: \$5,947,606 and 0.00 FTE, 0.00 Hourly FTE

2022: \$6,031,195 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

North College TIF Debt/Obligation Payments:

Total Debt

2021 Principal \$953,567 2022 Principal \$985,781

2021 Interest \$315,034 2022 Interest \$281,219

Market Bonds

2021 Principal \$665,000 2022 Principal \$690,000

2021 Interest \$283,963 2022 Interest \$257,363

RMI2 Loan (from General Fund)

2021 Principal \$288,567 2022 Principal \$295,781

2021 Interest \$31,071 2022 Interest \$23,856

Prospect South TIF Debt/Obligation Payments:

2021 Principal \$220,000 2022 Principal \$230,000

2021 Interest \$149,544 2022 Interest \$138,544

Foothills TIF Debt/Obligation Payments:

Total 2021 \$4,309,461 Total 2022 \$4,395,651

2021 Property Tax Increment Payments \$3,813,265

2022 Property Tax Increment Payments \$3,889,530

2021 Sales Tax Increment \$ 496,196

2022 Sales Tax Increment \$506,120

Note: North College Repayment derived from fixed URA 1.5% administration charge on property tax increment.



Offer 66.2: URA Debt Service

Offer Type: Ongoing

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: The Urban Renewal Authority is a partner in helping achieve the goals for infill and redevelopment outlined in City Plan. The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within targeted redevelopment areas where development constraints are significantly impeding these outcomes.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations: One of the major impediments to infill development in the community is aging transportation infrastructure. Tax increment financing is an important tool that can make intersection upgrades feasible upon redevelopment.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer supports the City’s climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage the URA.

Improvements & Efficiencies

- TBD

Performance Metrics

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>



Offer 66.2: URA Debt Service

Offer Type: Ongoing

Performance Measure Reason: TBD

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Summary of Changes Requested by BFO Teams or the Budget Lead Team

- Not applicable

Offer Profile

Offer Owner: WBricher

Lead Department: Urban Renewal Authority



66.2: URA Debt Service

Ongoing Programs and Services

	2021 Projected Budget	2022 Projected Budget	2021 to 2022 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
535000 - Construction Services	4,309,461	4,395,651	2.0%
530000 - Purchased Property Services	4,309,461	4,395,651	2.0%
581000 - Debt Service	1,638,145	1,635,544	-0.2%
580000 - Debt & Other Uses	1,638,145	1,635,544	-0.2%
Total Expenses	5,947,606	6,031,195	1.4%
Funding Sources			
800-URA N. College District: Ongoing Restricted	1,268,601	1,267,000	-0.1%
Ongoing Revenue			
801-URA Prospect South TIF Dist: Ongoing Restricted	369,544	368,544	-0.3%
Ongoing Revenue			
803-URA Mall Fund: Ongoing Revenue	4,309,461	4,395,651	2.0%
Funding Source Total	5,947,606	6,031,195	1.4%

**URBAN RENEWAL AUTHORITY
NORTH COLLEGE DISTRICT - FUND 800
2021-2022 BUDGET**

	2019 Actual	2020 Budget	2021 Budget	2022 Forecast	2020-2021 % Change	2021-2022 % Change
Revenue:						
Property Tax Increment Collections	\$1,989,781	\$2,420,433	\$2,443,842	\$2,492,719	1%	2%
Interest on Investments	62,701	22,662	21,079	18,444	-7%	-13%
Total Revenue for the URA	\$2,052,482	\$2,443,095	\$2,464,921	\$2,511,163	1%	2%
Expenses:						
Operations						
General Operations/Admin	\$133,365	\$336,974	\$321,257	\$324,595	-5%	1%
Reimbursement from other URAs						
Larimer County Fee	39,796	48,409	48,877	49,854	1%	2%
Developer Payment	0	182,352	182,352	174,844		
Operational Costs	\$173,161	\$567,735	\$552,486	\$549,293	-3%	-1%
Transfers (to Stormwater)	300,000					
Debt Service - Bonds						
Principal	\$615,000	\$635,000	\$665,000	\$690,000	5%	4%
Interest	333,963	309,363	283,963	257,363	-8%	-9%
Debt Service Costs	\$948,963	\$944,363	\$948,963	\$947,363	0%	0%
Debt Service - RMI2						
Principal	\$266,692	\$273,360	\$288,567	\$295,781	6%	2%
Interest	44,929	37,905	31,071	23,856	-18%	-23%
Debt Service Costs	\$311,621	\$311,265	\$319,638	\$319,637	3%	0%
Total Expense	\$1,733,744	\$1,823,363	\$1,821,086	\$1,816,293	0%	0%
Net Change in Fund Balance	\$318,738	\$619,733	\$643,835	\$694,870	4%	8%
Prior Year Fund Balance	\$1,054,889	\$1,373,627	\$1,993,359	\$2,637,194	45%	32%
Current Year Projected Fund Balance	\$1,373,627	\$1,993,359	\$2,637,194	\$3,332,064		
Restricted Cash	(\$944,363)	(\$948,963)	(\$947,363)	(\$944,763)		
Available Cash Balance	\$429,264	\$1,044,397	\$1,689,831	\$2,387,301		

Notes

- 2020 Property Tax based on Initial Larimer County Assessors Office 2019 TIF Warrant.
- 2021 Property Tax based on Final Larimer County Assessors Office 2019 TIF Warrant.
- 2022 Property Tax based on 2% increase on 2019 assessment (bi-annual assessment).
- In 2019 General Operations/Admin was true-up for administrative expenses owed to the North College URA Fund through 2018. 2020 includes true-up for 2019 expenses.
- 2020 and out include insurance costs of \$25k. 2019 was prorated at \$37.5k
- Developer Payments are currently under review.
- Outstanding debt at the end of 2022 is:
 - Market Bonds: \$5.66M
 - RMI2 GF Debt: \$658,478

**URBAN RENEWAL AUTHORITY
PROSPECT SOUTH DISTRICT - FUND 801
2021-2022 BUDGET**

	2019 Actual	2020 Budget	2021 Budget	2022 Forecast	2020-2021 % Change	2021-2022 % Change
Revenue:						
Property Tax Increment Collections	\$603,023	\$726,802	\$748,110	\$763,072	3%	2%
Interest on Investments	22,542	10,200	6,092	5,331	-40%	-12%
Total Revenue for the URA	\$625,565	\$737,002	\$754,202	\$768,403	2%	2%
Proceeds from Revenue Bonds	5,328,863					
Total Revenue	\$5,954,428	\$737,002	\$754,202	\$768,403	2%	2%
Expenses:						
Operations						
General Operations/Admin	\$226,139	\$40,807	\$41,623	\$42,456	2%	2%
Larimer County Fee	12,060	14,962	14,962	15,261	0%	2%
Financial Consulting Services	173,567					
Developer Payment	11,762	11,762	11,762	11,762	0%	0%
Operational Costs	\$423,528	\$67,531	\$68,347	\$69,479	1%	2%
Debt Service - Bonds						
Principal	\$4,720,111	\$220,000	\$220,000	\$230,000	0%	5%
Interest	450,046	149,395	149,544	138,544	0%	-7%
Debt Service Costs	\$5,170,157	\$369,395	\$369,544	\$368,544	0%	0%
Total Expense	\$5,593,685	\$436,926	\$437,891	\$438,023	0%	0%
Net Change in Fund Balance	\$360,743	\$300,076	\$316,311	\$330,380		
Prior Year Fund Balance	\$299,702	\$660,445	\$960,521	\$1,276,832		
Current Year Projected Fund Balance	\$660,445	\$960,521	\$1,276,832	\$1,607,212		
Restricted Cash	\$0	(\$369,544)	(\$368,544)	(\$367,044)		
Available Cash Balance	\$660,445	\$590,977	\$908,288	\$1,240,168		

Notes

- 2020 Property Tax based on Initial Larimer County Assessors Office 2019 TIF Warrant.
- 2021 Property Tax based on Final Larimer County Assessors Office 2019 TIF Warrant.
- 2022 Property Tax based on 2% increase on 2019 assessment (bi-annual assessment).
- In 2019 General Operations/Admin was true-up for administrative expenses owed to the North College URA Fund through 2018. 2020 includes true-up for 2019 expenses.
- Debt Service is from the refinancing schedule
- Outstanding debt at the end of 2022 is:
Market Bonds: \$4.32M

**URBAN RENEWAL AUTHORITY
FOOTHILLS DISTRICT - FUND 803
2021-2022 BUDGET**

	2019 Actual	2020 Budget	2021 Budget	2022 Forecast	2020-2021 % Change	2021-2022 % Change
Revenue:						
Property Tax Increment Collections	\$3,060,698	\$3,688,601	\$3,951,570	\$4,030,602	7%	2%
Sales Tax Increment	476,928	572,313	496,196	506,120	-13%	2%
Interest on Investments	10,083	5,368	4,814	4,212	-10%	-13%
Total Revenue for the URA	\$3,547,709	\$4,266,282	\$4,452,580	\$4,540,934	4%	2%
Expenses:						
Operations						
General Operations/Admin	\$83,878	\$47,604	\$59,274	\$60,459	25%	2%
Larimer County Fee	61,614	73,772	79,031	80,612	7%	2%
Developer Payment	3,455,652	4,131,813	4,309,461	4,395,651	4%	2%
Total Operational Costs	\$3,601,144	\$4,253,189	\$4,447,766	\$4,536,722	5%	2%
Total Expense	\$3,601,144	\$4,253,189	\$4,447,766	\$4,536,722	5%	2%
Net Change in Fund Balance	(\$53,436)	\$13,093	\$4,814	\$4,212		
Prior Year Fund Balance	\$55,129	\$1,693	\$14,787	\$19,601		
Current Year Projected Fund Balance	\$1,693	\$14,787	\$19,601	\$23,813		

Notes

- 2020 Property Tax based on Larimer County Assessors Office 2019 TIF Warrant.
- 2022 Property Tax based on 2% increase on 2019 assessment (bi-annual assessment).
- 2020-2022 Sales Tax Increment is 2% higher year over year based on 2019 actual and store closures.
- In 2019 General Operations/Admin was true-up for administrative expenses owed to the North College URA Fund through 2018. 2020 includes true-up for 2019 expenses.
- The 2022 ending fund balance is the result of cumulative interest earnings on balances in the fund and payment of admin charges one year in arrears.

TIF Revenue

North College URA

		LTD (2006-2019)		Forecast 2020-2030 (11 years)	TOTAL
		Total TIF	% of Total		
006	Poudre R-1 School District	\$9,098,576	58.0%	\$14,888,447	\$23,987,022
025	Larimer County	\$3,831,448	24.4%	\$6,269,587	\$10,101,035
032	City of Fort Collins	\$1,685,290	10.7%	\$2,757,723	\$4,443,013
054	Health District of N. Lar Co.	\$372,770	2.4%	\$609,981	\$982,751
064	Lar Co. Pest Control	\$22,091	0.1%	\$36,149	\$58,240
112	FC Regional Library District	\$517,425	3.3%	\$846,688	\$1,364,113
117	N CO Water Conservation District	\$172,021	1.1%	\$281,486	\$453,507
Total		\$15,699,620		\$25,690,061	\$41,389,681

Midtown Prospect South URA

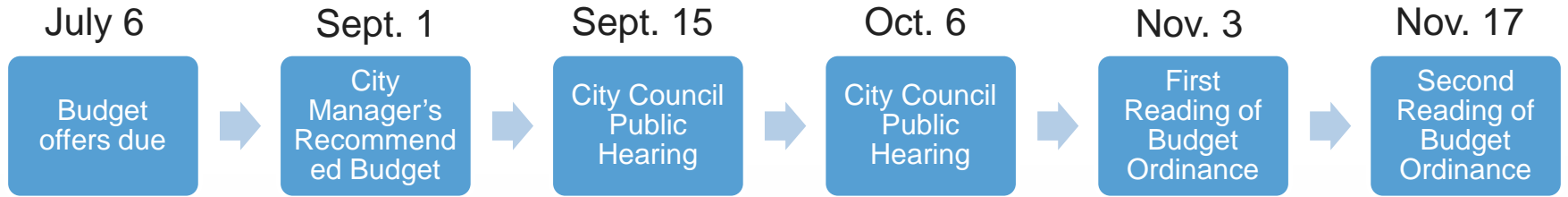
		LTD (2013-2019)		Forecast 2020-2037 (18 years)	TOTAL
		Total TIF	% of Total		
006	Poudre R-1 School District	\$1,869,237	58.2%	\$7,894,793	\$9,764,030
028	Larimer County	\$776,349	24.2%	\$3,278,940	\$4,055,289
032	City of Fort Collins	\$342,939	10.7%	\$1,448,415	\$1,791,354
054	Health District of N. Lar Co.	\$75,855	2.4%	\$320,375	\$396,230
064	Lar Co. Pest Control	\$4,596	0.1%	\$19,412	\$24,008
112	FC Regional Library District	\$105,363	3.3%	\$445,005	\$550,368
117	N CO Water Conservation District	\$35,004	1.1%	\$147,843	\$182,847
Total		\$3,209,343		\$13,554,783	\$16,764,126

2021 URA Budget

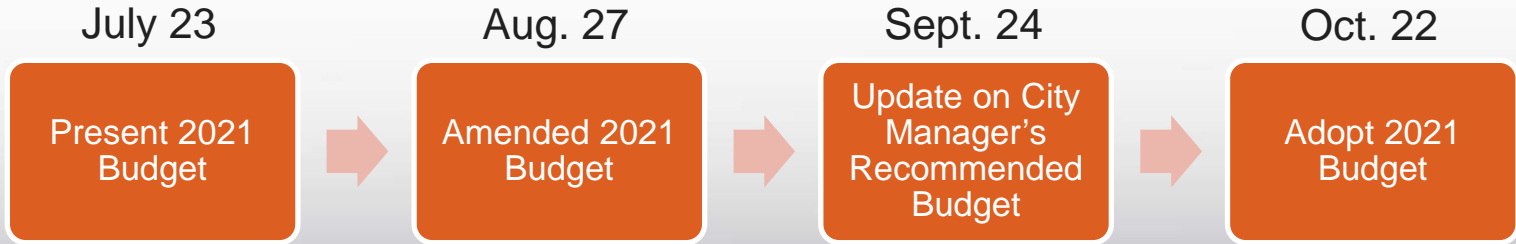


- Budgeting for Outcomes (BFO) process changed
 - One-year budget for 2021
 - 2020 budget reductions
 - Timeline changed due to COVID-19

BFO Milestones



URA Board Milestones



Ongoing Programs and Services

Expenses	Budget Amount
Personnel	\$283,579
Prof. & Tech. Services	\$247,339
Property Services	\$194,114
Other	\$30,660
Supplies	\$5,195
Total	\$760,887

Funding Source

Funding Source	Budget Amount
N. College	\$554,235
Prospect South	\$68,347
Foothills Mall	\$138,305
Total	\$760,887

Ongoing Programs and Services

Expenses	Budget Amount
Construction Services	\$4,309,461
Debt Service	\$1,638,145
Total	\$5,947,606

Funding Source

Funding Source	Budget Amount
N. College	\$1,268,601
Prospect South	\$369,544
Foothills Mall	\$4,309,461
Total	\$5,947,606

- Costs of serving expanded Board
 - Enhancement offer in 2020
- Core offer all non-debt service costs
- Larimer County Fee included as expense

2021 Revenue Forecasts

	North College	Prospect South	Foothills Mall
Cash Inflows	\$2,464,921	\$754,202	\$4,453,242
Cash Outflows	\$1,821,086	\$437,891	\$4,447,766
Net Change in Cash	\$643,835	\$316,311	\$5,476
Restricted Cash	\$947,363	\$368,544	-
Net Available Cash	\$1,689,831	\$908,288	-