



Wade Troxell, Chair
Susan Gutowsky
Julie Pignataro
Ken Summers
Kristin Stephens
Emily Gorgol
Ross Cunniff
Steve Johnson
Christophe Febvre
Joe Wise
Andy Smith

Council Information Center
City Hall West
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Cablecast on City Cable Channel 14
and Channel 881 on the Comcast cable system

Caitlin Quander
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Darin Atteberry
Executive Director

Delynn Coldiron
Secretary

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 221-6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide 48 hours advance notice when possible.

A petición, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 221-6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione 48 horas de aviso previo cuando sea posible.

URBAN RENEWAL AUTHORITY BOARD MEETING

September 24, 2020

5:00 PM

PUBLIC PARTICIPATION OPTIONS

There will be three options for people who would like to participate in the meeting:

- Live via the Zoom online meeting,
- Live via the telephone,
- By submitting emails to ezimmerman@fcgov.com.

All options will be available for those wishing to provide general public comment, as well as public comment during individual discussion items.

PUBLIC PARTICIPATION (ONLINE VIA ZOOM)

Individuals who wish to address the Board via remote public participation can do so through Zoom at <https://zoom.us/j/98687657267>. Individuals participating in the Zoom session should watch the meeting through that site, and not via FCTV, due to the streaming delay and possible audio interference.

The Zoom meeting will be available beginning at 4:30 p.m. on the day of the meeting. Participants wanting to ensure their equipment setup is working should join prior to 5:00 p.m. For public comments,

the Chair will ask participants to click the “Raise Hand” button to indicate you would like to speak at that time. Staff will moderate the Zoom session to ensure all participants have an opportunity to address the Board.

In order to participate, you must:

- Have an internet-enabled smartphone, laptop or computer. Using earphones with a microphone will greatly improve your audio experience.
- Join the Zoom meeting using the link on the front page of the agenda or on the URA webpage at: <http://www.renewfortcollins.com/meeting-agendas>.

PUBLIC PARTICIPATION (VIA PHONE)

- Dial public participation phone number, **1-346-248-7799**.
- Enter the Meeting ID for the **September 24** meeting: **986 8765 7267** followed by the pound sign (#).
- The meeting will be available beginning at 4:15 p.m. Please call in to the meeting prior to 5:00 p.m., if possible. For public comments, the Chair will ask participants to indicate if you would like to speak at that time – **phone participants will need to press *9 to do this**. Staff will be moderating the Zoom session to ensure all participants have an opportunity to address the Board.

PUBLIC PARTICIPATION (VIA EMAIL):

Individuals not comfortable or able to access the Zoom platform or able to participate by phone are encouraged to participate by emailing general public comments you may have to ezimmerman@fcgov.com. If you have specific comments on any of the discussion items scheduled, please make that clear in the subject line of the email and send prior to the meeting Thursday evening.

WATCH THE MEETING:

- Anyone can view the Council meeting live on Channels 14 and 881 or online at www.fcgov.com/fctv and will be replayed the following morning at 10 am.

Documents to Share: If residents wish to speak to a document or presentation, email those materials to URA at ezimmerman@fcgov.com no later than 3 p.m. the day of the meeting.

PLEDGE OF ALLEGIANCE

- **CALL MEETING TO ORDER**
- **ROLL CALL**
- **AGENDA REVIEW**
 - Executive Director’s Review of Agenda.
- **CITIZEN PARTICIPATION**

Individuals who wish to address the Board on items not specifically scheduled on the agenda must first be recognized by the Chair or Vice Chair. **Before speaking, please sign in at the table in the back of the room.** The timer will buzz once when there are 30 seconds left and the light will turn yellow. The timer will buzz again at the end of the speaker’s time. Each speaker is allowed 3 minutes. If there are more than 6 individuals who wish to speak, the Chairperson may reduce the time allowed for each individual.

- State your name and address for the record.
- Applause, outbursts or other demonstrations by the audience are not allowed
- Keep comments brief; if available, provide a written copy of statement to Secretary
- Address your comments to Council, not the audience

- **CITIZEN PARTICIPATION FOLLOW-UP**
- **COMMISSIONER REPORTS**

Discussion Items

The method of debate for discussion items is as follows:

- Chair introduces the item number and subject; asks if formal presentation will be made by staff
- Staff and/or Applicant presentation (optional)
- Chair requests citizen comment on the item (three-minute limit for each citizen)
- Board questions of staff on the item
- Board motion on the item
- Board discussion
- Final Board comments
- Board vote on the item

Note: Time limits for individual agenda items may be revised, at the discretion of the Chair, to ensure all citizens have an opportunity to speak. **Please sign in at the table in the back of the room.** The timer will buzz when there are 30 seconds left and the light will turn yellow. It will buzz again at the end of the speaker's time.

1. Consideration and Approval of the Minutes of the August 27, 2020 Urban Renewal Authority Board Meeting.

The purpose of this item is to approve the minutes of the August 27, 2020 Urban Renewal Authority Board Meeting.

2. Urban Renewal Authority Strategic Plan. (staff: Clay Frickey; 10 minute presentation; 30 minute discussion)

The purpose of this item is to consider a Resolution adopting a Strategic Plan for the Urban Renewal Authority.

3. North College Community Investment Plan Update. (staff: Clay Frickey; 10 minute presentation; 20 minute discussion)

The purpose of this item is to provide a schedule of upcoming items to the Urban Renewal Authority Board related to the North College Community Investment Plan. Staff also seeks the Board's feedback on the initial framework for the North College Community Investment Plan.

4. 2021 Budget Update. (staff: Clay Frickey; no presentation; 5 minute discussion)

The purpose of this item is to update the Urban Renewal Authority on the status of the 2021 budget.

- **OTHER BUSINESS**
- **ADJOURNMENT**

AGENDA ITEM SUMMARY

September 24, 2020

Urban Renewal Authority Board

STAFF

Delynn Coldiron, City Clerk

SUBJECT

Consideration and Approval of the Minutes of the August 27, 2020 Urban Renewal Authority Board Meeting.

EXECUTIVE SUMMARY

The purpose of this item is to approve the minutes of the August 27, 2020 Urban Renewal Authority Board Meeting.

ATTACHMENTS

1. August 27, 2020 (PDF)

URBAN RENEWAL AUTHORITY BOARD

August 27, 2020

5:00 PM

(Secretary's Note: Due to the COVID-19 crisis and state and local orders to remain safer at home and not gather, all Boardmembers and staff attended the meeting remotely, via teleconference.)

● **ROLL CALL**

PRESENT: Smith, Troxell, Cunniff, Stephens, Summers, Wise, Febvre, Gutowsky, Pignataro, Gorgol
 ABSENT: Johnson
 STAFF PRESENT: Birks, Daggett, Coldiron

● **AGENDA REVIEW**

Josh Birks, Acting Executive Director, stated there were no changes to the published agenda.

Instructions were provided regarding Spanish translation for the meeting.

1. **Consideration and Approval of the Minutes of the June 25, 2020 and the July 23, 2020 Urban Renewal Authority Board Meeting. (Adopted)**

The purpose of this item is to approve the minutes from the June 25, 2020 and the July 23, 2020 Urban Renewal Authority Board.

Commissioner Gutowsky made a motion, seconded by Commissioner Pignataro, to approve the minutes of the June 25, 2020, and July 23, 2020 meetings.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Susan Gutowsky, District 1
SECONDER:	Julie Pignataro, District 2
AYES:	Smith, Troxell, Cunniff, Stephens, Summers, Wise, Febvre, Gutowsky, Pignataro, Gorgol
ABSENT:	Johnson

2. **URA Budget Update (No Action Taken)**

The purpose of this item is to provide an update to the Board on the 2021 budget for the Urban Renewal Authority.

(Secretary's Note: There was no discussion or action taken on this item.)

3. **North College Engagement Report (No Action Taken)**

The purpose of this item is to discuss the engagement effort led by staff and consultants for the North College Plan Area. The North College Citizens Advisory Group (CAG) suggested Urban Renewal Authority (URA) staff co-create an investment plan for the remaining tax increment revenue for the North College Plan Area with community members. Staff consulted with the Institute for the Built Environment (IBE) and The Family Center/La Familia (TFC/LA) to convene a series of public workshops about how to best spend the remaining tax increment revenue over the next 10 years in the North College Plan Area. Fifty community members participated in the series of workshops. Recommendations resulting from the workshops and the engagement process align with the URA Board's draft Strategic Plan. This engagement can form the basis of developing an investment plan for the plan area's remaining tax increment revenue. Staff also proposes updating the scorecard used by the CAG to evaluate tax increment financing (TIF) assistance requests to reflect this engagement.

Clay Frickey, Redevelopment Program Manager, stated there have been a series of public engagement workshops over the last year to develop an investment plan and strategy for how to spend the remaining tax increment revenue over the next ten years.

Josie Plaut, Institute for the Built Environment Associate Director, introduced herself and discussed the role of the Institute.

Sarah Zuehlsdorff, The Family Center/La Familia, introduced herself and her program which works with civic engagement and leadership development with mobile home park residents in the North College Avenue area.

Araceli Newman, Lorena Mendoza, and Gloria Garcia, The Family Center/La Familia, introduced themselves.

Ms. Plaut stated The Family Center and the Institute for the Built Environment took an in-depth multi workshop approach to better understand community priorities for the North College plan area. She indicated the presentation will summarize the engagement activities and outcomes and provide synthesis and recommendations.

Ms. Newman discussed The Family Center's workshop process which involved three community meetings of about 45 people each from Hickory, North College, and Poudre Valley Mobile Home Parks. She stated meeting topics included: where people go to meet various needs, the connection between City Plan and the Urban Renewal Authority Strategic Plan, and projects residents need and would like to see in the area.

Ms. Plaut discussed the Institute for the Built Environment process to address community-informed planning, an examination of the shaping forces of the North College area, area amenities, and an introduction to urban design. There was shared interest across the working groups for a LatinX community hub, the continuation of stormwater improvement and infrastructure work, and recreation and connectivity.

Ms. Zuehlsdorff noted the expansion and preservation of affordable housing is a priority in the area as well.

Ms. Plaut discussed options for a large mixed-use redevelopment in the area.

Ms. Zuehlsdorff discussed community-led development noting equitable and inclusive growth, creating a shared vision and priority set by the community, and collaborative work between sectors, agencies, and people are priorities.

Ms. Garcia stated she is a leader in the Poudre Valley Mobile Home Park community. The people in the North College area no longer want their community to be marginalized because of its reputation in past years. The community wants changes oriented toward education, social connection, mental health and the love of nature. The community does not want any additional marijuana dispensaries and would like to see the development of a community center and a library in the area. She commented on the benefits a library would provide.

Rebecca (no last name given) discussed the importance of a North Fort Collins community center which would provide a welcoming, inclusive space for area youth and seniors. The center would be best if it were low cost or free due to job instability in the community. Regarding the Atzlan Center, she stated it is well located, but does not offer services that are available to everyone, a

great deal of documentation is required when one is seeking a discount card, the costs are quite high, and employees generally only speak English.

Ms. Plaut discussed a LatinX community hub example in Portland.

Frickey discussed the alignment of this work with the Urban Renewal Authority's strategic plan and indicated staff is proposing this work form the basis of an investment plan constructed by the Board on how to spend the next ten years' worth of TIF dollars.

Chair Troxell asked what some of the existing area plans call for regarding a community center and other amenities. Frickey replied the report highlights and summarizes all plans that impact North College. He noted the ideas that came out of the engagement aligned well with many of the goals and objectives of the plans, including increased connectivity, an increase in the mix of uses, extending the street-like pattern from downtown, and infrastructure improvements.

Chair Troxell commented on the need for a complete picture including the Northside Atzlan Center and the Parks and Recreation Master Plan.

Commissioner Stephens commended the idea of a community-led process and appreciated the information regarding why the Northside Atzlan Center does not fulfill certain needs. She stated there may be ways to make the Atzlan Center and Discovery Museum better options and expressed concern about going strictly with a request for proposal route as it would eliminate community input.

Commissioner Febvre questioned how to ensure all community members are welcomed at amenities without pushing out those who requested the amenities. Frickey replied retaining the sense of place and culture is important for these amenities, which makes the community-led design process important. He stated the Urban Renewal Authority and the City, along with other service providers, are partners in this process.

Ms. Plaut agreed the question is an important one and some of what is being requested is a way to further embed the LatinX community's sense of place within Fort Collins. Additionally, the preservation of mobile home parks is important.

Ms. Zuehlsdorff stated La Familia is very supportive of a community-led approach in preserving existing affordable housing in the area.

Ms. Newman commented on the need for people in the North College area to be able to develop themselves and feel like they are part of the community.

Vice Chair Cunniff suggested Council may want to take up a direction to staff regarding not just Atzlan Center policies and procedures, but all community center policies and procedures. He supported the idea of having a community-led discussion around urban renewal.

Commissioner Wise thanked the speakers and commended the discussion. He indicated while it would be ideal to have a library footprint in the North College area, there are no capital funds accessible to build a facility; therefore, there would need to be a provision of space from some other entity.

Commissioner Gorgol stated a community center feels like something different than the recreation center at Northside. Frickey replied the idea put forth in the report is that there is a wide range of

amenities that could be included in the community hub that would allow people to gather for self-advancement or community-advancement.

Commissioner Gorgol supported examining a community center, particularly as a new Urban Renewal Authority Board. She also commented on innovation zoning and artist-specific housing. She commended involving the community and commented on ensuring displacement does not occur when amenities come in. She asked about the cost of stormwater improvements and the URA budget for the area. Frickey replied the project to create the outfall and stormwater infrastructure west of College Avenue is \$7-10 million and will be partially funded by the Stormwater Department, which has moved up the priority of the project as the URA has previously contributed to the project.

Commissioner Gorgol requested a review of the old Albertson's property. Frickey replied the site has been discussed many times and was a big part of the community engagement. He indicated staff would provide a summary of possibilities for the site.

Commissioner Smith commented on co-location creating economic viability and sustainability for a community center. He also commented on thinking outside the box in terms of programming, location, and access. He noted pedestrian connectivity will be critical in creating a sense of place.

Chair Troxell commented on RiNo North and the National Western Center perhaps having similarities to this concept. Ms. Plaut replied the story is yet to be written for the neighborhoods around the National Western Center as the developments are just breaking ground. She stated those communities were already starting to face gentrification pressures and many of the homes are resident-owned on private property, which is slightly different than the North College situation.

Chair Troxell commented on the URA being used as a mechanism to help move things forward in the North College area. Birks agreed and stated the first step is understanding the community voice and the next step will be translating this information into strategic options. He stated he envisions staff coming back with options to deliver on those.

- **OTHER BUSINESS**
- **ADJOURNMENT**

The meeting adjourned at 6:35 PM.

Chair

ATTEST:

Secretary

AGENDA ITEM SUMMARY

September 24, 2020

Urban Renewal Authority Board

STAFF

Clay Frickey, Redevelopment Program Manager

SUBJECT

Urban Renewal Authority Strategic Plan.

EXECUTIVE SUMMARY

The purpose of this item is to consider a Resolution adopting a Strategic Plan for the Urban Renewal Authority.

RECOMMENDATION

Staff recommends approval of the Resolution.

BACKGROUND

In August of 2019, the Urban Renewal Authority (URA) Board convened for a retreat to begin developing a shared vision for the URA. This was the first such meeting since the URA Board expanded to 11 members and included non-Council members. During the retreat, the Board participated in an exercise centered on what the Board wants to achieve, avoid, and preserve as an organization. From this discussion, staff and the Board developed criteria the Board could use to evaluate how well projects and other actions of the Board align with the outcomes of the achieve, avoid, preserve exercise. In January, staff conducted a follow-up exercise to test the criteria developed at the retreat on the creation of a hypothetical plan area along the East Mulberry corridor. During this test of the criteria, the Board and staff agreed developing a shared vision for the URA in conjunction with the criteria would be necessary to the success of the URA.

Staff presented an initial framework of the Strategic Plan to the Board in February 2020. Staff used the criteria as a starting point in developing statements describing why the URA exists and what we do as the URA. Board members provided feedback on these draft statements which staff modified based on this feedback. At this meeting, staff and the Board brainstormed a set of words outlining how the URA behaves in alignment with why the URA exists and what the URA does. After the brainstorm, the Board voted on their top choices describing how the URA operates. The Board then provided staff direction to develop strategies aligned with this Strategic Plan framework and bring this back to the Board for discussion during a regular meeting.

Staff presented a working draft of the strategic plan with strategies to the Board at its regular meeting on July 23, 2020. The Board generally supported the direction of the Strategic Plan and provided the following feedback to improve the Plan further:

- It is unclear how the strategic plan reflects the need to work well with other taxing entities.
- The language around the investment plan in strategy #1 was too cold.
 - It should better reflect criteria dealing with community charisma.
- Add language reflecting connectedness with the community.
- How can the URA address systemic racism in its strategic plan?
- Highlight how URA aligns with other plans and the convergence of interests and needs.

DISCUSSION

The Strategic Plan is composed of four elements:

Why We Exist: This statement provides the purpose of the URA that will guide the actions of URA staff and the Board.

What We Do: This statement provides further grounding for the activities the URA undertakes. All activities performed by the URA should fall within the bounds of this statement to be consistent with the vision for the organization.

How We Behave: These statements function similarly to guiding principles and serve as the philosophical underpinnings for the URA.

Strategies: These activities and approaches to the work would help the URA to achieve what it sets forth in its Strategic Plan and live up to its values.

Strategy 1: Co-create proactive community investment plans with community members and taxing entities for each plan area.

The recently created College and Drake plan area contains an investment plan agreed on by all taxing entities. Staff convened a group of members from each taxing entity to establish this investment plan. This process established a shared vision for the plan area and predictability on how incremental revenues will be spent over the life of the plan area. North College and Prospect South do not have investment plans, contain vague vision statements, and did not have a robust public engagement process for establishing a vision for each plan area. By re-visiting these plan areas and co-creating an investment plan with the community, the URA will be able to invest in ways that better enhance the local character, culture, economy, and quality of life than before.

Strategy 2: Develop evaluation criteria for TIF assistance requests based on the URA Board retreat.

Evaluation criteria will aid the Board in making decisions consistent with the vision outlined in the Strategic Plan. The Board created several evaluation criteria for projects and actions of the URA at its August 2019 retreat. Staff will use these criteria to develop a formal evaluation tool for the Board to use when making decisions.

Strategy 3: Amend the Intergovernmental Agreement (IGA) with City to be consistent with URA Strategic Plan.

The IGA between the City and URA articulates the roles and responsibilities of URA staff, City staff, and how the City and URA interact. The IGA has not been updated since the URA Board expanded to 11 members. Increased clarity in the IGA will allow all members of the URA to better fulfill their roles and support the vision of the URA.

Strategy 4: Update the URA website to improve usability.

The URA's website design has not been updated in several years. Website technology has advanced over the past several years to make websites easier to navigate and easier to understand. A more modern website design will make it easier for members of the public to find information, enhancing the transparency of the URA.

Strategy 5: Produce an annual report for the URA and each plan area.

Many other URAs across the nation produce an annual report outlining the financial health of the URA and highlighting any achievement or projects from the year. An annual report provides a regular opportunity to check how well the URA is meeting the objectives of the Strategic Plan and course correct, if need be, for the following year. This report will also provide a concise overview of how well the URA is functioning for interested members of the public.

Agenda Item 2

Strategy 6: Update/develop materials outlining the URA processes for applicants and the community.

The application forms in use by the URA have not been updated in many years. The URA also lacks a simple flowchart and description of many of its processes. Updated application forms and process diagrams/flowcharts will allow applicants, community members, and new Board members to better understand how the URA works. This increased clarity on URA functions will lead to more predictable processes and enhanced transparency to the public.

Strategy 7: Align URA Strategic Plan and activities with other taxing entities' goals, objectives, and plans.

Per feedback from the Board, staff added this strategy to ensure alignment between the URA and all other taxing entities. This strategy will ensure the URA's work helps reinforce the work of all other taxing entities and vice versa.

What's Changed?

Staff took the Board's feedback from the July 23 meeting and implemented it into the Strategic Plan for the Board's consideration. These changes include:

- Change "Inclusivity" to "Inclusion" in *How We Behave*.
- Modified language to Strategy 1 to be more community-oriented and includes other taxing entities for creating investment plans.
- Added a seventh strategy to align the URA with the plans and visions of all other taxing entities.

Using the word "Inclusion" rather than "Inclusivity" in the *How We Behave* section of the Strategic Plan better aligns with best practices on language in equity and inclusion work. The new language for Strategy 1 refers to developing "community investment plants" to be less cold than presented in July. This also reflects the desire that actions of the URA are more connected with the community. Staff also added other taxing entities as partners in co-creating these community investment plans, reflecting the need to align the URA's work with the goals, missions, and objectives of all other taxing entities. Strategy 7 further reinforces the need to align the URA with the work of other taxing entities.

Alignment with Visions of Other Taxing Entities

Board members expressed interest in better understanding how the URA's Strategic Plan aligns with plans of all taxing entities. Below are the vision statements of the various taxing entities along with the proposed *Why We Exist* statement from the URA strategic plan:

URA - Why We Exist

Our residents feel greater civic pride and sense of belonging when reinvestment helps transform blighted areas into vibrant neighborhoods and amenities which enhance the local character, culture, economy, and quality of life.

City Plan Vision

We take action to address the needs of all members of our community and strive to ensure that everyone has the opportunity to thrive. As a community, we commit to building a healthy, equitable and sustainable city - for our families, for our neighbors and for future generations.

Larimer County Vision

Larimer County is a great place to be; an innovative community to live, work, and play for everyone.

Agenda Item 2

Poudre School District Vision

Poudre School District exists to support and inspire every child to think, to learn, to care, and to graduate prepared to be successful in a changing world.

Poudre River Library District Mission

We enrich our community by providing universal access to resources for knowledge, innovation, and enjoyment.

Health District of Northern Larimer County Vision

District residents will live long and well. Our community will excel in health assessment, access, promotion and policy development.

Alignment with City Plan

City Plan is the comprehensive plan for the City of Fort Collins. City Plan provides a vision for how the City will develop over the next 20 years. City Plan is organized around six outcome areas. Council uses these same six outcome areas for its Strategic Plan, which is a plan articulating the short-term goals of the City. By aligning these two documents, the City has a unified framework for achieving goals in the short and long term. Below are relevant policies from City Plan that the URA Strategic Plan aligns with and helps to achieve:

- | | |
|------------------|---|
| Principle LIV 1: | Maintain a compact pattern of growth that is well served by public facilities and encourages the efficient use of land. |
| Principle LIV 2: | Promote infill and redevelopment. |
| Principle LIV 3: | Maintain and enhance our unique character and sense of place as the community grows. |
| Principle EH 1: | Foster a vibrant, resilient and inclusive economy. |

The URA Strategic Plan focuses on making the most of infill and redevelopment opportunities within our four plan areas. The new Strategic Plan places an emphasis on enhancing the local character of the community, culture, economy, and quality of life in alignment with the overall vision of City Plan and Principles LIV 1-3. Development that enhances the local character of the community will also encourage economic activity that is more resilient and vibrant, helping the City achieve Principle EH1.

NEXT STEPS

Following adoption of the Strategic Plan, staff proposes a series of activities to begin acting upon the Plan. These actions include:

- Bring forward the community investment plan for North College plan area in October 2020.
- Begin the Prospect South plan area engagement in Fall 2020 through early 2021.
- Consider budget appropriation in January 2021 for implementing short term action items identified in North College community investment plan.
- Discuss community engagement report for Prospect South plan area in February 2021.
- Consider adoption of community investment plan for Prospect South plan area March 2021.

ATTACHMENTS

1. Powerpoint Presentation (PDF)



September 24, 2020

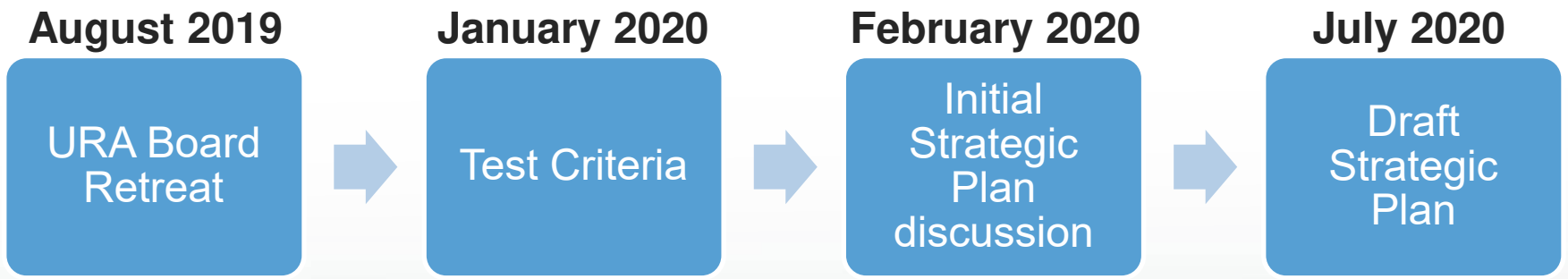
URA Strategic Plan



Attachment: Powerpoint Presentation (9485 : URA Strategic Plan)



Background



Attachment: Powerpoint Presentation (9485 : URA Strategic Plan)





Elements of Strategic Plan

- Why We Exist
- What We Do
- How We Behave
- Strategies



Why We Exist

Our residents feel greater civic pride and sense of belonging when reinvestment helps transform blighted areas into vibrant neighborhoods and amenities which enhance the local character, culture, economy, and quality of life.

4



What We Do

Eliminate blight by catalyzing projects and accelerating investments that would not otherwise happen, thereby creating improvements with lasting value.





How We Behave

- Stewardship
- Co-creation
- Transparency
- Inclusion
- Data driven



Strategies

Strategy 1:

Co-create proactive community investment plans with community members and taxing entities for each plan area.

Strategy 2:

Develop evaluation criteria for TIF assistance requests based on URA Board retreat.

Strategy 3:

Amend IGA with City to be consistent with URA Strategic Plan.

Strategy 4:

Update URA website to improve usability.

Strategy 5:

Produce annual report for the URA and each plan area.

Strategy 6:

Update/develop materials outlining URA processes for applicants and the community.

Strategy 7:

Align URA Strategic Plan and activities with other taxing entities' goals, objectives, and plans.





What's changed?

- Change “Inclusivity” to “Inclusion” in *How We Behave*.
- Modified language to Strategy 1
 - More community oriented
 - Includes other taxing entities
- Added a seventh strategy
 - Align URA with other taxing entities.



Next Steps

- Community investment plan for North College – October 2020
- Community engagement for Prospect South – Fall 2020 – Early 2021
- Budget appropriation – Early 2021
 - North College short term action items
- Discuss Prospect South community engagement report – February 2021
- Consider adoption of Prospect South community investment plan – March 2021



Recommendation

Staff recommends adoption of the URA Strategic Plan



RESOLUTION 2020-108
OF THE BOARD OF COMMISSIONERS OF THE
FORT COLLINS URBAN RENEWAL AUTHORITY
APPROVING ITS STRATEGIC PLAN

WHEREAS, the Fort Collins Urban Renewal Authority (the “Authority”) was established in 1982 under and in accordance with the Colorado Revised Statutes (“C.R.S.”) § 31-25-101, et seq. (the “Urban Renewal Law”); and

WHEREAS, the Authority is authorized by C.R.S. § 31-25-105(1)(a) to make and adopt bylaws, orders, rules, and regulations to effectuate the purposes of the Urban Renewal Law; and

WHEREAS, to facilitate communication with the general public, other taxing bodies, and private development community about the strategies, mission, goals and priorities of the Authority in furthering its purpose under the Urban Renewal Law, the Commissioners of the Authority have considered approval of a Strategic Plan; and

WHEREAS, the Strategic Plan is an advisory document which identifies and establishes strategies that are of particular importance to the Authority to guide its mission and further its purposes; and

WHEREAS, the Commissioners have determined that it is in the best interests of the Authority that the Strategic Plan, attached hereto and incorporated herein as Exhibit A (the “Strategic Plan”), be approved.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY:

- Section 1. The foregoing Recitals are incorporated herein by this reference.
- Section 2. The attached Strategic Plan is hereby approved.
- Section 3. This Resolution shall be effective upon approval by the Authority.

Passed and adopted at a regular meeting of the Board of Commissioners of the City of Fort Collins Urban Renewal Authority this 24th day of September A.D. 2020.

Chair

ATTEST:

Secretary

Why We Exist: Our residents feel greater civic pride and sense of belonging when reinvestment helps transform blighted areas into vibrant neighborhoods and amenities which enhance the local character, culture, economy, and quality of life.

What We Do: Eliminate blight by catalyzing projects and accelerating investments that would not otherwise happen, thereby creating improvements with lasting value.

How We Behave:

- Stewardship
- Co-creation
- Transparency
- Inclusion
- Data Driven

Strategy 1:

Co-create proactive community investment plans with community members and taxing entities for each plan area.

Strategy 2:

Develop evaluation criteria for TIF assistance requests based on URA Board retreat.

Strategy 3:

Amend IGA with City to be consistent with URA Strategic Plan.

Strategy 4:

Update URA website to improve usability.

Strategy 5:

Produce annual report for the URA and each plan area.

Strategy 6:

Update/develop materials outlining URA processes for applicants and the community.

Strategy 7:

Align URA Strategic Plan and activities with other taxing entities' goals, objectives, and plans.

AGENDA ITEM SUMMARY

September 24, 2020

Urban Renewal Authority Board

STAFF

Clay Frickey, Redevelopment Program Manager

SUBJECT

North College Community Investment Plan Update.

EXECUTIVE SUMMARY

The purpose of this item is to provide a schedule of upcoming items to the Urban Renewal Authority Board related to the North College Community Investment Plan. Staff also seeks the Board's feedback on the initial framework for the North College Community Investment Plan.

BACKGROUND

Over the past year, Urban Renewal Authority (URA) staff has conducted a series of public workshops in partnership with the Institute for the Built Environment (IBE) and The Family Center/La Familia (TFC/LF). The purpose of this engagement was to understand how the remaining tax increment revenue (over the next 10 years) will benefit the community. The URA Board discussed the outcomes of this engagement series and the report produced by IBE at their regular meeting in August. Staff committed to developing an investment plan reflecting the outcomes of this outreach process. This item provides a schedule of what will be presented to the Board over the coming months related to the North College Community Investment Plan as well as draft outline of the community investment plan.

DISCUSSION

Staff has developed an outline for the structure of the Community Investment Plan for North College and proposes the following structure:

- Overview of the engagement report;
- Define four community priorities from the engagement report;
- Demonstrate alignment with plans of other taxing entities;
- Identify investments by timeframe of short, medium, and long term; and
- Recommend allocation of funds.

This structure will anchor the Community Investment Plan with the community engagement. It will provide a balance between specificity and flexibility. The plan will identify the types of investments the URA Board could make in the plan area to help fulfill the objectives outlined in the engagement report without binding the Board to specific actions and spending amounts. This framework will also provide guidance now and for the next 10 years. The plan also includes regular updates on the progress of the plan objectives, allowing the Board to correct its course if necessary.

NEXT STEPS

In October, staff will bring forward a Community Investment Plan for the Board's consideration. If the Board would like additional discussion of the plan, the 6-month calendar for the URA Board has a placeholder for further discussion in November. After the Board adopts the Community Investment Plan, the Board will consider appropriating funds to achieve the short term objectives of the plan in early 2021.

ATTACHMENTS

1. Powerpoint Presentation (PDF)



September 24, 2020

North College Community Investment Plan



Attachment: Powerpoint Presentation (9487 : North College Community Investment Plan)

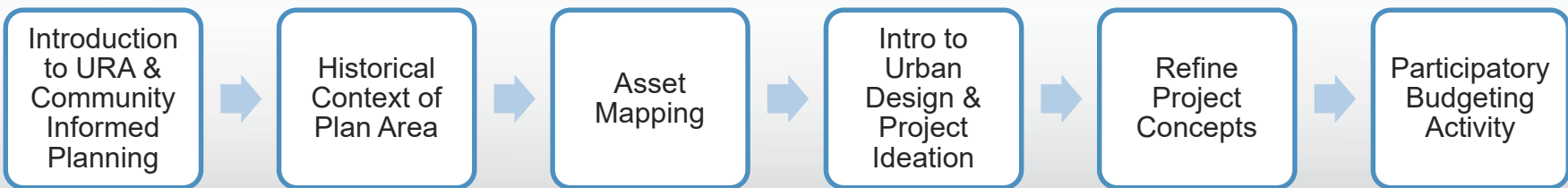


Community Engagement Process

The Family Center / La Familia led Workshops



Institute for the Built Environment led Workshops





Outcomes in North College Report



COMPLETE & VIBRANT NEIGHBORHOOD



LATINX COMMUNITY HUB



STORMWATER IMPROVEMENTS



RECREATION & CONNECTIVITY





Community Investment Plan Process and Timeline





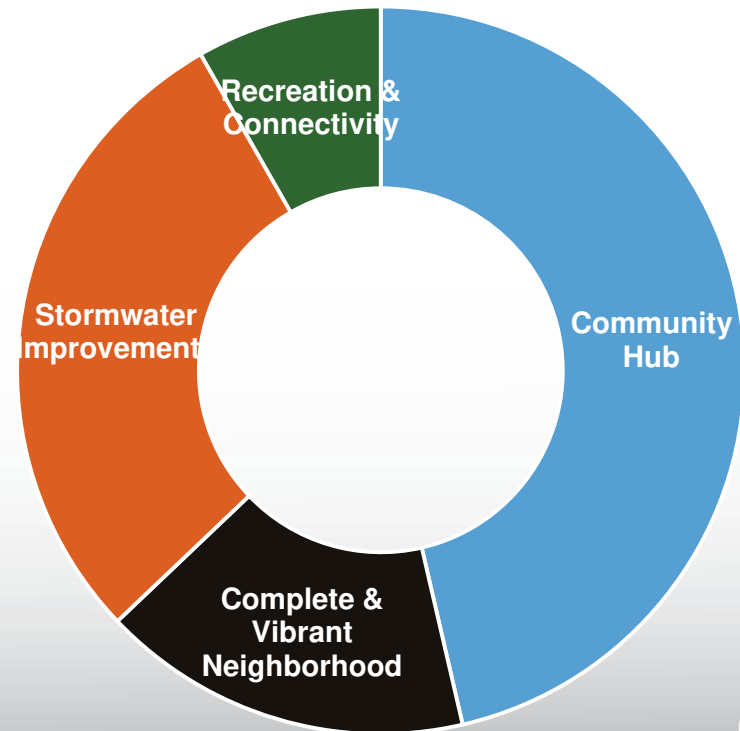
Proposed Structure of Community Investment Plan

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

Investment Plan Overview

How might we support **all four** community identified priorities given:

- Cost
- Community impact
- Complexity
- Timing



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Investment Plan Overview

	Complete & Vibrant Neighborhood	Stormwater Improvements	Recreation & Connectivity	Latinx Community Hub
Short Term				
Medium Term				
Long Term				





Investment Plan Overview

	Complete & Vibrant Neighborhood	Stormwater Improvements	Recreation & Connectivity	Latinx Community Hub
Short Term	Displacement prevention \$x	Support design and construction of N Mason Street and outfall \$x	Identify gaps in services at NACC \$x	Community led design process for community hub \$x
Medium Term	Small business development and support \$x	-	Soccer fields \$x	Find partners for community hub \$x
Long Term	Mixed-use redevelopment \$x	-	Improved connectivity to Soft Gold Park \$x	Build community hub \$x



Questions for the Board

- Do you have any early guidance for the proposed plan?
- What is missing?

AGENDA ITEM SUMMARY

September 24, 2020

Urban Renewal Authority Board

STAFF

Clay Frickey, Redevelopment Program Manager

SUBJECT

2021 Budget Update.

EXECUTIVE SUMMARY

The purpose of this item is to update the Urban Renewal Authority on the status of the 2021 budget.

BACKGROUND

The Urban Renewal Authority's (URA) budget is included as part of the City's Budgeting for Outcomes (BFO) process. Staff have provided regular updates on the status of the BFO process since submitting its initial budget offers in June. Once submitted, the Budget team reviewed all budget offers and requested revisions in July. Staff brought forth a discussion item to seek the Board's feedback on any revisions they would like to see to the budget offers. The Board requested no changes at that time. Staff provided another BFO update in August and again did not receive any requests for changes to the URA's budget offers.

DISCUSSION

The City Manager submitted their recommended budget for consideration by Council at the beginning of September. The URA's budget offers were included in the City Manager's recommended budget in the Economic Health section. Council discussed the Economic Health section of the budget at a work session on September 8. There was no discussion during the work session about the URA's budget offers.

NEXT STEPS

The URA Board is scheduled to adopt its budget at the regular meeting on October 22. The budget, as adopted by the URA Board, will then be incorporated into the City's budget scheduled to be presented for adoption by Council in November 2020.