FORT COLLINS URA URBAN RENEWAL AUTHORITY

Jeni Arndt, Chair
Joe Wise, Vice-chair
Susan Gutowsky
Julie Pignataro
Tricia Canonico
Shirley Peel
Kelly Ohlson
Emily Francis
Kristin Stephens
Kristen Draper
Andy Smith

Remote Meeting
City Hall West
300 LaPorte Avenue
Fort Collins, Colorado

Cablecast on FCTV
Channel 14 on Connexion
Channel 14 and 881 on Comcast

Caitlin Quander
Brownstein Hyatt Farber Schreck

Josh Birks
Acting Executive Director

Anissa Hollingshead
Secretary

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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 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione 48 horas de aviso previo cuando sea posible.

URBAN RENEWAL AUTHORITY
BOARD MEETING
January 27, 2022 ● 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 cfrickey@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.

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: **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 cfrickey@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 cfrickey@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.
- **PUBLIC PARTICIPATION**
- **PUBLIC 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 public comment on the item (three-minute limit for each person)
- 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 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 for the October 28, 2021 Urban Renewal Authority Board Meeting.

   The purpose of this item is to approve the minutes of the October 28, 2021 Urban Renewal Authority Board meeting.

2. Resolution No. 118 Accepting the Appointment of a Poudre School District Board Member. (Clay Frickey; no presentation, 5 minute discussion)

   The purpose of this item is to discuss the appointment of a Commissioner from the Board of Education. The previous Commissioner representing the Board of Education reached their term limit on the Board of Education. The Board of Education appointed Kristen Draper to the Authority Board on December 14, 2021.

3. Resolution No. 119 Appointing a New Member to the Board Finance Committee. (Clay Frickey; no presentation, 10 minute discussion)

   The purpose of this item is to discuss the appointment of a member to the Urban Renewal Authority (URA) Finance Committee filling a vacancy left by former Commissioner Febvre.

4. Strategic Plan Implementation Update. (Clay Frickey; 5 minute presentation, 15 minute discussion)

   The purpose of this item is to update the Urban Renewal Authority Board on progress to date implementing the Authority's Strategic Plan. The Urban Renewal Authority adopted a final Strategic Plan guiding its operations on November 30, 2020. The Strategic Plan contains guiding statements for the operations and purpose of the Authority along with eight implementation strategies to guide the Authority's operations in the short and medium term. All strategies are on-track with several completed. Staff continues to make progress on the strategies that are not complete and move forward strategies that are on-going. With retreat follow-up sessions scheduled from February to April, staff recommends updating the strategies to align with the goals of the current Board.

- **OTHER BUSINESS**

A. Summary of Board Retreat and Follow-up.

- **ADJOURNMENT**

Agenda Item 1

AGENDA ITEM SUMMARY

Urban Renewal Authority Board

January 27, 2022

STAFF

Anissa Hollingshead, City Clerk

SUBJECT

Consideration and Approval of the Minutes for the October 28, 2021 Urban Renewal Authority Board Meeting.

EXECUTIVE SUMMARY

The purpose of this item is to approve the minutes of the October 28, 2021 Urban Renewal Authority Board meeting.

ATTACHMENTS

1. October 28, 2021 (PDF)

URBAN RENEWAL AUTHORITY BOARD

October 28, 2021

5:00 PM

- **ROLL CALL**

PRESENT: Smith, Stephens, Wise, Febvre, Gutowsky, Pignataro, Francis, Arndt, Canonico, Peel
ABSENT: Ohlson
STAFF: Birks, Frickey, Gula-Yeast

- **AGENDA REVIEW**

Interim Executive Director Birks stated the agenda has been amended to allow for public hearing participation regarding the added Resolution No. 117. He stated staff would also like to garner input regarding the upcoming retreat during Other Business.

- **CITIZEN PARTICIPATION**

Vice Chair Wise outlined the public participation options.

Eric Sutherland stated 5.5% of Poudre School District taxes are diverted every year and commented on the requirement for Urban Renewal Authorities to earn the money they spend. He stated this agenda contemplates the appropriation of unearned money.

(Secretary's Note: Chair Arndt arrived at 5:10 PM.)

1. **Consideration and Approval of the Minutes for the September 23, 2021 Urban Renewal Authority Board Meeting. (Adopted)**

The purpose of this item is to approve the minutes of the September 23, 2021 Urban Renewal Authority Board meeting.

Vice Chair Wise made a motion, seconded by Commissioner Gutowsky, to approve the minutes of the September 23, 2021 meeting.

RESULT:	**ADOPTED [UNANIMOUS]**
MOVER:	Joe Wise
SECONDER:	Susan Gutowsky, District 1
AYES:	Smith, Stephens, Wise, Febvre, Gutowsky, Pignataro, Francis, Arndt, Canonico, Peel
ABSENT:	Ohlson

2. **Public Hearing and Resolution No. 117 Adopting the 2022 Budget for the Fort Collins Urban Renewal Authority. (Adopted)**

This item has been amended to indicate a public hearing and include the Resolution.

The purpose of this item is to hold a public hearing and consider adoption of the 2022 budget for the Urban Renewal Authority. Staff submitted two budget offers for the Urban Renewal Authority (URA) as part of the City's Budgeting for Outcomes (BFO) process earlier in 2021. 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 2022 URA budget would be $6,163,502. After these expenses, both the North College and Prospect South plan areas would generate excess revenues. Staff forecasts $3.3 million in available cash in the North College plan area and $1.3 million in available cash in the Prospect South plan area by the end of 2022.

Attachment: October 28, 2021 (11166 : Minutes - 1028)

Clay Frickey, Redevelopment Program Manager, stated the Urban Renewal Authority participates in the City's Budgeting for Outcomes process; however, he noted the URA budget is developed and approved solely by the URA Board. He outlined the two URA budget offers: one for $575,000 that is the core offer providing funding for personnel, consultants, insurance, and other miscellaneous expenses, and the second being the debt service offer of approximately $5.6 million.

Frickey discussed differences between the 2021 and 2022 budgets, including the 2022 North College obligations for repayment decreasing due to an obligation for the Aspen Heights project going away. Additionally, there is a change for the Lyric in that the right-of-way obligations for Mason Street have been repaid and the remaining funds will now start going to the Lyric. He also provided an overview of the operating expense history of the URA, a cash flow forecast, and the history of property tax increment collections in the Prospect South and North College plan areas.

Eric Sutherland stated the minutes of the September meeting were recorded inaccurately as he stated at that meeting that the Rocky Mountain Innosphere was one of the worst examples of insider self-dealing corruption that he has ever seen, and he invited anyone to provide an explanation of the $5 million of public funds that was expended to make the project happen. He stated the project does not even have $1 million in public benefit. He stated this budget appropriation is for unearned money and questioned whether the URA can spend the money in a manner that is superior to that of the School District. He also stated no project that has ever been impacted by URA expenditures has offered affordable housing.

Vice Chair Wise requested a correction of the Library District's name from the Fort Collins Regional Library District to the Poudre River Public Library District and a change of the Northern Colorado Water Conservation District to the Northern Colorado Water Conservancy District. Frickey clarified nothing that is being adopted will contain that language but stated he would update the names.

Commissioner Stephens asked if there are any updates on projects in the plan areas. Frickey replied all budget items are commitments to development projects that have already occurred; therefore, none of the budget items up for consideration involve discretionary funds for other projects. He stated those projects will involve separate appropriations and conversations. He noted about a dozen projects have been funded in the North College plan area, including infrastructure and stormwater detention improvements. Moving forward, the community has indicated an interest in funding a number of different projects including a potential community hub for the Latinx community in the North College plan area and pedestrian and bicycle improvements in the Prospect South plan area, among others.

Commissioner Smith requested additional information on the projected 2% property tax base increase for each of the plan areas. Frickey replied that estimate is conservative and there have historically been higher increases than that with a typical year being a 7-8% increase. Interim Executive Director Birks stated the estimate is conservative and there have been changes to the underlying property taxes that sometimes affect the overall collection, such as a change in use from a taxable property to an untaxable property.

Commissioner Smith asked if the recipients of URA funding agree to waive their right to protest their property values. Frickey replied those types of things are usually captured in redevelopment and reimbursement agreements. He stated properties must notify the URA that they are going to protest their valuation so the URA can incorporate that information into revenue forecasting.

Attachment: October 28, 2021 (11166 : Minutes - 1028)

Vice Chair Wise stated the increase in assessed value for next year is 11.26% and projecting 2% from the URA could make one question the effectiveness of its projects. Interim Executive Director Birks replied staff could certainly look at utilizing a different number for revenue forecasting should that be desired by the Board. He noted increment forecasting for a project assumes zero growth to protect the URA when it comes to capping the total pledge of assistance.

Vice Chair Wise stated that 2% is enough to cover the planned expenditures; however, it seems a bit out of touch with reality and it may be beneficial to utilize a number that is a bit closer to the actual value. Chair Arndt suggested taking up that topic at the retreat.

Commissioner Smith suggested discussing a technical memo at a meeting may be more helpful.

Commissioner Febvre suggested discussing the topic in the Finance Committee.

Commissioner Gutowsky requested input regarding the impact of the decreased property value at the Foothills Mall plan area. Frickey replied the URA is providing less increment to the Foothills Mall Metro District, which issued bonds to pay for the redevelopment. The tax increment is just one revenue source for the Metro District making repayments on that debt, therefore, there is no risk to the URA if the tax increment revenues come in lower than projected.

Vice Chair Wise made a motion, seconded by Commissioner Gutowsky, to adopt Resolution No. 117.

(Secretary's Note: Commissioner Francis left the meeting at 5:45 PM.)

RESULT:	**RESOLUTION NO. 117 ADOPTED [9 TO 0]**
MOVER:	Joe Wise
SECONDER:	Susan Gutowsky, District 1
AYES:	Smith, Stephens, Wise, Febvre, Gutowsky, Pignataro, Arndt, Canonico, Peel
ABSENT:	Ohlson
AWAY:	Francis

- **OTHER BUSINESS**

Clay Frickey, Redevelopment Program Manager, requested input on potential topics for the upcoming Board retreat.

Commissioner Pignataro stated she would like some information regarding expectations and boundaries on what can be accomplished using urban renewal funds.

Commissioner Stephens commented on the importance of using funds to tackle bigger, more visionary projects. Interim Executive Director Birks noted this is really the first year funding has been available to do those types of projects in the Prospect South plan area.

Vice Chair Wise suggested it would be helpful to have a clear delineation of what should be funded by the URA versus what should be funded by the City. He also commented on the requirement for URA projects to cure blight.

Chair Arndt requested a discussion of the history of the URA at the retreat.

Attachment: October 28, 2021 (11166 : Minutes - 1028)

Commissioner Smith requested a conversation with City advance planning staff regarding the Mulberry Corridor Plan or other potential future project areas in terms of what has been identified for upcoming community needs.

Commissioner Gutowsky asked about the status of the community hub in the North College area. Frickey replied staff has been working with community members on scheduling a panel discussion and workshop on how other communities have built those types of projects. He stated it is realistically a several year process.

Chair Arndt noted this is Commissioner Febvre's last meeting and she commended his work on the URA and the School Board.

Commissioner Febvre noted Kristin Draper will be taking his place on the URA Board.

- **ADJOURNMENT**

The meeting adjourned at 6:03 PM.

_____
Chair

ATTEST:

_____
Secretary

Attachment: October 28, 2021 (11166 : Minutes - 1028)

AGENDA ITEM SUMMARY

Urban Renewal Authority Board

January 27, 2022

STAFF

Clay Frickey, Redevelopment Program Manager

SUBJECT

Resolution No. 118 Accepting the Appointment of a Poudre School District Board Member.

EXECUTIVE SUMMARY

The purpose of this item is to discuss the appointment of a Commissioner from the Board of Education. The previous Commissioner representing the Board of Education reached their term limit on the Board of Education. The Board of Education appointed Kristen Draper to the Authority Board on December 14, 2021.

STAFF RECOMMENDATION

Staff recommends adoption of the Resolution.

BACKGROUND / DISCUSSION

The Fort Collins Urban Renewal Authority is comprised of City Council, representatives from affected taxing entities and one at-large, Mayoral appointee. One of the Commissioners of the Board reached their term limit on the Board of Education leaving a vacancy. On December 14, 2021, the Board of Education appointed Kristen Draper to the Authority Board. This resolution would accept the Board of Education's appointment of Kristen Draper to be a Commissioner of the Authority Board.

ATTACHMENTS

1. Resolution 118- Accepting Appointment of Commissioner - Poudre School District (PDF)

RESOLUTION NO. 118
OF THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY ACCEPTING THE APPOINTMENT OF A COMMISSIONER TO THE AUTHORITY

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, H.B. 15-1348 effected changes to Urban Renewal Law, C.R.S. § 31-25- 101, et. seq., including the provisions establishing membership of the boards of urban renewal authorities; and

WHEREAS, C.R.S. § 31-25-104(2.5) provides, in part, that one of the Commissioners of the Authority must be "an elected member of a board of education of a school district levying a mill levy within the boundaries of the urban renewal authority area"; and

WHEREAS, the Authority has asked the Poudre School District Board of Education (the "School Board") to select and appoint a single elected member of the School Board to serve as a Commissioner of the Authority; and

WHEREAS, the Commissioners of the Authority have received written notification from the School Board of the appointment of Kristen Draper, an elected member of the School Board, to serve as a Commissioner on the Authority until Kristen Draper is replaced by the School Board, or until Kristen Draper becomes ineligible to serve as a Commissioner on the Authority in accordance with C.R.S. § 31-25-104.

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. Pursuant to C.R.S. § 31-25-104(2.5), the Authority accepts and recognizes the appointment of Kristen Draper to this Authority until Kristen Draper is replaced by the School Board, or until Kristen Draper becomes ineligible to serve as a Commissioner on the Authority in accordance with C.R.S. § 31-25-104.

Section 3. A copy of this Resolution on file with the Authority Secretary shall serve as a certificate of such appointment pursuant to C.R.S. § 31-25-104(2)(b).

Section 4. This Resolution shall be effective upon approval by the Authority.

Attachment: Resolution 118- Accepting Appointment of Commissioner - Poudre School District (11168 : Accepting Appointment From Board of

Passed and adopted at a regular meeting of the Board of Commissioners of the City of Fort Collins Urban Renewal Authority this 27th day of January, A.D. 2022.

_____
Chair

ATTEST:

_____
Secretary

Attachment: Resolution 118- Accepting Appointment of Commissioner - Poudre School District (11168 : Accepting Appointment From Board of

Agenda Item 3

AGENDA ITEM SUMMARY

Urban Renewal Authority Board

January 27, 2022

STAFF

Clay Frickey, Redevelopment Program Manager

SUBJECT

Resolution No. 119 Appointing a New Member to the Board Finance Committee.

EXECUTIVE SUMMARY

The purpose of this item is to discuss the appointment of a member to the Urban Renewal Authority (URA) Finance Committee filling a vacancy left by former Commissioner Febvre.

STAFF RECOMMENDATION

Staff recommends approval of the Resolution.

BACKGROUND / DISCUSSION

The purpose of the Urban Renewal Authority Finance Committee is to consider financial policy issues facing the City and make recommendations regarding those issues to the Urban Renewal Authority (URA) Board of Commissioners. Since the expansion of the URA board, per HB15-1348, the URA board has appointed five (5) members to the Finance Committee. Former Commissioner Febvre reached the term limit on the Board of Education and can no longer serve on the Authority Board leaving a vacancy on the Finance Committee. The current members of the committee are Chairperson Arndt, Vice Chair Wise, Commissioner Canonico, and Commissioner Ohlson.

ATTACHMENTS

1. Resolution 119 - Filling Vacancy on Finance Committee (PDF)

RESOLUTION 119
OF THE BOARD OF COMMISSIONERS OF THE FORT COLLINS
URBAN RENEWAL AUTHORITY APPOINTING A NEW MEMBER TO
THE BOARD FINANCE COMMITTEE

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, on November 7, 2019, the Board of Commissioners of the Authority (the "Board") approved Resolution No. 103, which adopted the Board's restated and amended bylaws (the "Bylaws"); and

WHEREAS, Section 3 in Article III of the Bylaws provides that the Board may, from time to time, create either standing or ad hoc committees as deemed appropriate and appoint the members of such committees; and

WHEREAS, there is currently a Board Finance Committee whose purpose is to consider financial matters facing the Authority and make recommendations regarding those issues to the Board; and

WHEREAS, on May 27, 2021, the Board approved Resolution No. 116, which appointed the following Commissioners as the members of the Board Finance Committee: Jeni Arndt, Tricia Canonico, Christophe Febvre, Kelly Ohlson, and Joe Wise; and

WHEREAS, in light of the vacancy created by the term of Commissioner Christophe Febvre on the Board concluding, the Board desires to make a new appointment to the Board Finance Committee.

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 following Commissioner is hereby appointed to serve on the Board Finance Committee to fill the aforementioned vacancy until such Commissioner's resignation or removal, or until such time as the Board may decide to make new appointments: _____.

Section 3. This Resolution shall be effective upon approval by the Authority.

Attachment: Resolution 119 - Filling Vacancy on Finance Committee (11169 : Appointing Commissioner to Finance Committee)

Passed and adopted at a regular meeting of the Board of Commissioners of the City of Fort Collins Urban Renewal Authority this 27h day of January, A.D. 2022.

_____
Chair

ATTEST:

_____
Secretary

Attachment: Resolution 119 - Filling Vacancy on Finance Committee (11169 : Appointing Commissioner to Finance Committee)

AGENDA ITEM SUMMARY

Urban Renewal Authority Board

January 27, 2022

STAFF

Clay Frickey, Redevelopment Program Manager

SUBJECT

Strategic Plan Implementation Update.

EXECUTIVE SUMMARY

The purpose of this item is to update the Urban Renewal Authority Board on progress to date implementing the Authority's Strategic Plan. The Urban Renewal Authority adopted a final Strategic Plan guiding its operations on November 30, 2020. The Strategic Plan contains guiding statements for the operations and purpose of the Authority along with eight implementation strategies to guide the Authority's operations in the short and medium term. All strategies are on-track with several completed. Staff continues to make progress on the strategies that are not complete and move forward strategies that are on-going. With retreat follow-up sessions scheduled from February to April, staff recommends updating the strategies to align with the goals of the current Board.

BACKGROUND / DISCUSSION

The Urban Renewal Authority Board, in collaboration with staff, developed its first ever Strategic Plan in 2020. The Strategic Plan was the culmination of nearly a year's worth of work to create a shared purpose and strategies to deliver on the Authority's purpose. The Strategic Plan the Authority adopted on November 30, 2020 contained the following elements:

- Who We Are
- Why We Exist
- What We Do
- How We Behave
- Implementation strategies

All elements except for the implementation strategies describe the purpose of the Authority and what the Authority aims to accomplish through urban renewal. The implementation strategies are short to medium term actions that will help the Authority achieve its goals and fulfill its purpose. This agenda item provides an update on the status of each strategy included in the Strategic Plan. This status update will help inform an upcoming retreat for the Board.

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

The Authority Board adopted community investment plans for North College and Prospect South in 2020 and 2021 respectively. Staff works to implement these Investment Plans. Some highlights of the work implementing the Community Investment Plans include:

- Scheduling a public workshop for the development of a community hub on North College for February. This workshop was initially scheduled for January 15 but was postponed due to the high number of

positive COVID-19 cases in the community. This public workshop will bring together community members to learn how other communities have developed community hubs and the lessons three panelists learned in the process. Panelists represent work from Mexico, Houston, TX, and Portland, ME.

- Work continues to acquire right-of-way, develop regional stormwater detention, create an outfall to the Poudre River, and build Mason Street. The Authority Board will consider an item providing additional funding to acquire right-of-way near Hemlock Street and Mason Street in February.
- Staff will be preparing a request for proposal for a feasibility study to construct the proposed pedestrian and bicycle improvements in the Prospect South plan area. The goal is to have a consultant on-board by the end of Q1 2022.

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

During the process of creating the Strategic Plan, the Board expressed an interest in developing a set of evaluation criteria for projects requesting tax increment assistance from the Authority. This set of criteria would help the Board evaluate how well projects seeking tax increment assistance meet the objectives of the Strategic Plan. During the Authority's retreat in December 2021, the Authority revisited the concept of developing criteria with which to evaluate projects coming to the Authority. Developing these criteria will be an element of our upcoming retreat follow-up sessions scheduled from February to April.

Strategy 3: *Amend Inter-Governmental Agreement (IGA) with City to be consistent with URA Strategic Plan.*

The current IGA with the City has not been amended since the Board expanded to eleven members. Authority staff met with City staff from Finance and the City Attorney's Office to discuss amendments to the IGA. All parties reviewed the IGA and agreed on a general direction for amendments to the IGA. The URA's legal counsel is in the process of drafting amendments to the IGA for the staff team to review. After the staff team has reviewed the amended IGA and approves all changes, staff will bring the IGA forward to the Authority Board for consideration and adoption. We expect to complete this process by Q2 of 2022.

Strategy 4: *Update URA website to improve usability.*

Staff provided an update on forthcoming changes to the URA website to improve its usability at the previous Strategic Plan update in 2021. Some of these changes are now live on the URA website, including updating the "About the URA" page to reflect the current Strategic Plan. Other items remain outstanding, including:

- Pages for each plan area providing an overview of each plan area that includes information on effective date of the plan area, total investment, examples of projects, and maps;
- Reorganize "Meeting Agendas" page to make materials easier to find; and
- Add section to the website for potential applicants to download materials and understand the tax increment assistance process.

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

Staff produced an annual report for 2020 that contained an overview of the Authority's activities for 2020 along with a financial snapshot for the North College and Prospect South plan areas. Staff presented the annual report to the Board on May 27, 2021. Staff will continue with this process and present an annual report to the Authority Board in May 2022. This timing allows staff to present an overview of the previous year's activities to new Board members following April elections. This timing also allows staff to have financial information that reflects final valuations from the previous year.

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

All materials for URA processes are up to date. One change to our process for applicants seeking tax financial assistance from Authority is that the applicant must work with an on-call appraiser contracted by the Authority to estimate the value of the project upon redevelopment. Because the County Assessor's office no longer performs this analysis, staff issued a request for proposal from qualified appraisers at the end of 2021. The Authority received one submittal to the request for proposal. At the time of publishing the agenda, we do not know if the submittal is sufficient or if the Authority should seek additional proposals.

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

The Board expressed an interest in ensuring that the Authority remains aligned with the goals, objectives, and plans of affected taxing entities. This would help minimize the impact the Authority has on affected taxing entities and develop projects that can achieve the objectives of the Authority as well as the taxing entities. Both Community Investment Plans adopted by the Board contain sections highlighting how the Investment Plans support the goals and objectives of other taxing entities. As staff implements each Investment Plan, they will continue to collaborate with each taxing entity to ensure alignment between the Authority and each taxing entity.

Strategy 8: *Align URA Strategic Plan and activities with partner agencies' capital investments.*

Like Strategy 7, staff continues to collaborate with partner agencies on capital investments. Staff began convening a group that meets bimonthly and is dedicated to coordination of projects along the North College corridor to ensure alignment amongst various stakeholders investing in that area. Staff also participates in several multi-disciplinary groups dedicated to capital investments and will continue to support these initiatives into the future. One such group has convened to put forth applications for American Rescue Plan Act funds available from the State. Staff will keep the Authority Board apprised of any applications that staff puts forth or of other applications that impact the work of the Authority.

Next Steps

Staff proposes updating the strategies to the Strategic Plan given the new composition of the Board and that most strategies are complete. This will give the Board an opportunity to articulate what it wants to accomplish in the short and medium term as an Authority. The Authority Board could accomplish these amendments to the Strategic Plan during the retreat follow-up sessions scheduled from February to April.

ATTACHMENTS

1. Powerpoint Presentation (PDF)

FORT COLLINS URA URBAN RENEWAL AUTHORITY

January 27, 202

Strategic Plan Update

Attachment: Powerpoint Presentation (11170 : Strategic Plan Update)

Background

- Board adopted Strategic Plan in 2020
  - Guides short and medium term actions of Authority
- Regular status update

Attachment: Powerpoint Presentation (11170 : Strategic Plan Update)

FORT COLLINS URA URBAN RENEWAL AUTHORITY

Strategic Plan Overview

Who

The Fort Collins Urban Renewal Authority brings together local, tax collecting organizations to collaborate and remediate blight to create a better community for everyone.

Why

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

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

Attachment: Powerpoint Presentation (11170 : Strategic Plan Update)

FORT COLLINS URA URBAN RENEWAL AUTHORITY

Strategic Plan Overview

How We Behave

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

Strategy 1:
Co-create proactive community investment plans with community members and partners 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 partner agencies' goals, objectives, and plans.

Strategy 8:
Align URA Strategic Plan and activities with partner agencies' capital investments.

Attachment: Powerpoint Presentation (11170 : Strategic Plan Update)

FORT COLLINS URA URBAN RENEWAL AUTHORITY

Status of Strategies

Strategy	Status
Strategy 1 - Co-create proactive community investment plans with community members and taxing entities for each plan area.	**Complete**
Strategy 2 - Develop evaluation criteria for TIF assistance requests based on URA Board retreat.	**In Progress**
Strategy 3 - Amend Inter-Governmental Agreement (IGA) with City to be consistent with URA Strategic Plan.	**In Progress**
Strategy 4 - Update URA website to improve usability.	**On-going**
Strategy 5 - Produce annual report for the URA and each plan area.	**Complete for 2021, In Progress for 2022**
Strategy 6 - Update/develop materials outlining URA processes for applicants and the community.	**Complete**
Strategy 7 - Align URA Strategic Plan and activities with other taxing entities' goals, objectives, and plans.	**On-going**
Strategy 8 - Align URA Strategic Plan and activities with partner agencies' capital investments.	**On-going**

Attachment: Powerpoint Presentation (11170 : Strategic Plan Update)

Proposed Next Steps

- Amend strategies to reflect current Board
  - Retreat follow-up February to April

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