

## AGENDA

### **URA Finance Committee**

September 12, 2024

**3:00 pm – 4:00 pm**

1. 2025 URA Budget
2. North College Finance Scenarios

Join Zoom Meeting

<https://us02web.zoom.us/j/88212193120>

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## **URA FINANCE COMMITTEE AGENDA ITEM SUMMARY**

**Staff:** Andy Smith, Redevelopment Manager  
Wendy Bircher, Financial Analyst  
Josh Birks, Interim Executive Director

**Date:** September 12, 2024

### **SUBJECT FOR DISCUSSION**

2025 URA 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 earlier in 2024. The first 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 original appropriation for the 2025 URA budget would be \$4,796,676. After these expenses, both the North College and Prospect South plan areas would generate excess revenues. Staff forecasts \$10.7 million in available cash in the North College plan area and \$1.6 million in available cash in the Prospect South plan area by the end of 2025.

### **GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED**

- Does the URA Finance Committee have any questions or comments for staff?
- Does the URA Finance Committee have a recommendation for the URA Board in advance of their formal consideration on October 24, 2024?

### **BACKGROUND/DISCUSSION**

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 URA budget, as adopted by its Board, will be incorporated into the City's budget when it goes up for adoption by Council in November 2025.

The table below summarize the amount of money staff seeks for appropriation to fund these budget offers and a comparison to the 2024 budget:

Offer Name	2024 Budget Request	2025 Budget Request
Offer 45.1 - URA Core Offer	682,345	978,152
Offer 45.2 - URA Debt Service	\$5,439,553	\$3,812,093
<b>TOTAL</b>	<b>6,121,898</b>	<b>4,790,245</b>

Changes in the 2025 URA budget compared to the 2024 budget include:

- Reduced property tax TIF revenue and developer repayment for Foothills Mall based on preliminary December 2023 report.
- Included additional personnel support and small incremental increases for personnel and anticipated inflationary costs. In addition, includes a one-time supplemental appropriation of \$260k for the technical services approved for the physical due diligence/engineering, planning, architecture and owners' rep expenses as approved by the board in April, 2024.

Both the North College and Prospect South plan areas will generate excess revenues with the current proposed budget. By the end of 2025, North College is anticipated to have nearly \$10.4 million in cash available while Prospect South will have close to \$1.7 million 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.

Expense Type	North College	Prospect South
Cash Inflows 2025	\$4,176,041	\$846,738
Cash Outflows 2025	(\$1,683,462)	(\$529,716)
Net Change in Cash 2025	\$2,492,579	\$317,022
Projected Ending Cash Balance 2024	\$8,942,372	\$1,753,518
Projected Ending Cash Balance 2025	\$11,434,951	\$2,070,540
Restricted Cash Balance 2025	(\$945,363)	(\$356,500)
<b>Net Available Cash Balance Ending 2025</b>	<b>\$10,489,588</b>	<b>\$1,714,040</b>

Collections of TIF revenue are on track with estimates for 2024. With the County Assessor reassessing property values in 2021 and the URA collecting property taxes a year in arrears, staff expect stable revenues through 2024.

## **ATTACHMENTS**

1. URA Budget Offers (PDF)
2. Updated URA District Forecasts (PDF)
3. TIF Revenue Summary (PDF)
4. Power Point Presentation (PDF)



## City of Fort Collins

### 2025 - 2026 Offer Narratives

#### Economic Health



#### ***Offer 45.1: Urban Renewal Authority***

***Offer Type: Ongoing***

2025: \$978,152 and 2.14 FTE (excluding hourly staffing)

2026: \$726,400 and 2.14 FTE (excluding hourly staffing)

#### **Funding This Offer Will:**

Funding this offer will authorize the Urban Renewal Authority (URA) to fund administrative operations and program management activities using existing URA revenue streams.

#### **Offer Summary**

This offer funds Urban Renewal Authority (URA) administration and operations. The URA brings together local tax collecting organizations to collaborate and remediate blight to create a better community for everyone. The URA currently has four 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:

- Create vibrant neighborhoods
- Support projects that achieve objectives outlined in Community Investment Plans
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of Our Climate Future
- Retain, expand and 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
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives, including those of taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property and sales tax revenues resulting from new activity enabled and catalyzed by URA investments.



## **Offer 45.1: Urban Renewal Authority**

### **Offer Type: Ongoing**

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

**✓ ECON - 24/7/365 Operational Excellence**

- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home

### **Additional Information**

- Existing Areas: (1) North College - centered on College Avenue from Vine Drive north to the City boundary and 1/4 mile either side of College; (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.
- We use GARE's equitable development framework as a way to assess and frame the URA's investments. This helps us ensure we invest in projects and programs that further our goals around equity and inclusion within our plan areas. We are building a data dashboard that will track demographics, investment, property values, and other indicators to help us ensure our actions yield more equitable outcomes
- For the North College plan area, we have been working with the Latino/Latinx community on developing a community hub that would provide resources to the whole community but with a particular emphasis on the Latino/Latinx community. Spanish is the default language in these meetings rather than English. Our communications are also in Spanish by default.
- A supplemental appropriation of \$260,000 was added in 2025 for the additional technical services approved for the physical due diligence/engineering, planning, architecture and Owners rep expenses as outlined in the April 2024 Board Packet.

### **Links to Further Details:**

- <https://www.renewfortcollins.com/>

### **Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)



## **Offer 45.1: Urban Renewal Authority**

### **Offer Type: Ongoing**

- ✓ **ECON - 24/7/365 Operational Excellence:** The URA manages four existing Tax Increment Districts including North College, Prospect South, Foothills, and College and Drake. URA staff implements policy objectives of the URA Board and ensures adherence to applicable laws and by-laws. This offer provides the necessary support to ensure ongoing business operations and legal compliance. Thus, the offer supports ongoing operational excellence.
- **NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford:** A strategic priority of the 2024 URA Workplan is “Proactive Promotion of Affordable Housing” in URA plan areas. Using the unique tools available to the URA, and working with key partners, the URA will promote the development of new affordable housing dwelling units in its projects and plan areas whenever possible.
- **NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home:** URA projects present exciting opportunities to work with partners to reimagine and revitalize neighborhood centers adjacent to key transportation corridors. By leveraging City resources and plans, conducting market studies, and promoting mixed-use neighborhoods, the URA can help catalyze epicenters of new 15-minute neighborhoods that are walkable, bikeable, and transit-oriented.

### **Improvements & Efficiencies**

- 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.
- The URA Board has adopted investment plans for the North College and Prospect South plan areas. These plans provide greater clarity on the types of projects the Authority intends to support. These investment plans utilize the GARE Equitable Development Framework as their basis supported by a series of metrics and indicators. This will help ensure the URA advances equity for all.
- The URA adopted its first Strategic Plan in 2020. The Strategic Plan establishes how the Urban Renewal Authority URA supports redevelopment while also supporting the communities in which it operates. The Strategic Plan has a series of guiding principles and tactics that form much of the framework of the 2024 URA Workplan, and may be updated by the Board in late 2024 or early 2025.
- URA staff presented a 2024 Workplan for the URA Board to consider and endorse. The Workplan prioritizes potential activities based on three broad categories: committed, conditional, and discretionary. The workplan is informed by the updated City Council Strategic Plan, the URA Strategic Plan, emerging opportunities, ongoing commitments, and operational capacity.



## **Offer 45.1: Urban Renewal Authority**

### **Offer Type: Ongoing**

- As the URA considers potential new plan areas and new projects within existing plan areas, URA staff will develop evaluation criteria to help the URA Board make decisions. The establishment of such evaluation criteria is a task identified in both the URA Strategic Plan and the 2024 URA Workplan.
- The URA continues to pursue the potential acquisition of the former Albertson's site on North College Ave. The site has been the focus of community engagement and visioning efforts and will likely include a community hub led by Latinx stakeholders, affordable housing, and possibly a mix of other uses that remain to be determined.
- The URA will form and lead an ad hoc interdepartmental "URA Technical Advisory Team" to identify opportunities to coordinate and leverage City plans and projects in existing or future Plan Areas. Potential opportunities include better or faster infrastructure investments and advancement of policy objectives described in key City planning documents.

### **Performance Metrics**

- NLSH 3. Affordable Housing Inventory

<https://publish.clearpointstrategy.com/594/Measures/object=measure&objectId=91486.html>

Performance Measure Reason: A strategic priority of the 2024 URA Workplan is "Proactive Promotion of Affordable Housing" in URA plan areas. Using the unique tools available to the URA, and working with key partners, the URA will promote the development of new affordable housing dwelling units in its projects and plan areas whenever possible.

### **Differences from Prior Budget Cycles**

- Not applicable

### **Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

### **Offer Profile**

Offer Owner: WBricher

Financial Lead: wbricher

Lead Department: Urban Renewal Authority





## 45.1: Urban Renewal Authority

### Offer Type: Ongoing

#### Ongoing Programs and Services

	2025 Projected Budget	2026 Projected Budget	2025 to 2026 Change	
Full Time Equivalent (FTE) Staffing	2.14	2.14	- %	
Expenses				
511000 - Salaries & Wages	235,774	242,848	3.0%	
512000 - Benefits	65,272	67,817	3.9%	
519000 - Other Personnel Costs	(19,568)	(20,193)	3.2%	
510000 - Personnel Services	281,478	290,472	3.2%	
521000 - Professional & Technical	635,710	373,445	-41.3%	
529000 - Other Prof & Tech Services	500	500	- %	
520000 - Purchased Prof & Tech Services	636,210	373,945	-41.2%	
535000 - Construction Services	38,554	40,073	3.9%	
530000 - Purchased Property Services	38,554	40,073	3.9%	
541000 - Insurance	12,000	12,000	- %	
542000 - Communication Services	660	660	- %	
544000 - Employee Travel	3,000	3,000	- %	
549000 - Other Purchased Services	1,500	1,500	- %	
540000 - Other Purchased Services	17,160	17,160	- %	
555000 - Office & Related Supplies	2,500	2,500	- %	
559000 - Other Supplies	2,250	2,250	- %	
550000 - Supplies	4,750	4,750	- %	
Total Expenses	978,152	726,400	-25.7%	
Funding Sources				
800-URA N. College District: Ongoing Revenue	Ongoing Restricted	978,152	726,400	-25.7%
Funding Source Total		978,152	726,400	-25.7%



## **Offer 45.2: Urban Renewal Authority Debt Service**

### **Offer Type: Ongoing**

2025: \$3,812,093 and 0.00 FTE (excluding hourly staffing)

2026: \$3,661,722 and 0.00 FTE (excluding hourly staffing)

### **Funding This Offer Will:**

Funding this offer will allow the Urban Renewal Authority (URA) to continue servicing key financial obligations that were previously authorized, such as bond and loan payments.

### **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 URAs issue debt to help finance various development projects in the URA districts, such as the King Sooper Marketplace and The Lyric in the North College URA. The debt service expense is paid for by the tax increment revenue collected by the URA districts over the life of the URA (30 years). The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

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

- ✓ECON - 24/7/365 Operational Excellence
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford

### **Additional Information**

- This offer allows the URA to service debt and is, therefore, linked to the ongoing operations of the URA in terms of addressing equity. Please see the ongoing offer for the URA program for more information about how the URA has adjusted its operations to better address equity.

### **Links to Further Details:**

- <https://www.renewfortcollins.com/>

### **Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)



## **Offer 45.2: Urban Renewal Authority Debt Service**

### **Offer Type: Ongoing**

- ✓ ECON - 24/7/365 Operational Excellence: The URA manages four existing Tax Increment Districts including North College, Prospect South, Foothills, and College and Drake. URA staff manages financial commitments made by the URA to ensure transparency and adherence to legal agreements, applicable laws, and financial standards. This offer provides the necessary support to ensure financial obligations are satisfied. T
- NCV 4 - Remove obstacles to build interconnected Neighborhood Centers to accelerate progress toward our goal for everyone to have the daily goods and services they need and want available within a 15-minute walk or bike ride from their home: URA projects present exciting opportunities to work with partners to reimagine and revitalize neighborhood centers adjacent to key transportation corridors. By leveraging City resources and plans, conducting market studies, and promoting mixed-use neighborhoods, the URA can help catalyze epicenters of new 15-minute neighborhoods that are walkable, bikeable, and transit-oriented.
- NCV 1 - Increase housing supply, type, choice and affordability to address inequities in housing so that everyone has healthy, stable housing they can afford: A strategic priority of the 2024 URA Workplan is “Proactive Promotion of Affordable Housing” in URA plan areas. Using the unique tools available to the URA, and working with key partners, the URA will promote the development of new affordable housing dwelling units in its projects and plan areas whenever possible.

### **Improvements & Efficiencies**

- N/A

### **Performance Metrics**

- NLSH 3. Affordable Housing Inventory

<https://publish.clearpointstrategy.com/594/Measures/object=measure&objectId=91486.html>

Performance Measure Reason: A strategic priority of the 2024 URA Workplan is “Proactive Promotion of Affordable Housing” in URA plan areas. Using the unique tools available to the URA, and working with key partners, the URA will promote the development of new affordable housing dwelling units in its projects and plan areas whenever possible.

### **Differences from Prior Budget Cycles**

- Not applicable

### **Explanation of Any Adjustments to Personnel Costs using object 519999**

- Not applicable

### **Offer Profile**

Offer Owner: WBricher

Financial Lead: wbricher

Lead Department: Urban Renewal Authority



## 45.2: Urban Renewal Authority Debt Service

*Offer Type: Ongoing*

### Ongoing Programs and Services

	2025 Projected Budget	2026 Projected Budget	2025 to 2026 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Expenses				
535000 - Construction Services	2,470,595	2,347,065	-5.0%	
530000 - Purchased Property Services	2,470,595	2,347,065	-5.0%	
581000 - Debt Service	1,341,498	1,314,657	-2.0%	
580000 - Debt & Other Uses	1,341,498	1,314,657	-2.0%	
Total Expenses	3,812,093	3,661,722	-3.9%	
Funding Sources				
800-URA N. College District: Ongoing Revenue	Ongoing Restricted	3,812,093	3,661,722	-3.9%
Funding Source Total		3,812,093	3,661,722	-3.9%

## ATTACHMENT 2

North College Urban Renewal Area Base year 2005 TIF Rev through 2031 Financial Forecast											
<i>Revenue is next year following assessment TIF revenue year</i>											
	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		Cumulative
	ACT 2022	ACT 2023	Proj 2024	Proj 2025	Proj 2026	Proj 2027	Proj 2028	Proj 2029	Proj 2030	Proj 2031	Total
<b>Cash Inflows</b>											
<b>Property Tax Increment (cash basis)</b>	3,039,356	3,269,641	4,160,041	4,160,041	4,243,242	4,243,242	4,370,539	4,370,539	4,501,655		54,552,489
<b>TOTAL Property Tax Increment</b>	<b>3,039,356</b>	<b>3,269,641</b>	<b>4,160,041</b>	<b>4,160,041</b>	<b>4,243,242</b>	<b>4,243,242</b>	<b>4,370,539</b>	<b>4,370,539</b>	<b>4,501,655</b>		<b>54,552,489</b>
<b>Other Revenue</b>											
Interest	(144,609)	314,229	16,000	16,000	12,000	12,000	12,000	10,000	10,000		623,282
Other	3,913										237,746
<b>Total Other Revenue</b>	<b>(140,696)</b>	<b>314,229</b>	<b>16,000</b>	<b>16,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>10,000</b>	<b>10,000</b>		<b>861,028</b>
<b>OPERATING REVENUE</b>	<b>2,898,660</b>	<b>3,583,870</b>	<b>4,176,041</b>	<b>4,176,041</b>	<b>4,255,242</b>	<b>4,255,242</b>	<b>4,382,539</b>	<b>4,380,539</b>	<b>4,511,655</b>	-	<b>55,974,013</b>
<b>Total Cash Inflows</b>	<b>2,898,660</b>	<b>3,583,870</b>	<b>4,176,041</b>	<b>4,176,041</b>	<b>4,255,242</b>	<b>4,255,242</b>	<b>4,382,539</b>	<b>4,380,539</b>	<b>4,511,655</b>	-	<b>86,512,080</b>
<b>Cash Outflows</b>											
<b>Operating</b>											
Personnel	(249,983)	(97,418)	(254,925)	(281,478)	(342,910)	(353,198)	(363,794)	(374,707)			(4,546,585)
Goods & Services	(75,197)	(83,693)	(156,444)	(178,349)	(181,916)	(185,554)	(189,266)	(193,051)			(2,131,012)
Reimbursement from Other URAs	78,522	90,669	109,700	137,000	176,317	170,479	173,317	176,783	179,736		1,909,304
County Fee	(60,787)	(65,393)	(83,201)	(84,865)	(84,865)	(84,865)	(87,411)	(87,411)	(90,033)		(1,015,166)
Insurance	(10,402)	(9,583)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)			(156,034)
Project Mgmt											
One-Time Costs approved by Council			(180,000)	(260,000)							(200,293)
Debt Service Cost of Issuance											(183,588)
Debt Service Banking Fee	(3,025)	(3,025)	(3,025)	(3,025)	(3,025)	(3,025)	(3,025)	(3,025)			
<b>Total Operating</b>	<b>(320,871)</b>	<b>(168,443)</b>	<b>(579,895)</b>	<b>(682,717)</b>	<b>(448,400)</b>	<b>(468,163)</b>	<b>(482,178)</b>	<b>(493,411)</b>	<b>89,703</b>		<b>(6,323,375)</b>
<b>Developer Project Costs (funds released to projects)</b>											
Project 10- Feeders Supply	-	(17,909)	-	(6,038)	(6,822)	(7,158)	(7,158)	(7,505)	(7,505)	(7,862)	(67,957)
Project 11-Hickory Commons											
Project 12- Lyric (first \$43,650 payable to URA for RDW)	(9,939)	-	(19,000)	(20,754)	(21,490)	(22,248)	(23,029)	(23,833)	(24,662)	(27,379)	(192,333)
Project 12- Lyric (first \$43,650 payable to URA for RDW)											(43,650)
Project 13- Whitewater Park											(303,000)
Project 14- Stormwater											(300,000)
<b>Total Developer Project Costs</b>	<b>(9,939)</b>	<b>(17,909)</b>	<b>(19,000)</b>	<b>(26,791)</b>	<b>(28,311)</b>	<b>(29,406)</b>	<b>(30,187)</b>	<b>(31,338)</b>	<b>(32,167)</b>	<b>(35,241)</b>	<b>(12,149,327)</b>
Debt 3 Principal (RMI2)	(295,781)	(311,884)	(319,681)	(26,913)							(4,539,129)
Debt 3 Principal (RMI2)											(764,810)
Debt 3 Interest	(24,047)	(16,594)	(8,665)	(678)							(1,230,695)
<b>Sub-Total General Fund</b>	<b>(319,828)</b>	<b>(328,478)</b>	<b>(328,346)</b>	<b>(27,591)</b>	-	-	-	-	-		<b>(15,766,718)</b>
Unknown - Other		-	-								(250,000)
<b>2013 Bonds - Debt Service</b>											-
2013 Bond Principal	(690,000)	(715,000)	(745,000)	(775,000)	(805,000)	(840,000)	(870,000)	(910,000)	-		(11,085,000)
2013 Bond Interest	(257,363)	(229,763)	(201,163)	(171,363)	(140,363)	(108,163)	(74,563)	(38,675)	-		(4,059,972)
<b>Total Bond Debt Service</b>	<b>(947,363)</b>	<b>(944,763)</b>	<b>(946,163)</b>	<b>(946,363)</b>	<b>(945,363)</b>	<b>(948,163)</b>	<b>(944,563)</b>	<b>(948,675)</b>	-		<b>(15,144,972)</b>
<b>Total Cash Outflows</b>	<b>(1,598,001)</b>	<b>(1,459,592)</b>	<b>(1,873,404)</b>	<b>(1,683,462)</b>	<b>(1,422,074)</b>	<b>(1,445,732)</b>	<b>(1,456,927)</b>	<b>(1,473,424)</b>	<b>57,536</b>		<b>(58,627,773)</b>
<b>Net Change in Cash</b>	<b>1,300,658</b>	<b>2,124,278</b>	<b>2,302,638</b>	<b>2,492,579</b>	<b>2,833,168</b>	<b>2,809,510</b>	<b>2,925,612</b>	<b>2,907,115</b>	<b>4,569,192</b>		<b>27,884,307</b>
<b>Ending Cash &amp; Investments</b>	<b>4,515,456</b>	<b>6,639,734</b>	<b>8,942,372</b>	<b>11,434,951</b>	<b>14,268,119</b>	<b>17,077,629</b>	<b>20,003,241</b>	<b>22,910,356</b>	<b>27,479,548</b>		
Restricted Cash	(944,763)	(946,163)	(946,363)	(945,363)	(948,163)	(944,563)	(948,675)	-			
Restricted Cash 125% Requirement	(23,643)	-									
Non Spendable Advances RMI	(658,478)	(346,594)	(26,913)								
**ADJ per Accounting - RMI Loan Restriction Release		207,213	-								
<b>Net Available Cash</b>	<b>2,888,573</b>	<b>5,554,190</b>	<b>7,969,096</b>	<b>10,489,588</b>	<b>13,319,957</b>	<b>16,133,067</b>	<b>19,054,566</b>	<b>22,910,356</b>	<b>27,479,548</b>		
<b>Outstanding Debt</b>	<b>6,318,478</b>	<b>5,291,594</b>	<b>4,226,913</b>	<b>3,425,000</b>	<b>2,620,000</b>	<b>1,780,000</b>	<b>910,000</b>				

<b>Urban Renewal Authority / Midtown Plan Area</b> <b>Prospect South TIF District</b> <b>Base year 2011 TIF Rev through 2037</b> <b>Financial Forecast</b>																
Revenue is recd year following assessment	2022 TIF	2023 TIF	2024 TIF	2% 2025 TIF	2% 2026 TIF	2% 2027 TIF	2% 2028 TIF	2% 2029 TIF	2% 2030 TIF	2% 2031 TIF	2% 2032 TIF	2% 2033 TIF	2% 2034 TIF	2% 2035 TIF	2% 2036 TIF	
TIF revenue year	12	13	14	15	16	17	18	19	20	21	22	23	24	25		Cumulative
	ACT	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj		
Cash Inflows	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	Total
Property Tax Increment (cash basis)	710,453	704,000	846,738	718,080	863,673	732,442	880,946	747,090	898,565	762,032	916,536	777,273	934,867	792,818	953,565	16,861,189
TOTAL Property Tax Increment	710,453	704,000	846,738	718,080	863,673	732,442	880,946	747,090	898,565	762,032	916,536	777,273	934,867	792,818	953,565	16,861,189
Other Revenue																
Interest on Investments	81,266	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	183,013
Intra-City Loan Proceeds																-
Total Cash Inflows	791,719	704,000	846,738	723,080	868,673	737,442	885,946	752,090	903,565	767,032	921,536	782,273	939,867	797,818	958,565	27,695,797
	12	13	14	15	16	17	18	19	20	21	22	23	24	25		Cumulative
	ACT	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj		Total
Cash Outflows	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	
Operating																
Admin Charge (pd by N College and reimbursed	(43,950)	(101,000)	(106,000)	(139,120)	(141,903)	(144,741)	(147,636)	(150,588)	(153,600)	(156,672)	(159,805)	(163,002)	(166,262)	(169,587)	(172,979)	(2,438,111)
Goods & Services	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(538,612)
Debt Service Banking Fee	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)	(2,475)		(41,400)
Other (supplemental)		(30,600)														
County Fee	(14,209)	(14,080)	(16,935)	(14,362)	(17,273)	(14,649)	(17,619)	(14,942)	(17,971)	(15,241)	(18,331)	(15,545)	(18,697)	(15,856)	(19,071)	(337,223)
1x URA Board Approvals		(275,000)														
Total Operating	(60,634)	(448,155)	(150,410)	(180,957)	(186,651)	(186,865)	(192,729)	(193,005)	(199,046)	(199,388)	(205,611)	(206,022)	(212,434)	(212,918)	(192,050)	(3,355,347)
Developer Project Costs (funds released to projects)																
Project 1 - Capstone																(4,972,000)
Project 2 - Prospect Station	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	-	(494,002)
Total Developer Project Costs	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	(11,762)	-	(5,466,002)
2019 Refinancing																
Principal	(240,000)	(250,000)	(265,000)	(280,000)	(290,000)	(305,000)	(315,000)	(320,000)	(325,000)	(330,000)	(340,000)	(345,000)	(355,000)	(360,000)		(4,990,000)
Interest	(127,044)	(115,044)	(102,544)	(89,294)	(75,294)	(60,794)	(54,694)	(48,394)	(41,994)	(35,494)	(28,894)	(22,094)	(15,194)	(7,650)		(1,261,901)
Total Principal and Interest Expense	(367,044)	(365,044)	(367,544)	(369,294)	(365,294)	(365,794)	(369,694)	(368,394)	(366,994)	(365,494)	(368,894)	(367,094)	(370,194)	(367,650)		(6,251,901)
Total Cash Outflows	(439,440)	(824,961)	(529,716)	(562,013)	(563,707)	(564,420)	(574,185)	(573,161)	(577,802)	(576,643)	(586,267)	(584,878)	(594,390)	(592,330)	(192,050)	(21,823,615)
Net Change in Cash	352,279	(120,961)	317,022	161,067	304,966	173,021	311,761	178,930	325,763	190,389	335,270	197,395	345,477	205,488	766,515	5,872,182
Ending Cash & Investments	1,874,479	1,753,518	2,070,540	2,231,607	2,536,573	2,709,595	3,021,356	3,200,285	3,526,048	3,716,437	4,051,707	4,249,102	4,594,579	4,800,068	5,566,582	
Restricted Cash	(370,194)	(370,194)	(356,500)	(328,500)	(299,500)	(269,000)	(237,500)	(205,500)	(173,000)	(140,000)	(106,000)	(71,500)	(36,000)	-		
Net Available Cash	1,504,285	1,383,324	1,714,040	1,903,107	2,237,073	2,440,595	2,783,856	2,994,785	3,353,048	3,576,437	3,945,707	4,177,602	4,558,579	4,800,068	5,566,582	
Outstanding Debt	4,080,000	3,830,000	3,565,000	3,285,000	2,995,000	2,690,000	2,375,000	2,055,000	1,730,000	1,400,000	1,060,000	715,000	360,000			

<b>Urban Renewal Authority / Midtown Plan Area</b> <b>Foothills Mall TIF District</b> <b>Base year 2011 TIF Rev through 2037</b> <b>Financial Forecast</b>												
									3,327,492			
									3,211,030			
					65%	41%	-12%					
					128%	10%	24%					
Revenue is recd year following assessment	2013 TIF	2014 TIF	2015 TIF	2016 TIF	2017 TIF	2018 TIF	2019 TIF	2020 TIF	2021 TIF	2022 TIF	2023 TIF	2024 TIF
TIF revenue year	1	2	3	4	5	6	7	8	9	10	11	12
	ACT	ACT	ACT	ACT	ACT	ACT	ACT	ACT	ACT	ACT	UProj	UProj
<b>Cash Inflows</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
URA Property Tax Increment	-	-	-	783,020	1,770,453	1,938,997	2,337,428	1,999,557	1,952,405	1,997,907	1,463,054	1,463,054
Metro District Property Tax Increment				486,888	1,121,254	1,235,298	1,614,142	1,941,312	1,375,087	1,388,376	1,016,699	1,016,699
Property Tax Difference				(23,685)	(7,187)	(113,597)	(1,092,769)	(60,784)				
Sales Tax Increment				205,255	339,423	476,928	421,281	(5,394)	661,753	807,962	600,000	450,000
PIF												
<b>Total Tax Increment</b>	-	-	-	1,451,478	3,223,943	3,537,625	3,280,082	3,874,691	3,989,246	4,194,245	3,079,753	2,929,753
Interest on Investments				(56)	5,160	10,083	10,470	2,918	6,913	2,555	6,000	6,000
Miscellaneous Revenue	328,302	8,484	4,499									
<b>Total Revenue</b>	<b>328,302</b>	<b>8,484</b>	<b>4,499</b>	<b>1,451,422</b>	<b>3,229,103</b>	<b>3,547,708</b>	<b>3,290,552</b>	<b>3,877,609</b>	<b>3,996,159</b>	<b>4,196,800</b>	<b>3,085,753</b>	<b>2,935,753</b>
<b>Total Cash Inflows</b>	<b>328,302</b>	<b>8,484</b>	<b>4,499</b>	<b>1,451,422</b>	<b>3,229,103</b>	<b>3,547,708</b>	<b>3,290,552</b>	<b>3,877,609</b>	<b>3,996,159</b>	<b>4,196,800</b>	<b>3,085,753</b>	<b>2,935,753</b>
	1	2	3	4	5	6	7	8	9	10	11	12
	ACT	ACT	ACT	ACT	ACT	ACT	ACT	ACT	ACT	ACT	Uproj	Uproj
<b>Cash Outflows</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Operating</b>												
Administrative Charges	-	-	-	-	-	(83,878)	(45,910)	(58,201)	(42,882)	(49,912)	(50,794)	(37,196)
Consulting	(50,031)	-	(936)	-	-	-	-	-	-	-	-	-
Legal	(32,912)											
All Other	(256,824)		(3,563)									
County Fee (Larco 802810.521030)	-	-	-	(24,924)	(57,690)	(61,614)	(67,132)	(77,602)	(66,550)	(67,726)	(49,595)	(49,595)
subtotal operating	(339,767)	-	(4,499)	(24,924)	(57,690)	(145,492)	(113,042)	(135,803)	(109,432)	(117,638)	(100,389)	(86,791)
<b>Developer Project Costs (funds released to projects)</b>												
Land Improvement Services				(1,408,234)	(3,131,567)	(3,455,652)	(3,172,600)	(3,745,969)	(3,869,732)	(4,080,790)	(2,992,962)	(2,842,962)
subtotal project costs	-	-	-	(1,408,234)	(3,131,567)	(3,455,652)	(3,172,600)	(3,745,969)	(3,869,732)	(4,080,790)	(2,992,962)	(2,842,962)
<b>Total Cash Outflows</b>	<b>(339,767)</b>	<b>-</b>	<b>(4,499)</b>	<b>(1,433,158)</b>	<b>(3,189,257)</b>	<b>(3,601,144)</b>	<b>(3,285,642)</b>	<b>(3,881,772)</b>	<b>(3,979,164)</b>	<b>(4,198,428)</b>	<b>(3,093,351)</b>	<b>(2,929,753)</b>
<b>Net Change in Cash</b>	<b>(11,465)</b>	<b>8,484</b>	<b>-</b>	<b>18,264</b>	<b>39,846</b>	<b>(53,436)</b>	<b>4,910</b>	<b>(4,163)</b>	<b>16,995</b>	<b>(1,628)</b>	<b>(7,598)</b>	<b>6,000</b>
<b>Ending Cash &amp; Investments</b>	<b>(11,465)</b>	<b>(2,981)</b>	<b>(2,981)</b>	<b>15,283</b>	<b>55,129</b>	<b>1,692</b>	<b>6,602</b>	<b>2,439</b>	<b>19,434</b>	<b>17,806</b>	<b>10,208</b>	<b>16,208</b>



# ATTACHMENT 3

## TIF Revenue

North College URA				
Tax District	LTD 2006-2023		Forecast 2024-2030 (7 years)	TOTAL
	Total TIF	% of Total		
Poudre R-1 School District	\$16,831,043	58.3%	\$17,520,628	\$34,351,671
Larimer County	\$6,981,536	24.2%	\$7,267,576	\$14,249,112
City of Fort Collins	\$3,074,461	10.7%	\$3,200,425	\$6,274,887
Health District of N. Lar Co.	\$680,041	2.4%	\$707,903	\$1,387,943
Lar Co. Pest Control	\$41,276	0.1%	\$42,967	\$84,242
Poudre River Public Library District	\$944,432	3.3%	\$983,126	\$1,927,558
N CO Water Conservancy District	\$313,817	1.1%	\$326,674	\$640,491
<b>Total</b>	<b>\$28,866,605</b>		<b>\$30,049,299</b>	<b>\$58,915,904</b>

Prospect South URA				
Tax District	LTD (2013-2023)		Forecast 2024-2037 (14 years)	TOTAL
	Total TIF	% of Total		
Poudre R-1 School District	\$3,606,043	58.5%	\$6,257,575	\$9,863,618
Larimer County	\$1,484,172	24.1%	\$2,575,488	\$4,059,661
City of Fort Collins	\$654,687	10.6%	\$1,136,081	\$1,790,768
Health District of N. Lar Co.	\$144,810	2.3%	\$251,290	\$396,100
Lar Co. Pest Control	\$8,825	0.1%	\$15,313	\$24,138
Poudre River Public Library District	\$201,172	3.3%	\$349,094	\$550,266
N CO Water Conservancy District	\$66,825	1.1%	\$115,962	\$182,787
<b>Total</b>	<b>\$6,166,535</b>		<b>\$10,700,804</b>	<b>\$16,867,339</b>



# 2025 URA Budget



### Ongoing Programs and Services

Expense Type	Budget
Personnel	\$281,478
Prof. and Tech. Svcs./Other	281,120
One-Time Appropriation	260,000
Insurance & Legal Svcs	117,000
Property Svcs.	38,554
<b>Total</b>	<b>\$978,152</b>

### Funding Source

URA	Budget
North College	\$721,271
Prospect South	150,410
Foothills Mall	106,471
<b>Total</b>	<b>\$978,152</b>



## Debt Service Payments

Expense Type	Budget
Developer Payments	\$2,470,595
Debt Service	1,341,498
<b>Total</b>	<b>\$3,812,093</b>

## Funding Source

URA	Budget
North College	\$973,954
Prospect South	367,544
Foothills Mall	2,470,595
<b>Total</b>	<b>\$3,812,093</b>



### North College URA

- ***Developer Repayments***

- *The Lyric* budget includes repayments of 20,754 based on their agreement.
- Feeders Supply budget includes repayments of 6,038 per their agreement.

- ***Other Expense (Admin Budget to be split one-year in arrears)***

- Operating expenses are budgeted slightly higher in 2025 due to minimal annual increases in personnel costs and anticipated inflationary costs.
- A one-time supplemental appropriation of 260,000 was included and approved by the Board in April, 2024.



### **Prospect South URA**

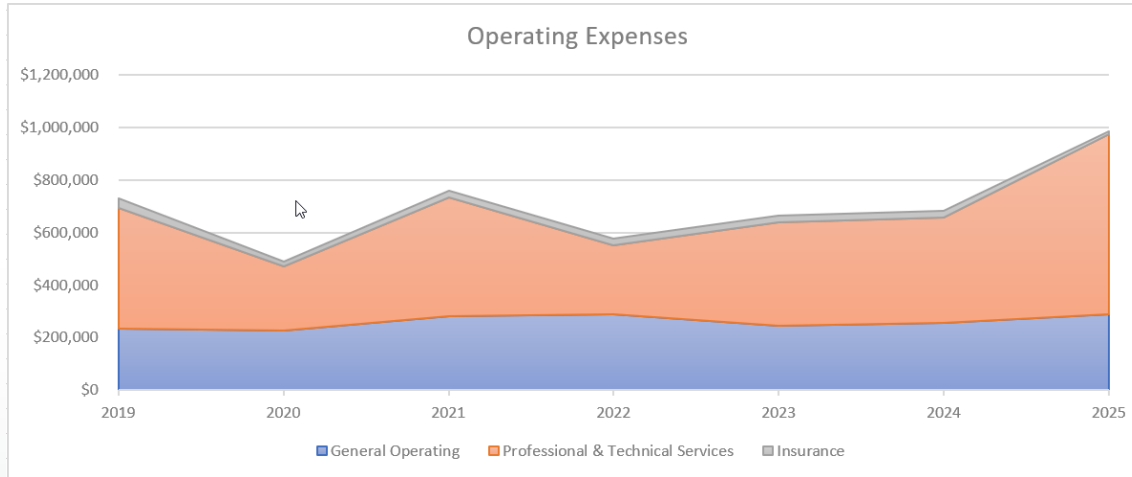
- No significant expense changes in 2025.

### **Foothills Mall URA**

- Reduction in Developer Repayment due to decreased Property Tax TIF to be collected and anticipated reduction in sales tax increment due to departure of Macy's in 2022.



## URA Operating Expense History



### General Operating Expenses:

- Salaries & Benefits
- Office-related expenses

### Professional & Technical Services Expenses:

- Banking Fees
- Consulting Services
- Larimer County Fees
- Legal Services/Insurance

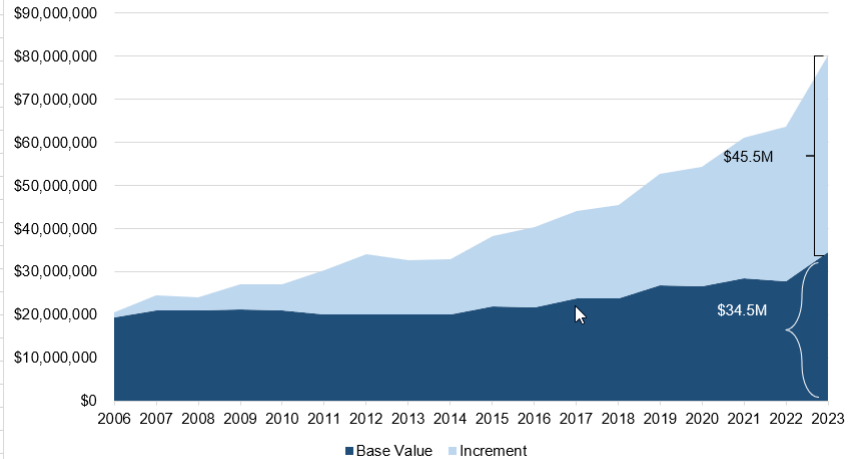
- **2014** – Foothills Mall URA reimbursable expenses paid to developer.
- **2017-2019** – EPS consulting services for Drake & College URA analysis.
- **2017 forward** – Increase in Larimer County fees as Foothills Mall URA starts generating TIF.
- **2019** – Consulting, legal and banking fees related to Prospect South URA refinancing.
- **2019 forward** – Utilization of non-City legal representation for URA.
- **2019 forward** – Purchase of non-City liability insurance for the URA.
- **2020** – North College URA outreach and visioning expenses.
- **2024-25** – One-time supplemental appropriation of \$260k for web upgrades and property work approved in April 2024.

## 2025 Cashflow Forecast

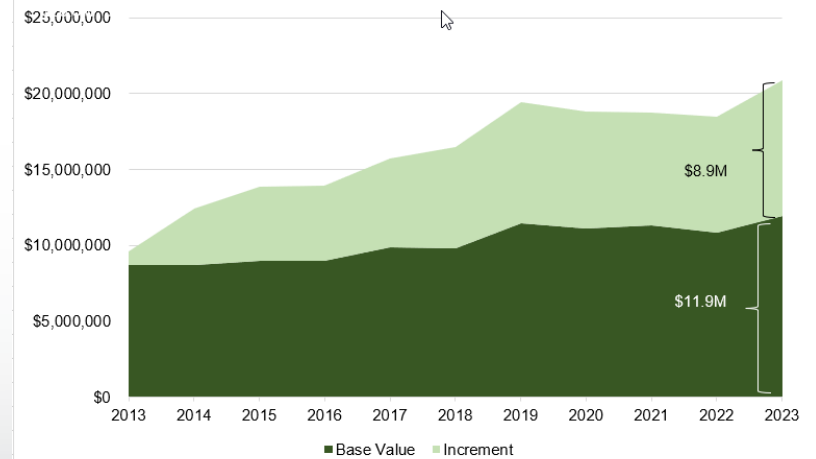
Expense Type	North College	Prospect South
Cash Inflows 2025	\$4,176,041	\$846,738
Cash Outflows 2025	(\$1,683,462)	(\$529,716)
Net Change in Cash 2025	\$2,492,579	\$317,022
Projected Ending Cash Balance 2024	\$8,942,372	\$1,753,518
Projected Ending Cash Balance 2025	\$11,434,951	\$2,070,540
Restricted Cash Balance 2025	(\$945,363)	(\$356,500)
<b>Net Available Cash Balance Ending 2025</b>	<b>\$10,489,588</b>	<b>\$1,714,040</b>

# Property Assessment Increment Through 2023 Assessments

North College URA Property Assessment Values  
2006-2023



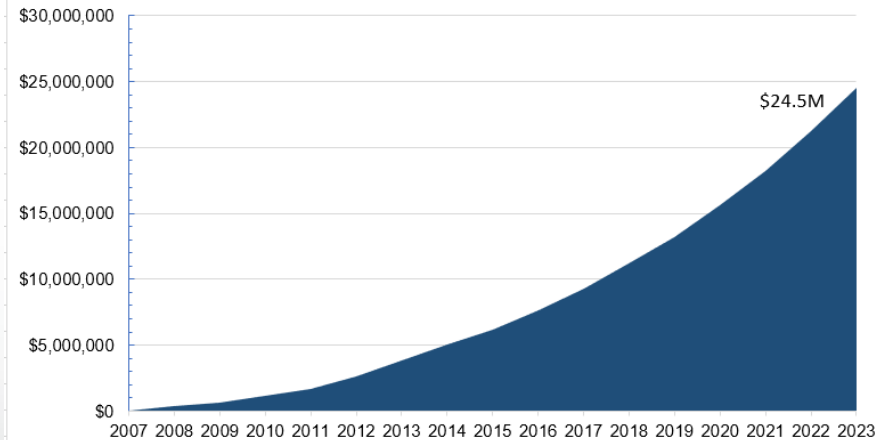
Prospect South URA Property Assessment Values  
2013-2023



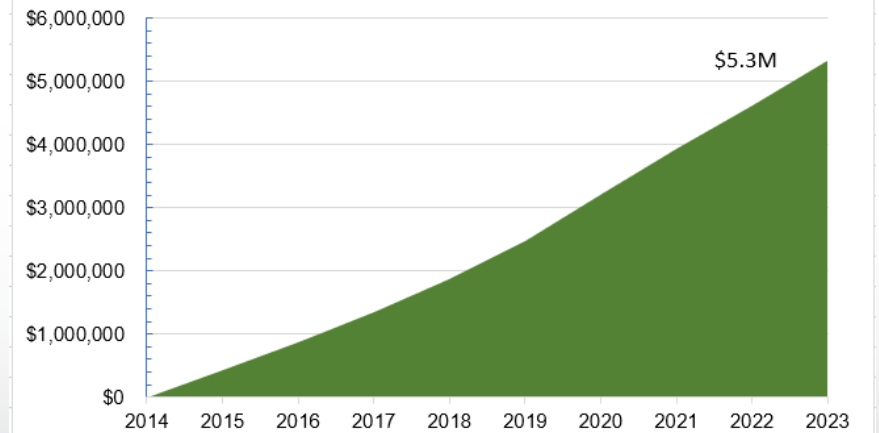


## Tax Increment Collections Through 2023

North College URA Cumulative TIF Collections



Prospect South URA Cumulative TIF Collections



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



## **URA FINANCE COMMITTEE AGENDA ITEM SUMMARY**

**Staff:** Andy Smith, Redevelopment Manager  
Josh Birks, Acting Executive Director  
Wendy Bricher, Financial Analyst II

**Date:** September 12, 2024

**SUBJECT FOR DISCUSSION:** North College Plan Area Finance Scenarios

### **EXECUTIVE SUMMARY**

The North College Urban Renewal Plan (“Plan”) revenue stream from tax increment financing (“TIF”) will end in 2030. Several potential projects seeking financial investment may be considered by the URA Board in that timeframe, and to better prepare for those discussions, URA staff seeks strategic direction from the URA Board regarding priorities.

### **GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED**

- Should the recommended revenue allocations and priorities described in the Community Investment Plan for North College from 2020 (Attachment 1) remain the same or should they be modified? If they should be modified, how?
- Do new investment opportunities exist now that may have not been considered in 2020, or perhaps were not as high of policy priorities (like housing)?
- What additional information would the URA Finance Committee want to review and understand prior to providing guidance or making a recommendation?
- Should a certain amount of revenue be set aside as uncommitted in order to respond to unanticipated opportunities as they arise?
- Is this discussion ready for consideration by the URA Board on September 26?

### **BACKGROUND/DISCUSSION**

In 2018, the Fort Collins URA commissioned a professional third-party analysis of opportunities for potential investment within the Plan Area. The analysis culminated in a report, and in 2019, the report was followed and considered by key community stakeholders in two series of

workshops facilitated by CSU’s Institute for the Built Environment (IBE) and The Family Center/La Familia (TFC/LF).

Nearly sixty community members participated in the workshop process between the two groups. Overarching themes both groups identified included:

- Increase vibrancy through maintaining and adding services and amenities that the community wants.
- Enhance and celebrate cultural needs and opportunities, including artistic expression.
- Increase access to a variety of recreation options.

From there, IBE produced a report synthesizing the findings of both series of workshops. The report highlights four key areas of investment. These four categories of investment are:

1. Complete, vibrant neighborhood
2. Latinx community hub
3. Stormwater improvements
4. Recreation and connectivity

The final steps in the process consolidated those four categories into three summary categories that were then analyzed in terms of targeted allocation levels during the short-term, medium-term, and long-term time horizons (*see exhibits from the 2020 Community Investment Plan below*)

## Recommended Revenue Allocation

	Complete, Vibrant Neighborhood	Community Hub	Infrastructure Improvements
<b>Short Term</b> 2021 - 2022	Cultivate partnerships  Small business support	Community based design process	Continue existing projects
<b>Medium Term</b> 2023 - 2024	Pilot community hub programs	Forge development partnerships	Complete existing projects
<b>Long Term</b> 2025 and beyond	Acquire property  Repayments fund community objectives	Develop community hub	Fund legacy projects
<b>Total Allocation</b>	<b>25%</b>	<b>50%</b>	<b>25%</b>

## Recommended Revenue Allocation by Timeframe

	Short Term 2021 - 2022	Medium Term 2023 - 2024	Long Term 2025 and beyond	Total
<b>Complete, Vibrant Neighborhood</b>	<b>10%</b> \$238,849	<b>25%</b> \$424,480	<b>30%</b> \$2,914,064	<b>\$3,577,393</b>
<b>Community Hub</b>	<b>10%</b> \$238,849	<b>25%</b> \$424,481	<b>60%</b> \$5,828,127	<b>\$6,491,457</b>
<b>Infrastructure Improvements</b>	<b>80%</b> \$1,910,791	<b>50%</b> \$848,961	<b>10%</b> \$971,355	<b>\$3,731,107</b>
<b>Total</b>	<b>\$2,388,489</b>	<b>\$1,697,922</b>	<b>\$9,713,546</b>	<b>\$13,799,957</b>

The Community Investment Plan recommended that 50% of forecasted future TIF revenue be dedicated to the “Community Hub”, 25% go toward “Complete, Vibrant Neighborhood” initiatives, and the remaining 25% go toward “Infrastructure Improvements”. It should be noted that approximately 70% of the recommended allocations were assigned to the “long term” of the year 2025 and beyond.

## FINANCIAL UPDATE

Since 2020, much has changed in terms of factors relied upon for the financial forecast used for the Community Investment Plan. Specifically, property values and associated tax revenues have increased more rapidly than anticipated, and tax assessment rates have been dynamic. As such URA staff have updated the model used to forecast revenues that are expected to be collected before the sunset of the TIF collection period. At this time, staff is forecasting that approximately \$27 million in unencumbered TIF revenue will be collected and available to the URA for selected undertakings.

## MISCELLANEOUS POLICY & OPPORTUNITY UPDATE

Since the Community Investment Plan was completed, an assortment of new opportunities, challenges, and policy objectives have emerged. Below are a few examples the URA Finance Committee and Board may consider.

### *Albertsons*

When the Community Investment Plan was completed, acquisition of the vacant former Albertsons was only a concept. Now that it is probable, a unique opportunity to replace blight with a vibrant community hub, neighborhood focal point, and potentially much more is suddenly possible. Does the URA want to make more resources available to ensure that the opportunity is fully explored and maximized?

### *Affordable & Middle-Income Housing*

The housing crisis has led the URA to consider additional affordable housing supply as a critical element to be included in supported projects whenever possible. Additionally, several middle-

income housing projects have been proposed in the North College Plan Area and are beginning to explore potential assistance from the URA, which would be relatively unusual. Does the URA want to make more resources available to support affordable and middle-income housing

### ***24/7 Shelter Impacts***

If built, the Fort Collins Rescue Mission's proposed new 24/7 shelter may create a series of undetermined impacts on the neighborhood and URA plans, such as stormwater improvements and urban design. Does the URA want to be in a position to make more resources available as opportunities emerge?

### ***15 Minute City***

Both the City and the URA are committed to advancing a "15-Minute City", and the Albertsons property may present a rare opportunity for a demonstration project to inform other neighborhood shopping center redevelopments.

### ***Nuisance Properties***

URA Staff has become aware of several properties along North College that have been plagued with ongoing and significant criminal activity and are now subject to the City's Public Nuisance Ordinance program. Because these properties have also been identified as environmental liabilities, would the URA be interested in making more resources available for environmental remediation, demolition, and potential redevelopment?

### ***West Side of College Infrastructure***

City efforts to improve the stormwater infrastructure on the west side of College Ave have moved slower than anticipated and as a result will likely cost more to complete due to more sophisticated solutions and inflation. The URA has historically been a champion and financial supporter of these improvements in order to make that side of College Ave more suitable for redevelopment activity. Does the URA remain committed to these efforts, even if they cost more and take longer than originally anticipated?

### ***Powerhouse 2***

The URA was interested in providing financial support to the expansion of the CSU Powerhouse campus across Vine Drive into the North College Plan Area. That expansion, known as Powerhouse 2, stalled at the end of the pandemic due to rapid major cost increases, but their leadership has recently indicated they will soon restart the effort. Would the URA be interested in making resources available for this major project?

### ***Property Tax Volatility***

Property values have increased significantly since the Community Investment Report was completed, which has led to proportional increases in property tax and TIF revenues. While the URA has benefited directly from the increase in TIF, many property owners, small business tenants, and potential redevelopment/renovation projects have been challenged. In response, the State of Colorado continues to consider both temporary and permanent changes to the property tax system, making revenue forecasting more challenging and less reliable.

## SCENARIOS FOR DISCUSSION

To stimulate a high-level discussion that is both strategic and philosophical, URA staff have prepared three simple conceptual scenarios for URA Finance Committee and Board consideration. Based on the discussion, questions, and concerns expressed by the Finance Committee and Board, staff will prepare a draft recommendation to reaffirm and/or update the financial allocation strategies originally described in the Community Investment Plan. That recommendation will be presented to the URA Finance Committee and Board very soon, prior to anticipated project support requests coming to the Board for consideration.

### **SCENARIO 1: *Stay the Course***

#### SUMMARY

No change. Follow the strategy, allocations, and priorities identified in the Community Investment Plan.

#### PROJECT EXAMPLES

50% of forecasted future TIF revenue be dedicated to the “Community Hub”, 25% goes toward “Complete, Vibrant Neighborhood” initiatives, and the remaining 25% go toward “Infrastructure Improvements”.

#### SAMPLE QUESTIONS

- Will we need more money for North Mason infrastructure projects?
- What is meant with “Complete, Vibrant Neighborhood” and can that category serve as a “catch-all” for initiatives that do not fit well in “infrastructure” or “community hub”

### **SCENARIO 2: *Shift Focus to Alberstons Center***

#### SUMMARY

As mentioned in the Community Investment Plan, catalyze a vibrant cultural “focal point” for the North College neighborhood by creating a cohesive mixed-use “15-minute” village.

#### PROJECT EXAMPLES

- Leverage and support planned North College Mobility Hub
- TBD assemblage for vertical and horizontal mixed-use program, with housing emphasis
- Central gathering place anchored by the community hub and expressed with authentic music, art, and food
- Conversion of heat island to greenspace
- Enhanced pedestrian and bike connectivity
- Civic partnerships
- High performance buildings

### SAMPLE QUESTIONS

- What will ownership cost during the hold period?
- Can we offset costs by leasing out a portion or all of the building(s)?
- Do we want to pay all cash or use some leverage?
- Who are the partners, and how do these concepts translate to a future development RPF and partnership agreement?

### **SCENARIO 3: *Shift Focus to Acquisition of Key Properties***

#### SUMMARY

By seeking and mitigating blight through out the plan area, the URA may create potential future redevelopment and land banking opportunities for affordable housing and/or other desired uses. May also serve unique governmental function for environmental remediation.

#### PROJECT EXAMPLES

- Nuisance motels (emergent)
- Properties with underground storage tanks (UST)
- Properties that hinder desired access
- Logical assemblage for housing

#### SAMPLE QUESTIONS

- How many properties are there?
- Beyond blight, what other criteria is important to evaluate opportunities?
- and are there willing Sellers?
- What is the exit strategy?

### **GENERAL QUESTIONS TO BE FURTHER EXPLORED**

What happens to the URA general budget when we stop collecting TIF from North College TIF?

Can/should we explore renewal of the North College Plan?

Can the URA own, maintain, operate (lease) real estate after the sunset?

Should the URA target a specific contingency/savings goal, and if so, how much?

What happens to cash on-hand upon sunset?



Can the URA make commitments and obligations that survive the sunset?

Should we consider refinancing our current bond to get cash now rather than later?

Is the URA willing to provide financial support to desired projects in unusual ways? For instance, the URA has normally provided annual reimbursement payments to approved projects as TIF revenue is actually collected; would the URA be willing to provide “up-front” support to housing projects that will never be fully recovered due to the sunset and limited residential property tax revenue?

## **ATTACHMENTS**

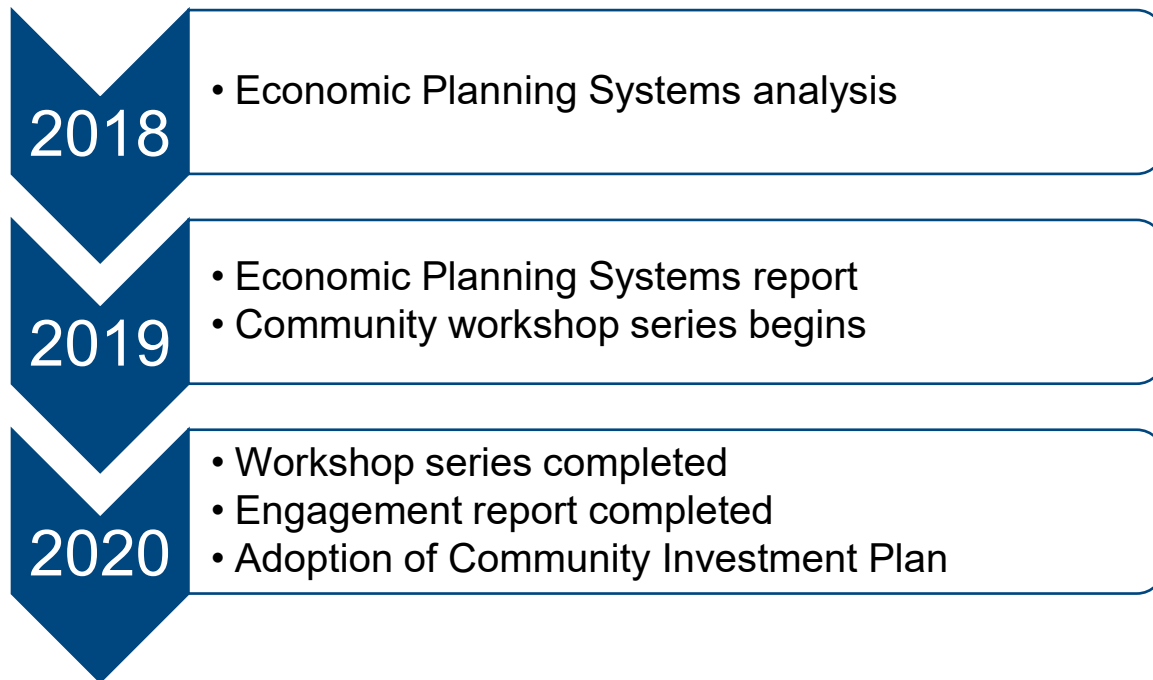
Attachment 1: Community Investment Plan for North College (2020)

# ATTACHMENT 1

## Introduction

The Community Investment Plan for North College is the culmination of years' worth of study and engagement on the North College Urban Renewal Plan Area. This plan unites a data driven, analytical approach to redevelopment and the lived experience of community members and what they would like to see the plan area become in the future. This document is a guide for the Urban Renewal Authority Board's investment decisions in the plan area.

## Analysis and Engagement



In 2018, staff worked with Economic Planning Systems (EPS) on identifying the best opportunities for investment within the plan area. EPS analyzed the real estate market for the plan area to determine what kinds of development are most likely in the plan area. EPS then also analyzed the development potential of six districts within the plan area. Three focus areas for investment emerged based on EPS's analysis of market demand and development potential. EPS's report provides guidance for each focus area. The EPS report concludes with three overarching recommendations for the plan area:

1. The URA should take a more proactive role in land assembly of vacant and underutilized parcels into larger and more efficient development sites.
2. The City should consider land banking property suitable for affordable housing within the North College Plan Area.
3. The URA should consider establishing and funding a retail building improvement program.

A series of community workshops followed EPS's analysis to gain a better understanding of what the North College community would like to see the URA invest in over the next ten years.

Over the course of a year, staff worked with the Institute for the Built Environment (IBE) and The Family Center/La Familia (TFC/LF) on a series of workshops to better understand how the URA can invest in ways to better the North College community. IBE's engagement consisted of six workshops with participants representing neighborhoods, businesses, service providers, City staff, and others. TFC/LF engaged with mobile home park residents and consisted of three workshops. Nearly 60 community members participated in this process between the two groups. Overarching themes both groups identified included:

- Increase vibrancy through maintaining and adding services and amenities that the community wants.
- Enhance and celebrate cultural needs and opportunities, including artistic expression.
- Increase access to a variety of recreation options.

From this, IBE produced a report synthesizing the findings of both series of workshops. The report highlights four key areas of investment. These four categories of investment are:

1. Complete, vibrant neighborhood
2. Latinx community hub
3. Stormwater improvements
4. Recreation and connectivity

Appendix A contains a detailed overview of IBE's findings and recommendations.

## **Equitable Development Framework**

North College is the one of the most diverse areas of Fort Collins. Since the beginning, immigrants have called the neighborhoods north of the Poudre River home. Immigrants flocked to the area north of the river to work on sugar beet farms and at the Great Western Sugar Beet Company factory. Today, North College is home to a large Latinx community. According to the American Community Survey, 5,188 people live in the North College corridor. 2,288 of these people identify as being Hispanic/Latino, making up 44% of the population in the North College corridor. People who identify as being Latinx make up 13% of the City's population. This high concentration of Latinx households is unique in Fort Collins and thus requires an approach to community building and investment that is uniquely tailored to this community.

Communities north of the river were the last to receive services from the City. The industrial heritage of the North College community has also led to inequitable health outcomes. Our highest priority areas in Fort Collins for increased health equity are North College and the East Mulberry corridor according to the City Plan Trends & Forces Report. Hispanic/Latino households earn less money and are more likely to be in poverty than the average household in Fort Collins according to American Community Survey data. This confluence of factors means investment must also focus on equitably building community so that race ceases to be a predictor of economic and health outcomes.

The URA has guiding principles of inclusion and co-creating plans with the community. The Government Alliance on Race & Equity (GARE) developed a framework for equitable development to address situations like the one on North College. The GARE Equitable Development Framework consists of the following elements:

1. Advance economic opportunity

2. Prevent displacement
3. Preserve and expand affordable housing options
4. Understand and respond to local context
5. Promote broader mobility and connectivity
6. Practice meaningful community engagement
7. Develop healthy and safe communities
8. Promote environmental justice
9. Achieve full accessibility

This framework serves as a guide for this investment plan and ensures the work of the URA is rooted in equity, leading with race.

# Investment Plan



## Complete, Vibrant Neighborhood

A complete, vibrant neighborhood is one where community members can complete most of their day-to-day tasks without having to leave the neighborhood. Workshop participants identified several amenities that would make North College a more complete neighborhood. Some of these amenities include:

- More small business opportunities
- Affordable housing
- Food and entertainment
- Professional development and education opportunities
- Affordable childcare
- A library branch

By investing in these amenities, the URA will promote context sensitive investment and economic opportunities for businesses and residents of the plan area.

## Short Term Strategies

### Cultivate partnerships

The URA will act 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 build upon 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

### Identify & Pilot community hub programs

In the medium term, community partners can work with the URA on identifying and piloting programs that would be integrated into a future community hub. This would provide services desired by the community and present an opportunity to test services in a cost-effective way. Pilot programs would also provide an indication of the cost to provide these services on an ongoing basis.

## Long Term Strategies

### Acquire property for re-development

Acquiring property would allow the URA to issue a RFP and find and work with qualified development partners that could deliver a development program consistent with community desires and opportunities.

### 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. Any projects seeking a waiver for a repayment would request a waiver from the URA Board. The URA Board would decide on any waiver in a similar fashion to a TIF assistance request. 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

Various community members have noted that North College lacks a focal point. Latinx community members feel an acute need for a community gathering place. Outside of the Northside Aztlan Community Center, there are few locations on the northside of Fort Collins that provide a space for community members to get together. There are also few cultural and educational amenities in the plan area. Workshop participants developed the idea of a community hub that could bring these amenities together in one location potentially along with other forms of development that would then act as the focal point of North College. The community hub would be something available and open to all. While the community hub would serve anyone, the community hub should also address unmet needs of the Latinx community.

For the community hub to be successful, the community must lead in designing the hub, with a particular focus on elevating the voices of the Latinx community. The URA will act as a convener at first to bring together stakeholders. Once the community has designed the community hub, the URA can act as a financial partner to help bring the community hub to fruition.

## **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**

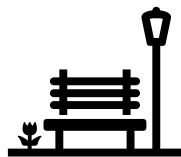
### **Forge development partnerships**

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 that align with the Urban Renewal Authority's strategic plan 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 an enduring 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 and enable investment in other community priorities.

## Recommended Revenue Allocation

	Complete, Vibrant Neighborhood	Community Hub	Infrastructure Improvements
<b>Short Term</b> 2021 - 2022	Cultivate partnerships  Small business support	Community based design process	Continue existing projects
<b>Medium Term</b> 2023 - 2024	Pilot community hub programs	Forge development partnerships	Complete existing projects
<b>Long Term</b> 2025 and beyond	Acquire property  Repayments fund community objectives	Develop community hub	Fund legacy projects
<b>Total Allocation</b>	<b>25%</b>	<b>50%</b>	<b>25%</b>

The allocations presented above represent a balanced approach to investment. All three objectives will act in concert to achieve the objectives from our community engagement and the GARE Equitable Development Framework while meeting statutory requirements to remediate blight and prevent its further spread. Infrastructure improvements will honor previous investments made by the URA, help generate economic opportunity for area residents and businesses, and enhance mobility and connectivity for all community members. Developing a complete, vibrant neighborhood and a community hub will support development that addresses the unique needs of the North College area in a culturally attuned way.

## Recommended Revenue Allocation by Timeframe

The allocations above indicate the rough proportion of the URA's revenues that should go to each community objective. Another important consideration is when to invest in each objective. Infrastructure investment could lead to redevelopment that increases the tax base and provides additional revenue for the URA to spend on its objectives. It is also important to retain enough tax increment revenue to support potential redevelopment and the community hub. The table below provides guidance on how to spend tax increment within each timeframe.

	Short Term 2021 - 2022	Medium Term 2023 - 2024	Long Term 2025 and beyond	Total
<b>Complete, Vibrant Neighborhood</b>	<b>10%</b> \$238,849	<b>25%</b> \$424,480	<b>30%</b> \$2,914,064	<b>\$3,577,393</b>
<b>Community Hub</b>	<b>10%</b> \$238,849	<b>25%</b> \$424,481	<b>60%</b> \$5,828,127	<b>\$6,491,457</b>
<b>Infrastructure Improvements</b>	<b>80%</b> \$1,910,791	<b>50%</b> \$848,961	<b>10%</b> \$971,355	<b>\$3,731,107</b>
<b>Total</b>	<b>\$2,388,489</b>	<b>\$1,697,922</b>	<b>\$9,713,546</b>	<b>\$13,799,957</b>

## **Finance Options**

The URA may fund improvements as it generates tax increment or issue debt to fund projects. This investment plan does not provide guidance on how to finance the improvements in this plan. Rather, financing decisions are at the discretion of the URA Board. The URA Board will have the opportunity to discuss financing options when these projects and others go before the URA Board for discussion. At that time, the Board may decide the best mechanism for financing these projects.

## Metrics and Indicators

As stated earlier, this investment plan aims to invest the URA's remaining tax increment revenue into projects that improve the North College corridor for all. Often times, investment by government can inadvertently lead to displacement of people, businesses, and culture. For this investment plan to be a success, investment must lead to all members of the North College community sharing in the growth in prosperity from the URA's investments. The following metrics and indicators will provide signs of how well the URA's investments are supporting the goal of developing in an equitable way. Staff will monitor the following data:

<b>Metric/Indicator</b>	<b>Data Source</b>	<b>Target</b>
Leverage rate	URA	Increase or maintain historic leverage rate
Property values	County Assessor	Stable growth
Property ownership	County Assessor	Varied ownership, few properties owned by LLCs that own 3+ properties
Residential rents	Department of Local Affairs	Stabilize rents
Business rents	CoStar	Stabilize rents
Household income	HUD, American Community Survey	Stable growth
Cost burdened households	American Community Survey	Decrease percentage of households that are cost burdened
Residential building permits issued	City of Fort Collins	Mix of unit types that match community needs
Households by race	American Community Survey	Prevent displacement of Latinx community

This suite of metrics and indicators will provide a strong overview of the economic vitality and the composition of businesses and residents in the plan area. Early signs of significant change in any of the metrics will send a signal to the URA to act before the issue becomes too difficult to address. Many of these metrics are not within the URA's control. While the URA cannot control things like rent or who chooses to live in the plan area, the URA can influence factors that would result in change or potential displacement of people, businesses, and culture.

# Plan Alignment

Beyond fulfilling the objectives identified by the community during our engagement process, this investment plan will support the objectives of all entities collecting property tax in the plan area. This section identifies relevant policies and goals of each taxing entity with which this investment plan aligns.

## City of Fort Collins

The City of Fort Collins has a comprehensive plan called City Plan that provides an overall vision for the development of the community. Sub-area plans then clarify that vision for different parts of town. The North College Corridor Plan (NCCP) provides finer grain detail and specific goals for how North College will develop over time.

### City Plan

*Principle LIV 2* – Promote infill and redevelopment

*Policy LIV 3.6* – Context-sensitive development

*Policy LIV 4.4* – Culturally relevant gathering places

*Principle LIV 7* – Promote a more inclusive and equitable community that encourages and celebrates diversity

### North College Corridor Plan

*Goal STN 2* - Adapt the pattern and details of new streets to fit circumstances and facilitate development projects consistent with the vision and goals

*Goal CAD 2* - Build up a distinct image and city character in evolving places along the corridor

*Goal CAD 4* - Promote the positive attributes of the whole North College corridor area with a unique image and identity program

*Goal FAD 1* - Solve drainage system needs where required to allow street and development projects

*Goal FAD 2* - Leverage and stimulate further investment with infrastructure projects

*Goal FAD 3* - Leverage City investments with additional financing derived from land value, as needed to make necessary infrastructure feasible

*Goal FAD 4* - Foster a positive investment climate for projects that contribute to the vision and goals

*Goal COM 1* - Continue the broad public support which prompted this plan and much of the progress in the corridor since 1992 will continue

*Goal COM 2* - Increase collaboration and mutual understanding among multiple owners and City Departments

*Goal COM 3* - Public support, civic discussions, and citizen initiative will continue to lead to financing solutions and other property agreements to implement goals.

## **Larimer County**

Larimer County utilizes a Strategic Plan to guide its operations in the short term. Larimer County's Comprehensive Plan provides policy direction over the long term. Below are policies from the Strategic Plan and Comprehensive Plan with which this investment plan aligns.

### **Strategic Plan**

*Goal 2* - Everyone in Larimer County has access to economic opportunities and a vibrant quality of life. We work together to remove barriers.

### **Comprehensive Plan**

*Policy E1.3* - Support investments in workforce development, training, technology, and education for the evolving needs of a diverse workforce and changing economy.

*Policy E1.4* - Encourage small-business development and entrepreneurship in non-residential locations.

*Policy I1.7* - Collaborate with state, regional, and local entities to develop a more efficient, connected trail, transit, rail and multi-modal transportation system.

## **Poudre School District**

Poudre School District uses the concept of District Ends to define success. District Ends are aspirational goals that help the district achieve its vision and drives policy. The District Ends this investment plan will help the school district achieve are:

*Success in a Changing World:* PSD students are prepared for college and workforce success. PSD ensures access and encourages participation in a wide range of experiences that reflect expectations of a changing world.

*Connections:* PSD students are academically and socially connected to their school and community. PSD provides engaging opportunities to support students' individual pursuits and interests.

## **Poudre River Library District**

*Meet & Collaborate* - We are a catalyst for positive, social interactions. We provide inclusive, welcoming spaces to bring together a growing and diverse community. Our libraries are trusted destinations that anchor the community. We build collaborative partnerships with local organizations, businesses, and nonprofits that allow us to provide service in alternative ways.

*Reimagine the Future* - We foster a culture of possibility and stewardship. We anticipate the needs of our growing community and align our resources to those needs. We recognize that the current demand for library services in our District exceeds our available public spaces. We look for opportunities to expand and build efficiency, sustainability, and creativity in our operations.

## Appendix A: Engagement Overview

Community members who participated in the workshops had the opportunity to better understand the URA's function, and to explore the context and desired future in and around the North College Plan Area. The Family Center/La Familia (TFC/LF) conducted three community workshops with an average of 30 participants—primarily from the Latinx community—who included members of Mi Voz (a civic engagement leadership program organized by TFC/LF), North College Latinx residents, business owners, advocates, and parents. IBE conducted six workshops that included an average of approximately 25 participants who included residents, City of Fort Collins and Larimer County staff, Fort Collins Police Department representatives, members of the North College Plan Area Citizen Advisory Group, North Fort Collins business owners, and non-profit and community organizations. Within each of the two workshop tracks (IBE and TFC/LF), attendance was relatively consistent across all workshops.

Overarching themes between the two groups were as follows:

- Increase vibrancy through maintaining and adding services and amenities that the community wants.
- Enhance and celebrate cultural needs and opportunities, including artistic expression.
- Increase access to a variety of recreation options.

### Complete & Vibrant Neighborhood

- 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

**Approach A:** Proactively encourage mixed-use (re)development through issuing an RFP.

**Approach B:** Distribute resources to support small businesses and target community-prioritized amenities.

### Latinx Community Hub

- Indoor community and recreation space
- Space for seniors to gather, and for quinceañeras and other cultural celebrations
- Economic stability and job training opportunities
- Space for youth activities
- Family and community health support services
- Possible incubator space
- Community skills and asset sharing

**Approach:** Facilitate and support a community-driven design process with potential funding from non-profit, philanthropic, and possibly grants or an angel investor.

## **Stormwater Improvements**

- Continue to invest in stormwater improvements on the west side of College Avenue to enable real estate development

**Approach:** Continue to partner with City of Fort Collins Engineering Services to help deliver improvements. Leverage stormwater improvements to help support bike/pedestrian connectivity. Potentially explore stormwater improvements serving as a source for future revenues through repayments as development occurs along Mason Street.

## **Recreation & Connectivity**

- Increase access, connectivity, and community-desired activities
- Improve connection between parks and neighborhoods
- Outdoor recreation spaces (e.g. soccer, outdoor grilling)
- Additional outdoor grilling areas
- Indoor soccer fields
- Plaza and mercado

**Approach:** Relatively low-cost investment can provide impact improvements in residents' quality of life and will help support multimodal transportation in the corridor. Work with City of Fort Collins Parks and Recreation, as appropriate.