Urban Renewal Authority Board Agenda

February 26, 2026 at 5:00 PM

Emily Francis, Chair
Kristin Stephens, Vice Chair
Chris Conway
Julie Pignataro
Josh Fudge
Melanie Potyondy
Amy Hoeven
Jessica Zamora
Dan Sapienza
Matt Schild

Council Information Center (CIC) in City Hall, 300 Laporte Ave, Fort Collins, CO and via Zoom at https://zoom.us/j/98687657267

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

Caitlin Quander
Authority Attorney

Josh Birks
Acting Executive Director

Amani Chamberlin
Acting Secretary

URBAN RENEWAL AUTHORITY BOARD MEETING
5:00 PM

Amended 2/25/2926

A) CALL MEETING TO ORDER

B) ROLL CALL

C) AGENDA REVIEW

Executive Director's Review of Agenda.

D) PUBLIC PARTICIPATION

E) PUBLIC PARTICIPATION FOLLOW-UP

CONSENT CALENDAR

END OF CONSENT CALENDAR

F) ADOPTION OF CONSENT CALENDAR

G) COMMISSIONER REPORTS

H) 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**. If attending in person, 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. **Swearing in of Jessica Zamora**

   The purpose of this item is to conduct the swearing in of Jessica Zamora to the Fort Collins Urban Renewal Authority Board.

2. **Consideration for Approval of the Minutes of January 22, 2026, Urban Renewal Authority Board Regular Meeting.**

   The purpose of this item is to consider the approval of minutes of January 22, 2026, Urban Renewal Authority Board Regular Meeting.

3. **Resolution No. 156 Appointing Jessica Zamora as the Fifth Member to the Authority Finance Committee.**

   The purpose of this item is to appoint Jessica Zamora as the fifth member to the Authority Finance Committee.

4. **Resolution No. 157 to approve an Exclusive Negotiation Agreement between the Fort Collins Urban Renewal Authority (Authority) and the Urban Land Conservancy (ULC) to act on the Authority's behalf as Neighborhood Revitalization Partner (NRP).**

   This item has been amended to include an updated Exhibit to the Resolution.

   The purpose of this item is to consider approving an agreement to enter Exclusive Negotiations with the Urban Land Conservancy, a Denver-based 501(c)3 nonprofit, to establish and clarify the role of Neighborhood Revitalization Partner (NRP). In September 2025, staff shared with the Fort Collins Urban Renewal Authority (Authority) Board the emergence of potential partners and opportunities for a more holistic redevelopment of the Authority owned property at 1636 N. College and adjacent properties. At that time, staff suggested a pivot towards a strategy that begins with selecting a NRP to act as the Authority delegate for planning and development. In addition, staff recommended the Authority maintain ownership over its own property through a ground lease and focus on a phased approach to development.

   With strong support from the Authority Board, staff prepared and issued a Request for Qualifications (RFQ) that received seven responses in late January 2026. After interviewing the top three respondents, staff are recommending that the Authority prepare a Professional Services Agreement and any other necessary agreements to advance with ULC as the selected NRP for the 1636 N. College redevelopment. The proposed resolution provides staff with this guidance and ULC with security to enter negotiations.

5. **North Mason Stormwater Improvement Project.**

The Fort Collins Urban Renewal Authority ("Authority") has been asked to partner with the City of Fort Collins to fund a long-planned stormwater infrastructure improvement project ("Project") along North Mason Street within the North College Urban Renewal Plan Area. The Project has been in the planning process for 20 years, with the Authority involved in financial contributions and ongoing planning efforts. The total Project cost is estimated to be **$18.3 million** and the total Authority investment requested is **$7.3 million.**

6. **Concept Plan and Funding Discussion for a Temporary Outdoor Event Venue at 1636 North College.**

The purpose of this item is to consider the concept plan to construct a temporary event and community gathering space on Authority-owned property at 1636 North College Avenue and receive guidance regarding alternative concept plans. Construction cost estimates for the initial concept came in considerably higher than originally anticipated, and Authority staff have asked the design team to prepare an alternative "value engineered" design to lower the cost of the project.

I) OTHER BUSINESS

J) ADJOURNMENT

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 970.221.6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide 48 hours advance notice when possible.

A petición, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione 48 horas de aviso previo cuando sea posible.

February 26, 2026

AGENDA ITEM SUMMARY

Urban Renewal Authority

STAFF

Amani Chamberlin, Assistant City Clerk

SUBJECT

Consideration for Approval of the Minutes of January 22, 2026, Urban Renewal Authority Board Regular Meeting.

EXECUTIVE SUMMARY

The purpose of this item is to consider the approval of minutes of January 22, 2026, Urban Renewal Authority Board Regular Meeting.

STAFF RECOMMENDATION

Staff recommends approval of the minutes.

ATTACHMENTS

1. Draft Minutes, January 22, 2026

JANUARY 22, 2026

URBAN RENEWAL AUTHORITY BOARD

Regular Meeting – 5:00 PM

A) CALL MEETING TO ORDER

Vice Chair Kristin Stephens called the regular meeting to order at 5:00 p.m. in the C I C room at 300 Laporte Avenue, Fort Collins, Colorado, with hybrid participation available via the City's Zoom platform.

B) ROLL CALL

PRESENT
Chair Emily Francis
Vice Chair Kristin Stephens
Commissioner Julie Pignataro
Commissioner Melanie Potyondy
Commissioner Dan Sapienza
Commissioner Matt Schild
Commissioner Chris Conway
Commissioner Josh Fudge
Commissioner Amy Hoeven
Commissioner Anne Nelsen

ABSENT
Commissioner Jessica Zamora

STAFF
Acting Executive Director Josh Birks
Secretary Amani Chamberlin

C) EXECUTIVE DIRECTORS' AGENDA REVIEW

Acting Executive Director Josh Birks provided an overview of the agenda, including:

- No changes to the published agenda
- Consideration of three Resolutions

D) PUBLIC PARTICIPATION

None.

E) PUBLIC PARTICIPATION FOLLOW-UP

None.

F) ADOPTION OF CONSENT CALENDAR.

None.

DRAFT

G) COMMISSIONER REPORTS

None.

H) DISCUSSION ITEMS

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• Staff and/or Applicant presentation (optional)
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Note: Time limits for individual agenda items may be revised, at the discretion of the Chair, to ensure all have an opportunity to speak**. If attending in person, 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 for Approval of the Minutes of December 1, 2025, Regular Meeting.

The purpose of this item is to consider the approval of minutes of December 1, 2025, Regular Meeting.

Commissioner Pignataro moved, seconded by Commissioner Potyondy, to approve the minutes of the December 1, 2025 Regular Meeting.

The motion carried 6-0.

2. **Oath of Office for New Fort Collins Urban Renewal Authority ("Authority") Commissioners.**

The purpose of this item is the administration of the Oath of Office for new Authority Commissioners.

Oaths of Office were administered to Commissioners Francis, Conway, Hoeven, Nelsen, and Fudge by Secretary Chamberlin.

3. **Resolution No. 153 Accepting the Appointment of a Commissioner to the Authority.**

The purpose of this item is to accept the appointment of a Commissioner representing the Poudre School District ("PSD") to the Authority Board. On December 1, 2025, Kristen Draper departed from the PSD Board of Commissioners, which created a vacancy on the Authority Board. Subsequently, the PSD Board of Commissioners appointed Jessica Zamora to replace Kristen Draper as Commissioner representing the Poudre School District (PSD) to the Authority Board.

Commissioner Stephens moved, seconded by Commissioner Potyondy, to adopt Resolution No. 153 Accepting the Appointment of a Commissioner to the Authority.

The motion carried 10-0.

4. **Resolution No. 154 Appointing Vice-Chair of the Authority Board of Commissioners.**

The purpose of this item is to appoint a Vice Chair of the Fort Collins Urban Renewal Authority Board of Commissioners.

Commissioner Stephens stated it is important to have balance on the Board, particularly House Bill that brought in members of the taxing entities as Commissioners, and recommended the Vice Chair be one of those members.

Chair Francis expressed support for Commissioner Stephens remaining in the role.

Commissioner Pignataro moved, seconded by Commissioner Potyondy, to adopt Resolution No. 154 Appointing Kristin Stephens as Vice Chair to the Authority Board of Commissioners.

The motion carried 10-0.

5. **Resolution No. 155 Appointing the Finance Committee and Appointing a Chair of the Finance Committee.**

The purpose of this item is to appoint members of the Authority Finance Committee and appoint a Chair of the Finance Committee.

Commissioner Potyondy asked if Commissioner Zamora is interested in serving on the Finance Committee. Acting Executive Director Birks replied staff is unaware of her interest and noted the next Finance Committee meeting will occur prior to the next regular URA meeting. He stated it would be possible to appoint enough members to have quorum for that Committee meeting and leave some appointments vacant.

Chair Francis asked if the Committee must have five members. Acting Executive Director Birks replied the motion that created the Committee called for five members. He noted the Committee does not take any action and is solely advisory to the entire Board; therefore, not all of the members need to be appointed now.

Commissioner Sapienza stated he would be happy to continue to serve on the Committee.

Commissioner Fudge and Vice Chair Stephens expressed interest in serving.

Chair Francis stated the Chair has traditionally served on the Committee and she will continue to do so.

Vice Chair Stephens moved, seconded by Commissioner Potyondy, to adopt Resolution No. 155 Appointing the Finance Committee and Appointing a Chair of the Finance Committee, as amended to allow the Finance Committee to appoint its own Chair, and appointing Commissioners Sapienza and Fudge, Chair Francis, and Vice Chair Stephens to the Committee with one position to be left open.

Them motion carried 10-0.

I) OTHER BUSINESS

Commissioner Pignataro asked about the makeup of the Board being the full City Council and one member from each of the taxing entities, and whether that was a Fort Collins specific decision. She stated she would like to receive some information as to how other URA Boards are made up.

Acting Executive Director Birks stated staff is intending to share a memo with the Board describing the options for forming a URA Board. He noted the Statute allows for two methods of formation. He stated Fort Collins created the Urban Renewal Authority in 1982, and at that time, there was no requirement for representatives from other taxing entities. He stated there would be a process to shift the Board makeup from a Council plus Board to a fully appointed Board, which will be further detailed in the memo.

Chair Francis requested the memo also include information as to how the bylaws could b or updated. Acting Executive Director Birks stated his impression of the bylaws is that th minimum necessary in order for the Board to function per State Statute with few local options.

Vice Chair Stephens noted there are occasional issues with the Board having quorum and asked if the State Statute addresses remote voting. Acing Executive Director Birks replied there was an emergency resolution in place during the pandemic that allowed for remote voting, though the Board did not continue that practice; however, the Board could amend its bylaws to make remote voting and participation possible.

Vice Chair Stephens supported looking at options for hybrid meetings.

J) ADJOURNMENT

There being no further business before the board, the meeting was adjourned at 5:34 p.m.

_____
Chair

ATTEST:

_____
Secretary

DRAFT

February 26, 2026

AGENDA ITEM SUMMARY

Urban Renewal Authority

STAFF

Andy Smith, Redevelopment Manager

SUBJECT

Resolution No. 156 Appointing Jessica Zamora as the Fifth Member to the Authority Finance Committee.

EXECUTIVE SUMMARY

The purpose of this item is to appoint Jessica Zamora as the fifth member to the Authority Finance Committee.

STAFF RECOMMENDATION

Staff recommend adoption of the resolution.

BACKGROUND / DISCUSSION

Section 3 in Article III of the Authority 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.

There is currently a Finance Committee whose purpose is to consider financial policy issues facing the Authority and makes recommendations regarding those issues to the Board of Commissioners. Of the five members, one seat remains vacant.

At the January 22, 2026, Authority Board meeting, the Board held one Finance Committee seat open to allow Commissioner Jessica Zamora the option to join at her discretion. Commissioner Zamora has since notified Authority staff she accepts the appointment.

ATTACHMENTS

1. Resolution

RESOLUTION NO. 156
OF THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY APPOINTING A MEMBER TO THE FINANCE COMMITTEE

A. 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").

B. 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"), as amended by that First Amendment to Bylaws approved in Resolution No. 127 by the Board on October 26, 2023.

C. 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.

D. There is currently a Finance Committee whose purpose is to consider financial matters facing the Authority and make recommendations regarding those issues to the Board.

E. In light of a vacancy on the Finance Committee created by certain Board member terms concluding, the Board desires to make a new appointment to the Finance Committee.

In light of the foregoing recitals, which the Authority hereby makes and adopts as determinations and findings, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY as follows:

Section 1. The foregoing Recitals are incorporated herein by this reference.

Section 2. Commissioner Jesssica Zamora is hereby appointed to serve on the Authority Finance Committee to fill the aforementioned vacancy until such Commissioner's applicable resignation or removal, or until such time as the Board may decide to make a new appointment.

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

Passed and adopted on February 26, 2026.

_____
Emily Francis, Chair

ATTEST:

_____
Secretary

Effective Date: February 26, 2026
Approving Attorney: Caitlin Quander

February 26, 2026

AGENDA ITEM SUMMARY

Urban Renewal Authority

STAFF

Josh Birks, Acting Executive Director
Andy Smith, Redevelopment Manager

SUBJECT

Resolution No. 157 to approve an Exclusive Negotiation Agreement between the Fort Collins Urban Renewal Authority (Authority) and the Urban Land Conservancy (ULC) to act on the Authority's behalf as Neighborhood Revitalization Partner (NRP).

EXECUTIVE SUMMARY

The purpose of this item is to consider approving an agreement to enter Exclusive Negotiations with the Urban Land Conservancy, a Denver-based 501(c)3 nonprofit, to establish and clarify the role of Neighborhood Revitalization Partner (NRP). In September 2025, staff shared with the Fort Collins Urban Renewal Authority (Authority) Board the emergence of potential partners and opportunities for a more holistic redevelopment of the Authority owned property at 1636 N. College and adjacent properties. At that time, staff suggested a pivot towards a strategy that begins with selecting a NRP to act as the Authority delegate for planning and development. In addition, staff recommended the Authority maintain ownership over its own property through a ground lease and focus on a phased approach to development.

With strong support from the Authority Board, staff prepared and issued a Request for Qualifications (RFQ) that received seven responses in late January 2026. After interviewing the top three respondents, staff are recommending that the Authority prepare a Professional Services Agreement and any other necessary agreements to advance with ULC as the selected NRP for the 1636 N. College redevelopment. The proposed resolution provides staff with this guidance and ULC with security to enter negotiations.

STAFF RECOMMENDATION

Staff recommends approval of the Resolution to enter Exclusive Negotiations with the Urban Land Conservancy to become the Authority's Neighborhood Revitalization Partner for the 1636 N. College redevelopment.

BACKGROUND / DISCUSSION

In September 2025, staff presented an overview of changing conditions and opportunities related to the 1636 N. College Redevelopment Project (1636). These conditions include increased competition for Low-Income Housing Tax Credits (LIHTC) near the site, interest in collaborating from nearby and adjacent property owners, and increasing market interest.

These changing conditions coupled with interest by the current Fort Collins Urban Renewal Authority (Authority) Board to investigate additional opportunities for plan areas, staff recommended and continues to recommend changing course on 1636 to:

- Ensure the Authority Board remains focused on its core mission (blight remediation and prevention of its further spread) and reserves time to invest in other plan areas.
- Focus on getting the redevelopment of 1636 right without compromising momentum.
- Engage expertise that can ensure strong visioning, planning, and design.
- Create a clear scope and role for community leadership in the project.

The proposed approach includes several key components:

- Defining and securing specific community objectives for the project.
- Delegation of planning and development of its property and partners properties to a strong and coherent community-based governance model developed by an experienced Neighborhood Revitalization Partner.
- Make the Authority property available in phases, rather than all at once.
- Retaining ownership of the Authority's property through long-term ground lease(s).

Review of Proposed Approach

The concept shared in September was to create a form of governance to include the Authority, other public entities, interested institutional partners, and private landowners along with strong community leadership. While the newly created entity would manage the details of the project, the Authority would ultimately retain oversight through final approval based on coherent and clear ground lease terms.

In this model, the Authority retains ownership and thus ultimate control over its properties through its ground leases. However, it delegates the significant workload of developing, coordinating, phasing, and financing redevelopment to an entity with multiple perspectives and appropriate expertise.

Neighborhood Revitalization Partner

Managing this new entity will not come without demands on staff capacity and requirements for unique expertise. For that reason, staff propose that the Authority identify and partner with an individual, entity, or organization that has the capacity to steward this significant community development opportunity. This Neighborhood Revitalization Partner (NRP) should have the following knowledge, skills, and abilities:

Knowledge

- Mixed-use & Mixed-income Development Finance – deep understanding of how to layer public subsidy, LIHTC, NMTC, philanthropic capital, and private debt/equity.
- Public–private agreements – Experience negotiating CBAs, development agreements, and joint venture structures with municipalities and developers.
- Community Governance Models – Methods for embedding resident/merchant/community voices into a board structure that is credible and durable.
- Equity and Anti-displacement Policy – Proven strategies for stabilizing existing residents and businesses.

Skills

- Real Estate Development Management – managing acquisition, entitlements, design, financing, and construction oversight.
- Facilitation & Coalition Building – Convening diverse stakeholders (URA, County, neighbors, private developers, funders) and translating between their priorities.
- Communication & Trust-building – Explaining technical development issues in ways that community members understand and buy into.

Abilities

- Balance Permanence with Flexibility – Lock in affordability and community ownership while allowing for phased development and changing market conditions.
- Institutional Staying Power – Ability to steward assets for decades (beyond one development cycle), maintain staff capacity, and ensure financial sustainability.
- Translate Values into Binding Documents – Not just advocate for community priorities, but embed them into enforceable agreements, leases, or ground lease terms.

Depending on the entity selected by the Authority, it could even provide support by holding the master lease for the Authority property in a community land trust or similar public ownership structure.

NRP Selection Process

Request for Qualifications

Staff, working with the City's Purchasing Department and Authority attorney, issued a Request for Qualifications on December 8, 2025, with a due date of January 23, 2026 (See **Attachment 1**). The selection process included a pre-proposal meeting held at 3:00 pm on January 6, 2026, as well as an addendum to answer questions from potential respondents. The RFQ focused on understanding the Knowledge, Skills, and Abilities of the respondents and their experience working in similar on multi-owner and -phased projects with a goal to create a model for equitable redevelopment – an inclusive district that balances market feasibility with community values – and aims to:

- Catalyze high-quality, mixed-use redevelopment that enhances the corridor's vitality, cultural character, and potential to become a 15-Minute Neighborhood
- Advance equity, anti-displacement, and affordability stewardship as core principles guiding investment and land use.
- Foster transit-oriented and pedestrian-scale design that reduces car dependence and enhances connectivity.
- Support locally owned businesses, arts, and cultural programming that reflect neighborhood identity.
- Deliver public benefits such as open spaces, community facilities, and climate-resilient infrastructure.

The RFQ provided a high-level overview of the potential scope of work, including four potential key phases:

- **Phase 1 – Governance.** Develop a collaborative structure that integrates Authority leadership, community representation, and development partners through an effective governance framework.
- **Phase 2 – Master Planning.** Ensure alignment with Authority goals by developing a comprehensive, community-informed master plan for the site and surrounding properties.

- **Phase 3 – Partner Acquisition.** Identify, evaluate, and secure development partners consistent with community goals and structure public-private agreements that support long-term stewardship, affordability, and community benefit.
- **Phase 4 – Construction Support, Ongoing Management, and Monitoring.** Support ongoing stewardship and asset management through construction and beyond.

Respondents

The Authority received seven responses to the RFQ which were evaluated and ranked individually by Authority Staff, the City's Housing and Community Vitality Director, and a Senior Buyer. The responses included:

- **Altair Consulting Group.** A planning and real estate advisory firm with 20 years of experience guiding municipalities, authorities, universities, and private developers on project structuring, deal structuring, and financing strategies operating out of Pittsburg. The group was joined by a Denver-based subconsultant Gauge Land Development.
- **Corum Real Estate Group.** Offers more than forty years of experience in Colorado delivering complex, mixed-use, mixed-income, and multi-phased developments— along with the institutional stability and capacity to steward long-term public– private partnerships.
- **Graves Civic Solutions.** A Colorado-based civic advisory and development services firm intentionally structured as a senior-led practice. The team includes decades of experience in urban renewal, municipal governance, housing policy, real estate development, finance, planning, and public-private partnerships.
- **Colmena Group.** Provide an experienced execution team that can help plan, structure, and actively deliver complex redevelopment initiatives by combining development strategy, governance support, financial structuring, implementation coordination, and hands-on project management within a single accountable framework.
- **Urban Land Conservancy.** A Denver-based 501(c)3 nonprofit real estate developer and steward with over two decades experience guiding complex, multi-phase development revitalization efforts with acquisitions, redevelopment and long-term community benefits while advancing affordability, anti-displacement, and lasting stewardship.
- **TAG Real Estate Ventures.** A team of principal-led leadership; deep institutional development experience; and a disciplined yet flexible approach suited to the Authority's innovative concept structure.
- **Tribe Development Company.** A Colorado-based, woman-owned and Native-owned real estate development and advisory firm specializing in mixed-use redevelopment, public–private partnerships (P3s), institutional projects, and community-centered governance models. Their work sits at the intersection of real estate execution, community trust-building, and long-term public asset stewardship.

The list was shortened to three top respondents through individual review and ranking, including Colmena Group, Urban Land Conservancy, and Tribe Development Company. Those respondents were interviewed by the same selection panel on February 5, 2026. After scoring the interviews separately, staff reviewed the results of their independent rankings and conferred about the top ranked respondent.

Staff's Recommendation

Based on the selection process, staff recommend entering exclusive negotiations with Urban Land Conservancy to act as the Authority's designated NRP for 1636. Staff took the following factors into consideration to support our recommendation:

- **Their Mission.** “By engaging with communities and securing land for community benefit, we seek to counter displacement caused by rising real estate costs and gentrification.”
- **Their Experience.** Since 2003, ULC has made possible more than 1,850 affordable homes in neighborhoods threatened by displacement. As well as numerous projects like the current conceptual vision for 1636 (See **Attachment 2**).

These negotiations will focus on the nature of the relationship between the Authority and ULC, scope of work, timeline, compensation, and other areas of shared interest. Staff will present the final form of an agreement(s) to the Board for review and approval, depending on the agreement(s) form. For example, a Professional Services Agreement that governs technical expertise with a specific scope in support of the project is a typical consulting arrangement, not necessarily requiring additional board action. However, an agreement for a deeper partnership, such as a master lease or development partnership, will require Board approval.

AUTHORITY FINANCIAL IMPACTS

Staff estimates that professional services associated with the activities of the NRP could total as much as $200,000 annually with fluctuation depending on scope and timing of specific activities.

BOARD / COMMISSION / COMMITTEE RECOMMENDATION

None.

PUBLIC OUTREACH

None.

ATTACHMENTS

1. Request for Qualifications - 10253 Neighborhood Revitalization Partner
2. ULC Qualifications & Representative Projects
3. Resolution

Financial Services
Purchasing Division
215 N. Mason St. 2nd Floor
PO Box 580
Fort Collins, CO 80522
970.221.6775
fcgov.com/purchasing

REQUEST FOR QUALIFICATIONS
10253 NEIGHBORHOOD REVITALIZATION PARTNER
RFQ DUE: 3:00 PM MT (Mountain Time), January 23, 2026

The Fort Collins Urban Renewal Authority (Authority or FCURA) is requesting proposals from qualified Service Providers/Professionals to provide specialized real estate and management services for a proposed redevelopment project with community partners similar to a Public Private Partnership (P3).

As part of the Authority's commitment to sustainability, proposals must be submitted online through the Rocky Mountain E-Purchasing System (RMEPS) at http://www.bidnetdirect.com/colorado/Authority-of-fort-collins. *Note: please ensure adequate time to submit proposals through RMEPS. Proposals not submitted by the designated Opening Date and Time will not be accepted by RMEPS.*

A pre-proposal meeting will be held at 3:00 PM MT on, January 6, 2026. The pre-proposal meeting will be hosted online via Microsoft Teams, please see link below and be prepared to mute your microphone:

Alternatively, the pre-proposal meeting can be accessed via phone at the below call-in and conference ID. This option will only allow you to hear the audio presentation.

Microsoft Teams Need help?

Join the meeting now

Meeting ID: 288 360 169 462 51
Passcode: Ze2W3ix6

Dial in by phone
+1 970-628-0892,,686818746# United States, Grand Junction
Find a local number
Phone conference ID: 686 818 746#

All questions should be submitted, in writing via email to Adam Hill, Senior Buyer adhill@fcgov.com and Andy Smith, Project Manager, at asmith@fcgov.com, no later than 3:00 PM MT on January 9, 2026. Please format your e-mail to include: **RFQ 10253 FCURA Neighborhood Revitalization Partner** in the subject line. Questions received after this deadline may not be answered. Responses to all questions submitted before the deadline will be addressed in an addendum and posted on the Rocky Mountain E-Purchasing System webpage.

Rocky Mountain E-Purchasing System hosted by BidNet
A copy of the RFQ may be obtained at http://www.bidnetdirect.com/colorado/Authority-of-fort-collins.

This RFQ has been posted utilizing the following Commodity Code(s)**:**
90957 Land Development and Sub-Division Services
91277 Real Estate Developers

Prohibition of Unlawful Discrimination: The Authority, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 US.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

The Authority strictly prohibits unlawful discrimination based on an individual's gender (regardless of gender identity or gender expression), race, color, religion, creed, national origin, ancestry, age 40 years or older, marital status, disability, sexual orientation, genetic information, or other characteristics protected by law. For the purpose of this submittal, "sexual orientation" means a person's actual or perceived orientation toward heterosexuality, homosexuality, and bisexuality. The Authority also strictly prohibits unlawful harassment in the workplace, including sexual harassment. Further, the Authority strictly prohibits unlawful retaliation against a person who engages in protected activity. Protected activity includes an employee complaining that he or she has been discriminated against in violation of the above policy or participating in an employment discrimination proceeding.

Public Viewing Copy: The Authority is a governmental entity subject to the Colorado Open Records Act, C.R.S. §§ 24-72-200.1 et seq. ("CORA"). Any proposals submitted hereunder are subject to public disclosure by the Authority pursuant to CORA and Authority ordinances. Professionals may submit one (1) additional complete proposal clearly marked "FOR PUBLIC VIEWING." In this version of the proposal, Professionals may redact text and/or data that it deems confidential or proprietary pursuant to CORA. All pricing will be considered public records subject to disclosure under CORA and as such pricing cannot be redacted from the "FOR PUBLIC VIEWING" version of the proposal. Failure to provide a public viewing copy will be considered a waiver of any claim of confidentiality under CORA without regard to how the applicant's proposal or certain pages of the proposal are marked confidential, proprietary, or similar. Such statement does not necessarily exempt such documentation from public disclosure if required by CORA, by order of a court of appropriate jurisdiction, or other applicable law. Generally, under CORA, trade secrets, confidential commercial information and financial data information may not be disclosed by the Authority. Proposals may not be marked "Confidential" or 'Proprietary' in their entirety. By responding to this RFQ, Professionals hereby waives any and all claims for damages against the Authority for the Authority's good faith compliance with CORA. **All provisions and pricing of any contract resulting from this request for proposal will be public information.**

Service Providers/Professionals Registration: The Authority requires new Service Providers/ Professionals receiving awards from the Authority to submit IRS form W-9 and requires all Service Providers/ Professionals to accept Direct Deposit (Electronic) payment. **Please do not submit these documents with your proposal**, however, if you take exception to participating in Direct Deposit (Electronic) payments please clearly note such in your proposal as an exception. The Authority may waive the requirement to participate in Direct Deposit (Electronic) payments at its sole discretion.

Sales Prohibited/Conflict of Interest: No officer, employee, or member of Authority Board, shall have a financial interest in the sale to the Authority of any real or personal property, equipment, material, supplies or services where such officer or employee exercises directly or indirectly any decision-making authority concerning such sale or any supervisory authority over the services to be rendered. This rule also applies to subcontracts with the Authority. Soliciting or accepting any gift, gratuity favor, entertainment, kickback or any items of monetary value from any person who has or is seeking to do business with the Authority is prohibited.

Collusive or Sham Proposals: Any proposal deemed to be collusive or a sham proposal will be rejected and reported to authorities as such. Your authorized signature of this proposal assures that such proposal is genuine and is not a collusive or sham proposal.

The Authority reserves the right to reject any and all proposals and to waive any irregularities or informalities.

The selected Service Provider/Professional shall be required to sign the Authority's Agreement prior to commencing services.

Sincerely,



Gerry Paul
Purchasing Director

I. OBJECTIVE / OVERVIEW

A. OBJECTIVE AND BACKGROUND

The Authority invites qualified consultants to partner in the revitalization of North Fort Collins through the coordinated redevelopment of property owned by the Authority located at 1636 North College Avenue, and potentially several other nearby or adjacent properties. This initiative seeks to transform a long-vacant supermarket building into a vibrant, mixed-use, community-oriented neighborhood that reflects the area's unique identity and history, supports equitable economic growth, and provides lasting public benefit.

Location & Context
Fort Collins, Colorado, is a dynamic community of approximately 175,000 residents located 65 miles north of Denver at the base of the Rocky Mountain foothills. While much of the city has experienced significant reinvestment, North Fort Collins has not kept pace with the city's overall growth. The area continues to face challenges related to insufficient infrastructure, underutilized land, auto-oriented development patterns, and limited access to walkable, neighborhood-serving retail and amenities.

The Site
The Authority's 2025 acquisition of the 50,000-square-foot former supermarket building at 1636 North College Avenue, on 4.68-acre parcel, creates a unique opportunity to reimagine a key property within the North College Urban Renewal Plan area, originally established in 2004. The property is part of a larger retail center with aging infrastructure and significant redevelopment potential. Its location—near downtown, served by major transit routes, and surrounded by growing residential neighborhoods, makes it an ideal candidate for a transit-oriented, pedestrian-friendly, mixed-use neighborhood.

The Opportunity
This effort is envisioned not as a single-site development but as a comprehensive community development initiative. The Authority and neighboring property owners share an interest in advancing a coordinated vision that integrates housing, local business space, public gathering areas, and community-serving uses. With strong recent residential growth in the area, there is a critical need for nearby employment opportunities, walkable amenities, and spaces that foster social connection and neighborhood identity.

The Concept Vision
The Authority's goal is to create a model for equitable redevelopment—an inclusive, sustainable district that balances market feasibility with community values. The project aims to:

- Catalyze high-quality, mixed-use redevelopment that enhances the corridor's vitality, cultural character, and potential to become a 15-Minute Neighborhood
- Advance equity, anti-displacement, and affordability stewardship as core principles guiding investment and land use.
- Foster transit-oriented and pedestrian-scale design that reduces car dependence and enhances connectivity.

- Support locally owned businesses, arts, and cultural programming that reflect neighborhood identity.
- Deliver public benefits such as open spaces, community facilities, and climate-resilient infrastructure.

The Role of the Consultant
The selected consultant (or consultant team) will serve as a "Neighborhood Revitalization Partner" (NRP), initially functioning as an extension of the Authority performing services often assigned to owner's representatives, general managers, and community managers. The consultant will lead the creation of a governance framework, coordinate among public and private partners, and guide the planning and implementation of a community-driven master redevelopment plan.

The Authority seeks an experienced entity with a proven record in master-planned, mixed-use, transit-oriented redevelopment - capable of blending technical real estate expertise with inclusive community engagement and long-term asset stewardship. The engagement could begin as a professional services contract and may evolve into a long-term development or stewardship partnership as the project advances.

Strategic Importance
This project will establish a new benchmark for equitable, sustainable redevelopment in Fort Collins. By transforming an underutilized retail center into a thriving neighborhood, the Authority aims to prevent blight by demonstrating how coordinated public investment, private innovation, and community participation can create enduring social and economic value.

B. CONCEPT STRUCTURE

The NRP will work with the Authority, neighborhood residents, community partners, and nearby property owners to form and manage a new community development entity to ensure community-based objectives and interests are well-served for the long term. For the time being, this new community development entity is generically called the "Association", which indicates a shared governance model to be built upon careful and clear roles and responsibilities. The structure of how the Association functions with the Authority and the NRP is subject to input from the NRP, and may begin with framework similar to the illustration below:

Function/Task	Authority	Association	Neighborhood Revitalization Partner
Community Engagement	Ensures transparency	Facilitates stakeholder input	Leads community engagement
Land Ownership	Owns land (99-yr ground lease)	Advises on Parcel Strategy	Manages ground leases and stewardship obligations
Master Planning	Approves/adopts	Coordinates planning process	Ensures community priorities are embedded
Financing & Infrastructure	Approves any public financing	Coordinates funding sources & phasing	Advises on feasibility; aligns subsidy with affordability goals
Delivery & Construction	Final sign-off at key milestones	Coordinates phasing; infrastructure delivery	Advises on design/tenanting; safeguards affordability/community spaces
Long-term Management	Retains revision rights (if lease fails)	Oversees overall site performance	Manages affordability and community asset compliance

II. SCOPE OF PROPOSAL

A. Scope of Work

Upon selection of the NRP by the Authority, a Scope of Work will be jointly developed, among other components of a contractual agreement. For discussion purposes, a preliminary Scope of Work is described below.

- ✓ **Phase 1 – Governance Development and Project Kickoff**
- ✓ **Phase 2 – Master Planning**
- ✓ **Phase 3 – Partner Acquisition and Deal Structuring**
- ✓ **Phase 4 – Construction Support, Ongoing Management, and Monitoring**

<u>Phase 1</u> – Governance Development and Project Kickoff

Objectives:

- Establish an effective governance framework to oversee the multi-property redevelopment initiative.
- Develop collaborative structures that integrate Authority leadership, community representation, and development partners.

Key Tasks:

1. Assist in creating an Association to guide the project.
2. Define roles, responsibilities, and decision-making processes for the governance structure.
3. Convene initial stakeholder meetings, including property owners, neighborhood representatives, FCURA and appropriate City staff.
4. Develop a work plan and preliminary project schedule.
5. Initiate community engagement strategy to capture priorities, concerns, and local aspirations.

Deliverables:

- Governance framework document.
- Stakeholder mapping and engagement plan.
- Kickoff report summarizing early findings, objectives, and work plan.

<u>Phase 2</u> – Master Planning

Objectives:

- Develop a comprehensive, community-informed master plan for the site and surrounding properties.
- Ensure alignment with Authority goals for mixed-use, transit-oriented, pedestrian-friendly development and community benefit outcomes.

Key Tasks:

1. Conduct site assessments, including infrastructure, environmental, and zoning analysis.
2. Facilitate community workshops to refine design principles, land use priorities, and programmatic needs.

3. Evaluate development scenarios, including housing types, commercial spaces, cultural and community facilities, and public realm improvements.
4. Integrate affordability stewardship and anti-displacement strategies into the plan.
5. Prepare financial modeling, feasibility analysis, and implementation sequencing.
6. Lead effort, working with Authority, neighbors, and consultants, to explore and secure entitlements for property owned by Authority and others included in the proposed master plan.

Deliverables:

- Draft and final master plan documents.
- Financial feasibility and implementation framework.
- Community input summary and recommendations.
- Zoning analysis and recommendations, including potentially leading entitlement process with applicable City Departments.

Phase 3 – Partner Acquisition and Deal Structuring

Objectives:

- Identify, evaluate, and secure development partners consistent with community goals.
- Structure public-private agreements that support long-term stewardship, affordability, and community benefit.

Key Tasks:

1. Prepare RFQs, RFPs, or other procurement materials for potential development partners.
2. Vet prospective developers, including for-profit and nonprofit entities, against project goals.
3. Advise on deal structuring, including joint ventures, development agreements, and ground leases.
4. Review financial and legal documentation, in consultation with Authority staff and legal counsel, to ensure compliance with Authority priorities.
5. Facilitate negotiations and recommend selected partners.

Deliverables:

- Partner solicitation documents.
- Evaluation and recommendation report.

- Draft agreements and transaction frameworks.

Phase 4 – Construction Support, Ongoing Management, and Monitoring

Objectives:

- Oversee construction, long-term asset management, and implementation of community benefit commitments.
- Ensure ongoing stewardship of affordability, equity, and community-serving uses.

Key Tasks:

1. Monitor project construction and adherence to design, budget, and timeline commitments.
2. Track compliance with affordability covenants, ground leases, and community benefit agreements.
3. Maintain financial and operational oversight, including reserves for long-term maintenance.
4. Convene regular meetings with stakeholders and provide transparent public reporting.
5. Recommend corrective actions as necessary to ensure project alignment with long-term objectives.

Deliverables:

- Construction oversight reports.
- Annual compliance and performance reports.
- Recommendations for ongoing management, reinvestment, and community engagement.

Additional Responsibilities

- Oversee the monetary decisions made to maximize community interests within the governance framework.
- Serve as a liaison between the community and development teams.
- Facilitate multi-stakeholder collaboration while maintaining long-term project vision and integrity.
- Provide guidance on policy, equity, and anti-displacement measures as the project evolves.

B. Key Areas of Responsibility

***The following examples are representative, not conclusive, and subject to further discussion and negotiation between the Authority and the selected NRP.**

1. Land & Affordability Stewardship

- Manage long-term ground leases on behalf of the FCURA.
- Ensure long-term affordability covenants (housing, commercial, community spaces) are embedded and enforceable.
- Monitor and enforce compliance with affordability, community-serving use, and anti-displacement commitments.
- Recommend adjustments to affordability formulas and ground lease provisions as needed over time.

2. Community Benefit Oversight

- Serve as the guarantor of community priorities in all development phases (e.g., affordable housing targets, local retail mix, cultural spaces, green space access).
- Monitor implementation of community benefits agreements (CBAs), and development agreements.
- Report regularly on compliance and impact.

3. Development Advisory & Deal Structuring

- Provide technical expertise during procurement, RFQ, and developer negotiations.
- Vet and recommend development partners (*market and nonprofit*) consistent with community benefit requirements.
- Assist in structuring joint ventures, financing stacks, and public-private agreements.
- Ensure that pro formas and deal structures align with affordability and equity goals.

4. Community Voice & Engagement

- Create a strategy to channel resident, small business, and neighborhood input.
- Translate technical development information into accessible formats for the community.
- Act as liaison between neighborhood stakeholders and development teams.

5. Long-Term Asset Management

- Manage ground lease obligations, rent resets, and resale formulas.
- Oversee the stewardship of permanently affordable housing units, small business spaces, and community facilities.
- Maintain financial reserves for long-term repair and reinvestment in community assets.
- Ensure sustainability and equity goals (e.g., green building, climate resilience) are maintained through the life of the project.

6. Fiduciary & Accountability Role

- Guide financial decisions for the development to maximize community interests within the governance structure.
- Provide independent review and public reporting on project compliance with adopted plans, agreements, and commitments.
- Retain authority to recommend corrective actions to the FCURA or Association when commitments are at risk.

C. Minimum Qualifications

Experience

- **Mixed-use & Mixed-income Development Finance** – Deep understanding of how to layer public subsidy, low-income housing tax credit (LIHTC), new market tax credit (NMTC), philanthropic capital, and private debt/equity.
- **Public–private agreements** – Experience negotiating CBAs, development agreements, and joint venture structures with municipalities and developers.
- **Community Governance Models** – Methods for embedding resident/merchant/community voices into a board structure that is credible and durable.
- **Equity and Anti-displacement Policy** – Proven strategies for stabilizing existing residents and businesses.
- **Collaborate with Private Sector Developers** – Successful experience attracting and partnering with private real estate developers, especially for non-residential elements in mixed-use projects. Bring a "built-in" network of socially responsible developers with similar community values and alignment.

Skills

- **Real Estate Development Management** – Managing acquisition, entitlements, design, financing, and construction oversight, particularly in master-planned, multi-phased mixed-use campus settings with multiple residential and non-residential development partners.
- **Facilitation & Coalition Building** – Convening diverse stakeholders (FCURA, County, neighbors, private developers, funders) and translating between their priorities.
- **Communication & Trust-building** – Explaining technical development issues in ways that community members understand and buy into.

Abilities

- **Balance Permanence with Flexibility** – Lock in affordability and community ownership while allowing for phased development and changing market conditions.
- **Institutional Staying Power** – Ability to steward assets for decades (*beyond one development cycle*), maintain staff capacity, and ensure financial sustainability.

- **Translate Values into Binding Documents** – Not just advocate for community priorities, but embed them into enforceable agreements, leases, or ground lease terms.

D. Anticipated Schedule

The following represents the Authority's target schedule for the RFQ. The Authority reserves the right to amend the target schedule at any time.

- RFQ issuance: December 8, 2025
- Pre-Proposal Meeting: 3:00 PM MT on January 6, 2026
- Question deadline: 3:00 PM MT on January 9, 2026
- Final Addendum Issued: January 15, 2026
- Proposal due date: 3:00 PM MT on January 23, 2026
- Interviews (tentative): Week of February 2, 2026
- Award of Contract (tentative): February 2026

E. Interviews

In addition to submitting a written proposal, the top-rated Service Providers/Professionals may be interviewed by the RFQ assessment team and asked to participate in an oral presentation to provide an overview of the company, approach to the project and to address questions. The evaluation criteria for the oral interviews will be the same as the criteria for the written evaluations and is included in Section.

Instead of traditional in-person interviews for the optional interview session, the Authority may opt to use alternate methods including but not limited to remote interviews through a platform such as Microsoft Teams or Zoom.

F. Travel & Expenses

Subject to the terms of the Agreement, reasonable expenses may be reimbursable per the current rates found at www.gsa.gov. Service Provider/Professional will be required to provide original receipts to the Authority for all travel expenses.

G. Subcontractors/Subconsultants

Service Provider/Professional will be responsible for identifying any subcontractors and/or subconsultants in their proposal. Please note that the Authority will contract solely with the awarded Service Provider/Professional; therefore, subcontractors and/or subconsultants will be the responsibility of the Service Provider/Professional.

H. Financial Qualifications (CONFIDENTIAL)

Service Providers/Professionals selected as finalists may be required to submit a banking reference and the most recent financial statement (audited preferred) including balance sheet and income statement, as well as a statement of cash flows (the "Financial

Information").

I. Current standards

All work and/or materials must meet current standards in force by recognized technical and professional societies, trade and materials supply associations, institutes and organizations, bureaus and testing laboratories, and national, federal, state, county, and local laws, codes and ordinances.

J. Fees, Licenses, Permits

The successful Service Provider/Professional shall be responsible for obtaining any necessary licenses, fees or permits without additional expense to the Authority. All vehicles and equipment shall be properly licensed and insured, carry the appropriate permits and be placarded as required by law.

K. Laws and Regulations

The Service Provider/Professional agrees to comply fully with all applicable local, State of Colorado and Federal laws and regulations and municipal ordinances to include American Disabilities Act (ADA).

L. Agreement

The awarded Service Provider/Professional will be required to sign an Agreement with the Authority, which will be negotiated with the Service Provider after selection.

Individual Work assignments will be requested and agreed to through the Agreement and any subsequent Amendments.

M. Invoicing and Payment

Subject to provisions and agreements described below in RFQ Section III.F (Compensation), invoices should be emailed monthly to invoices@fcgov.com with a copy to the Project Manager. The cost of the work completed shall be paid to the Service Provider/Professional each month following the submittal of a correct invoice by the Service Provider/Professional indicating the project name, Purchase Order number, task description, hours worked, personnel/work type category, hourly rate for each employee/work type category, date of the work performed specific to the task, percentage of that work that has been completed by task, 3rd party supporting documentation with the same detail and a brief progress report.

Payments will be made using the prices stated in the Agreement. In the event a service is requested which is not stated in the Agreement, the Service Provider/Professional and the Authority will negotiate an appropriate unit price for the service prior to the Service Provider/Professional initiating such work.

The Authority pays invoices on Net 30 terms.

III. PROPOSAL SUBMITTAL

Please limit the total length of your proposal to a maximum of forty (40) 8 ½ x 11" pages (excluding cover pages, table of contents, dividers and Acknowledgement form). Font shall be a minimum of 11 Arial and margins are limited to no less than .5" for sides and top/bottom. Extended page sizes, such as 11" x 17", count as a single page and may be used for detailed pricing. Links to other files or websites shall not be permitted. Proposals that do not conform to these requirements may be rejected.

Service Providers/Professionals are required to provide detailed written responses to the following items in the order outlined below. The responses shall be considered technical offers of what Service Providers/Professionals propose to provide and shall be incorporated in the contract award as deemed appropriate by the Authority. A proposal that does not include all the information required may be deemed non-responsive and subject to rejection.

Responses must include all the items in the order listed below. It is suggested that the Service Providers/Professionals include each of the Authority's questions with their response.

The Authority shall not reimburse any firm for costs incurred in the preparation and presentation of their proposal.

A. Cover Letter / Executive Summary

The Executive Summary should highlight the content of the proposal and features of the program offered, including a general description of the program and any unique aspects or benefits provided by your firm.

Indicate your availability to participate in the interviews on the proposed dates as stated in the Schedule section.

B. Service Provider/Professional Information

1. Describe the Service Provider's/Professional's business and background
2. Number of years in the business
3. Details about ownership
4. An overview of services offered and qualifications
5. Size of the firm
6. Location(s) of offices. If multiple, please identify which will be the primary for our account.
7. Primary contact information for the company including contact name(s) and title(s), mailing address(s), phone number(s), and email address(s).

C. Scope of Proposal

1. Provide a detailed narrative of the services proposed if awarded the contract per the scope above. The narrative should include any options that may be beneficial for the Authority to consider.
2. Describe how the project would be managed and who would have primary

responsibility for its timely and professional completion.

3. Briefly discuss your preliminary insight and thoughts regarding the Concept Structure outlined in the RFQ.
4. Briefly describe the approach to execute the scope of work to include the methods and assumptions used, and any exceptions and/or risks.
5. Describe the methods and timeline of communication your firm will use with the Authority's Project Manager and other parties.

D. Firm Capability and Assigned Personnel

Provide relevant information regarding previous experience related to this or similar projects, to include the following:

1. Provide an Organization Chart/Proposed Project Team: An organization chart containing the names of all key personnel and subconsultants with titles and their specific task assignment for this project shall be provided in this section.
2. Provide resumes for each professional and technical person to be assigned to the project, including partners, subconsultants, and subcontractors. Please limit resumes to one page. The résumés shall include at least three individual references from previous assignments.
3. A list of qualifications for your firm and qualifications and experience of the specific staff members proposed to perform the services described above.
4. Representative Projects. Provide a minimum of three similar projects with public agencies, P3s, or similar in the last 5 years that have involved the staff and subcontractors/subconsultants proposed to work on this project. Include the owner's name, title of project, contact name, email and phone number, subconsultants on the team and a brief description of the work, location, scale, number of property/land uses, summary of partnership structure, unique challenges faced, and notable innovations. The Service Provider/Professional authorizes the Authority to verify any and all information contained herein and hereby releases all those concerned providing information as a reference from any liability in connection with any information provided.
5. Provide any information that distinguishes Service Provider/Professional from its competition and any additional information applicable to this RFQ that might be valuable in assessing Service Provider/Professional's proposal.

E. Sustainability/TBL Methodology

In concise terms (no more than two pages), please describe your organization's commitment to sustainability and supporting values.

Each element of the TBL sustainability criteria will receive equal consideration in determining the final Sustainability/TBL score.

1. Address how your firm strives to incorporate all three aspects (social, environmental, and economic) of Triple Bottom Line (TBL) sustainable practices into the workplace. Provide examples along with any metrics used to measure success within your firm.
2. Also provide examples of how your firm has incorporated all three aspects of TBL sustainable practices in previous similar projects on which your firm has been the prime Service Provider/Professional.

   Some examples are provided below:

   a. Environmental – Experience delivering projects / programs focused on environmental health priorities in the areas of climate resiliency, water quality and watershed protection, regulatory performance, management systems, air quality, renewable energy, sustainable building and design, construction materials management, and solid waste reduction.

   b. Economic – Experience working and delivering projects with an emphasis on strategic financial planning, job creation, business development, asset management, various project delivery methods, value engineering, regional partnerships, transparency, stakeholder engagement, strategic investments, aging infrastructure, repurposing of existing facilities, and competing financial priorities.

   c. Social - Experience working and delivering projects, programs, and/or initiatives that support Equity, Diversity, and Inclusion throughout your firm's workplace, including leadership, and supply chain. Examples of this may be demonstration of working within cultural and language gaps, development of diversity programs, diverse project teams, equitable opportunity vendor supply chain, and how your firm has applied an equity lens to processes such as recruitment, hiring, purchasing, career pathways, salaries, and staff engagement.

F. Compensation

In your response to this proposal, please describe how you might propose a compensation structure and provide examples. Compensation will be negotiated and finalized agreements executed between the Authority and selected Service Provider/Professional.

G. Acknowledgement

The Acknowledgement form is attached as Section V. Complete the attached form indicating the Service Provider/Professional hereby acknowledges receipt of the Authority of Fort Collins Request for Qualifications and acknowledges that the Service Provider/Professional has read and agrees to be fully bound by all of the terms, conditions and other provisions set forth in the RFQ.

IV. REVIEW AND ASSESSMENT CRITERIA

A. Proposal and Interview Criteria

Service Providers/Professionals will be evaluated on the following criteria. This set of criteria will be the basis for review and assessment of the written proposals and optional interview session. At the discretion of the Authority, interviews of the top-rated Service Providers/Professionals may be conducted.

The rating scale shall be from 1 to 10, a rating of 1 doesn't meet minimum requirements, a rating of 5 means the category fulfills the minimum requirements, and 10 exceeds minimum requirements in that category.

WEIGHTING FACTOR	CATEGORY	STANDARD QUESTIONS
3.0	Qualifications & Approach	Does the proposal address all elements of the RFQ? Does the proposal show an understanding of the project objectives, methodology to be used and results/outcomes required by the project? Are there any exceptions to the Scope of Work or Key Areas of Responsibility ? Does the proposal demonstrate experience in mixed-use real estate development with strong community involvement? Does the proposal demonstrate experience designing and executing creative partnership and compensation arrangements?
2.0	Firm Capability & Assigned Personnel	Does the firm have the resources, financial strength, capacity and support capabilities required to successfully complete the project on-time and in-budget? Has the firm successfully completed previous projects of this type and scope? Do the persons who will be working on the project have the necessary experience and qualifications? Are sufficient people of the requisite skills and qualifications assigned to the project?
3.0	Representative Project Examples	Do the representative projects included with the proposal directly align with the project and Authority vision? Did the representative projects successfully achieve outcomes similar to those proposed in the Scope of Work. Do the representative projects demonstrate experience and an ability to be flexible and responsive in a dynamic partnership model?

WEIGHTING FACTOR	CATEGORY	STANDARD QUESTIONS
1.0	Sustainability/TBL Methodology	Does the firm demonstrate a commitment to Sustainability and incorporate Triple Bottom Line methodology in both their Scope of Work for the project, and their day-to-day business operating processes and procedures? Does the firm demonstrate a commitment to all three aspects (social, environmental, and economic) of the Triple Bottom Line (TBL) methodology of sustainability for this project and in their company value system as evidenced by their day-to-day business operating processes, practices and procedures?
1.0	Compensation Framework	Does the proposal include a detailed and realistic method for compensation that aligns with the phases of the project described above? Has the proposed compensation structure or structure elements been used by the firm successfully in past projects?

V. ACKNOWLEDGEMENT

This form may not be redlined and must be submitted with your proposal. Failure to adhere to these requirements may result in your proposal being rejected.

Service Provider/Professional hereby acknowledges receipt of the Authority's Request for Qualifications and acknowledges that it has read and agrees to be fully bound by all of the terms, conditions and other provisions set forth in the RFQ 10253 FCURA Neighborhood Revitalization Partner except as otherwise noted. Additionally, Service Provider/Professional hereby makes the following representations to the Authority:

a. All of the statements and representations made in this proposal are true to the best of the Service Provider/Professional's knowledge and belief.

b. Service Provider/Professional commits that it is able to meet the terms provided in this proposal.

c. This proposal is a firm and binding offer, for a period of 90 days from the date hereof.

d. Service Provider/Professional further agrees that the method of award is acceptable.

e. Service Provider/Professional also agrees to negotiate in good faith an Agreement with the Authority and acknowledges time will be of the essence to complete the contract.

f. Service Provider/Professional acknowledges receipt of ___ addenda.

g. Service Provider/Professional acknowledges no conflict of interest.

h. Service Provider/Professional acknowledges that the Authority is a governmental entity subject to the Colorado Open Records Act, C.R.S. §§ 24-72-200.1 et seq. ("CORA"). Any proposals submitted hereunder are subject to public disclosure by the Authority pursuant to CORA and Authority ordinances. Professionals may submit one (1) additional complete proposal clearly marked "FOR PUBLIC VIEWING." In this version of the proposal, Professionals may redact text and/or data that it deems confidential or proprietary pursuant to CORA. All pricing will be considered public records subject to disclosure under CORA and as such pricing cannot be redacted from the "FOR PUBLIC VIEWING" version of the proposal. Failure to provide a public viewing copy will be considered a waiver of any claim of confidentiality under CORA without regard to how the applicant's proposal or certain pages of the proposal are marked confidential, proprietary, or similar. Such statement does not necessarily exempt such documentation from public disclosure if required by CORA, by order of a court of appropriate jurisdiction, or other applicable law. Generally, under CORA, trade secrets, confidential commercial information and financial data information may not be disclosed by the Authority. Proposals may not be marked "Confidential" or 'Proprietary' in their entirety. By responding to this RFQ, Service Providers/Professionals hereby waives any and all claims for damages against the Authority for the Authority's good faith compliance with CORA. **All provisions and pricing of any contract resulting from this request for proposal will be public information.**

Legal Firm Name:_____

Physical Address: _____

Remit to Address: _____

Phone:_____

Name of Authorized Agent of Firm: _____

Signature of Authorized Agent: _____

Primary Contact for Project: _____

Title: _____ Email Address: _____

Phone:_____ Cell Phone: _____

NOTE: ACKNOWLEDGMENT IS TO BE SIGNED & RETURNED WITH YOUR PROPOSAL

QUALIFICATIONS

CONSERVANCY

Urban Land Conservancy is a Denver based 501(c)3 non profit real estate company. We engage with communities and secure land for community benefit, and seek to in an effort to counter displacement caused by rising real estate costs and gentrifications. ULC has invested in more than 50 properties across more than 20 neighborhoods to deliver affordable housing for long time residents, and to create stable work spaces for local, mission-minded organizations.

Urban Land Conservancies deep community roots and extensive history in developing affordable housing have led to a unique understanding of how to integrate key community partners and associated wrap-around services. The following is a sample of the partners and organizations ULC has engaged with and teamed with to develop community-supported solutions. ULC's proven record of partnering with local nonprofit organizations and community organizations to optimize community benefits for the people they serve will facilitate agreements and partnerships with key Fort Collin's community organizations and non-profit services.

- New Legacy School
- Tennyson Center for Children
- Family Tree
- Commún
- Denver Public Schools
- Denver Housing Authority
- Archway Communities
- St. Elizabeth's School
- The Kitchen Network
- BUCU West
- Re:Vision
- Family Star Montessori
- Work Options
- Boys and Girls Club of America
- Denver Public Library's
- Denver School of the Arts
- Emily Griffith Technical College
- The Denver Foundation
- The Center for African American Health
- GRID Alternatives
- Mile High Youth Corps
- (among many others)

QUALIFICATIONS

EXPERIENCE

- Mixed-use & Mixed-income Development Finance – Deep understanding of how to layer public subsidy, low-income housing tax credit (LIHTC), new market tax credit (NMTC), philanthropic capital, and private debt/equity. Subconsultants: NEENAN, ULC, NAI Affinity
- Public–private agreements – Development agreements, and joint venture structures with municipalities and developers. Subconsultants: ULC and Neenan, and NAI
- Community Governance Models – Methods for embedding resident/merchant/community voices into a board structure that is credible and durable. Subconsultants: RVi and ULC
- Equity and Anti-displacement Policy – Proven strategies for stabilizing existing residents and businesses. RVi and ULC uses a ground lease, which is key to anti-dispalcement.
- Collaborate with Private Sector Developers – Successful experience attracting and partnering with private real estate developers, especially for non-residential elements in mixed-use projects. Bring a "built-in" network of socially responsible developers with similar community values and alignment. Subconsultants: NEENAN, and ULC, and NAI

SKILLS

- Real Estate Development Management – Managing acquisition, entitlements, design, financing, and construction oversight, particularly in master-planned, multiphased mixed-use campus settings with multiple residential and non-residential development partners. Subconsultants: ULC, NEENAN and NAI
- Facilitation & Coalition Building – Convening diverse stakeholders (FCURA, County, neighbors, private developers, funders) and translating between their priorities. Subconsultants: RVi and ULC
- Communication & Trust-building – Explaining technical development issues in ways that community members understand and buy into. Subconsultants: RVi and ULC

ABILITIES

- Balance Permanence with Flexibility – Lock in affordability and community ownership while allowing for phased development and changing market conditions.
- Institutional Staying Power – Ability to steward assets for decades (beyond one development cycle), maintain staff capacity, and ensure financial sustainability. Subconsultants: NEENAN, and ULC
- Translate Values into Binding Documents – Not just advocate for community priorities, but embed them into enforceable agreements, leases, or ground lease terms. Subconsultants: RVi and ULC



DISTINGUISHING INFO

WHY URBAN LAND CONSERVANCY

Urban Land Conservancy (ULC) is uniquely qualified to serve as Fort Collins Urban Renewal Authority's **Neighborhood Revitalization Partner** because our core mission, operating model, and track record align directly with FCURA's vision for long-term, equitable, community-centered redevelopment. Unlike traditional consultants or developers, ULC specializes in **permanent land stewardship, public–private partnership structuring,** and **community-governed mixed-use redevelopment**—the exact role envisioned in this RFQ.

A Long-Term Stewardship Partner, Not a Short-Term Developer
ULC was founded to acquire, hold, and steward land in perpetuity for community benefit. Our work consistently uses **long-term ground leases, enforceable affordability covenants, and shared governance structures** to ensure public investment delivers lasting outcomes. This approach directly supports FCURA's goal of balancing market feasibility with long-term affordability, anti-displacement, and community-serving uses—well beyond a single development cycle.

Proven Experience Acting as an Extension of Public Agencies
ULC operates as a **third-party steward and implementation partner** for neighborhoods, municipalities, transit agencies, nonprofits, and for profit developers. We function as a master planning developer, partner, deal structuring advisor, and long term steward of real estate—bridging public objectives, private development expertise, and community priorities. This mission-driven position allows ULC to safeguard community outcomes while maintaining fiduciary discipline and development feasibility.

National Leader in Equitable, Transit-Oriented, Mixed-Use Redevelopment
ULC has deep experience transforming underutilized, auto-oriented, or obsolete properties into **walkable, mixed-use, transit-oriented developments** that integrate affordable housing, nonprofit and community facilities, schools, and public space. Our projects consistently support 15-minute neighborhood principles, reduce displacement pressures, and catalyze reinvestment without eroding neighborhood identity.

Expertise in Complex Public–Private Deal Structuring
ULC brings sophisticated capacity to structure **multi-layered capital stacks**, including LIHTC, NMTC, philanthropic capital, public subsidy, and private financing. We have successfully negotiated long term **ground leases, development agreements, and joint ventures**, that embed affordability, community benefit, and long-term accountability into binding legal documents—precisely the role envisioned for the NRP.

Governance Design That Embeds Community Voice
A hallmark of ULC's work is designing a **durable governance model through our ground leases and master associations** that move beyond advisory engagement to real decision-making power. We have helped establish, partnership structures that ensure residents, nonprofits, local businesses, and cultural organizations remain central to long-term site governance.

Trusted Community Engagement with Measurable Outcomes
ULC has earned a reputation for **culturally responsive engagement** that translates community priorities into real development outcomes, affordability levels, public space programming, and long-term stewardship policies. Our engagement processes are designed to build trust while producing implementable results.

Independent Accountability and Compliance Oversight
Through ULC'sground leases we are able to hold our development partners accountable **for their affordable housing and nonprofit facilities**. With our ground leases ULC is able to provide reporting and corrective recommendations to our development partners, ensuring adopted plans and agreements remain intact over time.

A Replicable Model with Local Customization
ULC's stewardship and partnership model has been successfully applied across diverse urban contexts and is intentionally designed to be **locally tailored**. We view the North Fort Collins project as an opportunity to help FCURA establish a **new benchmark for equitable redevelopment** that can inform future initiatives citywide.

RELEVANT PROJECTS

RELEVANT PROJECTS WITH COMMUNITY SERVICES

The RFQ seeks to establish a "15-Minute Neighborhood" with "community-serving uses". ULC has developed multiple active campuses that inegrate housing with on-site services as listed below:

Project Name	Location	Description and Community Services	Relevance to RFQ
HOLLY SQUARE	NE Park Hill	**Services:** Jack A. Vickers Boys & Girls Club, Center for African American Health (family resources, health education).	**Direct Analog:** Redevelopment of a blighted/destroyed shopping center into a community hub.
MOSAIC COMMUNITY CAMPUS	Park Hill	**Services:** Affordable housing (Archway), free culinary job training (Work Options), small business incubation, and open public space.	**Mixed-Use Model:** Demonstrates ability to repurpose existing infrastructure (former college campus) into a mixed-use district.
TEPEYAC COMMUNITY HEALTH	Elyria-Swansea	**Services:** A federally qualified health center providing medical/dental/behavioral health, co-located with 150 units of affordable housing (Viña Apartments) and retail.	**Health & Housing:** Proves ability to secure and integrate high-impact medical tenants into residential projects.
SOUTH PLATTE CROSSING	Commerce City	**Services:** Affordable housing (60 units) adjacent to an office building housing nonprofit health clinics and municipal services.	**Transit-Oriented:** Located near RTD N Line; demonstrates "transit-oriented" development.
OXFORD VISTA	Aurora	**Services:** A 45,000 sq. ft. facility supporting multiple nonprofits focused on family services and education.	**Service Hub:** Expertise in managing large-scale, multi-tenant nonprofit centers.

REPRESENTATIVE PROJECTS













MOSAIC COMMUNITY CAMPUS

ULC, Denver Public Schools, and Denver Housing Authority joined forces in 2021 to purchase the former Johnson & Wales University campus at the edge of the South Park Hill and East Colfax neighborhoods. ULC owns more than half of the 25-acre campus, and stewards ULC-owned land in its community land trust to ensure permanent affordability and community-serving uses. ULC's acquisition was funded by MDIF. Mosaic Community Campus was created - a thriving hub where affordable homes, job training, and education come together in one dynamic space.

Mosaic Community Campus is located at the edge of Denver's East Colfax neighborhood, a vibrant and diverse area that has become increasingly unaffordable. As real estate prices rise, many long-time residents are at risk of being displaced. Mosaic helps combat this by offering affordable housing and vital community services, all while preserving the campus's historic buildings.

Reference: Jose Esparza, Executive Director of BuCu West and the Kitchen Network, 269-503-0758
Location: Denver, CO
Scale: ULC owns 13.5 acres of land and 3 buildings

REPRESENTATIVE PROJECTS







VIÑA APARTMENTS, NONPROFIT AND RETAIL AT 48TH & RACE

When Viña Apartments opened, it more than quadrupled the supply of permanently affordable housing in a historically underserved Denver neighborhood. ULC purchased the land in April 2015 and Viña Apartments opened in 2022, developed by Columbia Ventures. The site includes 150 permanently affordable apartments ranging from 30% to 80% AMI, a 24,500-square-foot community health clinic, 5,000 square feet of neighborhood-serving retail and more than 45,000 square feet of community-serving commercial space. The first floor of Viña became the new, modern and expansive home of the Tepeyac Community Health Center, a nonprofit clinic providing affordable and accessible integrated health care for more than 25 years. This transit-oriented development is located two blocks from RTD's 48th & Brighton commuter rail station on the N Line, offering low-cost transit options for residents. The building is held in ULC's community land trust to ensure permanent affordability.

The first floor of Viña became the new, modern and expansive home of the Tepeyac Community Health Center, a nonprofit clinic providing affordable and accessible integrated health care for more than 25 years. This transit-oriented development is located two blocks from RTD's 48th & Brighton commuter rail station on the N Line, offering low-cost transit options for residents. The building is held in ULC's community land trust to ensure permanent affordability.

Reference: Dillon Baynes, Managing Partner, 404-229-1387 Jim Garcia, CEO for Tepeyac, 303-525-2130
Location: Denver, CO
Scale: ULC owns 2 acres of land

REPRESENTATIVE PROJECTS










HOLLY SQUARE

The Holly Square Shopping Center was for years a vibrant community hub, but was destroyed by arson in 2008. The following year, ULC, in partnership with Denver's Office of Economic Development, acquired the 2.6-acre site to redevelop it for community use. For ULC, it was essential to ensure that the Black community would lead the reimagining of the site to ensure it fulfilled the neighborhood's needs and vision. ULC, The Denver Foundation's Strengthening Neighborhoods Program, the Hope Center and others formed the Holly Area Redevelopment Project (HARP). HARP gathered input from local residents and hired a local, Black-owned planning group, Community by Design. The community-led process helped heal the loss of an important neighborhood landmark and resulted in the thriving Holly Square redevelopment. Holly Square is now home to the Boys & Girls Club, the Center for African American Health, and an outdoor gathering space with solar-powered evening lighting.

In the historically Black neighborhood of Northeast Park Hill, Holly Square is a safe place to learn, grow, gather, heal and succeed – with activities and health care services for youth and the entire community. ULC's 99-year land lease ensures that the nonprofits pay less in real estate costs, so they can devote more to their important work. ULC's community land trust ensures that this place will always be used for community benefit and never sold to the highest bidder.

References: Boys & Girls Club: Erin Porteous, CEO, 720-220-3746;
Black Resilience in Colorado (BRIC) LaDawn Sullivan, Executive Director



40TH & COLORADO PARCELS

Located at the 40th & Colorado Station along RTD's A-Line commuter rail, this is an area of northeast Denver where many families lack access to affordable housing, high-performing schools, and quality healthcare. ULC first acquired property here in 2013, and today retains 2.5 acres. Future phases of construction following community outreach and engagement may include additional housing and open space. This location is a destination along the future 303 ArtWay Heritage Trail.





COLE TRAIN

Cole Train is a future affordable-housing development planned for a vacant portion of the Tramway Nonprofit Center block. ULC and its development partner plan to redevelop this vacant portion of the site to create affordable homes in response to expressed community needs, adjacent to the Tramway Nonprofit Center.

REPRESENTATIVE PROJECTS







NEW LEGACY CHARTER SCHOOL

Previously the site of a vacant bowling alley, New Legacy is now a 23,000-square-foot high school and childcare facility which opened in 2015. The school serves pregnant and parenting teens between the ages of 14 and 21. The school provides both high school and parenting education along with on-site childcare. New Legacy School purchased the building in the fall of 2020; the land remains in ULC's 99-year ground lease.







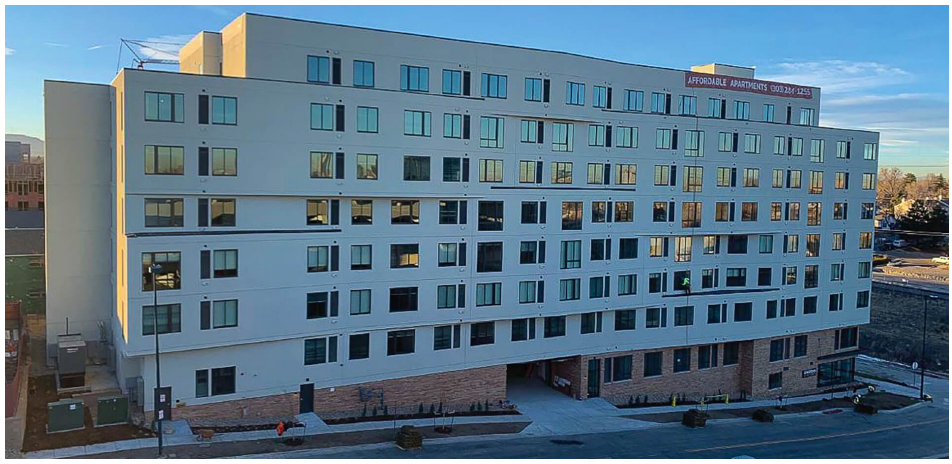
OXFORD VISTA CAMPUS

Formerly the Excelsior Youth Center, the campus was donated to ULC in 2018 in an effort to keep community-serving uses at the site. Oxford Vista is a 31-acre campus with more than 148,000 square feet of building space in southeast Aurora. The 17 buildings on the campus include an administrative area, dormitories, free-standing cottages, a gymnasium, auditorium space, and small kitchens. A young adult job skills training organization is headquartered at Oxford Vista, leasing 74,000 square feet of space and hosting upwards of 300 students for job training annually. The campus is home to multiple nonprofits; they offer programs that promote safety, health, economic independence and more. In 2019, ULC added $3.3 million in energy efficiency upgrades, including a 430-kW solar array and a geothermal heating and cooling system. The campus will eventually operate at near net-zero electricity.

REPRESENTATIVE PROJECTS







SHERIDAN STATION APARTMENTS

ULC acquired the land at Sheridan Station in 2014. ULC partnered with Brinshore and Mile High Development for the development of 133 units of affordable housing, which opened in January 2021. The apartments marked the culmination of a ten year effort to bring affordable housing to the Sheridan Station Light Rail Station on RTD's W line. The 0.7 acre (28,000-square-foot) site is located just steps from the station and the regional bike trail that runs through Lakewood/Dry Gulch Park.













FALCON RIDGE AFFORDABLE HOUSING

CLIENT: ALM2S/ESTES PARK HOUSING AUTHORITY

RVi provided land planning, entitlement and site construction documents for Falcon Ridge Affordable Housing in Estes Park, CO. RVi collaborated with ALM2S architecture and the overall design team to ensure entitlement requirements, site budget and requirements for Enterprise Green Communities were met. The site plan emphasized the spectacular views to open space and nearby mountains and peaks for the units. The concept involves orienting the units to either view corridors or a central common area which included a playground feature and community event terrace adjacent to the clubhouse while conforming to wetland/ wildlife corridors and significant topographical constraints.



OXBOW PROPERTY ATTAINABLE AND WORKFORCE HOUSING

CLIENT: MACMILLAN DEVELOPMENT, LLC

RVi provided Land Planning and Entitlement services for the Oxbow Property in Fort Collins, CO, along the the Poudre River near Downtown. The project will provide attainable and workforce housing through various funding mechanisms, and create a strong sense of community while addressing floodplain and drainage issues through a CLOMR/LOMR process. A substantial open space buffer from an adjacent neighborhood is provided at the eastern portion of the site and a large, restored wetland and detention/water quality focused open space is provided at the south and southeast, with community trail systems throughout. Density is created on a gradient from Linden Street at the northeast corner, decreasing to the southeast.





MIRASOL SENIOR COMMUNITY

CLIENT: LOVELAND HOUSING AUTHORITY/ALM2S

Russell + Mills Studios developed site plan concepts, entitlement documents and construction documents for the Mirasol Senior Community in Loveland, CO. Alternative configurations using a variety of building types were explored prior to developing consensus on a final plan. The successful final plan emphasized indoor to outdoor connections, circulation connectivity and created convenient parking and unit connections while buffering residential units from major streets. Plans were taken through the entitlement process in Loveland prior to developing final construction plans.



TAPESTRY CONDOS

CLIENT: HARTFORD INVESTMENTS/ HABITAT FOR HUMANITY

RVi is leading the complex planning process to deliver 30 affordable units and 110 attainable housing units to the City of Fort Collins. The Tapestry site is currently covered in eleven feet of beet tailings left over from the beet industry present in north Fort Collins during the early 1900s. Across the street from the site is the historic Buckingham Neighborhood that was established as workforce housing for the beet industry. RVi participated in extensive public outreach and meetings to understand concerns of the existing neighborhood. The proposed plan went through several iterations in order to reduce the impact on the existing neighborhood and address the ever growing popularity and traffic concerns of the neighborhood due to the adjacent breweries.





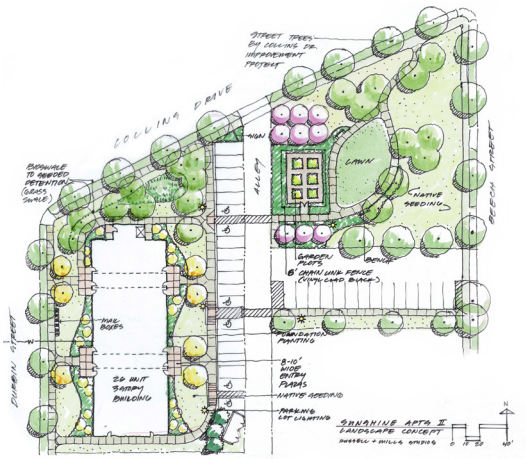


WINDSOR MEADOWS AFFORDABLE HOUSING

CLIENT: WINDSOR HOUSING AUTHORITY

RVi worked with Aller Lingle Massey Architects to develop master planning concepts, the overall site plan and entitlement documents for this new affordable housing community in Windsor. Master Planning concepts highlighted upholding the open-space connectivity through Windshire Farm and emphasizing daylighting, ground floor privacy and maintaining street frontage along adjacent roadways. Planting and landscape concepts respond to the community context while adding xeric foundation planting that reduces the overall water consumption within the community.



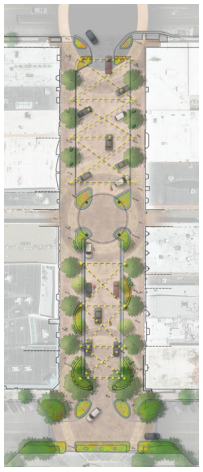


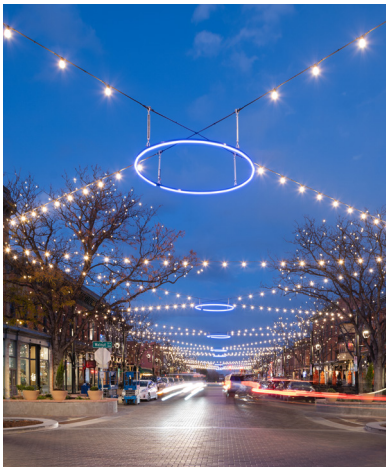
SUNSHINE APARTMENTS I AND II AFFORDABLE HOUSING

CLIENT: GRIMSHAW INVESTMENTS

RVi led the site planning and design efforts with Grimshaw Investments on Sunshine I and II affordable multi-family housing projects in Casper, WY. These projects have been designed to LEED Gold standards and represent the first quality multi-family affordable housing projects in the state. Site planning and planting design addressed sustainable stormwater solutions. Bioswales and xeriscape principles were an important aspect of the planting design. The objective was to create a friendly, approachable housing community where residents feel at home and can pursue a brighter future.





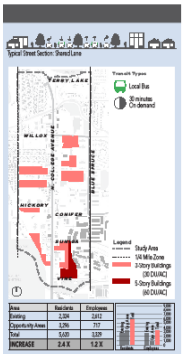


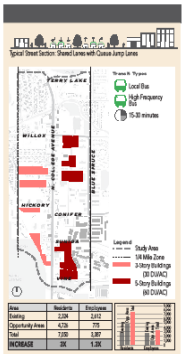
LINDEN STREET RENOVATIONS

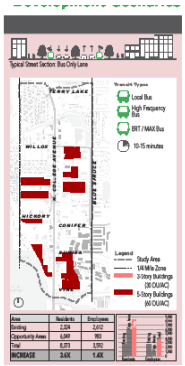
CLIENT: DITESCO / CITY OF FORT COLLINS, DILLON WILLETT, PROJECT MANAGER, CITY OF FORT COLLINS - ENGINEERING, 907-726-7685, DWILLETT@FCGOV.COM

RVi provided a master plan, urban design and construction documentation services in developing a vision for the renovation of Linden Street in Downtown Fort Collins as a convertible event street. The plan emphasizes pedestrian connectivity and amenities in an effort to create a street condition that connects Old Town Square to the River District. As a flexible festival street, the space is designed as a flush, curbless plaza that can be closed to vehicles during events while maintaining business access if necessary. Patios for adjacent businesses can be expanded if desired and parking is modified from existing diagonal conditions to an overall parallel condition.









NORTH COLLEGE BRT CORRIDOR PLAN

CLIENT: FEHR AND PEERS/CITY OF FORT COLLINS

RVI worked with Fehr and Peers and the City of Fort Collins to develop a plan for implementing BRT along the North College Corridor in Fort Collins. Multi-modal facilities and connections as well as future road alignments and improvements to existing road networks are proposed, including improved crossings and intersection improvements. In addition, land use and design standard recommendations are proposed that increase density in the area, while providing affordable housing. A component of this includes recommendations for regional detention facilities to assist with lowering development costs. A robust community outreach effort informs decision making and has been a critical component of the overall plan.

MOSAIC COMMUNTIY CAMPUS AFFORDABLE HOUSING

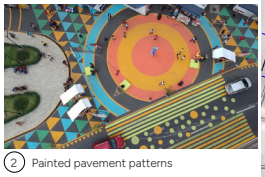
CLIENT: URBAN LAND CONSERVANCY



RVI worked with the Urban Land Conservancy to transform the former the Johnson and Wales University Campus in east Denver into a community serving campus that includes workforce development, business incubation, primary education, permanently affordable housing, child care, commercial and retail spaces, and programmed and passive open spaces. Navigating Denver's zoning code and finding efficiencies and opportunities to expedite approval of affordable housing was critical to project success. RVi worked with the City of Denver and the Urban Land Conservancy to achieve approvals in-time and in alignment with CHAFFA funding deadlines. RVi also worked with the City of Denver and Urban Land Conservancy to identify efficient zoning districts that would allow for the entire range of services envisioned at the campus, precluding multiple rezoning and additional administrative tasks later in the process. To facilitate an expedited approval process, clear communication of deadlines and iterative collaborative work sessions were implemented.



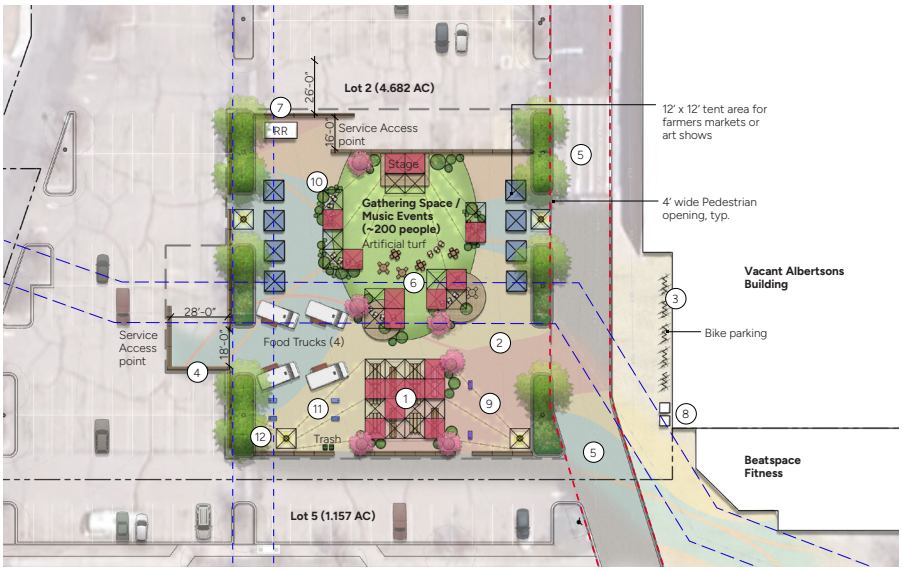
1 Scaffolding shade structures

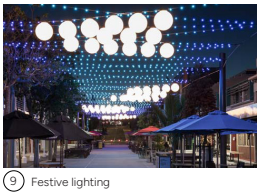


2 Painted pavement patterns

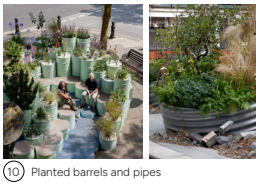


3 Building mural backdrop





9 Festive lighting



10 Planted barrels and pipes



NORTH COLLEGE TEMPORARY EVENT PLAZA

The North College Temporary Event Plaza will create an activated pedestrian-oriented plaza inside an existing parking lot of a vacant building. The goal of the installation is to build a sense of trust, community, and ownership through the creation of a welcoming festive and vibrant space. Centered around a large artificial lawn, the space provides a stage area for local bands and performances. The lawn has smaller grouping of planters and raised deck areas that provide for more intimate connections and gatherings. A food truck area with a large shade shelter and tables will compliment the areas for farmers market and craft fair tents.









FOCO TRIMBLE AND TENNEY COURT ALLEY ENHANCEMENTS

CLIENT: FORT COLLINS DOWNTOWN DEVELOPMENT AUTHORITY

RVi led the design efforts to redevelop Fort Collins downtown alleys. A concept design study was completed for the Fort Collins Downtown Development Authority that investigated two alleys in Fort Collins' Old Town and the potential to create pedestrian-oriented environments. The resulting designs provided for alleyside entrances to existing businesses and aimed to create areas of interest that would attract people. The concept design report was presented to the Downtown Development Authority Board and was met with unanimous approval. The project was then carried to completion with the design and construction observation for Trimble and Tenney Court. It has since won an Urban Design Award from the City of Fort Collins.



OXFORD VISTA CAMPUS AFFORDABLE HOUSING

CLIENT: URBAN LAND CONSERVANCY

At the Oxford Vista, RVi is working with the Urban Land Conservancy to realize the next iteration of their Oxford Vista camps in Aurora, Colorado. Today, the campus includes transitional housing, workforce training, human services, and AmeriCorps offices. The next iteration will include the additional of both market-rate attainable and permanently affordable housing. Leading to the realization of a complete campus that provides wrap-around services for residents within a mixed income community.

Critical to project success is a collaborative working relationship with the City of Aurora to identify a defined and predictable entitlement process that is based on a common understanding of what the campus can deliver for the community. Communication, engagement, and education of surrounding residential neighborhoods is also an important aspect of project success.

REPRESENTATIVE PROJECTS



VISTA RIDGE CONDOMINIUMS

Client: Estes Park Housing Authority

$7,180,000; 60-unit affordable and market rate housing development, designed at a density of 9.9 units per acre. The project includes 30 2- and 3-bedroom for-sale, market rate units ranging from 1,300 to 1,500 sq. ft., with attached 1- or 2-car garages; and 31 2- and 3-bedroom, for-sale affordable units ranging from 1,100 to 1,300 sq. ft., with attached 1-car garages.



FALCON RIDGE APARTMENTS AND TOWNHOMES

Client: Estes Park Housing Authority

$8,893,000; 48-unit attainable rental housing development on a 5.5-acre sloping site, consisting of stacked fl at apartments and townhome style units and serving residents at 30%, 40%, 50% and 60% of the area median income. The site design is based on a combination of 6-plex, 1- and 2-story apartment buildings, with 1-bedroom/1-bath and 2-bedroom/2-bath units, and 2-story townhomes of 2-bedroom/2-bath and 3-bedroom/2-bath units, ranging from 810 to 1,410 square feet. A 2,000 sq. ft. community building includes staff offices and a large neighborhood meeting room, with a partially covered, elevated veranda that overlooks a playground and large community green. The project is designed for Enterprise Green Communities certification.



HEARTSIDE HILL APARTMENTS

Client: CARE Housing

$20,000,000 budget; New affordable housing project community consisting of multiple housing types and community services created by a partnership with CARE Housing and Heart of the Rockies Church in Fort Collins. The project includes nine single family lots for Habitat for Humanity; two lots for L'Arche, a provider of group homes for people with learning disabilities; a 71-unit multi family apartment project for CARE Housing; and a new 20,000 square foot community center to be located adjacent to the existing Heart of the Rockies church. The 71-unit apartment project consists of six 3-story, 12-plex apartment buildings with a mix of 1-, 2-, 3- and 4-bedroom units. The apartment buildings have been designed into three different building types and have been designed to complement the existing single family, single family attached and multi family projects that are adjacent to the site. The apartments have been designed to be certified under the Enterprise Green Communities and Zero Energy Ready Homes sustainable certifications and feature efficient and sustainable building design features.

REPRESENTATIVE PROJECTS





THE MUSIC DISTRICT

Fort Collins, CO

Located in Fort Collins just north of the CSU campus, The Music District began with a comprehensive evaluation of existing buildings to guide early decisions on preservation and replacement. Neenan supported early site assessment and planning in coordination with the City and The Bohemian Companies, contributing delivery-informed insight to help translate vision into implementable next steps. This front-end work clarified what was feasible, what required additional diligence, and how the project could progress with fewer downstream surprises. The resulting campus supports a music-centric hub with tenant units, rehearsal and practice spaces, flexible-use areas, and integrated outdoor spaces.





HABITAT FOR HUMANITY

Fort Collins, CO

With lot costs rising and the number of families entering Habitat's selection process increasing, Habitat faced limited buildable space in existing neighborhoods while owning raw land that required thoughtful pre-development. From the earliest stages, Neenan partnered closely with Habitat to support the groundwork needed for success - stakeholder presentations to build buy-in, shaping the early approach, and guiding critical pre-development work including due diligence, feasibility analysis, and planning. Neenan also supported navigation of City processes - utilities coordination, entitlements, and zoning - so Habitat could step in once lots were ready. This reflects a role focused on unlocking the project early and improving delivery readiness before construction begins.





POWERHOUSE ENERGY CAMPUS @ CSU

Fort Collins, CO

The Powerhouse Energy Institute at Colorado State University required a complex front-end process, including early coordination among the City of Fort Collins, CSURF, private donors, and the Fort Collins Historical Society, within a public–private funding structure and rigorous entitlement review. Neenan supported early alignment to define project goals, conditions of satisfaction, and regulatory pathways - establishing a foundation for performance and compliance. Early planning and coordination decisions enabled the building to exceed state and local code requirements, including the City of Fort Collins Green Code, resulting in a LEED Platinum project.

RESOLUTION NO. 157
OF THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY APPROVING AN EXCLUSIVE NEGOTIATION AGREEMENT

A. 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").

B. The City Council of the City of Fort Collins, Colorado (the "City"), by Resolution No. 2004-152 approved and adopted on December 21, 2004, the "North College Urban Renewal Plan" (the "North College Plan") as an urban renewal plan under the Urban Renewal Law for the area described therein (the "North College Plan Area").

C. The North College Plan provides for the Authority to exercise all powers authorized under the Urban Renewal Law.

D. The Authority issued a request for qualifications numbered 10263 on December 8, 2025 (the "RFQ") soliciting proposals from qualified service providers and professionals to provide specialized real estate and management services for the proposed redevelopment project located at 1636 N. College Avenue, which seeks to transform a long-vacant supermarket building into a vibrant, mixed-use, community-oriented neighborhood (the "Project").

E. The Project is located within the North College Plan Area.

F. Pursuant to the RFQ, the Authority invited qualified consultants to partner in the Project as a Neighborhood Revitalization Partner (the "NRP") initially functioning as an extension of the Authority, performing services often assigned to owner's representatives, general managers, and community managers, leading the creation of a governance framework, coordinating among public and private partners, and guiding the planning and implementation of a community-driven master redevelopment plan.

G. The NRP has responded to the RFQ, and the Authority has interviewed and selected to work with the NRP for purposes of accomplishing the Project.

H. The Authority and the NRP wish to enter into an exclusive negotiation agreement (the "ENA") to establish a specific period of time to negotiate regarding an agreement (the "NRP Agreement"), subject to mutually agreeable terms, conditions, covenants, restrictions and agreements to be negotiated and documented in such NRP Agreement.

I. The Authority is authorized in C.R.S. § 31-25-105(1)(b) to "make and execute all contracts and other instruments which it may deem necessary or convenient to the exercise of its powers."

In light of the foregoing recitals, which the Authority hereby makes and adopts as

determinations and findings, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE FORT COLLINS URBAN RENEWAL AUTHORITY as follows:

Section 1. The foregoing Recitals are incorporated herein by this reference.

Section 2. The ENA is hereby approved, and the Acting Executive Director is authorized to execute the ENA, subject to such modifications in form or substance as the Acting Executive Director may, in consultation with the Authority Attorney, deem desirable and necessary to protect the Authority's interests, or to further the purposes of the North College Plan and this Resolution.

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

Passed and adopted on February 26, 2026.

_____
Emily Francis, Chair

ATTEST:

_____
Secretary

Effective Date: February 26, 2026
Approving Attorney: Caitlin Quander

Exhibit: Exhibit A – Exclusive Negotiation Agreement (Draft)

EXCLUSIVE NEGOTIATION AGREEMENT

THIS EXCLUSIVE NEGOTIATION AGREEMENT (this "**Agreement**") is effective as of the _____ day of _____, 2026 (the "**Effective Date**"), by and between the Fort Collins Urban Renewal Authority, a body corporate duly organized and existing as an urban renewal authority under the laws of the State of Colorado ("**FCURA**) and _____, a _____ (the "**Neighborhood Revitalization Partner**" or "**NRP**"). FCURA and the Neighborhood Revitalization Partner are sometimes referred to collectively herein as the "**Parties**" and each individually as a "**Party**."

WHEREAS, FCURA is a public body corporate and politic established by the City Council of the City of Fort Collins, Colorado (the "**City**"), and authorized to transact business and exercise its powers as an urban renewal authority under and pursuant to the Colorado Urban Renewal Law, Part 1 of Article 25 of the Title 31, C.R.S. (the "**Urban Renewal Law**"); and

WHEREAS, the City Council of the City by Resolution No. 2004-152 approved and adopted on December 21, 2004, the "North College Urban Renewal Plan" as an urban renewal plan (the "**North College Plan**") under the Urban Renewal Law for the area described therein (the "**North College Plan Area**"); and

WHEREAS, FCURA issued a request for qualifications numbered 10263 on December 8, 2025 (the "**RFQ**") soliciting proposals from qualified service providers and professionals to provide specialized real estate and management services for the proposed redevelopment project located at 1636 N. College Avenue, which seeks to transform a long-vacant supermarket building into a vibrant, mixed-use, community-oriented neighborhood (the "**Project**"); and

WHEREAS, the Project is located within the North College Plan Area; and

WHEREAS, pursuant to the RFQ, FCURA invited qualified consultants to partner in the Project as a Neighborhood Revitalization Partner initially functioning as an extension of FCURA, performing services often assigned to owner's representatives, general managers, and community managers, leading the creation of a governance framework, coordinating among public and private partners, and guiding the planning and implementation of a community-driven master redevelopment plan; and

WHEREAS, the NRP has responded to the RFQ, and FCURA has interviewed and selected to work with the NRP for purposes of accomplishing the Project; and

WHEREAS, the intent of the Parties in entering into this Agreement is to establish a specific period of time to negotiate regarding an agreement (the "**NRP Agreement**"), subject to mutually agreeable terms, conditions, covenants, restrictions and agreements to be negotiated and documented in such NRP Agreement.

NOW, THEREFORE, in consideration of the foregoing Recitals, which are hereby deemed a contractual part hereof, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

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1. Recitals. The Recitals to this Agreement are true and correct and are incorporated herein by this reference as though fully set forth in the body of this Agreement.

2. Negotiation of NRP Agreement.

2.1. Negotiation Period. The rights and duties of the Parties under this Agreement shall commence on the Effective Date and shall continue in effect for the period of one hundred and eighty (180) days immediately following the Effective Date (the "**Negotiation Period**"). This Agreement shall automatically expire and be of no further force or effect at the end of the Negotiation Period, unless, prior to that time, the Parties approve and execute a separate NRP Agreement, in their respective sole and absolute discretion, in which case this Agreement will terminate on the effective date of such NRP Agreement.

2.2. Good Faith Negotiations. During the Negotiation Period, the Parties shall negotiate diligently and in good faith a mutually agreeable NRP Agreement for the Project. The Parties shall generally cooperate with each other and supply such documents and information as may be reasonably requested by the other to facilitate the conduct of the negotiations. The Parties shall exercise reasonable efforts to complete discussions relating to the terms and conditions of an NRP Agreement and such other matters, as may be mutually acceptable to the Parties, in their respective sole discretion. The exact terms and conditions of an NRP Agreement, if any, shall be determined during the course of these negotiations. The Negotiation Period may be extended only by a written amendment of this Agreement authorized and executed by the Parties.

2.3. Exclusivity as Consideration. During the Negotiation Period, FCURA and its staff shall not negotiate with any other party regarding the responsibilities described on **Exhibit A** for purposes of accomplishing the Project (the "**Responsibilities**"). The term **"negotiate**," as used in this Agreement, means and refers to engaging in any communications or discussions with a party other than the NRP, regardless of how initiated, with respect to the Responsibilities, to be accomplished by such person (or an affiliate or client of such person), without the NRP's prior written consent, provided that FCURA may receive and retain unsolicited offers regarding such Responsibilities, but shall not negotiate with the proponent of any such offer during the Negotiation Period. Similarly, during the Negotiation Period, the NRP shall not negotiate with any other party to undertake development or responsibilities that would prevent the NRP from having the capacity or ability to enter into and fulfill the Responsibilities and the terms of the NRP Agreement.

3. Other Provisions. All provisions of the NRP Agreement shall be subject to the final negotiation and agreement of the Parties in their respective discretion. If a final, definitive NRP Agreement is not executed by the Parties on or before the expiration of the Negotiation Period, this Agreement shall automatically terminate and be of no further force or effect.

4. Indemnification. The NRP shall indemnify and hold harmless FCURA and any of its officials, officers, employees or agents from and against any loss, damage or claims of any loss or damage (including reasonable legal fees) resulting from any action, representation, commitment, or activity of the NRP under this Agreement, except to the extent any such loss or damage is caused or contributed to by the gross negligence or willful misconduct of FCURA or its officials, officers, or employees.

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5. No Assignment. This Agreement may not be assigned, in whole or in part, by either Party without the prior written consent of the other which may be withheld in the Party's sole discretion.

6. Covenant Against Contingent Fees. Neither FCURA nor the NRP shall be liable for any real estate commissions or brokerage fees that may arise as a consequence of any transaction involving this Agreement, the Project or any part thereof. The Parties represent that neither has engaged a broker, agent or finder in connection with this Agreement.

7. FCURA not a Partner. Notwithstanding any language in this Agreement or any other agreement, representation or warranty to the contrary, FCURA shall not be deemed to be a partner or joint venturer of the NRP, and FCURA shall not be responsible for any debt or financing incurred by the NRP with respect to its obligations under this Agreement or the negotiated NRP Agreement, or for any amounts owing or payable by the NRP to any operator or manager or sub-consultant retained by the NRP.

8. Representations and Warranties.

8.1. NRP's Representations and Warranties. The NRP represents, warrants and covenants, as of the Effective Date as follows:

8.1.1. Valid Existence; Good Standing. The NRP is a limited liability company duly organized and validly existing under the laws of the state of _____. The NRP has all requisite power and authority to own its property and conduct its business as presently conducted.

8.1.2. Authority. The NRP has all requisite power and authority to execute and deliver this Agreement and to carry out and perform all of the terms and covenants of this Agreement.

8.1.3. No Limitation on Ability to Perform. Neither the certificate of formation nor any other agreement, document or law in any way prohibits, limits or otherwise affects the right or power of the NRP to enter into and perform all of the terms and covenants of this Agreement. No consent, authorization or approval of, or other action by, and no notice to or filing with, any governmental authority, regulatory body or any other person or entity is required for the due execution, delivery and performance by the NRP of this Agreement or any of the terms and covenants contained in this Agreement. To the NRP's actual knowledge, there are no pending or threatened suits or proceedings or undischarged judgments affecting the NRP before any court, governmental agency, or arbitrator, which might affect the enforceability of this Agreement, or the ability of the NRP to perform the transactions contemplated by this Agreement.

8.1.4. Valid Execution. The execution and delivery of this Agreement by the NRP has been duly and validly authorized by all necessary action. This Agreement will be a legal, valid and binding obligation of the NRP, enforceable in accordance with its terms, subject to usual qualifications related to the effects of laws relating to bankruptcy, insolvency and the limitations imposed by equitable considerations.

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8.1.5. Defaults. The execution, delivery, and performance of this Agreement do not and will not violate or result in a violation of, contravene, or conflict with, or constitute a default under (i) any agreement, document, or instrument to which the NRP may be bound or affected, (ii) any law, statute, ordinance, regulation, or (iii) the certificate of formation of the NRP.

8.1.6. Financial Ability. The NRP has the financial and legal ability, power, and authority to act as the NRP with respect to the Project.

As used herein, "**to the NRP's actual knowledge**" or words to that effect mean the actual knowledge (and not imputed or constructive knowledge) of _____, any such representations by the NRP subject to its actual knowledge, without any requirement of inquiry or investigation on its part. Such reference to _____ shall not result in any personal liability on his or her part for any such representation or warranty.

8.2. FCURA's Representations and Warranties. FCURA represents, warrants and covenants as follows:

8.2.1. Authority. FCURA has all requisite power and authority to execute and deliver this Agreement and to carry out and perform all of the terms and covenants of this Agreement.

8.2.2. Valid Execution. The execution and delivery of this Agreement by FCURA have been duly and validly authorized by all necessary action. This Agreement will be a legal, valid and binding obligation of FCURA.

9. Default.

9.1. If the NRP fails to substantially observe or perform any covenant, obligation or agreement required under this Agreement, and such failure continues for more than ten (10) business days after written notice from FCURA to the NRP, specifying such failure and the required corrective actions to be taken by the NRP, FCURA shall have the unqualified right to terminate this Agreement. FCURA shall be responsible for bearing all of its own costs and expenses related to this Agreement and the NRP Agreement.

9.2. If FCURA fails to substantially observe or perform any covenant, obligation or agreement required under this Agreement, and such failure continues for more than ten (10) business days after written notice from the NRP to FCURA, specifying such failure and the required corrective actions to be taken by FCURA, the NRP shall have the unqualified right to seek damages, specific performance, or any other right or remedy at law or in equity. The NRP shall be responsible for bearing all of its own costs and expenses related to this Agreement and the NRP Agreement.

9.3. Notwithstanding anything to the contrary in this Section 10, in no event shall either Party hereto be liable under this Agreement, or in the event of any default or breach by such Party under this Agreement, for specific performance, or actual, exemplary, punitive, special, indirect or consequential damages.

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10. Nonliability of FCURA Officials and/or Employees or Agents; Nonliability of Employees or Agents of the NRP. No council member, board member, commissioner, employee, agent, consultant, underwriter, bond counsel or attorney of FCURA shall be personally liable to the NRP under this Agreement or in the event of any default or breach by the NRP or FCURA under this Agreement. No shareholder, partner, member, employee, agent, consultant or attorney of the NRP shall be personally liable to FCURA under this Agreement or in the event of any default or breach by the NRP under this Agreement.

11. Miscellaneous.

11.1. Conflicts of Interest. None of the following shall have any personal interest, direct or indirect, in this Agreement: a member of the governing body of FCURA or an employee of FCURA who exercises responsibility concerning the North College Plan. Nor shall any of the above persons or entities make any decisions relating to this Agreement that affects his or her personal interest or the interest of any corporation, partnership or association in which he or she is directly or indirectly interested.

11.2. Waivers. No waiver of any breach of any term or condition contained in this Agreement shall be deemed a waiver of any preceding or succeeding breach of such term or condition, or of any other term or condition contained in this Agreement. No extension of the time for performance of any obligation or act, no waiver of any term or condition of this Agreement, nor any modification of this Agreement shall be enforceable against a Party, unless made in writing and executed by the Parties.

11.3. Notice. All notices required under this Agreement shall be presented (a) in person, (b) by a reputable same-day or overnight delivery service, or (c) by electronic mail, or electronic transmission of a PDF document, provided it is followed by delivery of a hard copy through one of the methods outlined in (a)-(b) above. Notice shall be effective upon delivery (or refusal to accept delivery) thereof. Either Party may change its address for receipt of notices by notifying the other Parties in writing. Delivery of notices to courtesy copy recipients shall not be required for valid notice to a Party.

TO NRP:

_____
_____
_____
_____

with copy (which shall not constitute notice) to:

_____
_____
_____
_____

TO FCURA:

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Fort Collins Urban Renewal Authority
c/o City of Fort Collins
281 North College Avenue
Fort Collins CO 80522
Attn: Andy Smith, Redevelopment Manager
Email: asmith@fcgov.com

with copy (which shall not constitute notice) to:

Brownstein Hyatt Farber Schreck, LLP
675 15th Street, Suite 2900
Denver, CO 80202
Attn: Caitlin Quander and Angela Hygh
E-mail: cquander@bhfs.com and ahygh@bhfs.com

11.4. Construction. This Agreement shall be construed in accordance with its fair meaning, and not strictly for or against either Party. If the date on which a Party is required to take any action pursuant to the terms of this Agreement is not a business day of the FCURA, the action shall be taken on the next succeeding business day of the FCURA.

11.5. Amendment of Agreement. No modification, rescission, waiver, release or amendment of any provision of this Agreement shall be made except by a written agreement executed by each of the Parties.

11.6. Entire Agreement. This Agreement and the exhibits hereto are the entire agreement between the Parties with respect to the subject matter hereof, and supersede all prior verbal or written agreements and understandings between the Parties with respect to the items set forth herein.

11.7. Exhibits. All references in this Agreement to exhibits shall be construed as though the words "hereby made a part hereof and incorporated herein by this reference" were, in each case, appended thereto. In the event of a conflict between this Agreement and any of the exhibits attached hereto, the terms of this Agreement shall govern.

11.8. Severability. If (a) any provision of this Agreement is held by a court of competent jurisdiction as to be invalid, void or unenforceable and (b) the invalidity or unenforceability of such a provision does not deny a Party the material benefit of this Agreement, then the remainder of this Agreement which can be given effect without the invalid provision shall continue in full force and effect and shall in no way be impaired or invalidated.

11.9. No Third Party Beneficiary. The provisions of this Agreement do not and are not intended to benefit any third parties.

11.10. Governmental Immunity. FCURA, its officers and employees are relying on and do not waive or intend to waive by any provision of this Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado

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Governmental Immunity Act, §§ 24-10-101, et seq., as amended, or otherwise available to the FCURA and its officers and employees.

11.11. Enforcement Fees. If any legal action is brought to enforce, construe, interpret or invalidate the terms of this Agreement, the prevailing party shall be entitled to all costs and expenses incurred in any such action, including court costs and reasonable attorneys' fees, in addition to any other relief to which such party may be entitled.

11.12. Time is of the Essence. Time is of the essence of this Agreement. As used herein, the term "Business Day" shall mean a day that is not a Saturday, Sunday or legal holiday in the State of Colorado. In computing any period of time under this Agreement, the date of the act or event from which the designated period of time begins to run shall not be included. The last day of the period so computed also shall be included provided that if such last day is not a Business Day, then the last date for performance thereof shall be extended to the next Business Day.

11.13. Applicable Law and Venue. The laws of the State of Colorado shall govern the interpretation and enforcement of this Agreement, and exclusive venue shall be in the county, state and/or federal courts in Larimer County, Colorado, having subject matter jurisdiction.

11.14. Enforced Delay. No Party shall be deemed in default of its obligations under this Agreement where a delay or default is due to an act of God, natural disaster, accident, breakage or failure of equipment, enactment of conflicting federal or state laws or regulations, third-party litigation, administrative action, including strikes, lockouts or other labor disturbances or disputes of any character, disruption to local, national or international transport services, rationing or restrictions on the use of utilities or public transportation whether due to energy shortages or other causes, war, civil disobedience, riot, act of terrorism, or by any other severe and unforeseeable occurrence that is beyond the control of that Party (collectively, "**Enforced Delay**"). Performance by a Party of its obligations shall be excused during, and extended for a period of time equal to, the period (on a day-for-day basis) for which the cause of such Enforced Delay is in effect.

11.15. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. The delivery of a signed counterpart of this Agreement by email of a PDF document shall have the same legal effect as delivery of an original signed counterpart by hand. This Agreement shall only be effective as a binding legal agreement between the Parties after signed counterparts have been exchanged among the Parties. This Agreement may be executed via electronic means (i.e., DocuSign or other electronic means) and such electronic signatures shall have the same force and effect as original signatures.

[***Signature Pages Follow***]

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IN WITNESS WHEREOF, the Parties have executed this Exclusive Negotiation Agreement, effective as of the Effective Date.

FCURA:

Fort Collins Urban Renewal Authority

By: _____
Name: _____
Title: _____

[***Signatures continue on the following page***]

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NRP:

_____

By: _____
Name: _____
Title: _____

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EXHIBIT A

Responsibilities

***The following examples are representative, not conclusive, and subject to further discussion and negotiation between FCURA and the selected NRP.**

Governance Development

- Establish an effective governance framework to oversee the multi-property redevelopment initiative.
- Develop collaborative structures that integrate Authority leadership, community representation, and development partners.
- Ensure long-term affordability covenants (housing, commercial, community spaces) are embedded and enforceable.

Master Planning

- Develop a comprehensive, community-informed master plan for the site and surrounding properties.
- Ensure alignment with Authority goals for mixed-use, transit-oriented, pedestrian-friendly development and community benefit outcomes.
- Ensure long-term affordability covenants (housing, commercial, community spaces) are embedded and enforceable.

Community Voice & Engagement

- Partner to ensure a strategy is in place to channel resident, small business, and neighborhood input.
- Translate technical development information into accessible formats for the community.
- Act as liaison between neighborhood stakeholders and development teams.

Development Advisory & Deal Structuring

- Provide technical expertise during procurement, RFQ, and developer negotiations.
- Vet and recommend development partners (market and nonprofit) consistent with community benefit requirements.
- Assist in structuring joint ventures, financing stacks, and public-private agreements.
- Guide financial decisions for the development to maximize community interests within the governance structure.

Construction Support, Ongoing Management, and Monitoring

- Oversee construction, long-term asset management, and implementation of community benefit commitments.
- Ensure ongoing stewardship of affordability, equity, and community-serving uses.

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Additional Responsibilities

- Advise on monetary decisions made to maximize community interests within the governance framework.
- Provide guidance on policy, equity, and anti-displacement measures as the project evolves.
- Provide independent review and public reporting on project compliance with adopted plans, agreements, and commitments.
- Guide on when and how to shift this partnership to a performance-based compensation approach rather than an on-going fee for service approach.
- Consider leasing some or all the FCURA owned property if warranted by project direction, shared goals, and financial interest.

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FORT COLLINS URA URBAN RENEWAL AUTHORITY

February 26, 2026

AGENDA ITEM SUMMARY

Urban Renewal Authority

STAFF

Josh Birks, Acting Executive Director
Andy Smith, Redevelopment Manager
Dana Hornkohl, Civil Engineering Director/Capital Projects Manager
Matt Fater, Senior Director, Water Engineering

SUBJECT

North Mason Stormwater Improvement Project.

EXECUTIVE SUMMARY

The Fort Collins Urban Renewal Authority ("Authority") has been asked to partner with the City of Fort Collins to fund a long-planned stormwater infrastructure improvement project ("Project") along North Mason Street within the North College Urban Renewal Plan Area. The Project has been in the planning process for 20 years, with the Authority involved in financial contributions and ongoing planning efforts. The total Project cost is estimated to be **$18.3 million** and the total Authority investment requested is **$7.3 million.**

STAFF RECOMMENDATION

To authorize Authority staff and legal counsel to negotiate an Intergovernmental Agreement ("IGA") with the City of Fort Collins approving a contribution from the Authority in an amount between **$4.3 - $4.7 million** to fund right-of-way acquisitions and a portion of the proposed stormwater infrastructure improvements. The actual "not to exceed" amount is to be determined by identifying logical Project milestones and "cut points" and also establish a timeframe with deadlines for commencement and completion.

BACKGROUND / DISCUSSION

The Authority has a long history of strategic financial partnerships with the City of Fort Collins to accelerate or enable public infrastructure projects in the North College Urban Renewal Plan Area. These partnerships include:

- North College Ave Streetscape Project
- Northeast College Corridor Outfall Project
- Poudre River Whitewater Park
- Vine & Jerome Enhanced Pedestrian/Bicycle Crossing

Specific to the Project area (see depiction below), a drainage analysis and report for the North Mason neighborhood was initially completed in 2006 by Ayres and Associates. The project area was known at that time as the North College Drainage Improvement District (NCDID). In 2017, the Authority funded an update to the analysis, and in 2019 contributed to ongoing design work.



Through this analysis, the North Mason Street neighborhood was determined to lack stormwater infrastructure sufficient for redevelopment, meaningful renovations, or expansions of existing structures. Five logical steps have guided the work:

1. Design the basin and stormwater infrastructure (*complete*)
2. Determine a feasible location and alignment of the future infrastructure (*complete*)
3. Acquire the public right-of-way for the preferred alignment (*pending*)
4. Install the stormwater and outfall infrastructure (*future*)
5. Construct the streets and sidewalks (*future*)

In other words, the general objectives of the Project are to bring the area up to stormwater standards found in the rest of the City, encourage reinvestment in the neighborhood, build safe and walkable streets and sidewalks, and create a proud sense of place for residents.

The Project is ready to commence with the final three phases as described above, and the Authority is being asked to consider a financial partnership to complete the final steps:

- Right-of-way acquisitions
- Stormwater infrastructure and outfall construction
- Street/roadway design and construction

The total project cost is estimated to be **$18.3 million** and the total Authority investment requested is **$7.3 million.**

FUNDING CONCEPTS & FUND BALANCE

Currently, Authority staff are forecasting varying balances each year in the North College Urban Plan Area fund through the final revenue collection period in 2030, with an ending balance of approximately $10.9 million in 2030. This is the total amount of money expected to be available to fund future investments including the Project and is net of pending and assumed acquisitions and other anticipated and expected expenses. Furthermore, the fund balances assume 2 percent assessed value increase at each biannual reappraisal.

Authority staff prepared four general funding concepts for consideration. In the following tables, note the annual "Revised Unallocated Cash Available":

1. Full Contribution: This scenario would fully fund the partnership request and phase payments through 2029 according to fund balances and project progress.

	2026	2027	2028	2029	2030
Total Requested URA Contribution	**$ 7,300,000**				
Unallocated Cash Available [1,2]	**$ 2,700,000**	**$ 3,800,000**	**$ 5,100,000**	**$ 6,500,000**	**$ 10,900,**
Net Change in Cash		*$ 1,100,000*	*$ 1,300,000*	*$ 1,400,000*	*$ 4,400*
Scenario 1 - Full Requested Contribution					
Starting Cash Balance	**$ 2,700,000**	**$ 3,000,000**	**$ 2,200,000**	**$ 1,500,000**	**$ 3,600,**
Expenditure of Contribution					
Right-of-Way Property Acquisition	$ (800,000)	$ -	$ -	$ -	$
Stormwater Outfall Construction	$ -	$ (2,100,000)	$ (2,100,000)	$ -	$
Roadway Construction	$ -	$ -	$ -	$ (2,300,000)	$
Total Annual Contribution	**$ (800,000)**	**$ (2,100,000)**	**$ (2,100,000)**	**$ (2,300,000)**	**$**
Revised Unallocated Cash Available	**$ 1,900,000**	**$ 900,000**	**$ 100,000**	**$ (800,000)**	**$ 3,600,**

2. Stormwater Only: This scenario is less than total request and would be limited to stormwater infrastructure improvements only and not include the right of way acquisitions or street improvements.

	2026	2027	2028	2029	2030
Total Requested URA Contribution	**$ 4,200,000**				
Unallocated Cash Available [1,2]	**$ 2,700,000**	**$ 3,800,000**	**$ 5,100,000**	**$ 6,500,000**	**$ 10,900,000**
Net Change in Cash		*$ 1,100,000*	*$ 1,300,000*	*$ 1,400,000*	*$ 4,400,000*
Scenario 2 - Stormwater Only					
Starting Cash Balance	**$ 2,700,000**	**$ 3,800,000**	**$ 3,000,000**	**$ 2,300,000**	**$ 6,700,000**
Expenditure of Contribution					
Right-of-Way Acquisition	$ -	$ -	$ -	$ -	$ -
Stormwater Outfall Construction	$ -	$ (2,100,000)	$ (2,100,000)	$ -	$ -
Roadway Construction	$ -	$ -	$ -	$ -	$ -
Total Annual Contribution	**$ -**	**$ (2,100,000)**	**$ (2,100,000)**	**$ -**	**$ -**
Revised Unallocated Cash Available	**$ 2,700,000**	**$ 1,700,000**	**$ 900,000**	**$ 2,300,000**	**$ 6,700,000**
Remaining Contribution	**$ 4,200,000**	**$ 2,100,000**	**$ -**	**$ -**	**$ -**

3. Limited Area (South of Hickory): This scenario is less than the total request and would limit the Authority investment to the improvements south of Hickory Street.

	2026	2027	2028	2029	2030
Total Requested URA Contribution	**$ 4,600,000**				
Unallocated Cash Available [1,2]	**$ 2,700,000**	**$ 3,800,000**	**$ 5,100,000**	**$ 6,500,000**	**$ 10,900,000**
Net Change in Cash		*$ 1,100,000*	*$ 1,300,000*	*$ 1,400,000*	*$ 4,400,000*
Scenario 3 - South of Hickrory to Railroad					
Starting Cash Balance	**$ 2,700,000**	**$ 3,000,000**	**$ 3,300,000**	**$ 1,900,000**	**$ 6,300,000**
Expenditure of Contribution					
Right-of-Way Acquisition	$ (800,000)	$ -	$ -	$ -	$ -
Stormwater Outfall Construction	$ -	$ (1,000,000)	$ (1,000,000)	$ -	$ -
Roadway Construction	$ -	$ -	$ (1,800,000)	$ -	$ -
Total Annual Contribution	**$ (800,000)**	**$ (1,000,000)**	**$ (2,800,000)**	**$ -**	**$ -**
Revised Unallocated Cash Available	**$ 1,900,000**	**$ 2,000,000**	**$ 500,000**	**$ 1,900,000**	**$ 6,300,000**
Remaining Contribution	**$ 3,800,000**	**$ 2,800,000**	**$ -**	**$ -**	**$ -**

4. Half of Requested Amount: This scenario is simply 50% of the total request.

	2026	2027	2028	2029	2030
Total Requested URA Contribution	$ 3,650,000				
Unallocated Cash Available [1,2]	$ 2,700,000	$ 3,800,000	$ 5,100,000	$ 6,500,000	$ 10,900,000
Net Change in Cash		*$ 1,100,000*	*$ 1,300,000*	*$ 1,400,000*	*$ 4,400,000*
Scenario 4 - Half of the Requested Amount					
Starting Cash Balance	$ 2,700,000	$ 3,400,000	$ 3,650,000	$ 2,850,000	$ 7,250,000
Expenditure of Contribution					
Right-of-Way Acquisition	$ (400,000)	$ -	$ -	$ -	$ -
Stormwater Outfall Construction	$ -	$ (1,050,000)	$ (1,050,000)	$ -	$ -
Roadway Construction	$ -	$ -	$ (1,150,000)	$ -	$ -
Total Annual Contribution	$ (400,000)	$ (1,050,000)	$ (2,200,000)	$ -	$ -
Revised Unallocated Cash Available	$ 2,300,000	$ 2,350,000	$ 1,450,000	$ 2,850,000	$ 7,250,000
Remaining Contribution	$ 3,250,000	$ 2,200,000	$ -	$ -	$ -

Comparison: The four concepts, side by side.

	2026	2027	2028	2029	2030
Unallocated Cash Available [1]	$ 2,700,000	$ 3,800,000	$ 5,100,000	$ 6,500,000	$ 10,900,000
Net Change in Cash		*$ 1,100,000*	*$ 1,300,000*	*$ 1,400,000*	*$ 4,400,000*
Scenario 1 - Full Requested Contribution					
Starting Cash Balance	$ 2,700,000	$ 3,000,000	$ 2,200,000	$ 1,500,000	$ 3,600,000
Total Annual Contribution	$ (800,000)	$ (2,100,000)	$ (2,100,000)	$ (2,300,000)	$ -
Revised Unallocated Cash Available	$ 1,900,000	$ 900,000	$ 100,000	$ (800,000)	$ 3,600,000
Scenario 2 - Stormwater Only					
Starting Cash Balance	$ 2,700,000	$ 3,800,000	$ 3,000,000	$ 2,300,000	$ 6,700,000
Total Annual Contribution	$ -	$ (2,100,000)	$ (2,100,000)	$ -	$ -
Revised Unallocated Cash Available	$ 2,700,000	$ 1,700,000	$ 900,000	$ 2,300,000	$ 6,700,000
Scenario 3 - South of Hickrory to Railroad					
Starting Cash Balance	$ 2,700,000	$ 3,000,000	$ 3,300,000	$ 1,900,000	$ 6,300,000
Total Annual Contribution	$ (800,000)	$ (1,000,000)	$ (2,800,000)	$ -	$ -
Revised Unallocated Cash Available	$ 1,900,000	$ 2,000,000	$ 500,000	$ 1,900,000	$ 6,300,000
Scenario 4 - Half of the Requested Amount					
Starting Cash Balance	$ 2,700,000	$ 3,400,000	$ 3,650,000	$ 2,850,000	$ 7,250,000
Total Annual Contribution	$ (400,000)	$ (1,050,000)	$ (2,200,000)	$ -	$ -
Revised Unallocated Cash Available	$ 2,300,000	$ 2,350,000	$ 1,450,000	$ 2,850,000	$ 7,250,000

[1] Net of pending and assumed acquisitions, tactical urbanism investment, and other anticipated and expected expenses

REIMBURSEMENT CONCEPT

Authority staff conducted preliminary research into a creative concept whereby the Authority would be entitled to reimbursement for a portion of Project costs. Similar to existing City of Fort Collins development reimbursement programs, parcels that directly benefit from the improvements would be obligated to reimburse the Authority a proportional and relatively nominal amount of money upon redevelopment. In theory, these reimbursements could be regarded as receivables for the Authority to collect past the 2029 sunset or waived at the discretion of the Authority Board.

ECONOMIC IMPACT

Economic & Planning Systems, Inc., an economic and financial consultant with a long history of work for the Authority and City of Fort Collins, was engaged by Authority staff to analyze potential economic impacts and return on investment that could be realized if hypothetical redevelopment projects were to be stimulated by the Project. The report is attached as Attachment 1and includes the following key findings:

- The planned and proposed stormwater improvements (detention pond, outfalls) will allow parcels west of College Avenue (to) develop without substantial costs to detain and treat stormwater on site.
- The planned right of way and roadway improvements will formalize parallel street network to College Avenue and will increase access for parcels west of College Avenue that improve their development viability.
- The potential development projects are estimated to generate $1.3 million annual in property tax (to all districts).
- The commercial space in the projects is estimated to generate $382,500 in annual sales tax (to the City).
- In aggregate, the projects can pay back (in the form of tax revenues) the cost of the Authority contributions in 7 years.
- The net tax generation benefit after 10 years is $6.75 million.

BOARD / COMMISSION / COMMITTEE RECOMMENDATION

On February 12, 2026, Authority staff presented the Project to the Authority Finance Committee, seeking feedback and guidance. Key concerns and observations included:

1. What other Authority future investments or contributions are budgeted or being considered?

Staff response: The estimated $10.9 million in unallocated future revenue takes into account (or, is net of) Authority operating expenses, anticipated or potential purchase of 1220 N College Ave and several properties near 1636 N College Ave, moderate potential improvements at 1636 to create temporary event space, the previously approved bike/ped improvements at the Jerome/Vine intersection, up to $200k per year to compensate the Neighborhood Revitalization Partner for up to 5 years, and the previously disbursed $3.22 million principal loaned to the developer of the middle income housing project at 302 Conifer Street.

2. What aspects of the Project will not occur (or will be delayed) absent the requested contribution from the Authority?

Staff response: The roadway improvements are not likely to be installed until private development occurs.

3. The “Reimbursement” concept is not desired.

Staff response: Acknowledged

4. What properties will be impacted by the proposed right-of-way acquisitions and to what extent?

Staff response: According to City staff, the preferred alignment was one of five considered, and minimizes the impact and costs, while not losing any engineering function. There are minimal (if any) impacts on residential properties. The approach to the non-residential properties has been to “equalize” the impacts, meaning similar and fair impacts that consider access/egress, property value, and property function. Please see Attachment #3, Right of Way Alignment and Summary.

The Finance Committee stated a preference for a phased contribution less than the full amount requested, in the $4.3 - $4.7 million range. Authority staff understood the general priority is to fund the right-of-way acquisitions, and then as much of the stormwater infrastructure as possible (note: one Committee member stated a preference to fund all the stormwater improvements).

AUTHORITY FINANCIAL IMPACTS

In to be determined phases, $4.3 - $4.7 million deducted from the estimated $10.9 million North College Urban Renewal Plan fund balance that sunsets on December 30, 2029, leaving approximately $6.2 - $6.7 million available for future investments

PUBLIC OUTREACH

Since 2017, prior and ongoing discussions with multiple community groups, including those that occurred during the Community Investment Plan outreach discussions from 2019-2020.

ATTACHMENTS

1. EPS Return on Investment Report
2. Existing Condition Photos
3. Right of Way Alignment and Summary

ATTACHMENT 1

NORTH COLLEGE URA INFRASTRUCTURE RETURN ON INVESTMENT ANALYSIS

February 4, 2026

Economic & Planning Systems, Inc.
The Economics of Land Use

1600 Stout Street, Suite 1850 • Denver, CO 80202
303.623.3557 • www.eps[illegible]m

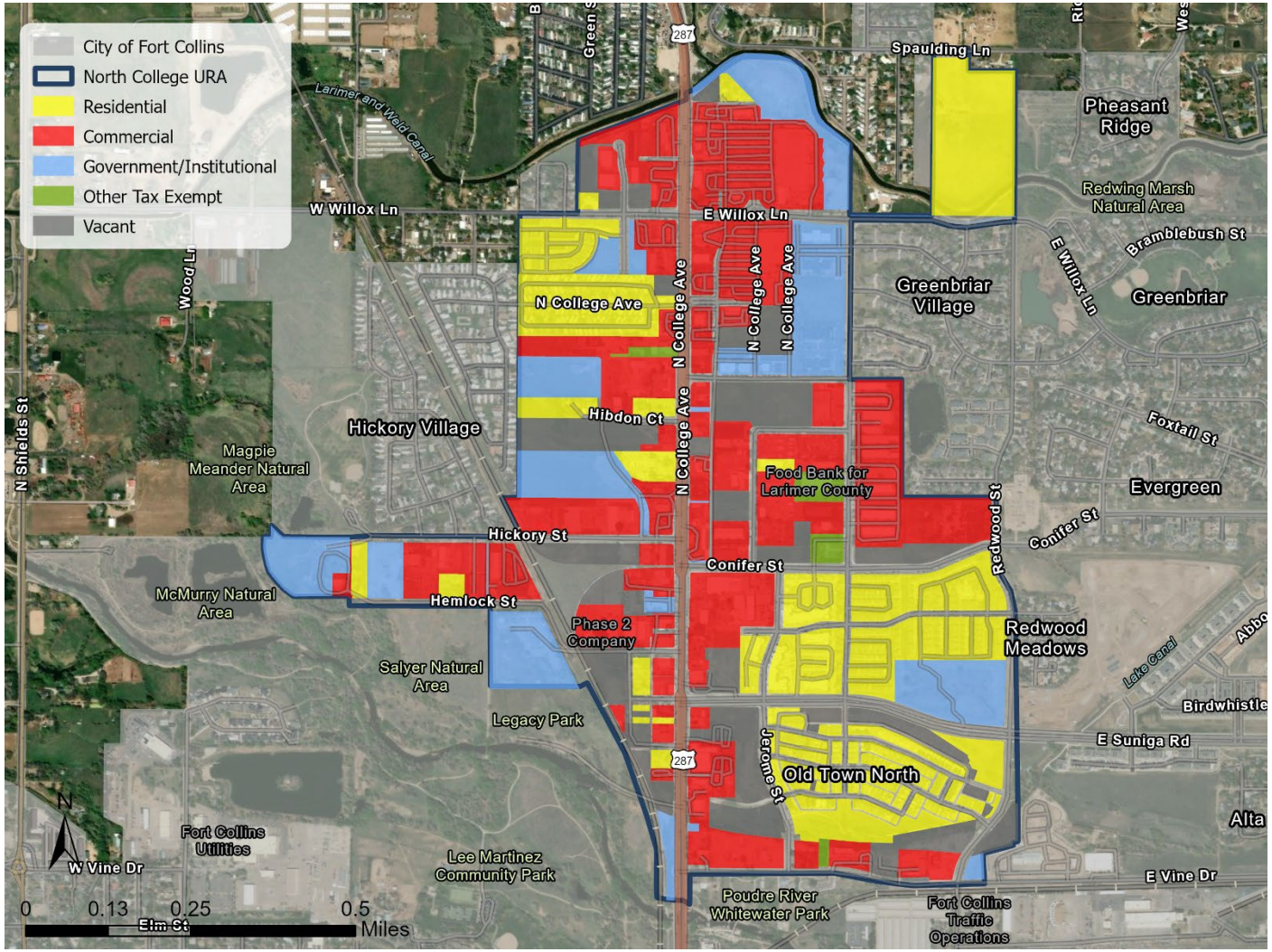


LAND USE CONDITIONS

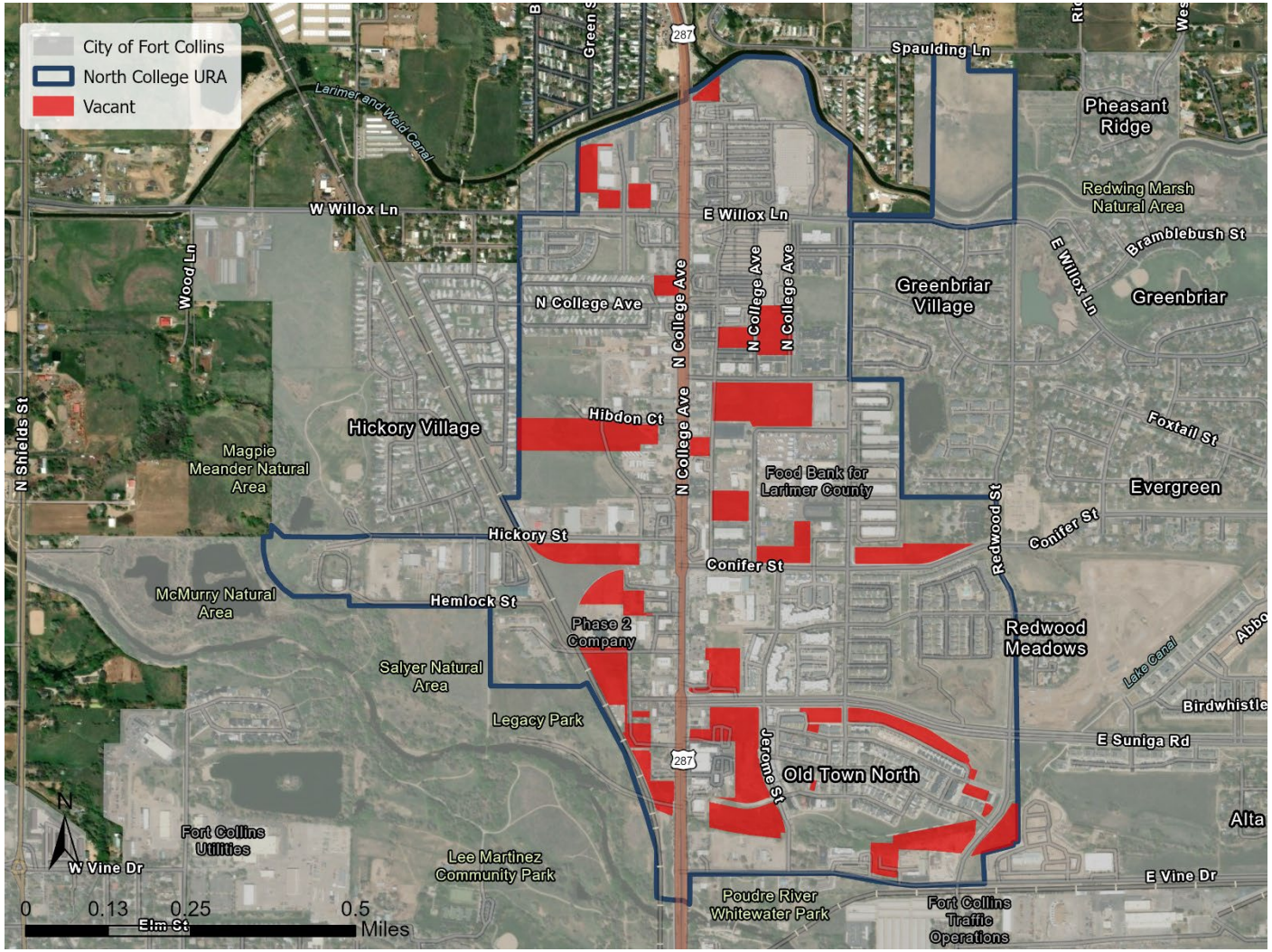
NORTH COLLEGE URA



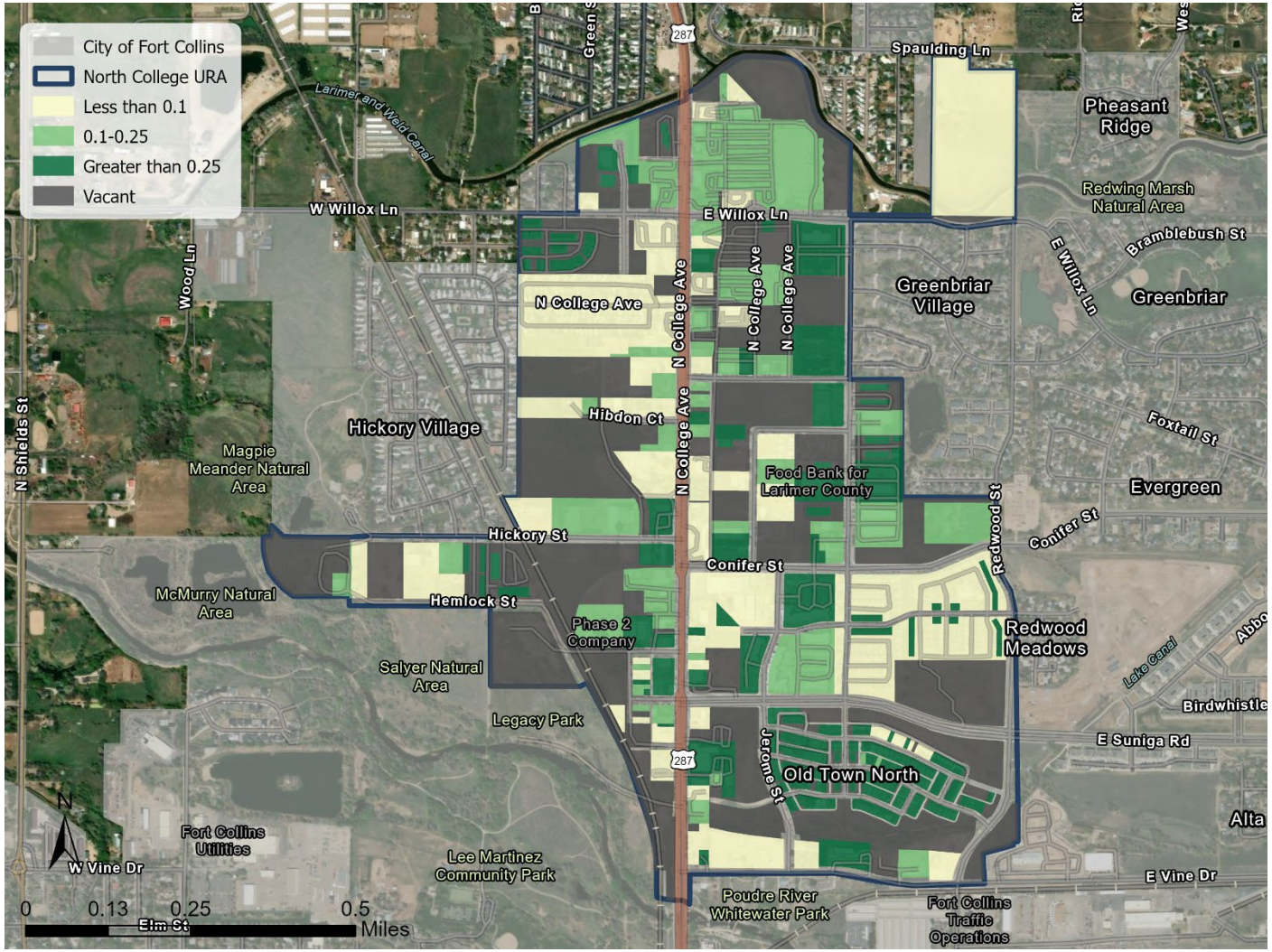
CURRENT LAND USE



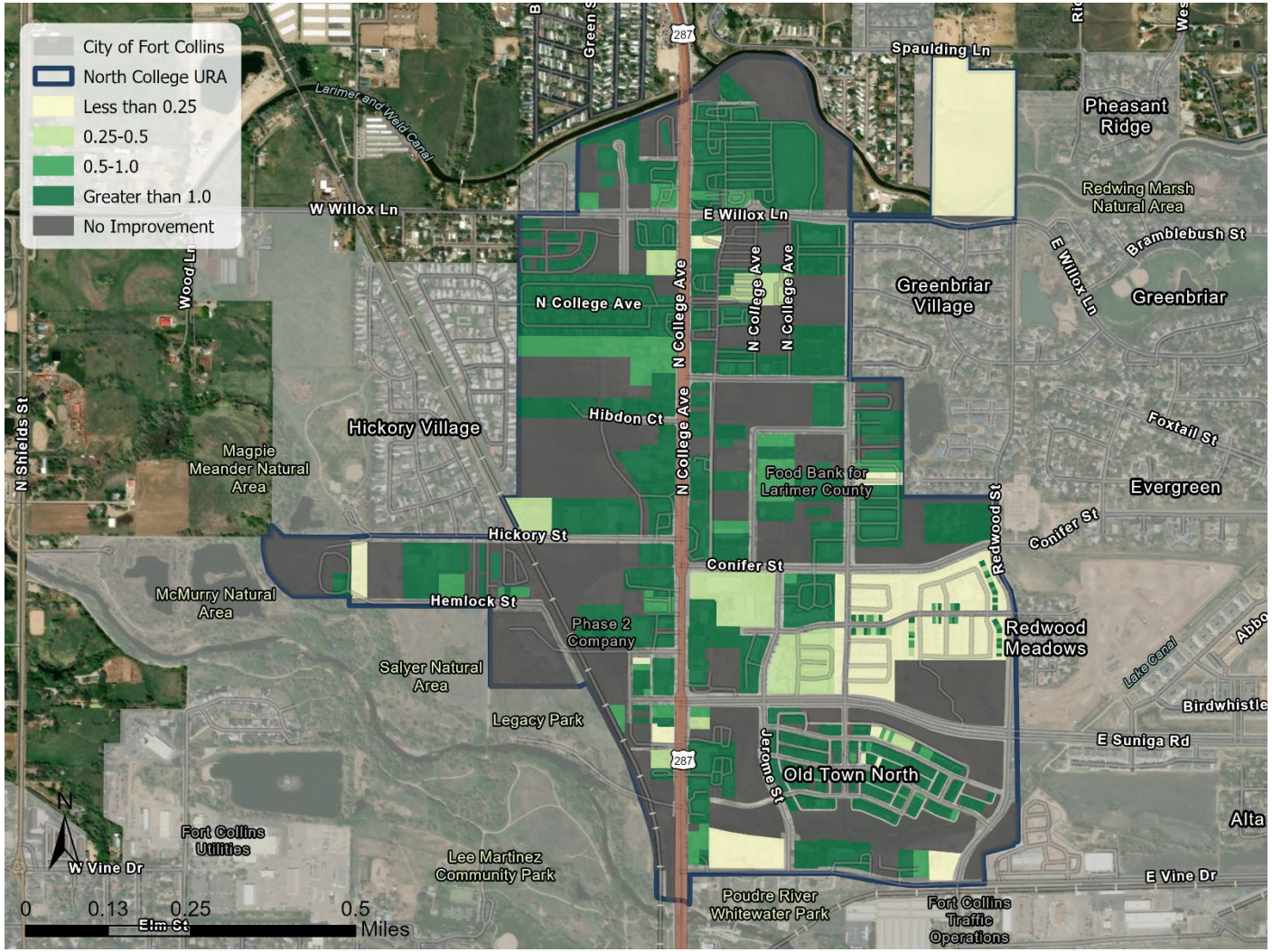
VACANT SITES



FLOOR AREA RATIO



BUILDING TO LAND VALUE RATIO



LAND USE CONDITIONS FINDINGS

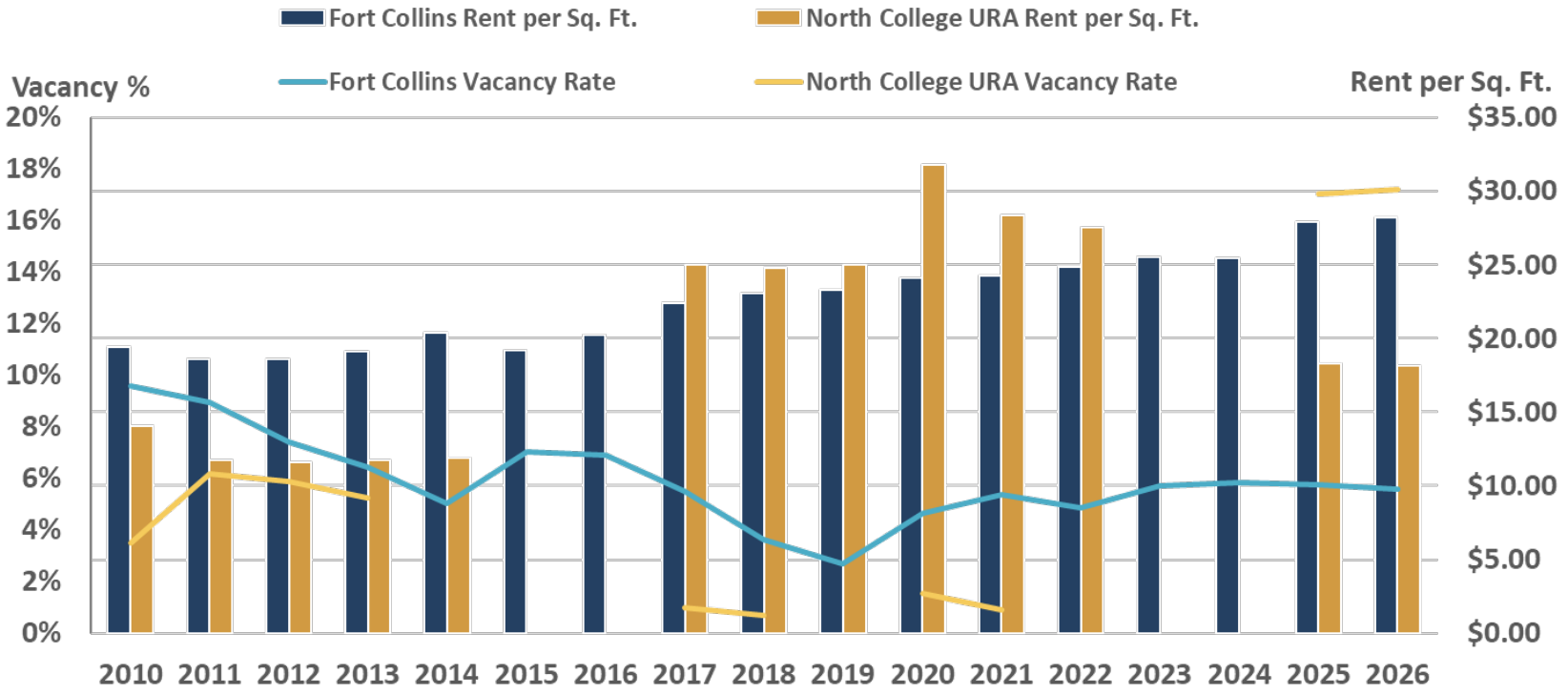
- Wide range of existing uses and ages of buildings in URA
- Scattered number of vacant parcels with most lacking frontage to College Avenue or good access
- More parcels with lower value buildings/uses than vacant parcels indicate that large development projects will be in the form of redevelopment and can benefit from assistance to make possible
  - E.g. lot consolidation, addressing infrastructure upgrades/improvement costs
- Most of development opportunity areas are zoned Service Commercial (CS) which allows for a wide range of uses indicating existing zoning is not a barrier to development in most cases



REAL ESTATE CONDITIONS

OFFICE TRENDS

- Inventory is stagnant in the URA
- Limited data on rent and vacancy rates, however the combination of high vacancy and low rent indicates limited demand for office space



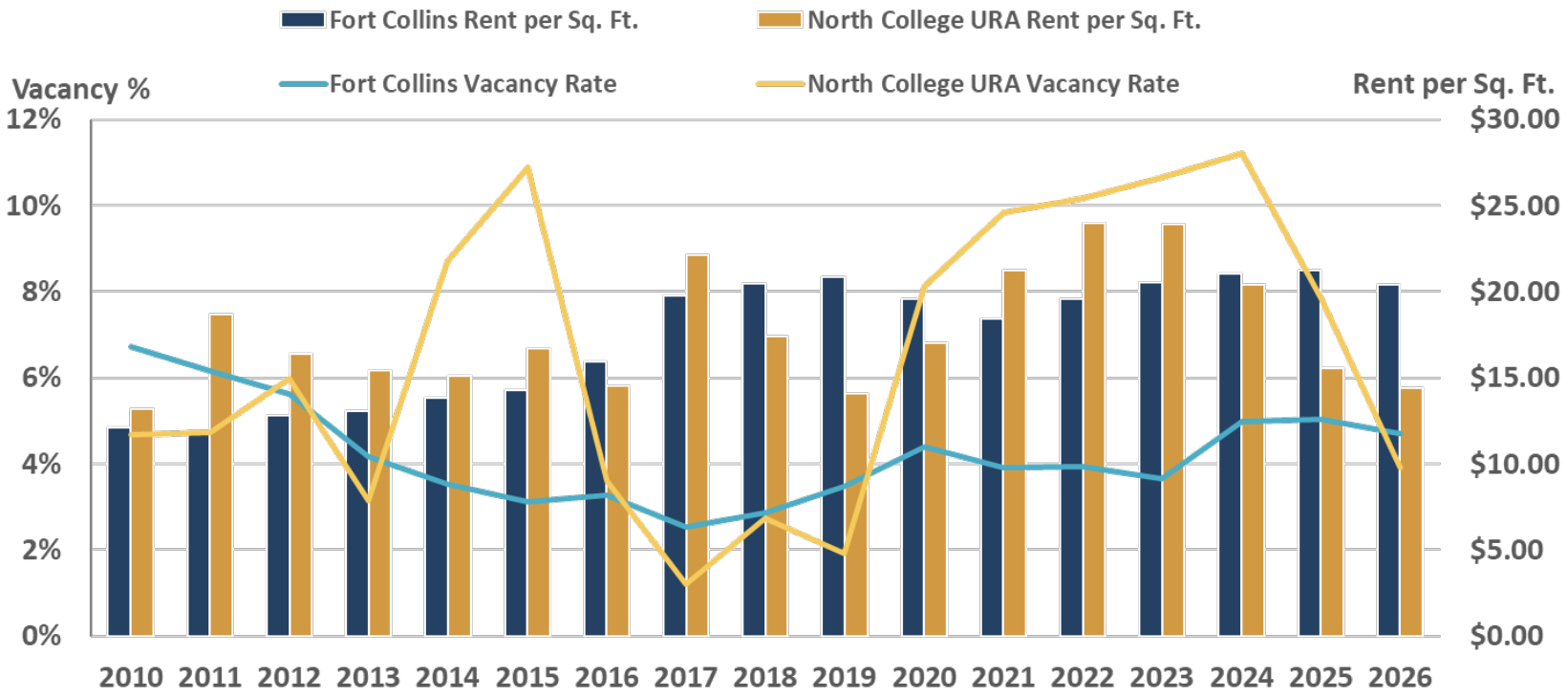
Source: CoStar; Economic & Planning Systems

Description	2026 Q1	2020-2026 Q1 Total	2020-2026 Q1 Ann. #	2020-2026 Q1 Ann. %
Fort Collins				
Office				
Inventory (Sq. Ft.)	8,495,699	71,778	11,963	0.1%
Vacancy Rate	5.6%			
Rent (Gross)	$28.17			
Deliveries (Sq. Ft.)		8,648		
North College URA				
Office				
Inventory (Sq. Ft.)	192,980	0	0	0.0%
Vacancy Rate	17.2%			
Rent (Gross)	$18.18			
Deliveries (Sq. Ft.)		0		

Source:CoStar; Economic & Planning Systems

RETAIL TRENDS

- The URA added 14,400 sq. ft. of retail space since 2020
- Compared to Fort Collins, the URA has lower rent partly due to older/lower quality spaces



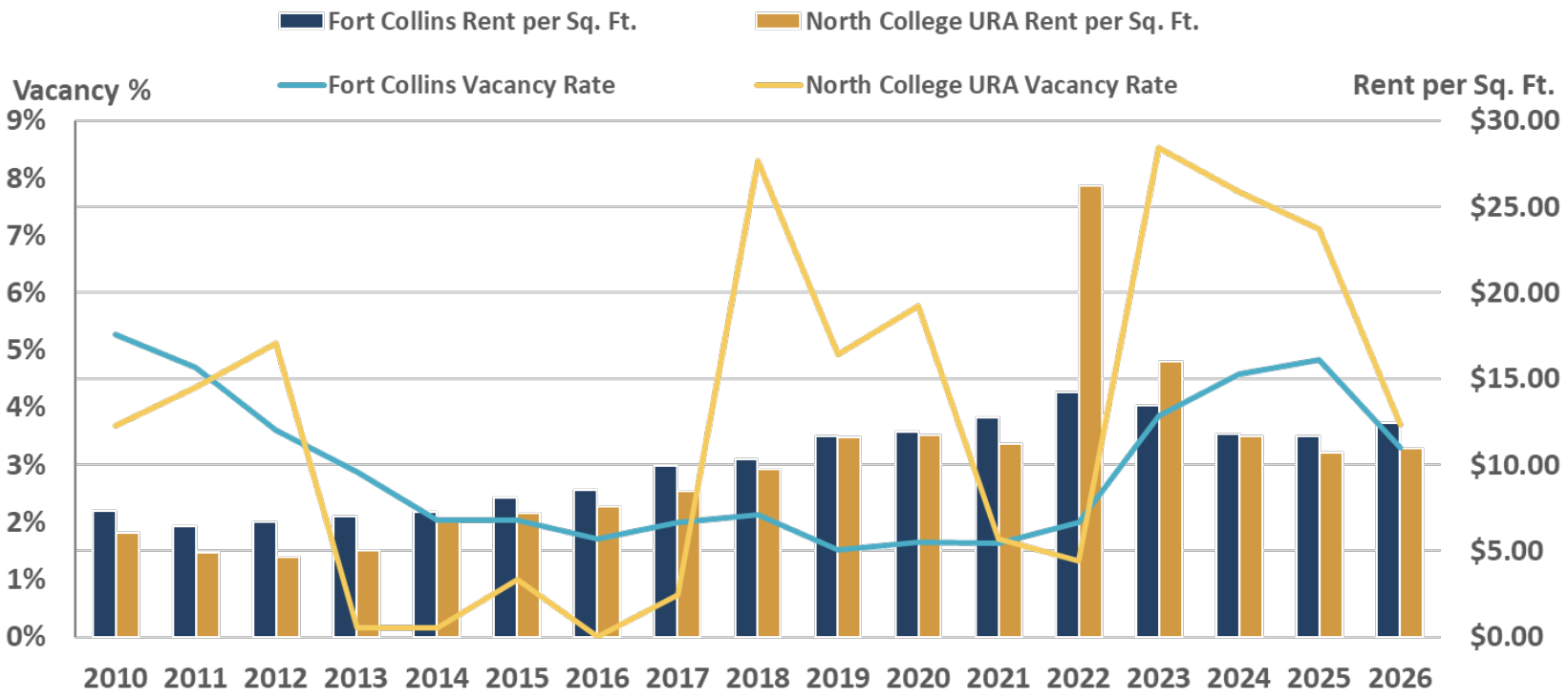
Source: CoStar; Economic & Planning Systems

Description	2026 Q1	2020-2026 Q1 Total	2020-2026 Q1 Ann. #	2020-2026 Q1 Ann. %
Fort Collins				
Retail				
Inventory (Sq. Ft.)	11,721,562	141,136	23,523	0.2%
Vacancy Rate	4.7%			
Rent (Gross)	$20.42			
Deliveries (Sq. Ft.)		70,000		
North College URA				
Retail				
Inventory (Sq. Ft.)	569,998	14,424	2,404	0.4%
Vacancy Rate	3.9%			
Rent (Gross)	$14.38			
Deliveries (Sq. Ft.)		0		

Source:CoStar; Economic & Planning Systems

INDUSTRIAL AND FLEX TRENDS

- Industrial rent and vacancy in the City and URA have largely trended together
- Recent additions of flex/industrial space in URA



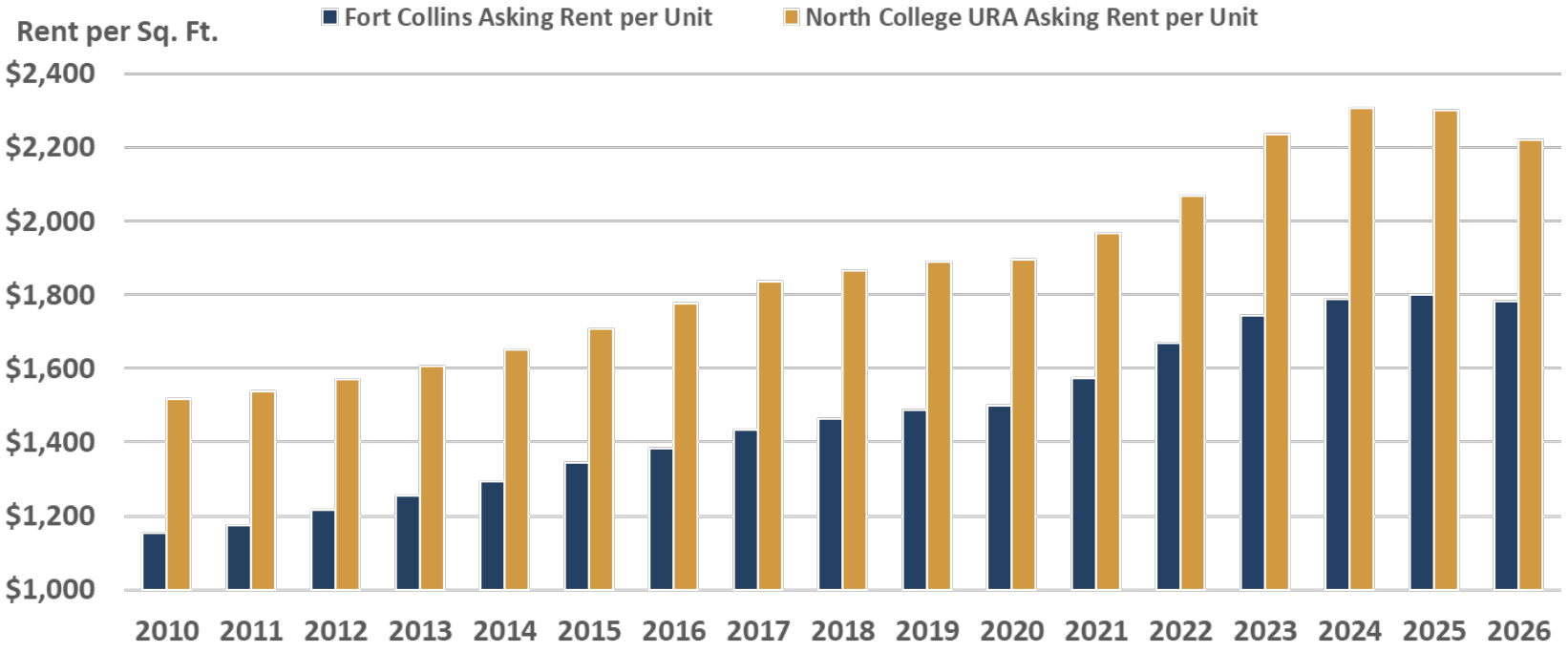
Source: CoStar; Economic & Planning Systems

Description	2026 Q1	2020-2026 Q1 Total	Ann. #	Ann. %
Fort Collins				
Industrial/Flex				
Inventory (Sq. Ft.)	13,107,563	291,089	48,515	0.4%
Vacancy Rate	3.3%			
Rent (Gross)	$12.45			
Deliveries (Sq. Ft.)	5,009	209,427		
North College URA				
Industrial/Flex				
Inventory (Sq. Ft.)	567,155	25,300	4,217	0.8%
Vacancy Rate	3.7%			
Rent (Gross)	$10.99			
Deliveries (Sq. Ft.)		0		

Source:CoStar; Economic & Planning Systems

MULTIFAMILY TRENDS

- Limited number of units in inventory in Norther Fort Collins
- Rent in the URA is approximately $300 higher compared to Fort Collins average but has trended closely with City rent changes



Source: CoStar; Economic & Planning Systems

Description	2026 Q1	2020-2026 Q1 Total	Ann. #	Ann. %
Fort Collins				
Inventory (Sq. Ft.)	28,600	2,974	496	1.8%
Vacancy Rate	8.0%			
Asking Rent per Unit	$1,781	$282	$47	2.9%
Deliveries (Sq. Ft.)		1,083		
North College URA				
Inventory (Sq. Ft.)	889	0	0	0.0%
Vacancy Rate	5.6%			
Asking Rent per Unit	$2,220	$326	$54	2.7%
Deliveries (Sq. Ft.)		0		

Source:CoStar; Economic & Planning Systems

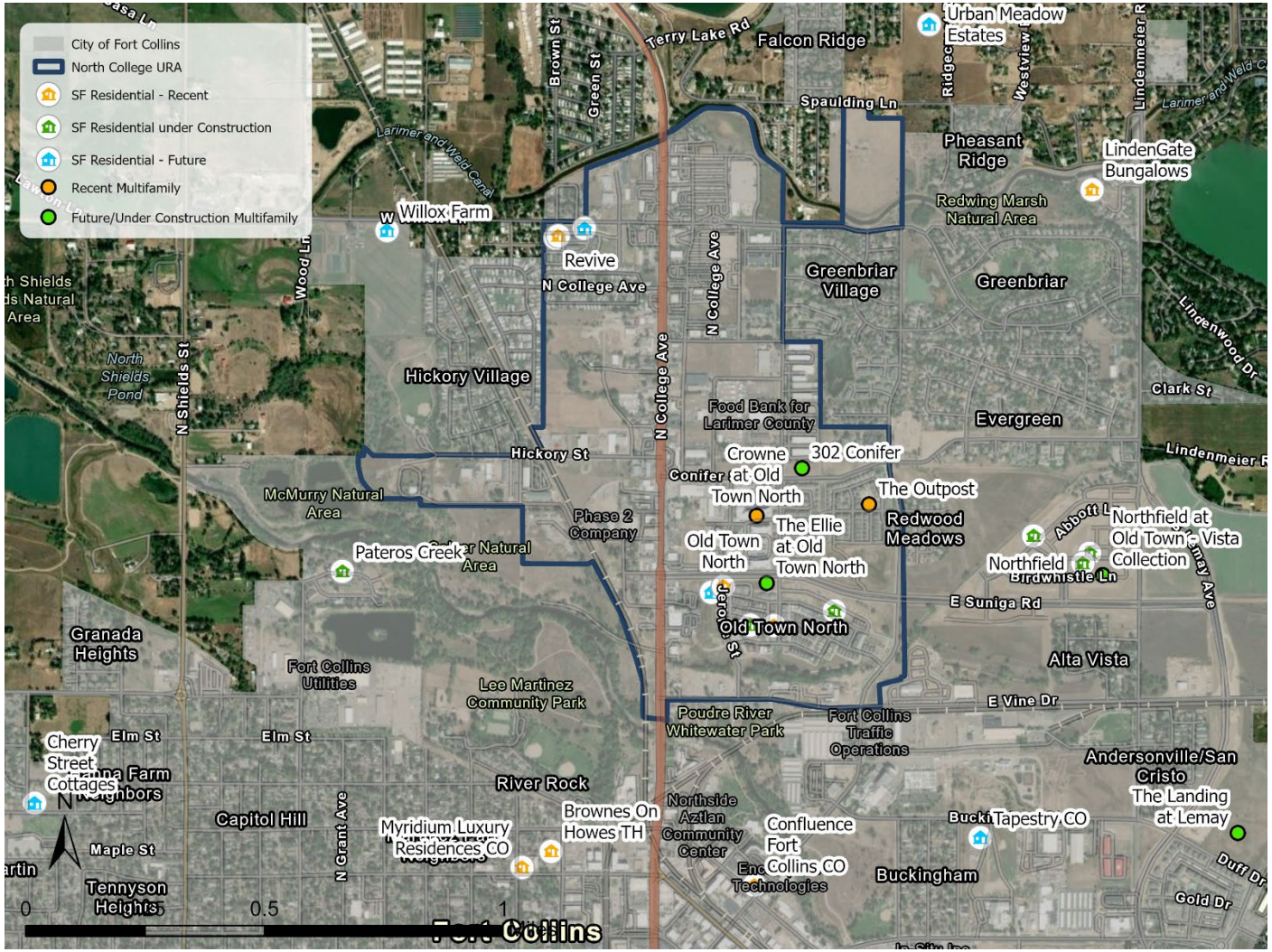
MULTIFAMILY INVENTORY

- The Crown and Ellie at Old Town North setting market for market rate rentals
- Outpost is a student-oriented product
- Other rental units in URA are primarily mobile homes

Description	Status	Year Built or Expected	Type	Units	Vacancy Rate	Asking Rent	Avg. SF per Unit	PSF
URA Multifamily Projects								
The Ellie at Old Town North	Under Construction	2026	Apartments	25	---	---	1,100	---
302 Conifer	Under Construction	2026	Apartments	76	---	---	---	---
Crowne at Old Town North	Existing	2020	Apartments	304	6.9%	$1,962	1,068	$1.84
The Outpost	Existing	2014	Student Housing	220	---	$2,577	1,790	$1.44
Total/Average	---	**2019**	---	**625**	**6.9%**	**$2,220**	**1,194**	**$1.67**
Fort Collins								
Fort Collins Multifamily	---	---	---	28,600	5.6%	$1,781	898	$1.99

Source: CoStar; Economic & Planning Systems

PROPOSED AND UNDER CONSTRUCTION RESIDENTIAL



FOR-SALE RESIDENTIAL PROJECTS

Achievable Prices in Northern Fort Collins

- Single-family: $450,000 to $2 million
- Townhomes: $420,000 to $750,000
  - Excludes higher end products
- Condos: $350,000 to $750,000
  - Excludes higher end products
- Prices are at or above citywide averages for each product type indicating the area is competitive

For-Sale Project	Status	Project Start	Percent Complete	Product	Units	Sale Price	PSF
URA Residential Projects							
Old Town North	Active	2007	66.0%	Single-Family Townhomes Condos	332	$700k to $1.2m $450k to $675k $450k to $500k	$300 to $520 $300 to $400 $360 to $400
Revive	Active	2015	79.7%	Single-Family Townhomes	69	$475k to $650k $625k to $750k	$275 to $375 $275 to $350
North Fort Collins Residential Projects							
LindenGate Bungalows	Complete	2005	100.0%	Single-Family	12	$800k to $1.3m	$250 to $325
Brownes On Howes TH	Complete	2015	100.0%	Townhouse	6	$1.4m to $1.6m	$475 to $550
Pateros Creek	Active	2015	80.0%	Single-Family	40	$1.5m to $2.0m	$550 to $725
Myridium Luxury Residences CO	Complete	2017	100.0%	Condos	29	$500k to $1.2m	$500 to $600
Confluence Fort Collins CO	Complete	2018	100.0%	Condos	26	$350k to $750k	$350 to $625
Waterfield	Active	2019	13.8%	Single-Family Townhomes	500	$440k to $575k $390k to $485k	$225 to $300 $225 to $275
Northfield	Active	2022	36.5%	Townhomes Condos	375	$422k to $520k $350k to $508k	$225 to $275 $275 to $400
Cherry Street Cottages	Future	ND	0.0%	Single-Family	6	ND	ND
Montava	Future	ND	0.0%	Single-Family Townhomes	2,337	ND	ND
Mountain Vista	Future	ND	0.0%	Single-Family Townhomes	1,085	ND	ND
Tapestry CO	Future	ND	0.0%	Condos	140	ND	ND
Urban Meadow Estates	Future	ND	0.0%	Single-Family	15	ND	ND
Willox Farm	Future	ND	0.0%	Single-Family	62	ND	ND
Fort Collins Median							
Zillow (Dec 2025)				Single-Family	--	$575,255	--
Redfin (Dec 2025)				Single-Family Townhomes Condos	--	$605,000 $405,000 $430,000	--
Fort Collins Board of Realtors (FCBR) (July 2024)				Single-Family Townhomes	--	$620,000 $425,000	--

"ND" indicates no data.
Source: Zillow ; Zonda; Redfin; Economic & Planning Systems
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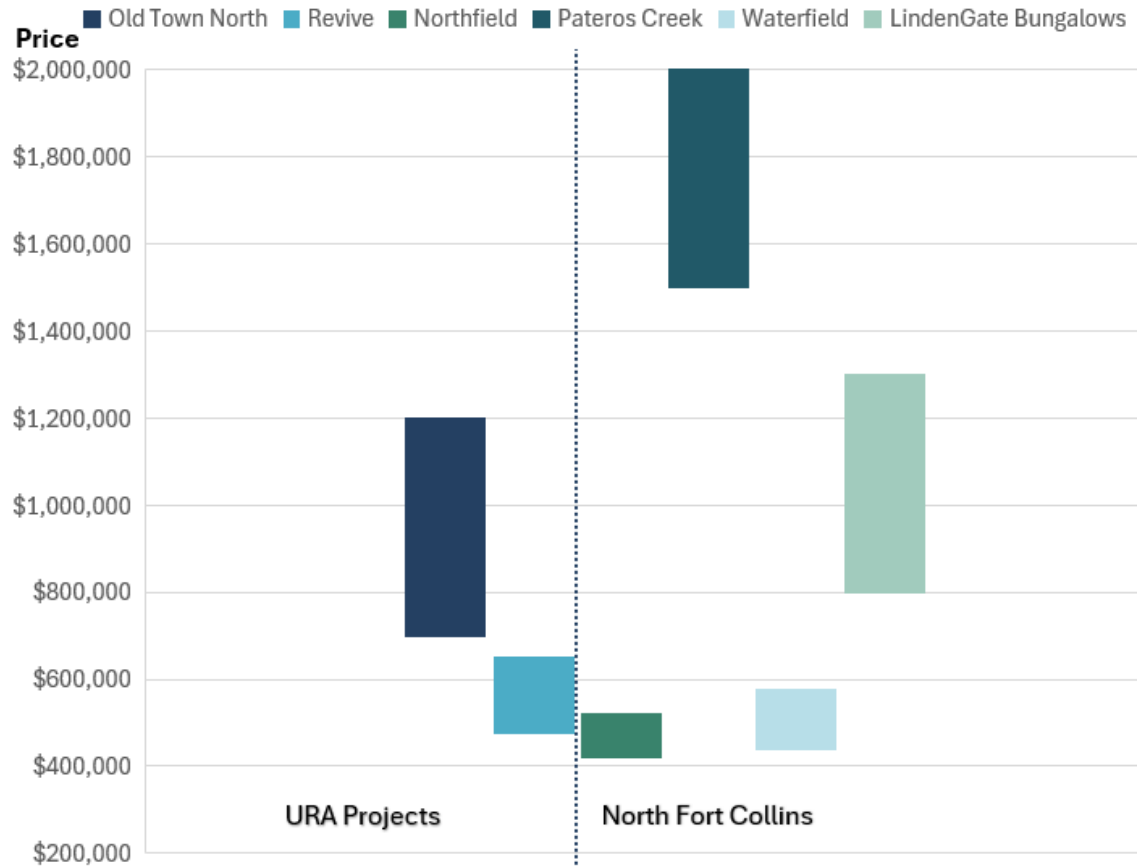
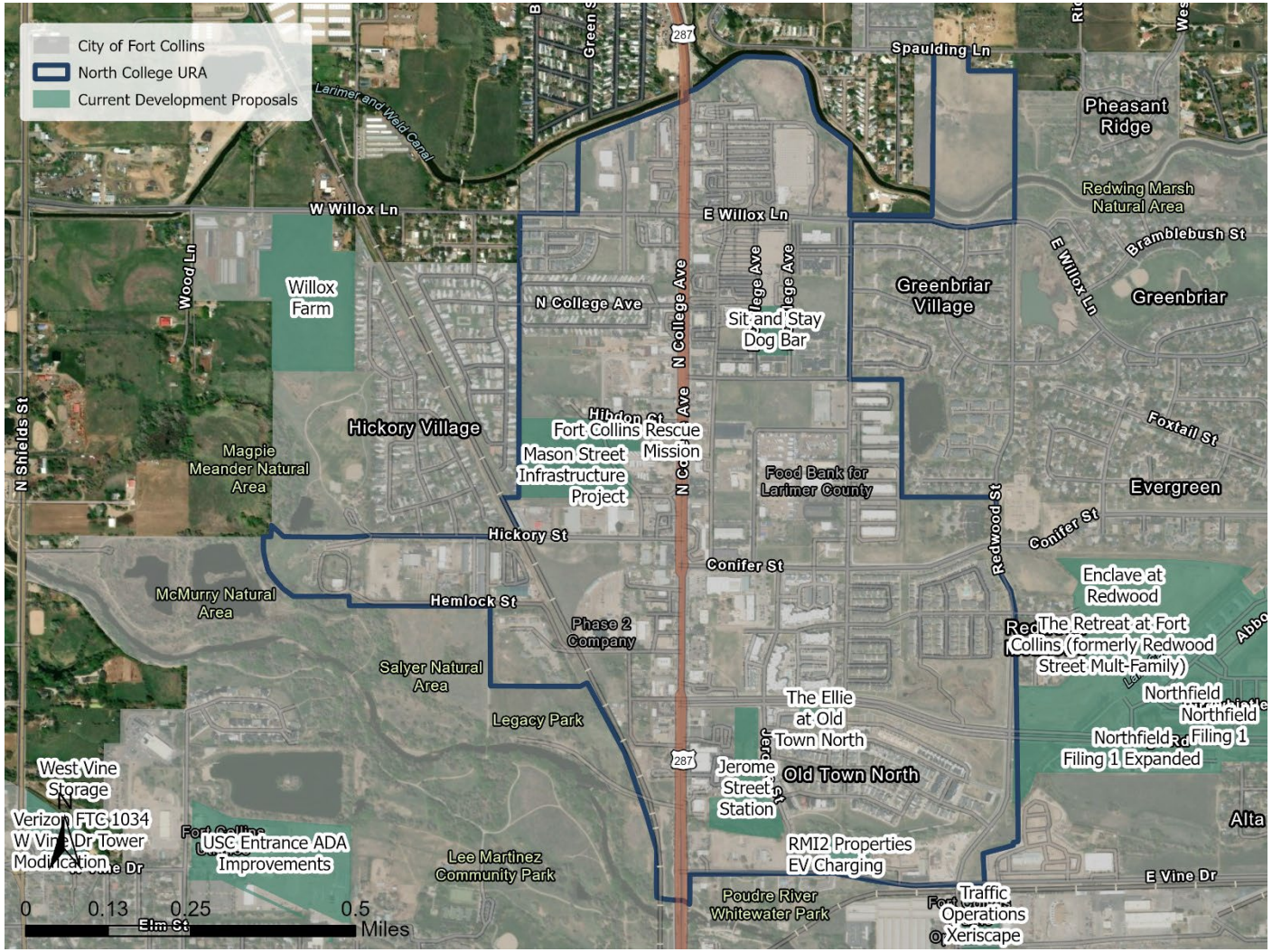
FOR-SALE RESIDENTIAL PROJECTS PRICE RANGE

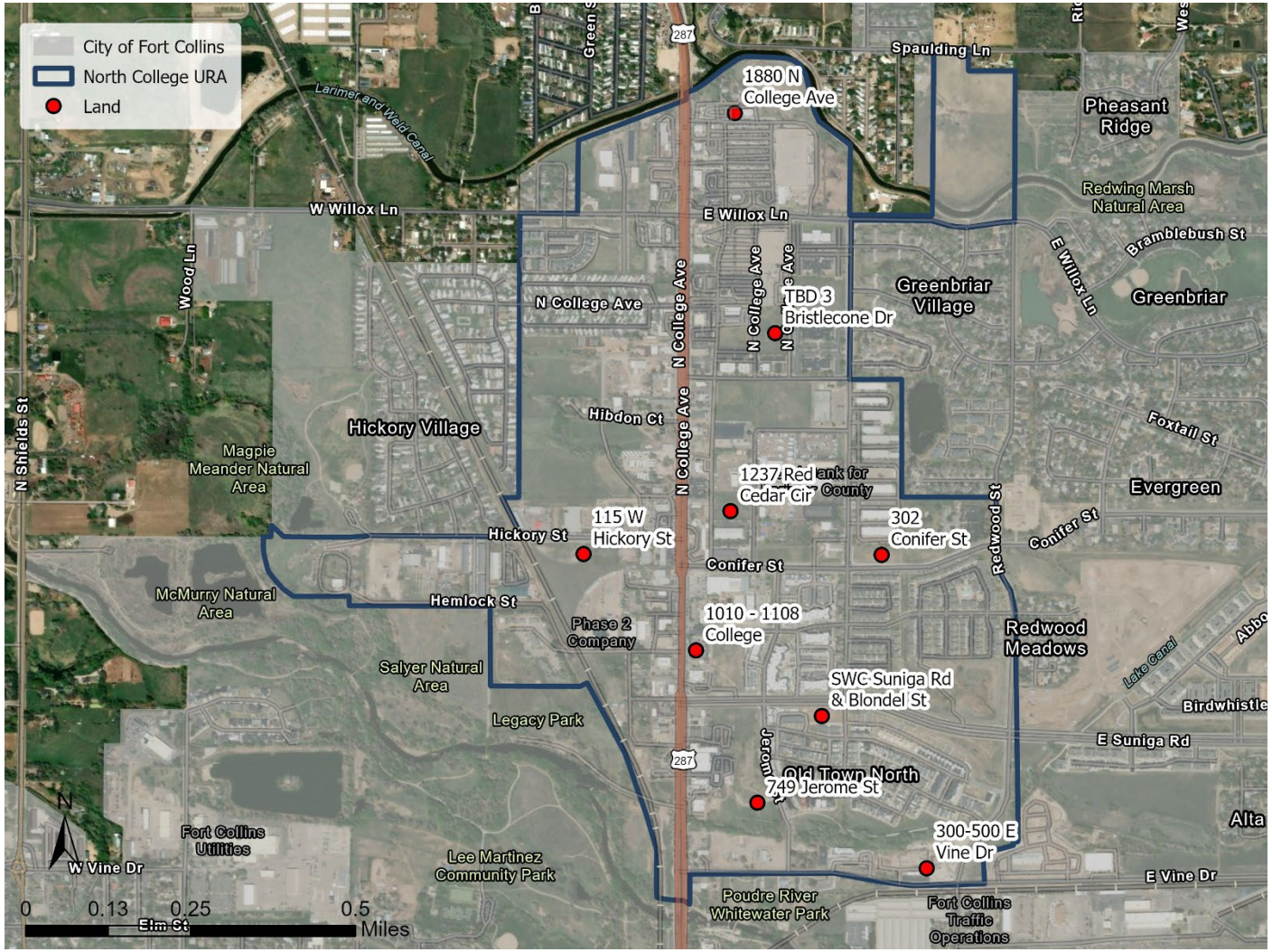
- The price range for residential for-sale projects varies greatly for the projects in Northern Fort Collins
- High-end projects (Pateros Creek) have achieved price points over $1.5 million for a single-family home.
- Projects along North College and similar to those that can be captured on the west side of College in the URA have ranged from $400,000 to $700,000 for attached for-sale products.



CURRENT DEVELOPMENT PROPOSALS



LAND SALES SINCE 2020



LAND SALES SINCE 2020

Property Name	Asking Price	Sale Price	Sale Year	Land Sq. Ft.	Price per SF	Land Acres	Price per Acre
302 Conifer St	$495,000	$650,000	2025	50,965	$12.75	1.17	$555,558
SWC Suniga Rd & Blondel St	$750,000	$740,000	2024	34,848	$21.24	0.80	$925,000
1237 Red Cedar Cir	$377,720	$275,000	2024	47,045	$5.85	1.08	$254,629
749 Jerome St	$1,450,000	$1,450,000	2022	270,508	$5.36	6.21	$233,494
TBD 3 Bristlecone Dr	$1,100,000	$1,000,000	2022	110,642	$9.04	2.54	$393,702
1010 - 1108 College	$1,009,861	$900,000	2021	27,791	$32.38	0.64	$1,410,673
300-500 E Vine Dr	ND	$2,000,000	2021	53,124	$37.65	1.22	$1,639,937
115 W Hickory St	$800,000	ND	2021	167,270	ND	3.84	ND
1880 N College Ave	$1,000,000	$750,000	2021	46,866	$16.00	1.08	$697,094
Average	**$872,823**	**$970,625**		**89,895**	**$17.53**	**2.06**	**$763,761**

"ND" = Not Disclosed.

Source: CoStar; Economic & Planning Systems

MARKET CONDITIONS FINDINGS

- Residential
  - The most active development type in Northern Fort Collins
  - Proximity to Old Town and location within the City are attractive attributes for buyers/renters
  - Diversity of products being built (type and price points)
  - Home sale prices are exceeding citywide averages
  - Limited rental product but newer project rent rates indicate strong market
  - Demand for a diversity of products (single family and attached for-sale, market and affordable rentals)
- Commercial/Industrial
  - Frontage/access to College Ave, location in City, growing residential base and relatively lower rental/land costs attractive to a diversity of smaller businesses
  - Retail and industrial/flex are uses with recent development activity
  - Demand for additional retail uses along College Avenue and smaller scale flex/industrial buildings for small businesses



FOCUS AREA ANALYSIS

APPROACH AND IMPACT OF IMPROVEMENTS

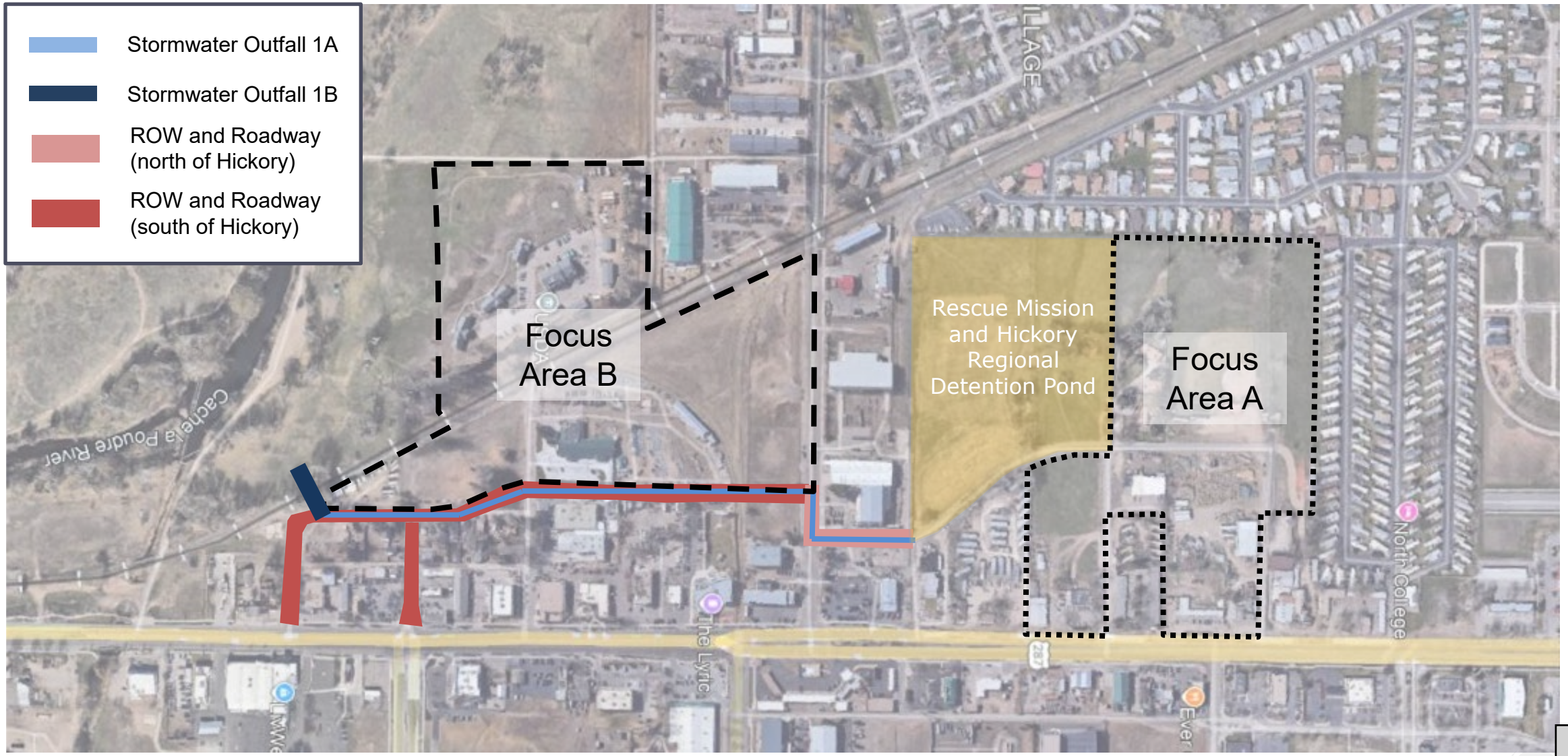
Impact of Improvements

- The planned and proposed stormwater improvements (detention pond, outfalls) will allow parcels west of College Avenue develop without substantial costs to detain and treat stormwater on site.
- The planned right of way and roadway improvements will formalize parallel street network to College Avenue and will increase access for parcels west of College Avenue that improve their development viability.

Analysis Approach

- The planned improvements are assumed to increase the viability of development of parcels west of College and facilitate development that is not likely but for these improvements. The improvements will "open up" development sites.
- The economic and fiscal impacts of potential development of these sites, using prototypical development programs, are assessed to illustrate the potential return on investment for the URA of the improvements.

NORTH COLLEGE INFRASTRUCTURE IMPROVEMENTS



NORTH COLLEGE INFRASTRUCTURE IMPROVEMENTS

- Total Project Cost of $18.4 million
- Stormwater improvements are the highest cost item
- Roadway improvements leverage cost/work that would need to be completed for stormwater
- URA Contribution
  - $7.3 million
  - 40% of total project cost

Item	Cost
Project Costs	
Property Acquisition	$1,340,138
Infrastructure Design and Construction	
Roadway	
South of Hickory	$3,744,602
North of Hickory	$595,158
Stormwater	
Phase 1A	$6,568,956
Phase 1B	$6,131,044
Total	**$18,379,898**
URA Contributions	
Right of Way Cost	$1,340,138
Roadway Cost	$1,735,904
Stormwater Outfall Cost	$4,233,333
Total	**$7,309,375**

Source: City of Fort Collins

FOCUS AREA A

- 19.50 acres in total
- 12 parcels, 9 different owners
- Potential Project 1
  - 11.5 acres
  - 100 units of attached for-sale
- Potential Project 2
  - 4.5 acres
  - 30,000 sf retail
  - 15 units of attached for-sale
- Potential Project 3
  - 2.75 acres
  - 75-unit apartment
  - 5,000 sf retail



FOCUS AREA B

- 21.90 acres in total
- 8 parcels, 5 different owners
- Potential Project 1
  - 6.4 acres
  - 45,000 sf of flex-industrial
- Potential Project 2
  - 7.5 acres
  - 65-unit apartment
  - 65 units of attached for-sale
- Potential Project 3
  - 3.3 acres
  - 20,000 sf of flex-industrial



ANNUAL FISCAL IMPACTS

- The potential development projects are estimated to generate $1.3 million annual in property tax (to all districts)
- The commercial space in the projects is estimated to generate $382,500 in annual sales tax (to the City).

Description	Property Tax			Sales Tax	
	City *9.80 Mills*	Other Districts *82.93 Mills*	Total *92.73 Mills*	City *4.35%*	Total
Focus Area A					
Project Area 1	$36,189	$306,337	$342,526	$0	$342,526
Project Area 2	$22,291	$188,689	$210,980	$325,434	$536,414
Project Area 3	$13,962	$118,190	$132,152	$57,094	$189,246
Subtotal	**$72,442**	**$613,217**	**$685,659**	**$382,528**	**$1,068,187**
Focus Area B					
Project Area 1	$21,590	$182,755	$204,345	$0	$204,345
Project Area 2	$38,161	$323,027	$361,187	$0	$361,187
Project Area 3	$9,797	$82,932	$92,729	$0	$92,729
Subtotal	**$69,547**	**$588,713**	**$658,261**	**$0**	**$658,261**
TOTAL	**$141,989**	**$1,201,930**	**$1,343,919**	**$382,528**	**$1,726,447**

Source: Economic & Planning Systems

RETURN ON INVESTMENT

- In aggregate, the projects can pay back (in the form of tax revenues) the cost of the URA contributions in 7 years
- The net tax generation benefit after 10 years is $6.75 million

Description	Economic Impact [1]			Infrastructure Costs (URA Contribution)				Net Benefit/Return	
	Property Tax *91.291 Mills*	Sales Tax *4.35%*	Total	Property	Storm-Water	Street	Total	10-Year Net Benefit [2]	Payback Years
Focus Area A									
Project Area 1	$2,740,211	$0	$2,740,211	$427,656	$1,350,914	$145,645	$1,924,215	$815,996	8
Project Area 2	$1,687,838	$2,740,500	$4,428,338	$168,167	$531,219	$57,272	$756,657	$3,671,681	5
Project Area 3	$1,057,220	$570,938	$1,628,157	$103,202	$326,002	$35,147	$464,350	$1,163,807	5
Subtotal	**$5,485,268**	**$3,311,438**	**$8,796,706**	**$699,025**	**$2,208,135**	**$238,063**	**$3,145,223**	**$5,651,483**	**6**
Focus Area B									
Project Area 1	$1,634,757	$0	$1,634,757	$237,958	$751,681	$555,944	$1,545,583	$89,174	10
Project Area 2	$2,889,497	$0	$2,889,497	$279,536	$883,019	$653,083	$1,815,638	$1,073,859	7
Project Area 3	$741,831	$0	$741,831	$123,619	$390,499	$288,814	$802,932	-$61,100	11
Subtotal	**$5,266,085**	**$0**	**$5,266,085**	**$641,113**	**$2,025,199**	**$1,497,841**	**$4,164,152**	**$1,101,933**	**8**
TOTAL	**$10,751,354**	**$3,311,438**	**$14,062,791**	**$1,340,138**	**$4,233,333**	**$1,735,904**	**$7,309,375**	**$6,753,416**	**7**

[1] 10 years of net property and sales tax

[2] 10 years of annualized property tax benefit net infrastructure costs

Source: Economic & Planning Systems

DEVELOPMENT LIKELINESS

Description	Site Attractivess	Land Assembly Difficulty	Barriers / Difficulty to Develop	Likeliness to Develop	Comments
Focus Area A					
Project Area 1	Medium	Medium	Low	High	Desire of single family home owners to sell is biggest barrier to site aggregation. City owned parcel could be developed without aggregation but would benefit from a larger/cohesive site.
Project Area 2	High	Low	Medium	Medium	Desire of owner to redevelop and displace existing uses is biggest barrier.
Project Area 3	High	Low	Low	Medium	Desire of owner to redevelop is biggest barrier.
Focus Area B					
Project Area 1	Medium	High	Low	Low	Purchasing land owned by Union Pacific is most challenging aspect which can be a lengthy process with a potentially unmotivated owner. Addition of Union Pacific site to parcels along Hickory provides for larger site with more depth, which increases development options.
Project Area 2	Medium	Low	Medium	Medium	Single parcel owned by Bureau of Land Management. Traditionally the US Gov't is slow/resistant to sell however current Administration is more in favor of disposition of land especially for housing which may present an opportunity in near term.
Project Area 3	Medium	Low	Low	High	Most development ready site and will benefit from infrastructure improvements.

Source: Economic & Planning Systems



Alpine Street and College Avenue (looking west)



Mason Street and Hemlock Street (looking south)

ATTACHMENT 3

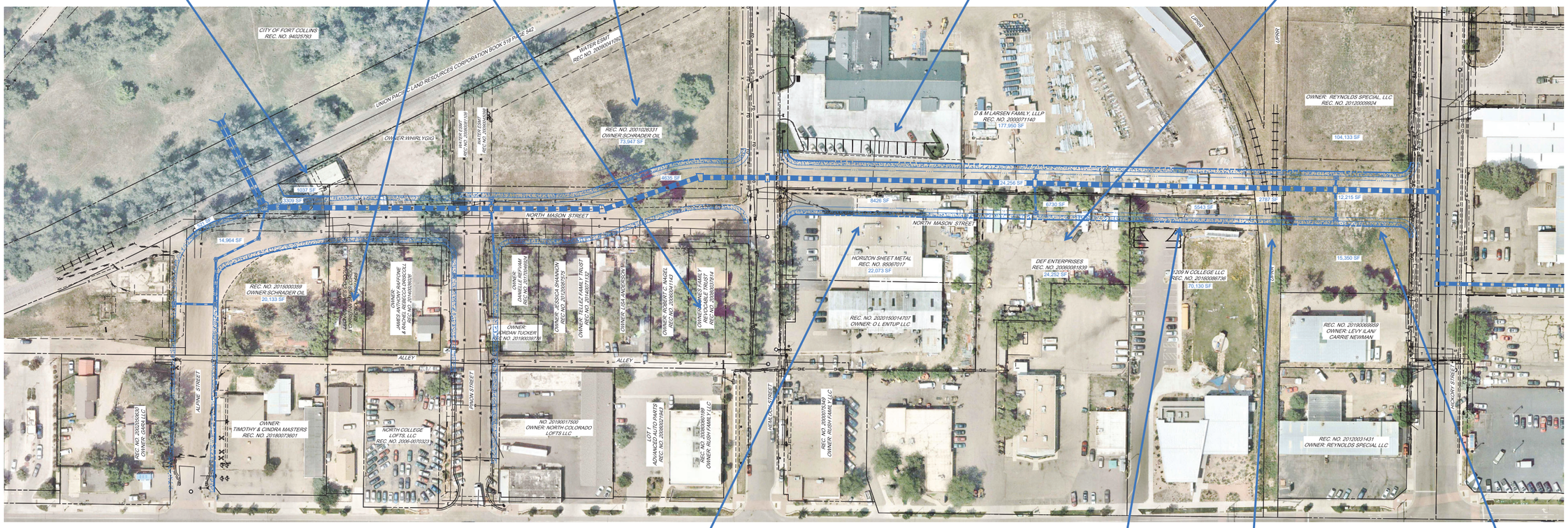
Whirlygig Parcel: Roadway cross section configured to allow structures to remain in place.

Longstanding Residential properties: No impacts to these properties other than "organizing" on-street park with future formal on-street improvements.

Schrader Parcel: Slight to Moderate impact on parcel footprint, however this parcel has attempted to develop in the past and was limited by storm-water requirements, right of way acquisition would potentially offset development requirements with drainage system in place.

216 W. Hemlock: Considerable acquisition to business operations. Owners want improvements, but don't want to be impacted. Acquisition efforts could consider parcel being made whole by the City acquiring adjacent / abandoned Union Pacific RR Parcel.

1113 N. College (Western Material Handling): Property / business owner unresponsive to multiple efforts of outreach.



CONCEPT #5

126 W Hemlock: Proposed right of way would utilize west side access, new access from road way potentially resolves acquisition. This property was offered to the City to purchased in the last 24 months, funding not available to complete purchase. Image of the west side of structure.



Lyric Cinema: Rights of way previously dedicated by development process, no major impacts to parcel.

Union Pacific RR switch yard (abandoned): Email correspondence with UPRR has yielded knowledge of project. UPRR has provided offer sheet for City to submit and UPRR to consider to as part of selling the parcel.

Vacant Parcel: LLC Ownership has submitted conceptual site plan in recent years with roadway shown in site plan, owners are away rights of way needed to fullfill Master Street Plan

NORTH MASON RIGHT-OF-WAY ALIGNMENT EXHIBITS

February 26, 2026

AGENDA ITEM SUMMARY

Urban Renewal Authority

STAFF

Josh Birks, Acting URA Executive Director
Andy Smith, Redevelopment Manager
Chris Sheafor, Program Coordinator

SUBJECT

Concept Plan and Funding Discussion for a Temporary Outdoor Event Venue at 1636 North College.

EXECUTIVE SUMMARY

The purpose of this item is to consider the concept plan to construct a temporary event and community gathering space on Authority-owned property at 1636 North College Avenue and receive guidance regarding alternative concept plans. Construction cost estimates for the initial concept came in considerably higher than originally anticipated, and Authority staff have asked the design team to prepare an alternative "value engineered" design to lower the cost of the project.

STAFF RECOMMENDATION

Staff recommend using the "Value Engineered Design" alternative proposed by design consultant RVi Planning + Landscape Architecture. Using elements from either or both designs is also a possibility.

BACKGROUND / DISCUSSION

Background
The large-scale redevelopment of the 1636 property, acquired in July 2025, is not likely to begin for two to three years. In the intervening time, Authority staff recommends activating the space with "tactical urbanism" elements to provide a benefit to the neighborhood and illustrate how reuse of this space can be an asset to the community. Potential uses include food trucks, farmers markets, cultural festivals, concerts, and an unprogrammed gathering space.

Discussion
The Authority engaged RVi Planning + Landscape Architecture to design a space that is inviting, useful for many activities, and largely reusable in future development projects. Approximately two-thirds of either design alternative could potentially be reused in other parts of the 1636 development when it occurs in the future.

The initial design came with a higher price tag than originally anticipated, so RVi was asked for possible alternatives. They provided an alternative that reduced the size of the footprint to an area roughly the size of the Oak Street Plaza. They also substituted resilient tiles for artificial turf and reduced some of the landscaping features. While the size has decreased, some larger scale uses like farmers markets can still occur outside the barricaded area and spill into the ample parking space unused by this design.

The budget contemplated here is for construction that will define the space and make it usable for most of the anticipated activities. Future work on the site will mostly consist of artwork like murals and painting of the concrete barriers. That work will be coordinated with local entities like La Familia, Art in Public Places, and CSU to encourage a feeling of local ownership at the site. Budgets for those types of activities will be forthcoming as the various groups are engaged and design processes approved.

Rather than making the decision at the staff level, we are asking if the Board sees advantages to retaining the initially proposed size and materials to get the project underway as originally conceived or proceed with the less expensive option.

BOARD / COMMISSION / COMMITTEE RECOMMENDATION

None.

AUTHORITY FINANCIAL IMPACTS

The original design has a cost estimate of **$252,443**. By scaling back the size by approximately one third along with substituting resilient tiles for the proposed artificial turf, the cost goes down to **$153,312**. The attached spreadsheet summarizes the difference between the alternatives.

The URA could also look for donations or sponsorships for the construction to further reduce the budgeted cost of the project. Staff recommend that if done, we approach that process carefully so as not to dilute the feeling of neighborhood ownership of the property or have unnecessary oversight from an outside entity.

PUBLIC OUTREACH

There have been informal discussions with various community organizations.

ATTACHMENTS

1. 1636 Event Space Budget Comparison
2. North College Event Venue Concepts
3. Presentation

ATTACHMENT 1

1636 EVENT SPACE BUDGET COMPARISON

Item	Original Design	Value Eng. Design	Difference
Turf or Tiles	$ 94,106	$ 27,800	$ 66,306
Scaffolding and Tables	$ 38,000	$ 34,500	$ 3,500
Stage and Risers	$ 41,440	$ 13,500	$ 27,940
Landscaping	$ 37,472	$ 25,842	$ 11,630
Painting and Barriers	$ 29,160	$ 22,770	$ 6,390
Electrical	$ 5,192	$ 4,192	$ 1,000
Contingency	$ 37,073	$ 24,708	$ 12,365
TOTAL	**$ 282,443**	**$ 153,312**	**$ 129,131**

ATTACHMENT 2



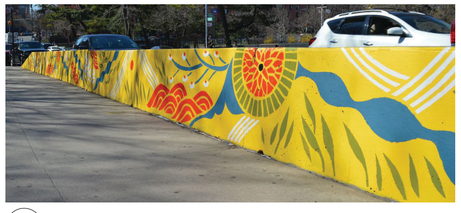
1 Scaffolding shade structures



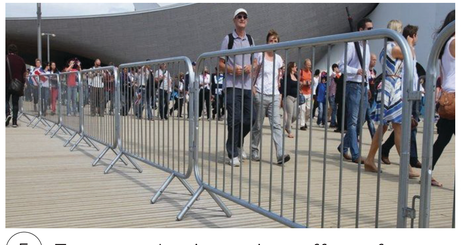
2 Painted pavement patterns



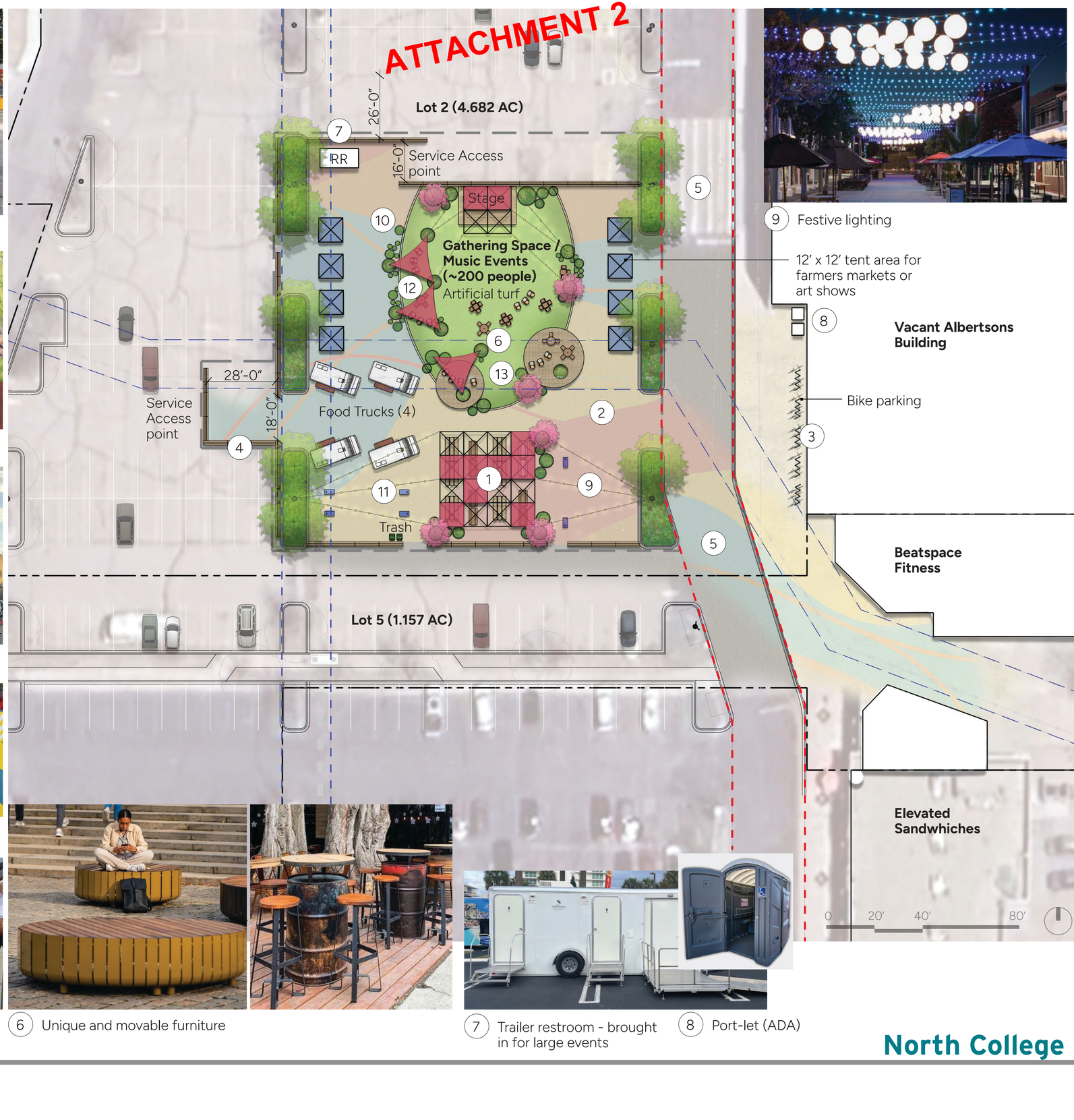
3 Building mural backdrop



4 Painted jersey barriers



5 Temporary barriers - close off area for larger events



9 Festive lighting

6 Unique and movable furniture

7 Trailer restroom - brought in for large events

8 Port-let (ADA)



10 Planted barrels and pipes



11 Interactive space



12 Shade Sail



13 Synthetic Turf

North College Temporary Event Venue

Original Design

URA URBAN RENEWAL AUTHORITY RVi 2026.02.18



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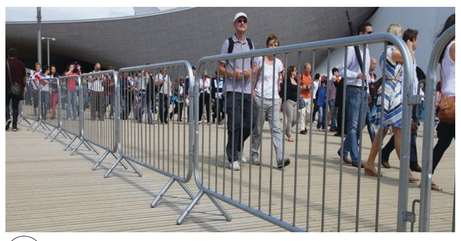

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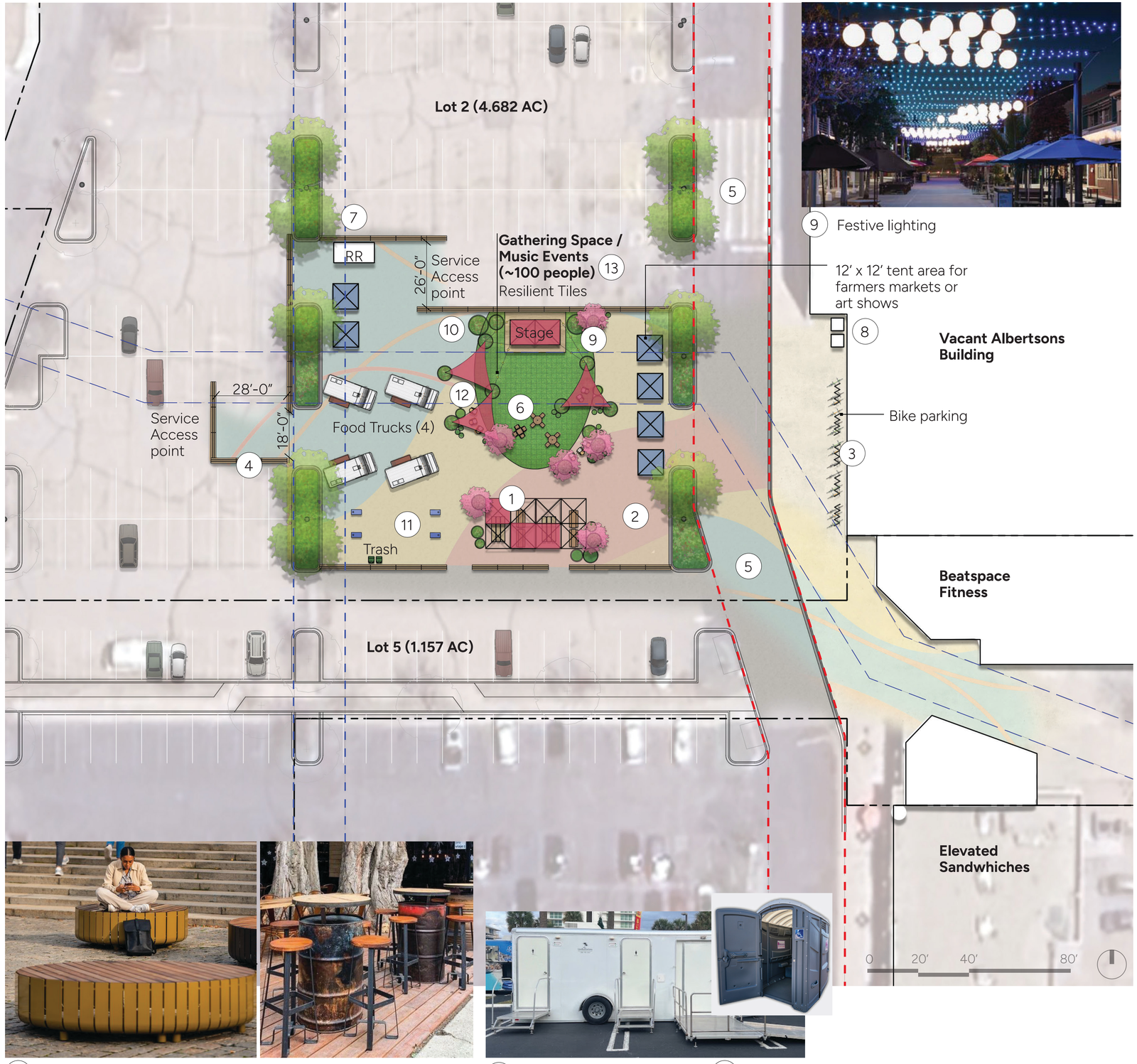
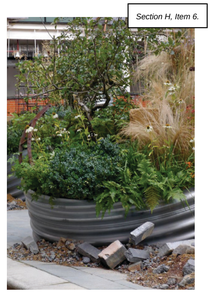


9 Festival lighting





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13 Resilient Tile

6 Unique and movable furniture

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North College Temporary Event Venue

Value Engineered Design

2026.02.18

1636 North College Tactical Urbanism Alternatives

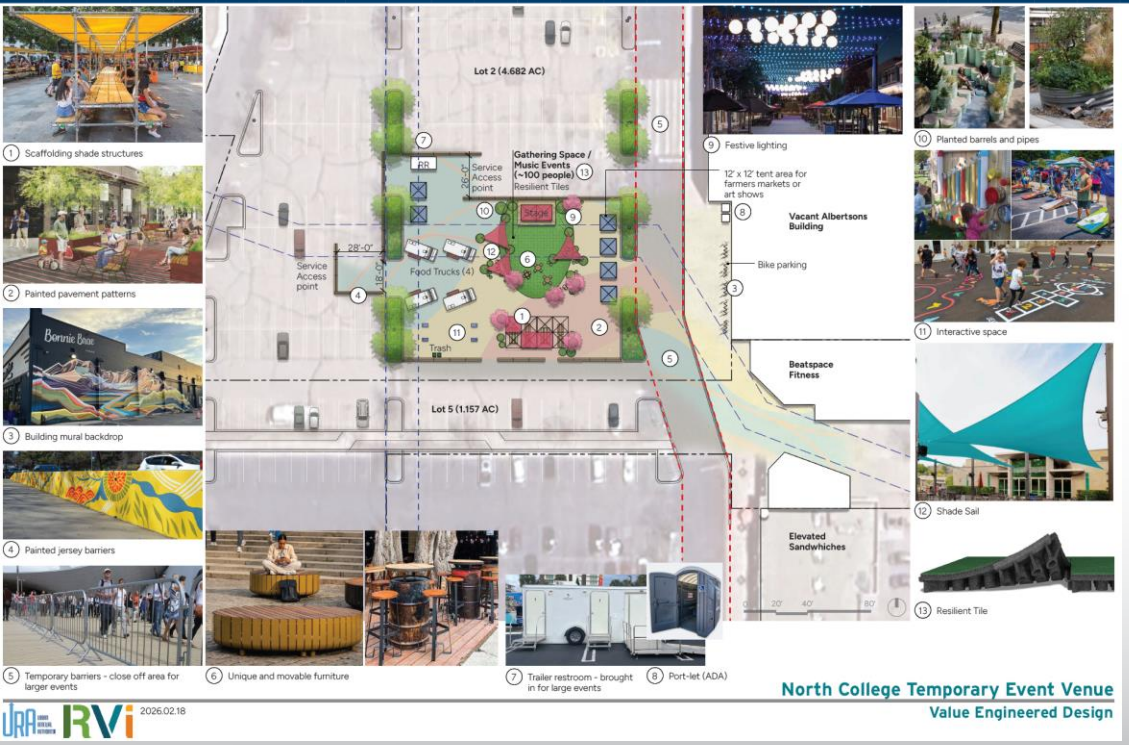


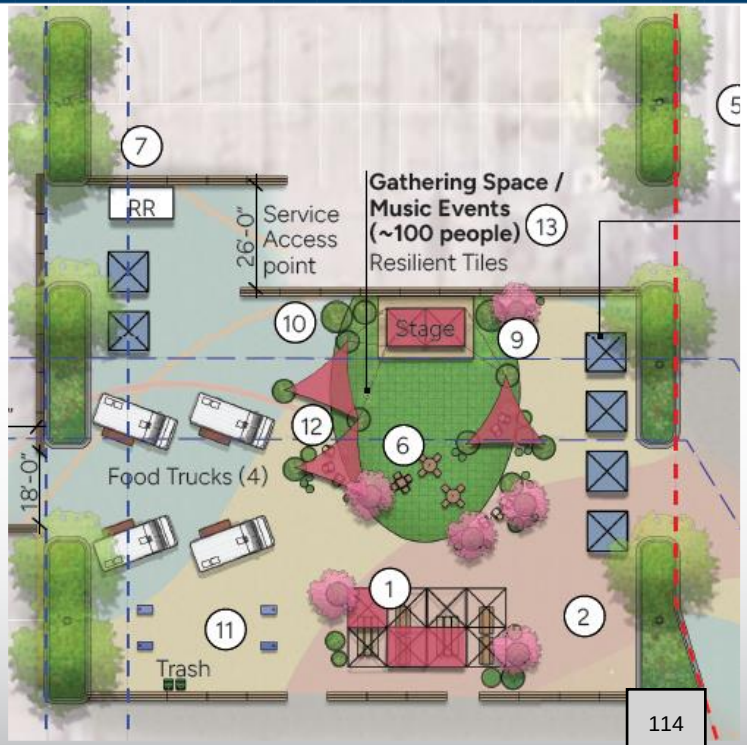
Original Plan





Value Engineered Design





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Questions?