# Urban Renewal Authority Board Work Session Agenda

**July 23, 2026 at 5:30 PM**

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

Council Chambers 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

Angela Hygh
Authority Attorney

Josh Birks
Executive Director

Amani Chamberlin
Acting Secretary

**URBAN RENEWAL AUTHORITY BOARD MEETING**
**5:00 PM**

**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**

**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. **Overview of Potential Urban Renewal Authority Board Structures and Potential Operational Efficiency Options**

   The purpose of this item is to consider the best organizational structure for the Fort Collins Urban Renewal Authority and to provide options for operational efficacies for the organization.

2. **UPDATE: 1636 Master Planning Activities**

   The purpose of this item is to provide the Board with an update on the master planning activities related to the Urban Renewal Authority's property at 1636 N. College. The Urban Land Conservancy and RVi will assist staff in providing an overview of the current vision for the master plan and the physical boundaries of the planning activities. The update will provide an overview of next steps. Staff, ULC, and RVi will be seeking feedback from the board on the currently completed work, next steps, and the overall direction of the work.

**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.

**July 23, 2026**

# WORK SESSION AGENDA ITEM SUMMARY
Urban Renewal Authority

## STAFF

Josh Birks, Executive Director
Sue Beck-Ferkiss, Lead Specialist

## SUBJECT FOR DISCUSSION

**Overview of Potential Urban Renewal Authority Board Structures and Potential Operational Efficiency Options**

## EXECUTIVE SUMMARY

The purpose of this item is to consider the best organizational structure for the Fort Collins Urban Renewal Authority and to provide options for operational efficacies for the organization.

## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Does the Board have any desire to continue to evaluate and adjust the board structure?
2. Would the Board like to expand its use of committees or add subcommittees?
3. Does the Board support staff bringing forward adjustments to the bylaws to support operational efficiency adjustments that minimize the need for the Board to approve administrative actions?

## BACKGROUND / DISCUSSION

Colorado Law allows Urban Renewal Authority Boards to be composed in one of two ways. There are benefits to both structures and it is a policy decision which structure to choose.

The two types of Board structures are:

- **Appointed Commissioner Board** is comprised of 10 commissioners appointed by the Mayor of the municipality plus 3 commissioners appointed by and representing the "Taxing Body Appointees":
  - County
  - Special district
  - Board of Education
- **Governing Body Board** is comprised of the City Council plus the Taxing Body Appointees.

The current structure of the Fort Collins Urban Renewal Authority Board is the Governing Body Board. The Board may change to the Appointed Commissioner Board structure via City Council Resolution, however if in the future the Board wanted to transition back to a Governing Body Structure, it would require a majority of voter's approval at a regular election. Also, changing the board structure would require many administrative actions to update existing agreements, change URA Bylaws and governing Resolutions and change Board member selection and onboarding. Across the state, Governance structures are split between both models.

Short of changing the board structure, the URA can consider other operational efficiencies to streamline governance and operations:

1. **Allow for hybrid meetings** especially for meetings with short agendas and plan for efficient meetings. This has been accomplished (COMPLETED).
2. **Expand use of committees or add subcommittees**. Board committees can play a meaningful role in streamlining the Board's work by taking the first pass on detailed materials, receiving staff or consultant presentations, and giving preliminary direction to staff. Subject to parameters adopted by the Board, committees could be authorized to evaluate certain redevelopment requests or other matters below dollar thresholds. Below are examples of potential committee structures, the scope of responsibilities, and proposed areas of initial review:

| Committee | Scope of Authority | First Referral |
|---|---|---|
| Project Review Committee | • Screen project proposals to determine whether they require more staff analysis should be returned to the applicant, or should not proceed.<br>• Review nonbinding term sheets<br>• Recommend whether projects should be structured as reimbursements, grants, loans, or no incentive. | New redevelopment proposals and/or new program design |
| Finance Committee (***existing***) | • Approve payment or reimbursement requests under previously approved parameters, if staff confirms eligibility.<br>• Screen budget changes before full Board action<br>• Approve budget transfers up to a stated threshold<br>• Pre-vet financing or loan proposals before full Board presentation. | Reimbursement request or financial amendment |
| Real estate and property committee | • Direct staff to negotiate LOIs, term sheets, access agreements, or due diligence agreements.<br>• Recommend purchase price ranges, disposition criteria, development conditions, and closing contingencies.<br>• Authorize appraisals, surveys, title work, environmental review, market studies, and site feasibility work within budget. | Acquisition/disposition concept |
| Governance and Operations Committee | • Recommend amendments to bylaws, meeting procedures, consent agenda rules, committee charters, and delegation policies.<br>• Coordinate Board training on urban renewal law, TIF, conflicts, open meetings, executive sessions, and real estate procedures.<br>• Manage the Executive Director evaluation process, subject to legal requirements. | Bylaw change |

The FCURA Bylaws currently allow the Board to create standing or ad hoc committees by resolution and appoint the members, and each committee elects its own chair. Thus, the Board could create any or all of the recommended committees (except the Finance Committee, which currently exists) by Resolution. If the Board wants to delegate an "approval" authority to a committee that sits with the Board today, it will need to do so in the Resolution forming the Committee and, potentially, in FCURA's Bylaws, depending on the delegated action.

The following actions would remain with the full Board:

- Adoption or amendment of bylaws, rules of procedure, or delegation policies
- Annual budget, supplemental appropriations, and material reallocations
- Urban renewal plans, plan amendments, and substantial implementation policy
- Issuance of debt or material financing obligations
- Redevelopment agreements, tax increment sharing agreements, and major public-private agreements
- Acquisition or disposition of real property, except possibly low-dollar or previously approved implementation steps
- Eminent domain or condemnation decisions
- Settlement of material claims or litigation

3. **Add operational efficiency by empowering staff**, especially the Executive Director, to enter contracts in accordance with adopted policies of the FCURA such as:

- Professional service contracts up to a specified amount when such expenditures are budgeted, appropriated and when procurement requirements are met
- Contract amendments or change orders up to a fixed amount when the amendment doesn't materially change the scope
- Approve invoice and reimbursement requests for previously approved contracts or programs
- Approve purchase of small property interests, temporary easements, or administrative property rights below a stated dollar threshold and with counsel approval.
- For staff delegation, the Board would need to amend the Bylaws and adopt procurement policy guidelines including dollar amounts.

## NEXT STEPS

The staff, based on input from the board, will prepare the necessary changes to the FCURA bylaws for consideration via resolution at an upcoming Regular Board meeting.

## ATTACHMENTS / LINKS

1. Staff Presentation

# URA Board Structure and Efficiency Options

Sue Beck-Ferkiss

# Direction Sought

1. Does the Board have any desire to continue to evaluate and adjust the board structure?

2. Would the Board like to expand its use of committees or add subcommittees?

3. Does the Board support staff bringing forward adjustments to the bylaws to support operational efficiency adjustments that minimize the need for the Board to approve administrative actions?

# URA Structures

1. Appointed Body Board– 10 Commissioners appointed by Mayor + 3 Taxing Body Appointees
2. Governing Body Board – City Council + Taxing Body Appointees

Current structure if Governing Board. If change to Appointed Board would need a vote of residents to change back to Governing Board.

Staff recommendation: Keep current structure and explore organizational efficiencies

# Options for Organizational Efficiencies

1. Allow for Hybrid meetings – done
2. Expand Use of Committees or add sub-committees such as:
    1. Project Review Committee
    2. Finance Committee - expand scope
    3. Real Estate and Property Committee
    4. Governance and Operations Committee
3. Expand Staff Authority

# Next Steps

Implement Board direction by:

- Reviewing Bylaws and recommending amendments
- Provide the Board with options and guidelines for new or expanded committees

# Direction Sought

1. Does the Board have any desire to continue to evaluate and adjust the board structure?

2. Would the Board like to expand its use of committees or add subcommittees?

3. Does the Board support staff bringing forward adjustments to the bylaws to support operational efficiency adjustments that minimize the need for the Board to approve administrative actions?

**July 23, 2026**

# WORK SESSION AGENDA ITEM SUMMARY
Urban Renewal Authority

FORT COLLINS URA URBAN RENEWAL AUTHORITY

## STAFF

Josh Birks, Executive Director
Andy Smith, Redevelopment Manager

## SUBJECT FOR DISCUSSION

**UPDATE: 1636 Master Planning Activities**

## EXECUTIVE SUMMARY

The purpose of this item is to provide the Board with an update on the master planning activities related to the Urban Renewal Authority's property at 1636 N. College. The Urban Land Conservancy and RVi will assist staff in providing an overview of the current vision for the master plan and the physical boundaries of the planning activities. The update will provide an overview of next steps. Staff, ULC, and RVi will be seeking feedback from the board on the currently completed work, next steps, and the overall direction of the work.

## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Does the Board Support the vision: Protecting What's Unique; A Complete Community; and Reflecting Local Identity?

2. Does the Board Support the use of the identified three scales (Public Space+Plaza; URA Property; and Activated District) approach to organize uses, engagement with adjacent property owners, and orientation of community serving facilities?

3. Does the Board Support the current master planning direction of high density and mixed-use development, where community serving facilities are integrated and distributed throughout the district?

## BACKGROUND / DISCUSSION

On April 23, 2026, the Board approved a Professional Services Agreement with the Urban Land Conservancy (ULC). The Agreement enables them to function as an extension of the Fort Collins Urban Renewal Authority (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. The Neighborhood Revitalization Partner (NRP) team consists of ULC, RVi Planning (RVi), and Neenan Archistruction (Neenan) and supporting subconsultants. The NRP team and staff have met multiple times since late April.

Highlights of that work include, for a detailed summary see **Attachment #1**:

1. Defining a planning geography – the North College Super Block (Super Block) – with an emphasis on Latino and Hispanic cultural identity, a community-driven community center, mixed-use development, walkability, transit access, and displacement prevention.
2. Advance work focused on property control, infrastructure needs, transit-oriented community funding opportunities, affordable housing alignment, governance tools, and partnerships with public agencies, community organizations, and potential development partners.
3. Review of previous community visioning and engagement work.
4. Initiating inventorying potential partners in master planning, stakeholders, and channels to engage with the adjacent community.
5. Initial analysis of the size, fit, and compatibility of desired community-serving uses identified in previous engagement processes, resulting in very high-level and conceptual (bubble diagram) use layouts for the URA-owned property.

Major Outcomes include:

1. Lauch of the Super Block Place-Based Planning Tool
2. A synthesis of previous Visioning and Engagement work.
3. A draft project vision and conceptual community-serving fit and compatibility analysis (See **Attachment #2**)
4. Scheduling an optional site tour for the Board on **August 7, 2026**. The intent is to visit several comparable sites that show how community partners (e.g., non-profits, public institutions, and key stakeholders) can work collaboratively with FCURA to realize a community-driven master plan for property at 1636 N. College.

## NEXT STEPS

The team (staff and NRP consultants) will engage in the following activities next:

1. Facilitate a tour of comparable projects in Denver, Colorado – August 7, 2026.
2. Finalize a Community Engagement Strategy in coordination with Mi Voz and initiate partner, stakeholder, and community engagement.
3. Continue to advance master planning and real estate partnerships.
4. Develop an initial draft of a governance model emphasizing community leadership.

## ATTACHMENTS / LINKS

1. Neighborhood Revitalization Partner – Memo #1
2. Staff & Consultant Presentation

# NEIGHBORHOOD REVITALIZATION PARTNER

## NRP Memo #1 — Tasks 1 & 2 Status May Update 2026

North College Community Hub NCCH| Fort Collins Urban Renewal Authority

**TO:** Fort Collins Urban Renewal Authority — Josh Birks, Andy Smith, and Chad Wright

**FROM:** Aaron Miripol of ULC and Craig Russell of RVi on behalf of the NRP Team

**DATE:** June 17, 2026

**RE:** Neighborhood Revitalization Partner — NRP Memo #1: Tasks 1 & 2 Status Update

This memo serves as the first formal update to the Fort Collins Urban Renewal Authority (FCURA) from the Neighborhood Revitalization Partner (NRP) team — Urban Land Conservancy (ULC), RVi Planning (RVi), and Neenan Archistruction (Neenan). It summarizes activities and progress from late April through May 2026, with a focus on Work Order Task 1: Project Initiation & Strategic Workshop and Task 2: Project Objectives and Concepts

The memo documents five key meetings over the last month: April 29, May 8, May 15, May 18 and May 22, and highlights areas of alignment and items that require the team's attention before Task 2 work is finalized.

### Work Effort Synopsis: What's Been Done?

- Five major meetings advanced the project, including the April 29 CU Capstone review, May 8 kickoff workshop, May 15 vision session, May 18 real estate strategy session, and May 22 place-based planning meeting.
- The team aligned around the North College Super Block (defined below) as the shared planning geography, with emphasis on Latino and Hispanic cultural identity, a community-driven community center, mixed-use development, walkability, transit access, and displacement prevention.
- Key implementation work focused on property control, infrastructure needs, TOC funding opportunities, affordable housing alignment, governance tools, and partnerships with public agencies, community organizations, and potential development partners.
- Major outcomes include the launch of the Super Block Place-Based Planning Tool, confirmation of next-step priorities, continued refinement of the project charter and engagement plan, and preparation for upcoming work on comparable site examples, transit coordination, site planning, governance, and the Denver site tour.
- The planning process also identified several issues needing near-term resolution, including whether the Draft Vision will serve as the Project Charter, how governance will be structured, and how affordable housing needs might be addressed.
- Real estate strategy advanced in parallel with visioning, with priority parcels identified for acquisition, partnership, monitoring, or future coordination.
- Upcoming work will focus on refining the Vision and Land Use Framework, preparing comparable project profiles, coordinating transit and TOC funding discussions, reviewing property control strategies, and continuing Denver site tour planning for July or early August.

## RECOMMENDED NEXT STEPS: Where Are We Headed?

- **RVi + Full Team:** Confirm whether the Draft Vision document serves as the Project Charter, or whether a separate Charter document is needed.
- **ULC + RVi:** Prepare brief profiles of Fruitvale Village, 48th & Race, and Mile High Vista for use in stakeholder presentations and community engagement materials.
- **Full Team:** Return to governance as a focused agenda item in an upcoming session, building on the May 18 property control and stewardship discussions.
- **RVi + ULC:** Identify affordable housing stakeholders — including Housing Catalyst, CARE Housing, and Elevation Community Land Trust (ECLT) — for inclusion in the Task 2 engagement process.
- **ULC:** Schedule meeting with Josh Birks to review property control strategies and options for moving forward.
- **FCURA:** Coordinate meeting with Ryan Mounce (COFC) on transit center planning; reach out to Drew and Melina from Transfort; schedule Larimer County contact outreach.
- **ULC:** Continue coordinating Denver site tour for July – early August.
- **Full Team:** Develop project program and site land use diagram options with complementary example imagery
- **RVi:** Develop a highly graphic Vision and 'branding lite' package to communicate project intent to stakeholders – three options for project naming – use for selection via engagement

## SUMMARY OF MEETINGS TO DATE

### April 29, 2026 — Meet at URA's office to review CU Capstone Design projects for North College

URA staff convened a meeting with ULC and RVi staff to present the CU Capstone student design concepts for the North College Super Block. Key outcomes:

- Reviewed student concepts exploring the site's potential as a multi-use district anchor, with particular attention to transit connections, community gathering space, and the Latino/Hispanic cultural character of the neighborhood.
- Confirmed the three geographic layers of analysis that will organize the NRP's master planning scope: (1) Super Block, (2) Multi-Property Partnership, and (3) URA-Owned Property.
- Established the North College Max BRT outcomes as a key input to the Super Block analysis.
- Introduced the project team to the opportunity represented by the North College corridor and aligned on the importance of centering cultural identity, walkability, and community-serving uses in the eventual vision.

### May 8, 2026 — Kickoff Workshop (In-Person at North College and RVi's Office)

The full NRP team and FCURA/City of Fort Collins staff convened for a four-hour Kickoff Workshop at RVi's office at 506 S. College Ave. Attendees included Josh Birks, Andy Smith, Chris Schaefer, Clay Frickey, and Ryan Mounce from the City/URA, and Aaron Miripol, Anna Mercurio, Nate Budd, David Kurtz, Craig Russell, Shelley LaMastra, and Will Wagenlander from the consultant team. The workshop opened with a site tour of the North College Super Block, followed by structured working sessions on project geography, vision and goals, community center programming, real estate, infrastructure, and funding. Key outcomes are summarized below.

- **Project Area and URA Land Position:** The Super Block was confirmed as the project's shared geographic frame: bounded by N. College Avenue, Willox Lane, Blue Spruce Drive, and Bristlecone Drive. FCURA currently controls two sites totaling 5.41 acres of immediately actionable land — 1636 N. College Ave (4.68 acres, the former Albertsons site) and 1513 N. College Ave (0.73 acres, cleared in March 2026). Beyond URA-owned land, the Super Block contains approximately seven additional vacant or underutilized parcels totaling 11+ acres, including three privately owned parcels along Bristlecone Drive (~2.29 acres each) and four contiguous Larimer County-owned parcels on Blue Spruce Drive.

- **URA Board Priorities:** The URA Board's immediate priorities for the project, in rank order, are: (1) a community-driven community center; (2) mixed-use development; and (3) a 15-minute village / complete community with displacement prevention. Longer-term expectations include leveraging URA property to catalyze transformation of the larger corridor, creating legacy revenue streams that outlive TIF, and establishing meaningful opportunities for community and civic partnership. The Board was clear: community-driven process is non-negotiable.
- **Guiding Questions Established:** The workshop surfaced twelve questions that will guide the planning process. Among the most important: How can redevelopment build on — rather than displace — the block's existing community assets? What does a community center mean for this specific Latino and Indigenous community? How can the URA catalyze future revenue streams and define community governance? How can the master plan incorporate affordable and attainable housing as a means to achieving larger community goals — not as a standalone objective? And how can a potential transit/mobility hub be integrated to drive activity and serve transit-dependent residents?
- **Existing Conditions and Displacement Risk:** Four mobile-home parks operating within or adjacent to the corridor preserve 600+ units of naturally occurring affordable housing — including Hickory Village (~204 sites), Poudre Valley MHP (~344 units), Highland Manor (55+), and a senior MHP at 1601 N. College. Displacement risk at these properties is a standing planning consideration. The Bristlecone Drive edge of the Super Block hosts a cluster of health and behavioral health providers — Health District of Northern Larimer County, SummitStone Health Partners, and Salud Family Health — that are natural program partners. The Conifer/Hickory corridor also hosts Murphy Center for Hope, Food Bank for Larimer County, and La Familia.
- **Community Center Programming Direction:** The community center should be flexible and culturally specific — not a generic facility. Program elements discussed include a mercado and small flexible spaces for small business, a commissary kitchen, futsal, and early childhood education. The Plaza Unidos interim use was cited as an existing cultural expression that needs to be a part of the permanent plan for the site. The Institute for the Built Environment's (IBE) public engagement process was seen as a useful starting point, but the group agreed that deeper and more targeted engagement with the Latino community is needed.
- **Infrastructure and Utilities:** Three infrastructure items require early attention. First, a Greeley water main easement must be maintained through the site but can potentially be leveraged as an internal connection opportunity. Second, completing the 30-inch stormwater pipe from the current interim detention area would unlock additional developable land. Third, the team discussed how the Super Block can be better connected for all modes and how a potential BRT end-of-line station or mobility hub could be integrated to leverage transit and serve residents.
- **Funding Landscape:** FCURA has invested approximately $8M in the master site (including ~$6.75M for the Albertsons parcel with approximately $6M remaining available in the North College URA. The team's ambition is to achieve 20x leverage — approximately $160M in total redevelopment value from the public land investment. TIF revenues are set to expire in 2030 but can continue under a Planned Area designation. Key funding sources to pursue include LIHTC, the State of Colorado's Transit Oriented Communities (TOC) program (which requires 40 units/acre and warrants early engagement with Eugene Howard at the State), CDOT and transit funding, and private development partners. The community center's long-term operating cost coverage must be addressed as part of the program design — legacy revenue structures, ground leases, and endowment strategies should all be on the table.
- **Workshop Outcomes:** The Kickoff Workshop produced strong alignment on the project's geographic scope, the three-scale planning framework (Community Center / Urban Renewal Area / Super Block), and a shared cultural vision centered on the Hispanic/Latino community, a walkable 15-minute neighborhood, and a community focal point on the URA-owned site. A preliminary draft Vision Statement was introduced. CU Capstone student concepts were identified as useful inputs to the master planning process, not final product. La Familia's interest in the ELIC Building (36,000 SF at approximately $5M) was noted as a real estate opportunity worth pursuing under a long-term ground lease or similar structure.

### May 15, 2026 — Virtual Project Meeting (Vision & Theming)

The full team reconvened virtually to review and refine the draft Vision, Objectives, and Goals, and to discuss community center programming. Key discussion points:

- URA emphasized the importance of centering the Spanish-speaking community in all engagement processes, and raised concern that they not be drowned out in the public process.
- The team reviewed six draft project objectives: (1) Community Driven Leadership, (2) Complete, 15-Minute Neighborhood, (3) Community Economic Opportunity and Stability, (4) District Long-Term Resilience, (5) Partnerships and Shared Investments, and (6) Implementation and Feasibility.
- Community center programming was introduced based on a Preliminary Program document, covering revenue anchors (event space, commercial kitchen, mercado/retail), small multipurpose rooms, fitness/movement space, maker space, and outdoor gathering areas — totaling approximately 15,200 SF of indoor space plus 5,000 SF of common areas.
- The team introduced the “Lego board” framework — a place-based planning tool to test land uses, phasing alternatives, and community program elements against the site geography before committing to a master plan configuration.
- Aaron Miripol raised a concern that the IBE community engagement report contains no affordable housing organizations, developers, or policy advocates — suggesting the engagement process is not yet capturing a complete picture of community need.

### May 18, 2026 — Place-Based Real Estate Strategy Session (Virtual) URA, ULC and Neenan

A focused real estate and development strategy session was held to test the foundational conditions that will shape the community-defined district. The session was organized around four cornerstones:

- **Define the Place:** Establishing the geography of URA ownership, potential optioned or partnered parcels, and infrastructure constraints.
- **Protect the Purpose:** Ensuring early decisions preserve room for the community-defined district heart to emerge, rather than narrowing options prematurely.
- **Define the Deal:** Articulating the set of commitments and public returns that makes public investment worth making — including affordable housing, anti-displacement provisions, and community-serving uses.
- **Define the Durability:** Identifying stewardship tools (ground leases, covenants, deed restrictions) and governance structures that can sustain mission and community authority over time.

Attendees: Josh Birks and Andy Smith (FCURA); Aaron Miripol and Nate Budd (ULC/Neenan).

The session was organized around several; guiding questions: What must the URA define, influence, unlock, and protect now so the community-defined district heart can actually happen? The team was aligned that the goal was not to finalize a master plan or program, but to identify the structural screens to test next. Individual parcels reviewed included Parcels 16, 17, 18, 24, and 25, with discussion of ownership positions, acquisition strategies, and partnership interest from Salud and La Familia. The team agreed that property control strategy must advance in parallel with the planning and visioning process. ULC to follow-up with URA to review property control strategies and options for moving forward. The team reaffirmed that property control decisions must advance in parallel with — not after — the planning and visioning process.

### May 22, 2026 — In person meeting at RVi

The May 22 meeting advanced the place-based planning framework and real estate strategy. Key outcomes:

- The Super Block Tool was introduced as a shared, password-protected online platform for the team to add and test potential land uses against the project geography. This is a breakthrough for the project — the tool provides a coordinated, visual framework for aligning what needs to happen on the Super Block across all three geographic layers.
- Action items were assigned to define the project area boundaries: College Ave, Blue Spruce, Willox, and Bristlecone.

- The Plaza at Fruitvale Village (Oakland) was introduced as a Transit Hub/Community Center case study — a 3.4-acre mixed-use project integrating a pedestrian plaza, a Latino-centric public market (Mercadito), a health clinic, affordable housing, and community organizational headquarters.
- Eugene Howard at the State of Colorado is confirmed to join the team on June 5 to discuss the Transit Oriented Communities (TOC) program and funding opportunities.
- The team confirmed that Route 8 headways are increasing this fall, with a proposed stop re-routed through the URA property — creating momentum for a formal transit hub planning process with Transfort and COFC.
- The Denver site tour (Task 5) is being coordinated by Diana at ULC with URA, targeting July or early August.

### PROJECT BREAKTHROUGH: The Super Block Place-Based Planning Tool

A key achievement of the May meetings is the introduction of the Super Block Tool — a shared, web-based, place-based mapping platform that allows the full team to visualize the Super Block geography, layer in potential land uses, test phasing scenarios, and coordinate property control strategy. This tool is the foundation for developing alternatives and engaging the community with clear, testable concepts rather than abstract goals. All team members are asked to review the current use programming section and add comments.

## TASK 1 & 2 STATUS SUMMARY

| Work Order Task / Deliverable | Status | Notes / Next Steps |
|---|---|---|
| Vision, Goals & Objectives (Tasks 1 & 2) | **In Progress** | Draft objectives reviewed 5/15. Refinement continues; team feedback due before next PM meeting. |
| Geographic Scope Definition (Tasks 1 & 2) | **In Progress** | Boundary definition (College, Blue Spruce, Willox, Bristlecone) assigned to RVi. Super Block Tool provides working framework. |
| Formal Strategic Workshop (Task 1) | **On Track** | Completed May 8. Some agenda items (governance scoping) were not fully addressed and carry forward. |
| Project Charter (Task 1) | **In Progress** | Draft Vision document addresses much of the Charter content. Team to confirm if separate Charter needed. |
| Real-Life Comparable Site Examples (Task 1) | **In Progress** | Fruitvale Village (Oakland) introduced as primary national model. ULC's 48th & Race and Mile High Vista to be profiled. |
| Governance Framework Scoping (Tasks 1 → 3) | **In Progress** | Initial discussion at May 18 meeting on ground leases, master association, and property priorities. To return as focused agenda item. |
| Affordable Housing Alignment (Task 2) | **In Progress** | Draft Vision Objective 2 names housing in the complete neighborhood frame. IBE engagement sessions did not include affordable housing stakeholders; recommend adding for Task 2. |

| | | |
|---|---|---|
| Community Engagement Plan (Task 2) | **In Progress** | RVi leading. Draft plan to be presented at next PM meeting. |
| Denver Site Tour (Task 5) | **On Track** | Diana (ULC) coordinating with URA. Target July – early August. |
| TOC Funding Meeting (Support) | **On Track** | |

## ITEMS TO ADVANCE IN UPCOMING MEETINGS

### 1. Project Charter

A Project Charter remains a primary deliverable for Task 1. While the May 12 Draft Vision — with its Vision Statement, six Objectives, and Planning Principles — addresses much of the foundational content a Charter would encompass, the team should confirm whether a separate Charter document is needed or whether the Vision document, once refined, will serve that function. RVi to bring a recommendation to the next meeting.

### 2. Real-Life Comparable Sites: Fruitvale Village and ULC communities

Task 1 calls for real-life examples of comparable sites as a grounding tool for the team and for future community engagement. The Plaza at Fruitvale Village in Oakland, CA is the most directly relevant national example and deserves careful study as we advance the vision for the North College Community Hub. Fruitvale Village was developed by the Unity Council, a Latino-led community development organization, in partnership with BART and the City of Oakland. At roughly 3.4 acres, it transformed an underutilized surface parking lot adjacent to a BART station into a pedestrian-first mixed-use district organized around a traditional Latin American zócalo. The ground-floor Mercadito and health clinic are anchored by affordable housing above, with community organizational offices integrated throughout. The project is widely regarded as a national model for transit-oriented, culturally grounded, community-wealth-building development — precisely the combination of values the North College Community Hub is working toward. Its emphasis on a Latino/Hispanic community identity expressed through architecture, public space, and local market uses makes it an especially relevant reference for the North College corridor.

Closer to home, ULC's own Mile High Vista and 48th & Race projects in Denver are the most directly applicable examples of  mixed-use, community-centered redevelopment ULC brings to this engagement. Both projects involved complex land assembly, phased development, community-serving uses, and affordable housing integration on sites with similar scale and community demographics.

### 3. Governance Framework

The May 18 Development Strategy meeting included productive early discussion on governance, particularly around ground leases, master association structures, and the range of stewardship tools — covenants, deed restrictions, and long-term ownership models — that could protect community benefit over time. Much of that session focused appropriately on the near-term question of property control: understanding the disposition of individual parcels in the Super Block, identifying high-priority acquisition targets, and evaluating which property owners are ready to engage.  As the property picture becomes clearer, governance scoping will become increasingly important — particularly around who holds mission authority over the district long-term and what structures can sustain community benefit beyond the TIF horizon. The team should plan to return to governance as a focused agenda item in an upcoming session, building on the Four Cornerstones framework introduced at the May 18 meeting.

### 4. Affordable Housing: Ensuring a Complete Community Picture

The Draft Vision's Objective 2 — a Complete, 15-Minute Neighborhood — explicitly names housing as a core component of the mixed-use district, and the vision's broader framing around displacement protection and long-term community stability creates a strong foundation for affordable housing to be woven into the program. The team is encouraged by this framing and sees it as an important thread to carry forward into Task 2.

One area worth flagging is that the six neighborhood engagement sessions conducted by IBE, while comprehensive in many respects, did not include affordable housing organizations, developers, or policy advocates among the participating stakeholders. Given the documented depth of housing need in Fort Collins — only 3–4% of the city's housing stock is formally deed-restricted; 58% of renters are cost-burdened; the average wait for a Section 8 voucher is 23 months; and Fort Collins needs an estimated 4,000–5,000 additional restricted units just to reach its own 10% affordability goal by 2040 — affordable housing voices should be part of the engagement process as it continues.

The North College corridor, with the North College Mobile Home Community directly adjacent to the project area, is home to some of the most housing-cost-vulnerable residents in Fort Collins. ULC and RVi recommend that the Task 2 engagement plan identify affordable housing stakeholders — Housing Catalyst, CARE Housing, ECLT, and others — for inclusion in upcoming sessions. This is not about changing the vision, but about ensuring the engagement process reflects the full spectrum of community need as the program develops.

Please reach out with any questions, additions, or corrections. Thank you.