July 23, 2026

WORK SESSION AGENDA ITEM SUMMARY

Urban Renewal Authority

STAFF

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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. • Review nonbinding term sheets • 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. • Screen budget changes before full Board action • Approve budget transfers up to a stated threshold • 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. • Recommend purchase price ranges, disposition criteria, development conditions, and closing contingencies. • 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. • Coordinate Board training on urban renewal law, TIF, conflicts, open meetings, executive sessions, and real estate procedures. • 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