

QUALIFICATIONS



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-displacement.
- + 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



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's ground 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 integrate 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

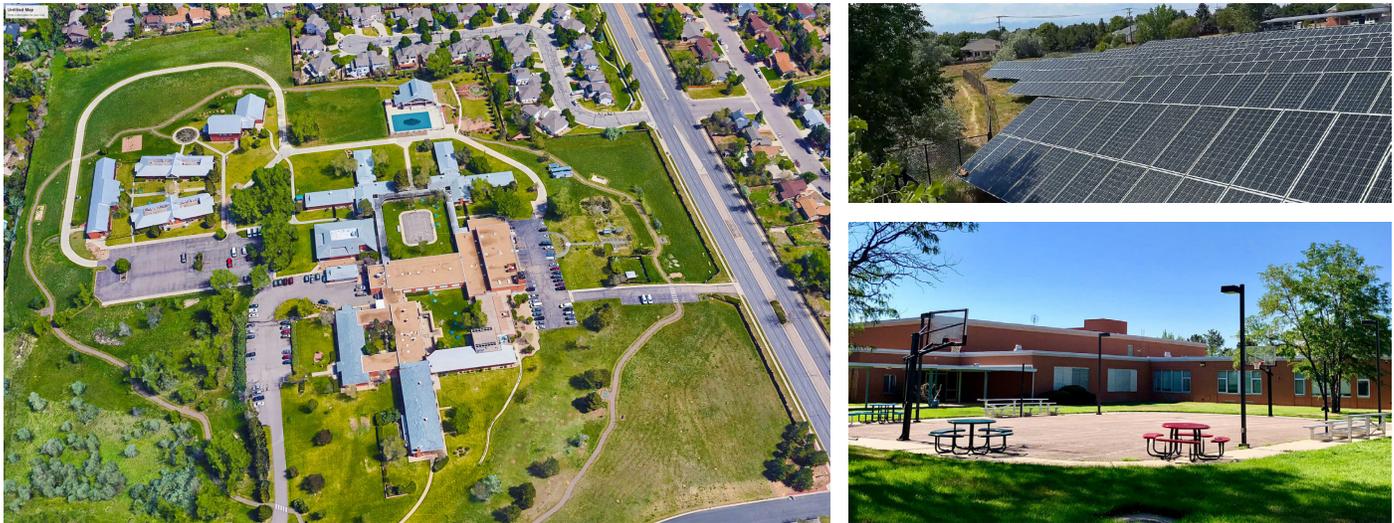
Cole Train is a future affordable-housing development planned for a vacant portion of the Tramway Nonprofit Center block. ULC and its development partner plan to redevelop this vacant portion of the site to create affordable homes in response to expressed community needs, adjacent to the Tramway Nonprofit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

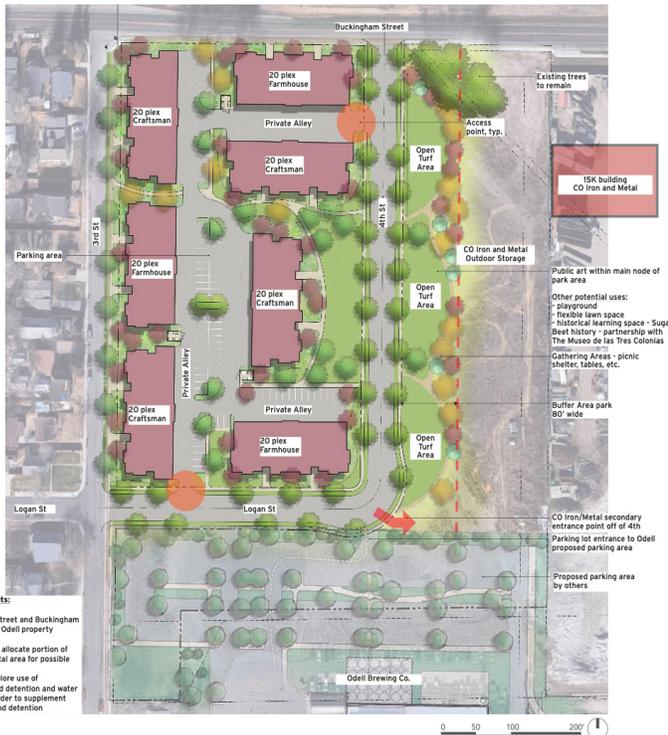
RVI provided Land Planning and Entitlement services for the Oxbow Property in Fort Collins, CO, along the the Poudre River near Downtown. The project will provide attainable and workforce housing through various funding mechanisms, and create a strong sense of community while addressing floodplain and 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.

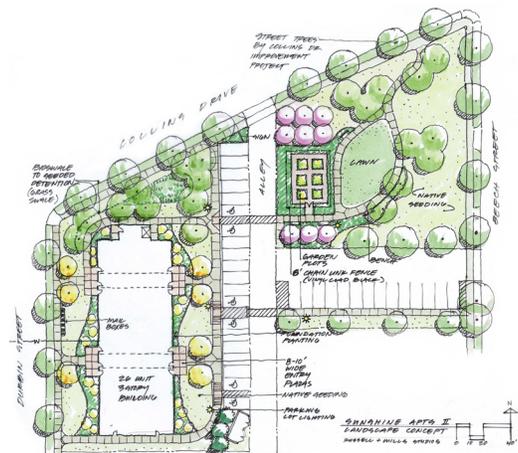
REPRESENTATIVE PROJECTS



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

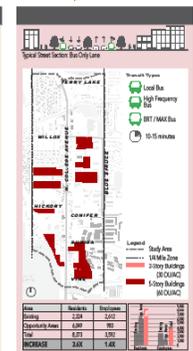
RVi led the site planning and design efforts with Grimshaw Investments on Sunshine I and II affordable multi-family housing projects in Casper, WY. These projects have been designed to LEED Gold standards and represent the first quality multi-family affordable housing projects in the state. Site planning 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, curbsless 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 COMMUNITY 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

12' x 12' tent area for farmers markets or art shows

4' wide Pedestrian opening, typ.

Vacant Albertsons Building

Bike parking

Beatspace Fitness

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.



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.

