

September 25, 2025

# *1636 Redevelopment* *Strategy Update & Next Steps*



- Provide an update on the strategy for redevelopment
- Answer questions and receive guidance
- ***No direct board action required tonight***

## Land Use Study

- *Public: zoning, entitlement, 15-Minute City*
- *Private: CC&R's, infrastructure*

## Good Neighbor/Property Management

- *Site security and building maintenance*

## Blight Prevention Tactics

### Physical Improvements

- *Gathering Place*
- *Process*
- *Design - Art*
- *Budget*

### Programming

- *Temp Events - Music*
- *Recurring Events - Food*





## Current: Engagement

- ✓ **Neighbors: Owners' Association**
- ✓ **Community Groups & Partners**
- ✓ **Individual 1:1 Discussions**
- ✓ **City and URA Open House: Oct 9**





## **Capital Stack Workshop:**

How to fund and finance  
affordable housing and  
community spaces (NMTC)

## **Design:**

CU-Boulder studio

# Learning/Changing: Affordable Housing Funding

## LIHTC pipeline and Housing Catalyst

- Tax abatement
- PAB

## Current Market

- Timing
- Locations

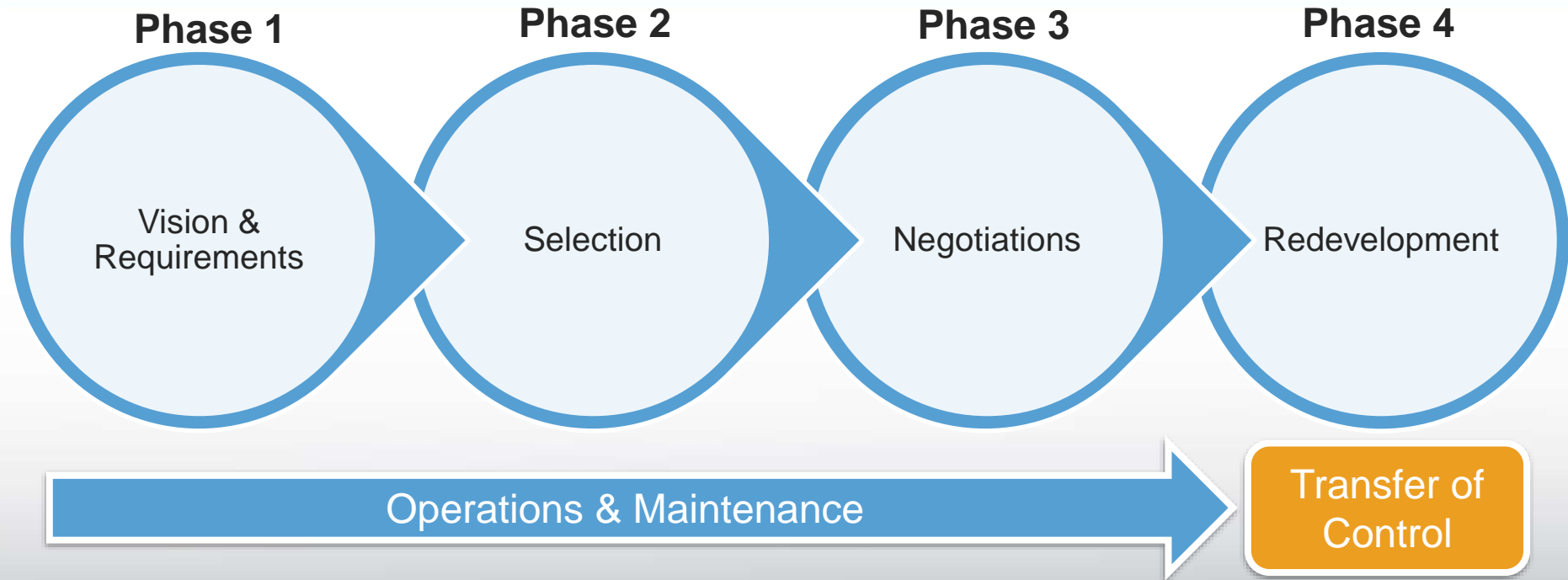


## Potential Property +





## Original: Proposed Process



# Original: Anticipated Roles & Responsibilities

## Developer

- Entitlements
- Demolition & Site Prep.
- Infrastructure (Utilities, etc.)
- Development Review
- Construction Financing
- Construction
- Ongoing Operations & Maintenance

## Authority

- Support through City Process
- O&M of Site until transfer
- Review of Project Progress
- Ensure Performance Accountability
- Support Owners Association Engagement
- Engage Stakeholders

## Stated Board Objectives

- Ensure the Authority remains focused on its core mission and 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.

***As shared at board meetings and in 1:1 meetings.***

## Proposed Adjustments

- Retain property ownership through a long-term ground lease.
- Delegate planning and development to a strong community-based governance model.
- Leases our property in phases.
- Define and secure community objectives through agreements and ground lease terms.



## Why Retain Ownership?

1. Allows the support of affordability by offering the property in a manner that does not require financing.
2. Delivers on the Authority's responsibility - remediate blight and prevent the spread - now and into the future.
3. Maintains control over the course of the project without needing direct Board involvement.
4. Simplifies recovery of the property if a partner/developer is unable to deliver on the redevelopment.

***Also creates a possibility of “legacy” revenue.***

## Why Delegate?

- Defines a clear scope and role for community leadership with direct influence over the future of the site.
- Creates a single entity (*Joint Association*) responsible for delivering on redevelopment outcomes – across all partners.
- Allows the Authority to retain final approval of its property use – through ground lease terms.
- Allows for participating partners to have direct representation in decisions impacting their properties.

***Exact governance structure needs refinement.***

## Why Phases?

- Keeps the Authority engaged through the long-term life of the property.
- Enables flexibility and responsiveness to changing conditions.
- Supports responsiveness to community and market conditions.
- Allows for development to proceed in manageable amounts vs. all at once.

***Retains property to meet emerging needs and paces investment.***

## Fort Collins Urban Renewal Authority

### Joint Association

**General  
Manager**

**Association Board**

#### **Partners:**

- **Community:** At-large members, key organizations, etc.
- **Public Entities:** County, Library District, Front Range Community College, etc.
- **Non-profit Partners:** Vista Coalition, Service Providers, etc.
- **Property Owners:** Owners Association, Adjacent, etc.



# Roles & Responsibilities

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

***Initial Draft – NOT FINAL***

# Decision Authority

| Decision Area                        | Decision Maker                        | Authority Role      |
|--------------------------------------|---------------------------------------|---------------------|
| Land ownership & disposition         | Authority Board                       | Final approval      |
| Ground lease terms                   | Authority Staff + Joint Association   | Final approval      |
| Master plan, phasing, infrastructure | Joint Association                     | Ratification only   |
| Vertical development approvals       | Joint Association                     | No direct role      |
| Affordability standards, stewardship | Joint Association + Specific Partners | Oversight via lease |
| Community benefits                   | Joint Association                     | Oversight via lease |

***Initial Draft – NOT FINAL***

## Revised Timeline

| Pathway                 | Now                           | Q4                               | Q1                                  | Q2                               | Q3                             | Q4             |
|-------------------------|-------------------------------|----------------------------------|-------------------------------------|----------------------------------|--------------------------------|----------------|
| Year                    | 2025                          |                                  | 2026                                |                                  |                                |                |
| Tactical Urbanism       | Site Design                   | Initial Event                    | On-going events                     |                                  |                                |                |
| Governance Model        | Board Direction               | GM RFQ & Selection               | Governance Model & Convene          | Master Plan Community Engagement | Initiate Initial Phase(s)      |                |
| Redevelopment Plan      | Land Use Constraints Analysis | CC&Rs; Entitlement Path Analysis | Initiate Master Plan & Entitlements | Infrastructure & Phasing Design  | Approve & Finalize Master Plan |                |
| Phase 1 – Development * | Engaging Interested Parties   | Selection                        | Pursue Entitlements                 | Identify Phase 1 Site            | Submit for LIHTC Funding       | Ongoing Design |

*\*Optional: Depending on board guidance. Could consider a partnership structure rather than a RFQ selection.*

1. Finalize Tactical Urbanism Design. Install supporting improvements (Q4-25)
2. Draft and issue RFQ for Joint Association General Manager (Q4-25)
3. Complete the Land Use Constraints Analysis. Identify and guide the entitlement pathway (Q4-25)
4. Engage with Vista Coalition regarding potential Phase 1 development (*ongoing*)
5. Engage with other partner regarding Joint Association structure (*Now thru Q1-26*)

***Subject to change based on Board input.***



# Questions?