

PURSUANT TO A MASTER AGREEMENT BETWEEN
THE FORT COLLINS URBAN RENEWAL AUTHORITY
AND
URBAN LAND CONSERVANCY

WORK ORDER NUMBER: 1
PROJECT TITLE: Initiate Neighborhood Revitalization – N. College
ORIGINAL BID/RFP NUMBER & NAME: 10253 Neighborhood Revitalization Partner
MASTER AGREEMENT EFFECTIVE DATE: May 1, 2026
SUBCONSULTANT: RVI Planning & Landscape Architecture
WORK ORDER COMMENCEMENT DATE: May 1, 2026
WORK ORDER COMPLETION DATE: December 31, 2026
MAXIMUM FEE (time and reimbursable direct costs): \$150,000
PROJECT DESCRIPTION/SCOPE OF SERVICES: See attached Exhibit A – Scope of Work and Exhibit B - Schedule.

PROFESSIONAL agrees to perform the Service(s) identified above and on the attached forms in accordance with and subject to the terms and conditions contained herein and in the Master Agreement (AGREEMENT) between the parties. This Work Order is incorporated into the AGREEMENT, and the AGREEMENT and all prior amendments or other modifications to the AGREEMENT, if any, remain in full force and effect. In the event of a conflict between or ambiguity in the terms of the AGREEMENT and this Work Order (including the attached forms) the AGREEMENT as set forth in the Order of Precedence section of the AGREEMENT shall control.

Pricing stated on this Work Order shall be consistent with the pricing in the AGREEMENT or subsequent renewals as of the Work Order commencement date and will be held firm through completion of this Work Order.

The attached forms consisting of six (6) pages are hereby accepted and incorporated herein and Notice to Proceed is hereby given after all parties have signed this document.

PROFESSIONAL: _____
Aaron Miripol, President & CEO

Date: _____

ACCEPTANCE: _____
Josh Birks, Acting Executive Director

Date: _____

EXHIBIT A SCOPE OF SERVICES

Overview & Context

The FCURA's 2025 acquisition of the former Albertsons supermarket at 1636 North College Avenue – a 4.68 parcel with a 50,000 square foot building – represents a once-in-a-generation opportunity to reshape the North College corridor. The site is at the heart of an area that has long been underserved relative to Fort Collins' overall growth: challenged by auto-oriented development, aging infrastructure, limited walkable amenities, and insufficient neighborhood-serving amenities and retail.

ULC was selected as the FCURA's Neighbor Revitalization Partner (NRP) through a competitive process, in large part because of their deep, demonstrated experience in master site development and the strategic use of ground leases to protect long-term community investment. ULC's approach to equitable development — keeping land in community ownership while enabling vibrant, mixed-use neighborhoods — is core to the model FCURA envisions for this corridor.

The objective of this Work Order is to ensure alignment between ULC, and subconsultants as the FCURA's NRP, and FCURA staff regarding the scope, objectives, and conceptual vision for the revitalization opportunity represented by 1636 N. College ("Project") and establish necessary project parameters required to efficiently transition to Phase 2 work. This will be the first work order of many. It is the intent of the FCURA staff that this work order delivers the scope of services and schedule for Work Order 2, which will include master planning the 1636 Revitalization and Phase 1 of development.

Task 1 - Project Initiation & Strategic Workshop

RVi will develop an agenda and facilitate a strategic workshop including ULC, selected subconsultants, FCURA staff, and key City of Fort Collins staff from the Planning & Development Services department. This strategic workshop will not include FCURA leadership, community members, or potential partners in a multi-property redevelopment.

The purpose of the workshop will be to ensure that all parties are aligned regarding the redevelopment project concept, objectives, and extent, specifically resolving the geographic focus of the redevelopment to include:

- FCURA owned property,
- Adjacent property agreeing to partner with FCURA (aka the "multi-property redevelopment initiative"), and
- Other adjacent area or property as necessary to encompass necessary connections, infrastructure, and other plan impacts.

The workshop will deliver an overarching conceptual scope for the work of the Neighborhood Revitalization Partner, define roles and responsibilities of the parties involved, and establish work phasing, including:

- **Project Visioning** as it relates to the geographic areas of focus and a broad suite of potential land uses
- **Governance** as it relates to (a) the ground lease structures for FCURA owned property that embed long-term affordability covenants, (b) long term community involvement, and (c) a framework to oversee the multi-property redevelopment initiative.
- **Development Advisory Services** as it relates to the initial phase of development on the FCURA owned property and partnering structures, as needed, related to multi-property redevelopment

initiative.

- **Conditions Precedent to Phase 1 of Development** such as completion of a PUD or Overall Development Plan (ODP) encompassing phases, subdivisions, and a vision for the broader multi-property redevelopment opportunity.

Deliverable: A strategic workshop, likely one day in length with advance homework; project charter.

Preliminary versions of the following:

- Provide real life examples of how a similar size site can have multiple uses and phases.
- Plans showing geographic areas of focus
- Potential Land Uses/Program
- Project Vision, Goals, Objectives and Principles and Directives

Task 2 – Project Objectives & Concept

The conceptual scope of work outlined in Task 1 will be translated into a clear set of redevelopment objectives (such as, delivering on the promise of a community center, affordable housing, “15-minute village”, sustainability objectives, walkability, connectivity to the neighborhood, role of civic uses and public spaces, and cultural vibrancy and authenticity). The objectives will help to define the conceptual vision for the redevelopment project to be further refined through a community-informed visioning process (subject of *Work Order 2*).

The intent of this task is to create a clear set of objectives and high-level concept to use as a guidepost throughout the rest of the redevelopment process. This will be essential to keeping FCURA and ULC aligned throughout the coming years.

Deliverable: Redevelopment Project Guidance Report: *Project Objectives & Concepts*

- Plans showing geographic areas of focus of the Master Site
- Broad Land Use Framework Analysis – available infrastructure, circulation, emergency access
- Diagrammatic Conceptual Plan
- Supporting Imagery expressing project intent and goals of a multi-phase development
- Refined Potential Land Uses/Program
- Project Vision, Goals, Objectives and Principles and Directives
- Preliminary Feasibility Analysis

Task 3 – Redevelopment Coalition Governance Framework Concept

Develop a governance framework concept to oversee the multi-property redevelopment initiative, including roles and responsibilities for ULC, FCURA, community members, and existing and future development partners. Review examples and models from similar efforts in other communities, and highlight potential risks, rewards, costs, and benefits that would likely be experienced if applied to the Project. Ensure that the framework provides a collaborative structure to give a meaningful and authentic voice to neighborhood residents and small business owners.

The framework concept will serve as a basis for engaging FCURA leadership, the community, redevelopment partners, and community partners in the master planning process. During the master

planning process, the concept will be tested and refined before becoming codified with governance documents.

Deliverable: Redevelopment Coalition Conceptual Framework; Key partnerships defined & codified

- Ground Lease Parameters and Objectives
- Ground Lease governing and enforcement mechanisms
- Use of the Ground Lease(s) for multiple phases of Master Site development

Task 4 – Development Advisory Services

The formation and delivery of the Project have a core tension that is beneficial and welcome – maximizing momentum, seizing prudent opportunities, planning for an enduring legacy; all while balancing against uncertain opportunities. This tension is often at the center of many redevelopment projects. The FCURA board has made it clear that the community center is a key and urgent focus of redevelopment based on community input. Therefore, it should be part of the initial phase of redevelopment.

The Professional will provide two different layers of development services in this first Work Order, including:

- Advising the FCURA board and staff on developing partnership agreements to solidify a multi-property coalition. This effort will attempt to resolve the uncertainty around a broader redevelopment project centered on the FCURA owned property.
- Support the solicitation of partners to deliver on the community center, and any necessary associated development, as the first phase of the redevelopment project. This effort will seek to maintain momentum.

The path to a community center will require creativity and innovation. As a result, the Professional will be exploring a variety of approaches to quickly delivering the community center. This exploration will move as swiftly as possible based on evaluation criteria developed by the Professional in consultation with FCURA. The options to be evaluated will include but are not limited to:

- Development of a portion of FCURA owned property as a standalone community center.
- Development of a portion of FCURA owned property as a mixed-use development to support the financial burden of constructing a community center.
- Adaptive reuse of other buildings within the redevelopment area A coalition of non-profit organizations and community partners (aka the Vista Coalition) have already begun work on a concept to deliver on the FCURA board's key focus: the community center. The Professional will help to coordinate discussions with this group regarding their progress and how they might support the options outlined above.

Deliverable: Key coalition partnership agreements executed; Potential partnership agreement with Vista Coalition executed (*depending on result of engagement and community center option analysis*)

Task 5 – Denver Site Visit

The Denver Site Tour will be scheduled within the first 90 days of contract execution. This is not a supplemental activity — it is a foundational step in aligning the FCURA Board and leadership around what equitable master site development looks like in practice.

Purpose	Who Should Attend	Timing
Build Board understanding of ground leases and equitable master development through firsthand experience of both ULC projects and suitable non-ULC projects.	FCURA Board members and staff, key City staff, RVi, with ULC as the lead.	Months 2–3 (<i>within 90 days of contract signing</i>) — before major governance decisions are finalized

Proposed Tour Sites in Denver

The Professional will curate and plan a full-day tour showcasing multiple projects that demonstrate different aspects of the Fort Collins vision. Illustrative sites include:

- Master-planned mixed-use sites where ULC ground leases have protected commercial affordability long-term for locally owned small businesses
- Innovative projects (both ULC and non-ULC) that celebrate Hispanic/Latino cultural heritage while preventing or remediating neighborhood blight and stimulating private investment nearby
- Affordable housing developments layered on community land trust and ground lease structures
- Transit-oriented sites with pedestrian-scale design in formerly auto-oriented corridors
- Community spaces, arts facilities, and neighborhood-serving amenities developed under equitable development frameworks

The Professional will prepare a pre-tour briefing document and facilitate a post-tour debrief session, translating lessons from Denver directly into recommendations for governance design.

Deliverable: Tour debrief report

EXHIBIT B SCHEDULE

Schedule Overview by Task

The following timeline reflects the Professional’s commitment to completing Work Order 1 within nine (9) months of contract execution. The Denver Site Tour is intentionally anchored in Months 2-3 to inform all subsequent governance and planning work.

Figure 1 - Work Order Schedule Overview

Task	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Task 1: Project Initiation & Strategic Workshop	-	X	-	-	-	-	-	-	-
Task 2: Project Objectives & Concept	-	X	X	X	-	-	-	-	-
Task 3: Redevelopment Coalition Governance Framework Concept	-	-	X	X	X	X	-	-	-
Task 4: Development Advisory Services	X	X	X	X	X	X	X	X	X
Task 5: Denver Site Tours	-	-	X	X	-	-	-	-	-

Phasing of Project Stages (Initial)

The redevelopment will proceed in stages, as opportunity and uncertainty are resolved additional stages will be initiated to maximize momentum and progress, while preserving the ability to explore opportunities and plan for legacy. A key aspect of the project coordination between FCURA and the Professional will be determining when an opportunity has been explored sufficiently to determine it is time to move on.

Figure 2 - Work Order Coordination

Work Order	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
1: Initiate Redevelopment	X	X	X	X	X	X	X	X	X	-	-	-
2: Master Plan	-	-	-	*	X	X	X	X	X	X	X	X
3: Phase 1 Development	-	-	-	-	-	-	*	X	X	X	X	X

* Initiation of these work orders will occur once key milestones within the subsequent work order has been completed. The timing of the items may vary slightly. However, FCURA and the Professional agree that progress should move swiftly.

Key Milestones & Deliverables

The following key milestones are essential to completing Work Order 1 in a timely manner and facilitating forward momentum on the rest of the redevelopment project.

Figure 3 - Work Order Key Milestones & Deliverables

Month(s)	Milestone / Activity	Key Deliverable / Outcome
1) May	<ul style="list-style-type: none"> ▪ Contract execution ▪ Kickoff meeting with FCURA ▪ Confirm Denver Site Tour date 	<ul style="list-style-type: none"> ▪ Project charter
2) May – June	<ul style="list-style-type: none"> ▪ Initial Meetings with potential redevelopment coalition partners ▪ Initial Vista Coalition Meeting 	<ul style="list-style-type: none"> ▪ Redevelopment Guidance Document <i>(finalized with input from the site tour debrief document)</i>
3) June – July	<ul style="list-style-type: none"> ★ DENVER SITE TOUR ★ ▪ Visit ULC development sites 	<ul style="list-style-type: none"> ▪ Board alignment on FCURA owned property governance model ▪ Tour debrief report
3) July – November	Redevelopment Coalition Solidified	<ul style="list-style-type: none"> ▪ Partnership agreements in place with key coalition partners ▪ Redevelopment Coalition Governance Framework

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