



URBAN LAND
CONSERVANCY

370 17th Street, Suite 5300, Denver, CO 80202-5653

www.urbanlandc.org

(303) 454-5369 • (303) 454-5373



PRESERVATION | COMMUNITY ASSETS | DEVELOPMENT

URBAN LAND CONSERVANCY STRATEGIC PLAN 2008 to 2012



Our Mission

Urban Land Conservancy

was established to acquire, develop and preserve community assets in urban areas to address a variety of community needs. We intervene in the real-estate marketplace on behalf of the community to respond to opportunities that would otherwise be lost to the market, or that the market may be unable to address.



URBAN LAND CONSERVANCY

Board of Directors

- Thomas Gougeon (Chair)**
Continuum Partners LLC
- Susan Powers (Chair-elect & Secretary)**
Urban Ventures LLC
- David Miller (Vice Chair)**
The Denver Foundation
- Dave Younggren (Treasurer)**
Gary-Williams Energy Corp.
- George Beardsley**
Inverness Properties LLC
- Scott Beasley**
Inverness Properties LLC
- Peter Bowes**
Bowes & Company
- Mary Gittings Cronin**
The Piton Foundation
- P. Renée Desai**
Bank of the West
- Beverly Haddon**
Stapleton Foundation for Sustainable Urban Communities
- Tim Howard**
Gary-Williams Energy Corp.
- Stewart Miller**
Miller Weingarten Realty
- John Parvensky**
Colorado Coalition for the Homeless
- Rick Pederson**
Foundation Properties
- George Shaw**
Shaw Construction LLC
- Mark Smith**
East West Partners Denver

Staff

- Aaron Miripol**
President & CEO
- Debra Bustos**
Director of Real Estate
- Cindy Everett**
Associate
- Mary Janiszewski**
Office Manager

Primary Elements

Our plan is organized around four primary elements: *Geography, Needs and Outcome, Methods* and *Resources*.

1 Geography

ULC will concentrate its efforts in distressed neighborhoods. These areas generally include significant portions of the City and County of Denver, as well as neighborhoods in nearby suburban communities with similar economic and social challenges. ULC's primary focus area also includes important transit corridors radiating from the Denver core area, with an emphasis on sites within a half-mile from current and future transit-oriented development (TOD) sites.

2 Needs and Outcomes

ULC not only concentrates on affordable housing and educational facilities but, wherever possible, will work with local organizations and property owners to identify critical, unmet community real-estate needs. Over the next five years, ULC expects to grow its community real-estate assets from \$12 million to \$75 million. Initial assumptions on the types of outcomes that ULC will pursue include:

- **Affordable Housing:** 40 to 60 percent of ULC projects will include an affordable or special-needs housing component.
- **Basic Community Needs:** 30 to 50 percent of ULC projects will include facilities that address basic community needs such as child care, education, health/wellness, training or job creation.
- **Secondary Community Needs:** 10 to 20 percent of ULC projects will address other types of community needs not addressed above.
- **Technical Assistance:** ULC will devote up to 10 percent of its staff time to provide technical assistance to community organizations/non-profits that require assistance with real estate-related needs.

It is possible that, on occasion, a compelling opportunity may emerge outside of this primary focus area that will justify investment by ULC. However, ULC's focus for the next five years will remain within the primary urban areas identified and specifically in neighborhoods with significant incidences of poverty and/or important transit-oriented development sites.

- **Sustainability:** ULC will strive to be a leader in sustainable forms of development and in the advancement of green and energy-conserving building practices.
- **Historic Preservation:** ULC will identify opportunities that contribute to the restoration and preservation of historic structures wherever possible.
- **Community Builder:** ULC will actively seek opportunities to engage local partners and resources from within the communities to fulfill its mission.
- **Program-Related Investment:** Up to 10 percent of ULC's assets will be used to provide a PRI fund available to nonprofits for short-term opportunities that are consistent with our mission.

Note: Percentages exceed 100 percent, as a portion of all ULC projects will address more than one outcome.

3 Methods

Fundamental to the mission of ULC is the notion of creating and maintaining long-term benefits for the community over a multigenerational time period. ULC will leverage and revolve its resources to have the greatest impact possible. Most of ULC's activities will constitute public-purpose real-estate transactions that the marketplace will not or cannot undertake. This is consistent with ULC's mission. There might be times, however, where elements of market-based activity may be used to support the community goals of ULC.

4 Resources

Financial: ULC's goal is to utilize its financial investment in real estate and partnerships to achieve a total leveraged investment of \$100 million in the communities we serve. To meet this goal, ULC will access a wide range of financial resources that include:

- Revolving TOD loan fund
- Permanent bond financing
- Low Income Housing Tax Credit equity
- Grants from public and private partners
- Revolving guidance line for nonresidential opportunities
- New Market Tax Credits
- PRIs and charitable real-estate donations

In these first few years, a majority of funding for projects and operating support for our organization will come from earnings on seed-capital donations, project income and capital funding for specific projects.

Staffing Capacity: Over the next five years, ULC will rely on a modest core of experienced staff

supplemented by the use of external consultants and professional resources, volunteers and partnerships with businesses, community and governmental organizations.

Operational Support: 75 percent of ULC's operating revenue will be generated from income from rents, leases, technical assistance, reimbursements and small operating grants.

Partners: ULC will need the assistance of numerous partners to execute its aggressive plans. ULC will work closely with local housing authorities, municipalities, public schools, community-development corporations, private developers, community organizations and others to fulfill its mission.

ULC's Role in Public Policy: ULC will monitor public policy issues that might directly or indirectly affect its work. ULC's primary focus will remain on the achievement of community benefits through direct involvement with real estate rather than through advocacy in other forums.

