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

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Gary-Williams Energy Corp.
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1 Geography

ULC will concentrate its efforts in distressed neighbor-
borhoods. These areas generally include significant por-
tions 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 iden-
tify 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.

- 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 opportu-
  nities 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 opportuni-
  ties 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
- PRRs and charitable real-estate donations

In these first few years, a majority of funding for
projects and operating support for our organiza-
tion 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
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 bene-
fits through direct involvement with real estate
rather than through advocacy in other forums.

Primary Elements

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

1. Geographical Focus:
   - In the 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.

2. Needs and Outcomes:
   - 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.

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.

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.
   - 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’s Role in Public Policy: ULC will monitor public policy issues that might directly or indirectly affect its work.