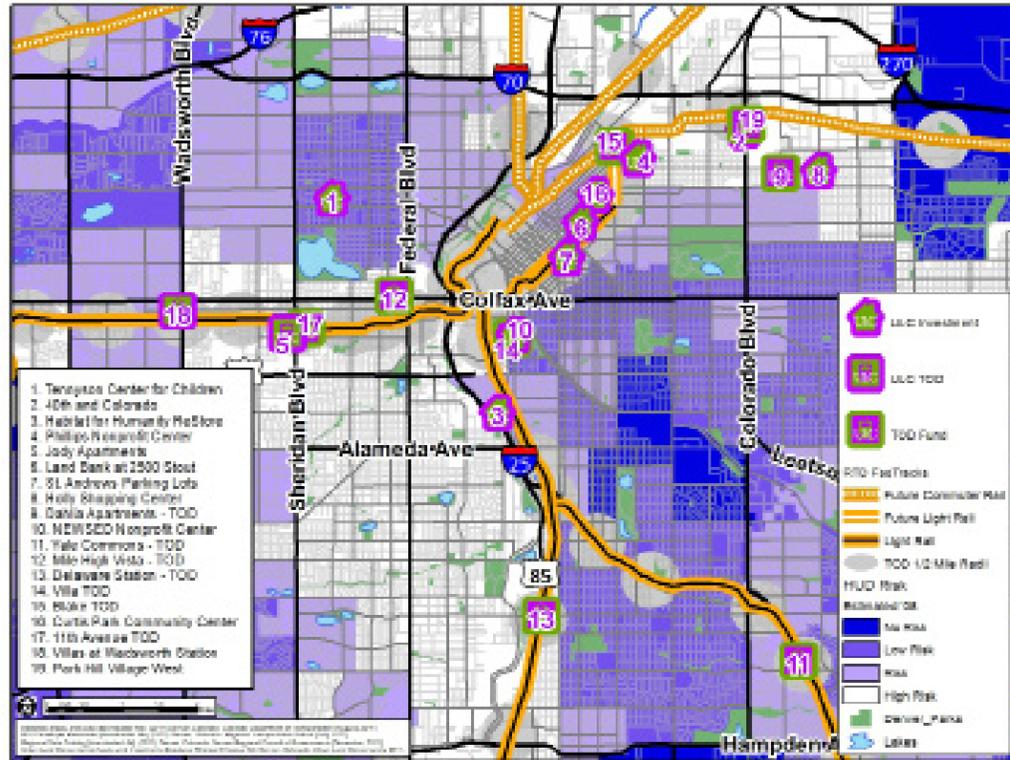


## ULC Criteria for Real Estate Acquisition and Financial Sustainability

- The neighborhood demonstrates a need for additional investment and no other stakeholder is in a position to make the investment.
- The investment is made with community partner support.
- The property provides opportunity to generate income.
- The property must serve high at-risk populations and has the most compelling unmet needs of all potential new areas under consideration.
- The investment has a high catalytic value and includes access to high frequency public transit.
- The investment portfolio earns a minimum rate of return to support a strong balance sheet and the expansion of net assets.



I developed my understanding of the value of land conservation early on in the open lands conservation movement, and broadened my focus from open lands to urban lands. That sensibility converged with my work to strengthen our urban communities where our most underserved children and families live.

I am so very glad to see the Urban Land Conservancy celebrate success as a resource for all in our community who need access to a beneficial built environment.

Sam Gary,  
ULC Founding  
Board Member



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Supporting organization of The Denver Foundation

## Preserving Real Estate to Build Stronger Communities



URBAN LAND  
CONSERVANCY

As we look forward to the next three years, we are very proud to be a leading example of how nonprofits, government, foundations and the private sector partner on place-based real estate for greater impact and social change. It is not only about acquisition and development of real estate, but engaging the surrounding community and identifying partners to work together to ensure the sustainability and long-term benefit of real estate purchases and redevelopment.

ULC is working in Denver metro communities beyond a "sticks and bricks" model to change the way public, private and nonprofit sectors think about real estate investment. Real estate stewardship continues to be a main focus for ULC when preserving or redeveloping property. By owning the land in perpetuity, and selling the improvements to a development partner, ULC ensures communities will benefit from the real estate for generations and provide funders with greater security that their up-front investments are preserved.

We thank our partners who continue to support ULC and our unique approach in working to improve communities through real estate stewardship.

Regards,

Rus Heise  
ULC Board Chairman

Aaron Miripol  
ULC President & CEO

ULC real estate investments of **\$37.5 million will leverage over \$200 million** through preservation and redevelopment by our public, private and nonprofit partners

### ULC's Commitment to Community Impact

ULC invests in land and buildings primarily in neighborhoods with significant poverty and areas facing gentrification pressures. ULC invests to create opportunity for low-income residents and promote positive change in these communities.

ULC intervenes strategically in the real estate marketplace, develops catalytic projects that create positive momentum, and encourages residents to have a voice in the future of their community. Together these activities provide a framework for successful community development.

### Our Mission

Urban Land Conservancy intervenes 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; and,
- Acquire, develop and preserve community assets in urban areas to address a variety of community needs, such as schools, affordable housing, and office space for nonprofits.

# ULC's Strategic Framework Encompasses Five Pillars of Activity:



## Master Developer

- Larger projects that produce a variety of long term real estate to benefit community
- Entails a high level of resource commitment
- Will be pursued based on available investment and ULC capacity

**ULC as Master Developer: The Transformation at Mile High Vista**  
After purchasing a 2-acre rundown parking lot located along high frequency bus, and close proximity to the Knox and Decatur light rail stations on RTD's West Line, ULC addressed the site's environmental contamination and completed over \$1M of infrastructure. Del Norte Neighborhood Development Corp then purchased an acre from ULC to build an 80-unit affordable

workforce complex that includes affordable commercial space for a daycare facility and nonprofit offices serving the surrounding community. The City of Denver purchased the second parcel from ULC to construct a new public library serving West Denver. Surrounding residents will help determine the best use of the site's planned commercial building to be constructed on the remaining parcel of land owned by ULC.



## Real Estate Stewardship for Community Benefit Purposes ULC will:

- Purchase real estate to provide affordable housing, affordable space for nonprofits as well as sites for assets such as education, healthcare and other community needs
- Serve as landlord or identify partners to develop the property in line with community goals
- Employ a Land Trust, whereby the partner owns the improvements and ULC owns the land to ensure long term community benefit

**Holly Area Redevelopment Project (HARP)** ULC purchased the 2.6 acre blighted site destroyed by gang related arson and oversaw demolition of the burned out structures, resolved environmental remediation issues, and launched HARP in partnership with The Denver Foundation's Strengthening Neighborhoods Program.

HARP brought together residents and neighborhood stakeholders to re-imagine the site and guide redevelopment. Boys & Girls Club of Metro Denver was the first development partner selected by HARP and construction was complete in summer 2013. ULC guarantees community benefit for generations through continued ownership of the land underneath the new \$5M facility.



## Real Estate Opportunities along Public Transit Corridors

- Purchase properties within one block of rapid bus routes and 1/4 mile of existing or future rail stations to preserve and develop affordable housing and other community assets
- Ensure this massive public investment in transportation infrastructure benefits low-income residents by investing in affordable housing and space for nonprofits providing needed services and programs

**The Transit Oriented Development (TOD) Fund** ULC, Enterprise Community Partners, and the City and County of Denver launched the first TOD affordable housing acquisition fund in the nation in 2010. ULC has expended the full \$15 million TOD Fund to purchase eight properties along five transit corridors, resulting in the creation and preservation of almost 650 affordable homes, a new public library and well over 100,000 sq. ft. of commercial and nonprofit space.

ULC will continue to acquire real estate using the TOD Fund, as well as acquire independent of the Fund to maximize this unique and time sensitive opportunity to impact land use in the Metro Area. ULC will support Fund expansion to serve communities beyond City of Denver borders and will share lessons learned so this model can serve other cities nationwide.



## Catalyst for New Initiatives: Instigating Strategic Collaborations ULC will:

- Continue to join with others to achieve greater impact
- Initiate conversations that lead to new collaborative efforts
- Launch projects that fill a gap in the existing nonprofit or community development world

**Denver Shared Space Project (DSSP)** In 2009, ULC joined forces with the Denver Office of Strategic Partnerships and The Piton Foundation to launch DSSP and instigate the growth and impact of local nonprofit shared spaces. Shared spaces foster collaborations that create cohesive approaches to better impact community needs.

ULC will continue to support a dedicated staff member for the project; office in a shared space, incorporate nonprofit shared space facilities at ULC development sites; and strive to enhance community impact from ULC's current facilities.



## Innovative Resource Development

Launched with \$10M in seed capital and \$5M in property, ULC has invested almost \$40M in real estate in seven years. A healthy balance sheet demonstrates the needed wherewithal to navigate economic downturns and respond to opportunities.

- ULC will identify unique financial resource mechanisms to support work to impact low income communities.

**Program Related Investments (PRIs)** Below market loans for nonprofits are effective impact investment tools for philanthropists who are intent on increasing the impact of their giving. These favorable terms are often the hand-up needed to make a community-benefit real estate deal feasible. Once the loan is repaid, the investor can use these resources on other projects that further their philanthropic interests.

**Customized Partnering Opportunities** ULC and the Boettcher Foundation established a creative revolving grant pool of funds to support efforts related to ULC's real estate acquisitions. This allows the Foundation's funds to be used repeatedly to support multiple community real estate developments and gives ULC early capital needed for real estate stewardship.