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
Aaron Miripol
ULC Board Chairman
ULC President & CEO

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 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 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

Preserving Real Estate to Build Stronger Communities

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 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 2.6 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 Development**
- Will be pursued based on available investment and ULC capacity

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 $5.5M facility.

**Real Estate Stewardship for Community Benefit Purposes**
- 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

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.

**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 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.

**Catalyst for New Initiatives: Instigating Strategic Collaborations**
- 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

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.