

THE NEXT GENERATION OF REAL ESTATE IMPACT

2023-2025 STRATEGIC PLAN

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Dear ULC Community,

Little did we know in early 2020 when we embarked on the work of our new Three Year Strategic Plan, Strengthening Our Commitment to Community, that we would soon be operating in a pandemic unlike any in our lifetime and in the face of an urgent need to address racial injustice.

ULC's new 2023-2025 Strategic Plan, The Next Generation of Real Estate Impact, is informed by what we have learned the past three years. ULC was nimble and tenacious in working through the pandemic and made our largest community investment to date in the summer of 2021 when we purchased the \$62.5M Johnson & Wales University Campus in partnership with Denver Housing Authority and Denver Public Schools.

We affirmed that our mission and vision continue to address the historical inequities in real estate. ULC understands that by preserving buildings and land in historically redlined neighborhoods we are supporting an In-Placement strategy that counters gentrification. Part of our anti-displacement work is the expansion of our commercial and residential Community Land Trusts (CLTs), going from four to twelve CLTs (including Johnson & Wales) over the last three years.



Our new Strategic Plan is explicit in how ULC will operate as an anti-racist organization. It is part of the plan and not a separate document. It sets standards ULC must meet as it operates. Many of you contributed to the formation of this plan through your input on what we have done well and what we can do better. From the numerous discussions we conducted over the last year, we have developed five focus areas to help the ULC Staff and Board continue to achieve its unique real estate mission.



1) Innovative Real Estate Solutions: We will build on our 20 years of targeted and impactful real estate investment.

2) Community and Partners: ULC will grow our community of development partners, vendors, contractors, and tenants that are BIPOC owned or led.

3) Organizational Strength Through Our People: ULC will ensure that its staff and Board are reflective of the communities in which we operate.

4) Leadership & Advocacy: We will document and share our best practices in community land trust stewardship and real estate affordability, and advocate for policy outcomes.

5) Environmental Sustainability: ULC will advance aggressive efficiency and renewable energy strategies in new construction and rehabilitation projects.

2023 is an important year for ULC to look back on this, our 20th year of existence. It is also the most important time to look forward to the next generation to reach our vision. This look-back is a fitting legacy to the man who conceived of ULC, Sam Gary, whom we lost in November of 2020. We look forward to partnering with you on our next generation of of real estate impact.

A handwritten signature in black ink, appearing to read 'Aaron Miripol'.

Aaron Miripol
President & CEO

A handwritten signature in black ink, appearing to read 'Bill Ryan'.

Bill Ryan
Board Chair
2021-2022

A handwritten signature in black ink, appearing to read 'Dawn Bookhardt'.

Dawn Bookhardt
Incoming Board Chair
2023-2024



CELEBRATING

20 YEARS

ULC launches with support from Gary Williams Energy Corporation
First Acquisition – Tennyson Center for Children in NW Denver
 Provides bridge loan to support **Habitat for Humanity Home Improvement** acquisition
Acquires budget motel in NE Park Hill which is now 103 affordable homes at Renaissance at N. Colorado Station owned by the CO Coalition for the Homeless



First CLT property – Jody Apartments, 62 affordable homes in West Denver
 Acquires & rehabilitates Tramway Nonprofit Center in Cole Neighborhood

2003-2007

Purchases:
Social Enterprise Foundry in Sun Valley
Thriftway in Westwood
 Land at **Yale Station** in University Park
Mountain View Nonprofit Tower in Capitol Hill
 Vacant bowling alley; demos it to construct **New Legacy Charter High School** in Aurora
Race TOD in Elyria Swansea, future home to Vina Apts. and Tepeyac Health Clinic
 Rents Beloved Community land for \$1 for first



Tiny Home Community for homeless
 Demolishes a vacant warehouse in Cole neighborhood for **Cole Train** affordable housing development

2014-2016

Accepts donation of 30-acre Timberline property in Fort Collins
 Sells Roots School to Center for African American Health with a 99 yr. ground lease in NE Park Hill
Walnut Flats opens Near 38th & Blake A line, 66 affordable apts.
Sheridan Station opens, 133 affordable apts. in Villa Park
Viña Apartments opens, 150 affordable apts. at Race TOD
Buys Citywide Bank Bldg. in Aurora; now ColfaxLab for Social Good and future affordable housing site
 Buys **Re:Vision** land in Westwood with a 99 yr. ground lease

Buys Umatilla Warehouse in Englewood for home to **Teaching Autism Community Trades (TACT)**
Buys Machebeuf Hall and Arts Building on Loretto Height Campus in S. Harvey Park for future **Común Community Center**



2020-2022

2008-2013



Completes **first Strategic Plan**
Holly Square revitalized in NE Park Hill with **Boys & Girls Club** and **Roots Elementary**
 Partners to establish the nation's first **\$15M Transit Oriented Development Fund**
 Purchases **Mile High Vista**,

future home of **Corky Gonzales Library**, 80 affordable homes + parcel for future development
Villas at Wadsworth Station preserved and renovated into 100 affordable homes in Lakewood
 Purchases 9.5 acres in NE Park Hill, future home of **Park Hill Station Apts.**

2017-2019



Launches the **\$50M Metro Denver Impact Facility (MDIF)**
 Incubates **Elevation Community Land Trust**
 Accepts donation of 31-acre **Oxford Vista Campus** in Aurora
 Acquires **Harlan Nonprofit**

Center in Lakewood, first acquisition with MDIF
 Acquires **South Platte Crossing**, first property in Commerce City, preserving office space and land for affordable housing
Walnut Flats breaks ground on 66 affordable apts. near 38th & Blake A Line



Mission

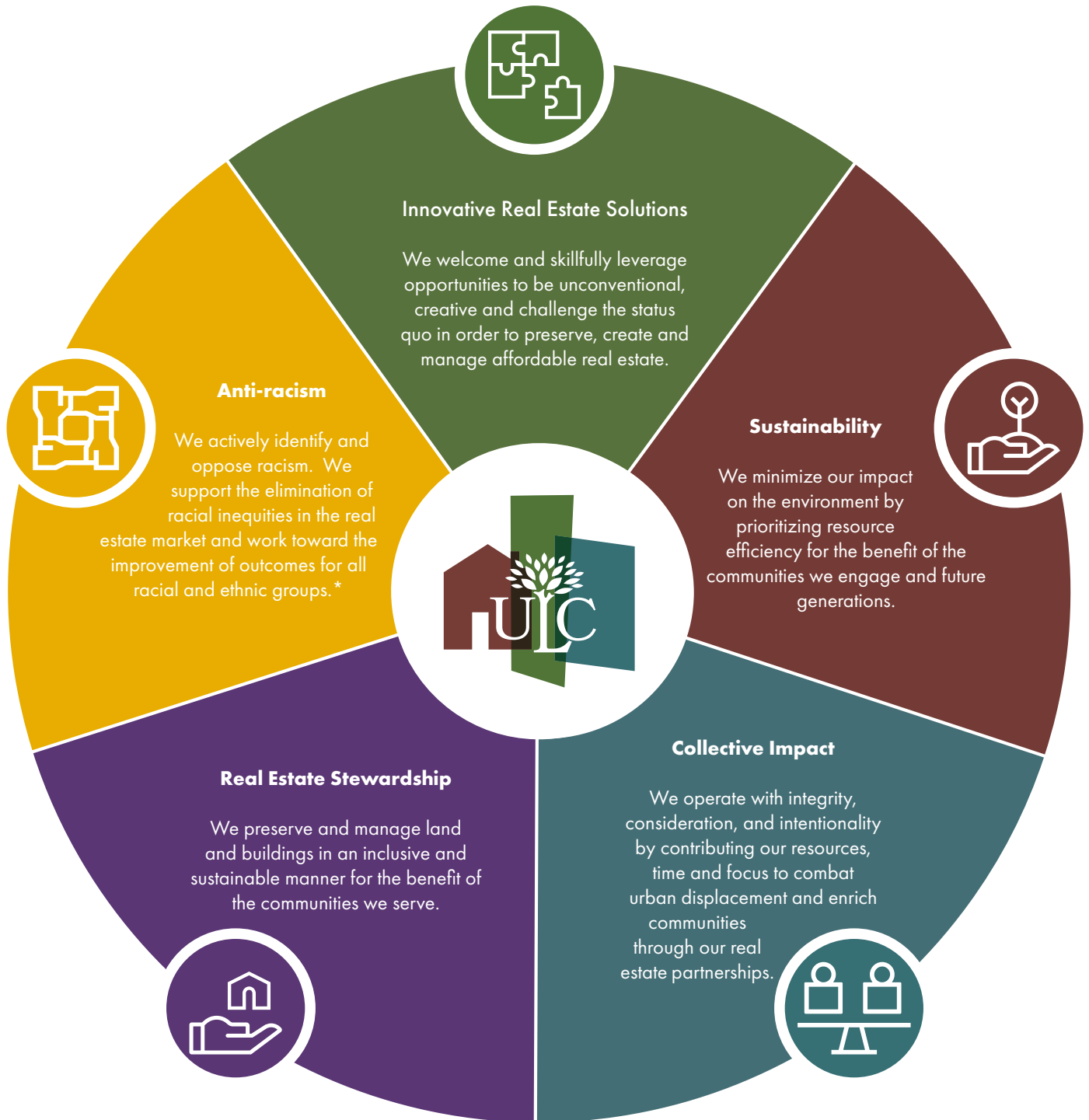
ULC preserves, develops, stewards and manages permanently affordable real estate to positively impact lives and communities in Colorado.

Vision

For underserved populations and those at risk of displacement to be able to live and thrive within vibrant diverse neighborhoods that have physical assets and resources necessary for individuals to enjoy a high quality of life.

OUR VALUES

As a nonprofit Real Estate organization, ULC actively identifies and opposes racism, minimizes impact on the environment, preserves and manages real estate in an inclusive and sustainable manner, operates with consideration and intentionality, and welcomes opportunities to innovate.



*The use of any one term or phraseology lacks the nuance to fully describe the individuals or groups most directly impacted by racism, inequity, and injustice prevalent in systems of power. For the purposes of this plan, ULC has opted to use the phrase Black, Indigenous, and people of color (BIPOC), encapsulate and name the groups with a history of enslavement, genocide, and oppression in America

KEY FOCUS AREAS

INNOVATIVE REAL
ESTATE SOLUTIONS

COMMUNITY &
PARTNERS

ORGANIZATIONAL STRENGTH
& SUSTAINABILITY THROUGH
OUR PEOPLE

LEADERSHIP &
ADVOCACY

ENVIRONMENTAL
SUSTAINABILITY

INNOVATIVE REAL ESTATE SOLUTIONS



Expand ULC's impact and maximize utilization of new funding opportunities paired with existing strategies and resources.



Deploy flexible financing and services to disrupt racial disparities in real estate and access to capital.



Optimize the performance of ULC's assets for maximum impact.



COMMUNITY & PARTNERS



Develop a rich and diverse community of development partners, vendors, and contractors that reflect ULC's commitment to equity and anti-racism.



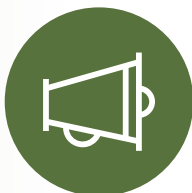
Expand relationships with nonprofit organizations.



Cultivate alliances with local, state, and federal government entities to improve real estate funding and other opportunities.



Grow relationships with funders to strengthen the financial health of ULC.



Engage the neighborhoods and communities that ULC serves by co-creating solutions to promote real estate affordability, prevent displacement, disrupt gentrification, and combat a long history of racist policies and practices in the real estate sector.

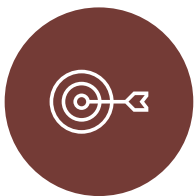




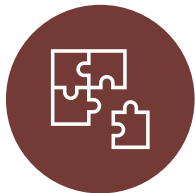
ORGANIZATIONAL STRENGTH & SUSTAINABILITY THROUGH OUR PEOPLE



Ensure that ULC's staff and board are racially diverse and continue to identify BIPOC talent for the real estate industry and the community at large.



ULC staff of every background will experience a welcoming and connected environment, where everyone has a sense of belonging and contributes to ULC's collective impact and success.



ULC staff have the resources, structure, information, and historical knowledge they need to thrive and excel at their jobs.



Encourage internal entrepreneurial mindset and innovation in a way that empowers ULC staff to ideate and create solutions to ULC's toughest challenges.

LEADERSHIP & ADVOCACY



Document and communicate ULC's legacy of community land trust stewardship and real estate affordability for the past 20 years as a replicable model.



Communicate ULC's success in creating permanently affordable real estate and help others replicate this success.



Advocate for policy outcomes in real estate affordability, anti-racism, sustainability, human rights, CRA, and other issues pertinent to the communities that ULC serves.



Lead the way in promoting ULC's values of anti-racism and environmental sustainability in partnerships.

ENVIRONMENTAL SUSTAINABILITY



Leverage ULC's sustainability values to advance aggressive efficiency and renewable energy strategies in new construction and rehabilitation projects.



Minimize the carbon footprint of ULC's portfolio of operating properties.



Incentivize tenants, partners, staff, and the community to join ULC in its commitment to climate goals.



HONORING OUR FOUNDER



VISIONARY
SERVANT-LEADER
ENTREPRENEUR
PHILANTHROPIST

Sam Gary

November 1, 1926 - November 16, 2020

For more than 40 years, Sam Gary pioneered the idea that business and philanthropy can—and should—work together to create opportunities for those who need it most.

By 2003, when Gary founded Urban Land Conservancy, he had already built a legacy of meaningful philanthropy. He was instrumental in creating the land conservation nonprofit Colorado Open Lands, redeveloping the Stapleton Airport, and together with his wife, Nancy, he created The Piton Foundation (now Gary Philanthropy) to increase opportunities for Colorado kids and families.

“Inspired to help a few families in the community, we opened a door and found thousands of men, women and children behind it,” Gary said of his work with The Piton Foundation. “We soon realized the importance of working toward lasting solutions to help stem the growing ranks of the underserved, while working to promote community health and renewal.”

By the early 2000’s, Gary could see the need for a new kind of solution for families in Denver. Housing costs were skyrocketing, residents were being displaced from historically Black and Hispanic neighborhoods, and home foreclosures were some of the highest in the nation. Sam Gary saw that Denver had a need for an urban land bank that would acquire, create, and preserve community-serving real estate assets. He founded ULC for the express purpose of uplifting underserved communities and families through the use of innovative, equitable real estate practices.

“Soon after I started at ULC in 2007, I was fortunate to have a one-on-one meeting with Sam,” said ULC President & CEO Aaron Miripol. “This was a continuation of a conversation that began six years earlier when he and a group from Piton came to Boulder to learn from Thistle about Community Land Trusts. Sam explained to me that his vision for ULC was to be a trusted real estate partner in Metro Denver that could take on large property acquisitions and donations to support neighborhoods that needed quality schools, affordable housing, and other community amenities. That early conversation stayed with me.”

Now, twenty years later, Urban Land Conservancy’s mission is more relevant than ever, and our unique approach and innovative techniques have allowed us to invest in more than 50 properties for community benefit throughout the Front Range.

Guided by Gary’s vision, ULC has become a leader in solving real estate problems for the benefit of the community not just in Metro Denver, but the entire state of Colorado. The importance of uplifting children, families, and community members in need, as well as protecting our natural environment, have remained central tenets of Urban Land Conservancy’s work. Sam Gary’s decades-long work to improve the lives of Coloradans has impacted us all, and we at Urban Land Conservancy are proud to carry on his legacy.

