

HAVANA BUSINESS IMPROVEMENT DISTRICT



2017 OPERATING PLAN & BUDGET

I. SUMMARY:

The Havana Business Improvement District (BID) is an assessment district designed to improve the economic vitality, value and overall commercial appeal of the Havana corridor between East 6th Avenue and East Dartmouth Avenue. The BID is financed through a mill levy based on the assessed value of real commercial property. The BID received its first funding in 2008. The BID provides programming and benefits to business and commercial properties located along the corridor including economic development, establishing a district identity for the area and advocacy programs.

BID services are in addition to the services along the corridor currently provided by the City of Aurora.

Name: Havana Business Improvement District

Boundaries: The BID boundary encompasses the commercial property on both sides of Havana Street and South Havana Street from East 6th Avenue to the north and East Dartmouth Avenue to the south in the City of Aurora. A map of the BID boundary is attached on the last page of this plan/budget.

BID Programs: Our overall goal continues to be economic development of the Havana Corridor. The Havana BID has defined three major program areas, listed below. The general goals for each program area for 2017 are as follows. More detail about the specific projects and activities under each of the programs can be found in the "Recap of 2016 BID Activities" starting on page 3 of this operational plan.

General Goals by Program:

Project Management/Stakeholders' Communication/Governance:

- Keep an open line of communication with our stakeholders' and our Havana District neighbors, engaging them in our plans and economic development activities to promote the prosperity of the Havana Corridor and adjacent neighborhoods.
- Hold monthly BID board meetings which are open to stakeholders and the public & hold an annual stakeholders meeting in November.
- Publish our monthly E-newsletter, post important announcements on the homepage of the OnHavanaStreet.com website as the need arises.
- Continue regular email communication with stakeholders' and regular in-store visits.
- Continue relationships with the City of Aurora, CDOT, RTD and RTD contractors, Arapahoe County and other entities that interact with the Havana BID.
- Continue to coordinate BID efforts and day-to-day project management.
- Encourage board members and stakeholders to provide input and take the lead on projects and committees.
- Continue to utilize and improve our Business Watch Program.

Economic Development & Marketing/Business Consulting & Advocacy:

- Continue to advocate for our stakeholder businesses by acting as a liaison between our stakeholders and the city, county and other entities; continue to work with the City of Aurora on efforts and programs to help small business.
- Provide new and existing businesses support, facilitating a solution-oriented approach to the day-to-day issues that business owners encounter.
- Continue to maintain an available properties list and respond to requests from business owners and developers looking to expand or locate to the Havana Corridor.
- Continue to focus the budget and our efforts on economic development and marketing/branding of the district.
- Continue monthly special events to attract people into the district and highlight our businesses.
- Continue to track the effectiveness of marketing efforts and measure successes as possible through sales tax revenue data, website statistics, and TV/radio statistics and other means.

District Identity & Image/Community Sense & Involvement:

- Continue to promote a sense of community & involvement through the monthly Life On Havana Street E-Newsletter, our TV and radio promotions, the OnHavanaStreet.com website and our social networking sites like Facebook, Meet-Up, Twitter, Linked In and You Tube.
- The Executive Director will continue to attend Ward III and IV town meetings to keep the neighbors and consumers informed about BID activities and plans.
- Continue district marker maintenance as needed.
- Continue the condo news rack maintenance and graffiti removal program.
- Continue to define our brand by creating a sense of belonging through marketing and special events, portraying On Havana Street as the place to come for your everyday purchases, as well as for unique, high quality experiences in shopping, dining and living.
- Continue to brand and market the Havana Motor Mile as the premiere destination for everything automotive.
- Continue to work with the city, the property owners and the chosen developer to move forward on redevelopment of the Fan Fare property to create a sense of community and a gathering place, in accordance with the Havana North Urban Renewal Plan.
- Continue the Art 2C On Havana program in coordination with the Aurora's Art in Public Places Commission and install 13 new sculptures for the 2016/2017 exhibition.

Basis of Accounting:

The basis of accounting utilized in preparation of the 2017 budget for the District is the cash basis. The District's budget includes projected revenues and expenditures for its general operation fund. (Please see the attached proposed 2017 budget on page 14.)

Budget:

Approximately **\$414,395** in 2017 to be raised through a 4.5 mill levy based upon the assessed value of real commercial property which includes the "current year's net total taxable assessed valuation" from page 2, line 4 of the Certification of Valuation document from Arapahoe County dated August 25, 2016 ($\$77,745,935 \times .0045 = \$349,857$) plus the URA property tax increment from page 2, line 3 of the Certification of Valuation document from Arapahoe County dated August 25, 2016 ("total TIF area increment" of $\$14,341,806 \times$

.0045 = \$64,538), as well as an estimated \$25,000 in specific ownership tax and an anticipated \$10,000 in event sponsorships. (Please see the attached proposed 2017 budget on page 14.)

- Methodology:** In order to allocate the costs of the services and improvements to be furnished by the BID in a way that most closely reflects its benefits, the BID will collect a property tax levied on real commercial property. The BID mill levy is 4.5 mills, as approved by BID stakeholders in the Tabor Election in November of 2007. One mill is equal to \$1 per \$1000 of assessed value.
- Bonding:** Any bonding would require a vote of electors. The BID shall be authorized to issue bonds in the future at the discretion of and in such amounts as may be determined by the BID board of directors. Approval of a majority of BID electors who vote at an election called for the purpose of authorizing such bonds would be required. **No bonding is planned at this time.**
- Term:** The Havana BID is a perpetual BID with a mandatory ratepayer and City Council review period every 5 years. The review will allow for appropriate adjustments to the BID boundary, assessment methodology and/or programming, and will allow business and property owners to address and respond to changes as they occur along the corridor.
- City Services:** BID services will be in addition to any City services currently provided.
- Governance:** The BID is managed by a 9-member Board of Directors, all of whom are voting members. At least two-thirds of the board seats shall consist of owners of real property or their representatives within the district. At least one board member shall be an elector located in the following geographic segments of the district:
- North of Alameda Avenue
 - South of Alameda Avenue and North of Mississippi Avenue
 - South of Mississippi Avenue and North of Parker Road
 - South of Parker Road
- The board will also consist of both large and small property owners and will represent a diverse mix of property use types.
- Dissolution:** The BID may be dissolved if property owners representing more than 50% of total acreage and assessed value submit petitions to dissolve it or if the BID fails to submit an operating budget for two successive years.

II. RECAP OF 2016 BID ACTIVITIES BY PROGRAM:

2016--Project Management: In 2016, the Executive Director worked with BID board members to manage major ongoing projects including:

1) **Havana Street Overlay District Project:** As opportunities arose in 2016, we assisted and encouraged commercial property owners in the BID to update their landscapes according to the Havana Street Overlay District guidelines to improve the overall look and appeal of the District.

2) **District Marker Project:** On Havana Street Logo panels help to brand the District. We currently have 35 logo panels in place at various locations along Havana with panels planned for Mike Naughton Ford's dealership expansion and for the new monument sign at AutoMart USA. We are working with KIMCO Village on the Park and their developer on the landscape plans and gateway district markers for the NW corner of Parker and Havana as that center redevelops.

3) **Newspaper Condominium Rack Project:** We have contracted with a maintenance company to clean trash and any graffiti from the existing 90 custom condominium news rack slots that were installed in 2011.

4) **Havana Motor Mile:** The Havana Motor Mile committee selected KUSA/9News and KTVD for their TV commercials in 2016. New commercials were created and ran during 2016. We hired a company to do drone videos of all the dealerships to use in new TV commercials in 2017. Auto dealers and parts Aurora City Sales Tax Revenue was up 11.4% in 2014 over 2013 and up an additional 10.6% in 2015 over 2014. We continue to see strong vehicle sales along the Havana Motor Mile.

5) **Promoting/marketing our businesses and events:** To get the biggest bang for our marketing bucks on KUSA & KTVD, we combined the Havana Motor Mile and Event TV budgets. Our ads on 9news.com were well received and increased attendance at our events. We continued to run regular ads in the Aurora Sentinel, both print and web ads, and print ads in the Glendale Cherry Creek Chronicle. We ran event ads in the Aurora Magazine and in the Visit Aurora Guide.

Total City of Aurora Sales Tax Revenue generated from the Havana BID businesses was up 13.8% in 2014 over 2013 and is up an additional 6.8% up in 2015 over 2014.



6) **Art 2C On Havana Exhibition:** We have 13 sculptures in place along Havana Street through September 2016 as part of our 2014/2015 Art 2C On Havana Exhibition. In June 2016, the selection panel met to review the 70+ entries we received for our 2016/2017 exhibition and selected 13 fabulous sculptures. These 13 new sculptures will be installed by the first part of October 2016 and will remain in place until September 2017. Art 2C On Havana is a public/private partnership between the Havana BID and Aurora's Art in Public Places (AIPP). The Havana BID invests \$21,000 annually towards this program, and for the 2016/2017 exhibition we have leveraged those funds to give us over \$100,000 in public art On Havana Street. The Havana BID board views public art as an economic development tool and a chance to further brand The District. AIPP paid for the concrete bases for the sculptures, besides providing artist expertise and the invaluable guidance of the AIPP commissioners and city staff. The City of Aurora designed the Art 2C On Havana brochure in-house. The Havana BID paid for artist stipends, the awards including 1st, 2nd, 3rd place, the annual black-tie awards gala set for November 4 in 2016. The public art has been well received by the business owners and is a big hit with our neighbors and customers.

7) **Havana North Urban Renewal Area:** After a successful RFQ process earlier in 2016, the steering committee selected the mixed use project by The D/K Team to recommend to City Council for the Fan Fare Redevelopment. City Staff is in the process of doing due diligence to make sure this project is financially viable and work out the TIF financing before

the AURA board gives final approval later this fall. We look forward to working with city staff, AURA and the developer on this exciting project.

8) Business Watch Issues: Like many major metropolitan areas in the country, the Havana District is seeing its share of homeless and unhoused people coming into the District. Urban camping, panhandling, shoplifting, graffiti and other crimes have been on the rise this year for a number of reasons. We have worked diligently with Aurora Police and City Staff and have seen some decrease in crime recently as a result. The BIDs executive director has been serving on the city's Homeless Issues Committee. One of the recommendations coming out of this committee was creation of a Street Outreach Program to give the business owners and our customers/neighbors another option to get immediate help for the homeless/unhoused people we are seeing in the area (of course, only if people will accept the help offered). The Street Outreach Program is set to begin operation October 1, 2016. We have been working to educate the property owners on trespass ordinance compliance, as well as working to get the graffiti cleaned up a.s.a.p. We have held Business Watch Meetings and several property owners concerned about the uptick in crime in the area have become active advocates for the District and are helping to find solutions to the issues we are seeing.

9) Comcast Global Build: The high-speed fiber and coax infrastructure build out was completed in the spring of 2016. This Global Build will save our businesses thousands of dollars in infrastructure expenses.

10) Automotive Technician Scholarships: To address the severe shortage of available automotive technicians, for a second year we worked with Lincoln College of Technology to offer a scholarship program with the goal of encouraging good students to finish their training and come to work in one of the Havana Motor Mile businesses. We ran into difficulties in 2016 in that the students who applied for the scholarships had already graduated from Lincoln Tech and were already employed elsewhere, with no chance of them coming to work in the Havana Motor Mile. The Havana Motor Mile Committee met and decided that since the purpose of this scholarship program was to get students in the automotive technician programs to come to work in the Havana Motor Mile (not to simply give a donation to the school), the goal of the scholarship program was not being met this year. The committee and Havana BID board decided not to award any scholarships in 2016 and, instead, put the budgeted \$10,000 towards a new hiring incentive program to attract automotive technicians to come to work in the Havana Motor Mile and directly benefit our businesses. The committee is actively working with the businesses to finalize this automotive technician incentive program for 2016 and 2017.

11) Daily BID Operations: Executive Director performed all day-to-day functions of a special district in Colorado, including ongoing updates to the Havana BID database to keep track of the number of real properties and businesses within the BID's boundaries.

2016--Stakeholders' Communication: In 2016, the BID worked diligently to keep its stakeholders and neighbors informed of events and plans On Havana Street.

- **Monthly Meetings:** We held regularly monthly BID board meetings, which are open to all stakeholders and the public.
- **Annual Meeting:** We hold the Annual Stakeholders' meeting at The Summit Steakhouse in November.
- **Stakeholders' Special Notification:** The Havana BID posted notices on the home page at www.OnHavanaStreet.com and sent out regular email updates as needed to keep the business owners informed. We have updated our email distribution lists to allow us to send out communication to specific groups of business owners and citizen supporters; for example, contacting just the bankers, restaurant owners, or car dealerships.

- **Consumer Marketing Newsletter:** We published a monthly consumer marketing Life On Havana Street E-Newsletter with 5,000+ newsletters being sent out monthly.
- **Regular In-Store visits:** Executive Director made regular in-store visits to the businesses in The District, getting the businesses involved in our events and listening to their comments and concerns.
- **Business Watch:** The District sent out regular e-mail Business Watch Alerts to stakeholders as needed.
- **Website & Social Media Marketing:** The BID ED regularly updates the On Havana Street website and custom Facebook Page, You Tube site, and our Meet-Up Group page regularly. We worked with Webolutions, our marketing partner, on the development of a new “responsive” web site that we will be rolling out in the fall of 2016.
- **Keeping up with the Issues:** Executive Director attends city council study sessions, regular city council meetings, policy committee meetings like PED committee meetings, M&F committee meetings, and planning commission hearings to stay on top of the issues that may affect/impact the BID’s businesses and small businesses in general in Aurora. The BID Executive Director regularly attends BID and urban renewal training sessions offered by Downtown Colorado, Inc.
- **Annual Audit:** We contracted to have a Government Audit completed in February. We share the audit with the stakeholders so they know that we are being good stewards of their tax dollars.
- **Code Complaint Resolution:** Executive Director, code enforcement officers and business owners worked together to address and resolve code complaints. The Executive Director works with business owners to get code complaints resolved to avoid a code violation and expensive fines on the business owners and to keep The District looking its best.
- **Welcome Committee:** Executive Director contacted new business owners to welcome them to The District, inform them about the BID and what it has to offer them, and arrange grand opening celebrations, submitting information & pictures to local media.
- **Merchants/Neighbors’ Come-Together Events:** The District hosts events meant to draw business owners and neighbors together, like Oktoberfest and the Art 2C on Havana Gala.

2016--Economic Development Services:

- **Business Directory:** We continued to add new businesses and update information on existing businesses in our on-line directory listing all of the businesses in the BID. Webolutions, our marketing partner, continues to do key-word optimization on each of the business directory listings to increase the Google search engine rankings for each individual BID stakeholder business. This business directory gets the most traffic on our website, followed by the upcoming events page.
- **Available Properties Listing:** We continued to revise and update the list of available commercial properties for sale/lease in the Havana corridor on our website to attract and assist future business owners, investors, and developers. This has been a very popular service that generates new business leads.
- **Vacancy Rate Survey:** We complete a survey of retail vacancy rates in the Havana corridor every October in preparation for the annual meeting in November. Retail vacancy rate in October 2012 was 6.7%, October of 2013 was 2.8%, October of 2014 was 2.3%, and October 2015 was 4.2%.
- **Development and Business Assistance:** Executive Director regularly works with existing business owners and developers to get them connected to the correct people in the city with regard to development plans, tenant finish, new business plans, expansions, and code complaint issues.
- **Business Attraction:** Executive Director regularly fields calls from prospective business owners who were interested in opening up a business On Havana Street and met with them to discuss the BID and all it has to offer businesses.
- **New Businesses:** We saw over 15 new businesses open in 2016. With a very low retail vacancy rate we are running out of retail space. The Havana BIDs executive director has been very busy working with business owners and prospective buyers to provide details about the

Havana BID activities, Havana District statistics, available property details, being the liaison between businesses and the city staff and development services.

Here are some of the new businesses that have opened or are currently under construction along Havana:

Jersey Mike's (opens Sept 28)
US Bank
Glass Tek
Pho 99
Bellco (Denver side, Oct 10)
U-Haul (Denver side)
Mike Naughton Ford Expansion
T-Squared C-Store/Gas

AutoMart USA Major Renovation
Chick-fil-A Under New Ownership
AutoZone
Infiniti of Denver Used
Shortline Mitsubishi
Lucy's Flowers
Mariscos El Rey 2
Big Daddy's Pizza

- **Sharing the Good News:** During the formation process for the Havana BID, we had speakers from other BIDs and economic development groups come out to speak to our steering committee and business owners. The Havana BID Executive Director makes a point to pay it forward by speaking with groups thinking of forming a BID.
- **Promoting International Business:** The BIDs executive director is one of the founding members of the city's International Roundtable and is working with the new office of International Initiatives on ideas and services that will help our immigrant small business owners. The ED is on the city's Global Fest committee and was able to get several of our International business owners involved in Global Fest in August 2016. Our immigrant small business owners work long hours at their businesses, so the BIDs ED checks in with the businesses regularly to see how they are doing and keep them informed.

MARKETING/MONTHLY EVENTS: In 2016, the Havana BID hosted and marketed monthly events to put feet on the street and customers in our businesses, bringing thousands of people to the Havana District to shop, dine and have fun:

February 13: Valentine's Day Gum Drop Festival & Kids' Geodesic Dome Challenge
February 23: Grocery Cart Races at Safeway to benefit Comitis Crisis Center
March 26: Hippity Hoppity Easter Egg Hunt
April 23: Earth Day Electronic Recycling Event
May 7: Community Rose Garden Clean Up
May 24: Rose Garden Concert—Aurora's 125th Birthday Party Concert with the Aurora Singers and Seniors 88 Road Show with birthday cake for all.
June 11: 9th Annual Cruzin' Havana Car Show & Poker Run—4 festival sites
June 28: Rose Garden Concert—U2 Tribute Band "Under a Blood Red Sky" & Hero Sandwich Party (unfortunately rained out after 3 songs)
July 17: Annual Ice Cream Progressive Party for National Ice Cream Day
July 26: Rose Garden Concert—Dotsero Jazz at the Gardens on Havana & 6th annual District pizza party
August 6: SummitFest at The Summit Steakhouse
August 23: Rose Garden Concert—Six Foot Joe and the Red Hot Rhinos & our annual ice cream social
September 17: Havana District Oktoberfest Party at Havana Street Station
September 24: Maker's Event at Colpar's HobbyTown USA
October 13: Neighbor/business get together at a Broncos/Raiders pregame Party at Gibby's
October 22: Mad Hatter Tea Party at The English Teacup
October 16: Art 2C on Havana Gala
October 24: Pumpkin Patch Party at The English Teacup
Oct 29: Halloween Trick or Treating & Costume Contest
Oct 29: Petco Pet Costume Contest

November 4: Art 2C on Havana Gala
Nov 17: Havana BID Annual Meeting
Nov 25-Dec 11: Holiday Shopping Spree Drawing
Nov 25: Holiday Caroling with the Aurora Singers
Dec 3: Secret Santa Saturday

2016--Establishing a District Identity & Image:

- See the District Identity major projects listed above under the Project Management Section including On Havana Street District Markers, Art 2C On Havana Exhibition, custom condo news racks, and continue working with the property owners on landscape plans to get compliance with the Havana Street Overlay District plant and tree palate.
- We continued to work with Webolutions to make sure we are staying true to our brand in all the marketing and promotions that we do.
- Continued to add photo albums on Facebook and on our website to document the events and grand openings in The District.
- Worked with local newspapers, radio and TV stations to market the District in a positive light and promote all of our events.

III. HAVANA BID 2017 OPERATING PLAN

As determined by the board of directors, area property and business owners, the top priorities for improvements and activities continue to include the following programs:

- Program Management/Stakeholder Communication/Governance
- Economic Development & Marketing/Business Consulting & Advocacy
- District Identity & Image/Community Sense & Involvement

Economic development continues to be our primary focus, and the BID board further defined what should be included in each of the above programs (see below).

BID PROGRAMS: The following narrative provides recommendations for BID programs and a description of the BID's plans for 2017, both continuing programs and new programs. The board may amend program activities in subsequent years within the general categories authorized by state law and in the approved annual operating plan and budget. Final programs and budgets will be subject to the annual review and approval of the BID board of directors. **The narrative below lists what we plan to continue in 2017 and also what is new for 2017.**

Economic Development:

In 2017, we plan to continue our ongoing efforts to enhance the overall image and marketability of the Havana corridor and to create a favorable business climate to recruit retain and grow businesses and new development. The BID board of directors sets annual priorities for economic development projects.

Project Management/Ratepayer Communication/Governance:

In 2017 the BID plans to continue to:

- Publish its monthly consumer marketing newsletter, Life On Havana Street E-Newsletter and to continue to increase the use of social media like Facebook, Linked In, You Tube, Meet Up and Twitter even more to market our events.

- Work with our International business owners and all of our small business owners, facilitating getting them in touch with the business resources they need at the City, the office of International Initiatives, the ASBDC and SBA office, etc.
- Work on its ongoing relationships with the City of Aurora, Arapahoe County, CDOT, RTD, Xcel, Comcast and other entities that impact Havana Street.
- Perform the daily duties required of a Special District in Colorado and continue to coordinate BID efforts and manage its programs.
- Hold monthly BID board meetings and hold an annual stakeholders' meeting in November.
- Have the Executive Director continue to make regular in-store visits to the businesses in the District to keep them informed and listen to their comments and concerns.
- Pursue issues and policies that will positively influence the Havana District, both in the short and long term; the Executive Director will continue to attend policy committee meetings, study sessions and city council meetings.
- Gather the email addresses of more of our stakeholder to add to our distribution lists and business watch email list.
- Budget \$10,000 for an emergency snow removal fund.
- Work with the City on a snow ordinance education campaign to inform business owners and property managers about the 24-hour snow removal code.
- Make copies of the Downtown Colorado, Inc. new board member training manual, "The Amazing Colorado BID Board Member Manual" for all new board members.
- Continue to identify and develop new leadership and advocacy opportunities as they arise.

New for 2017—we plan to:

- Optimize the use of our new "responsive" website that was rolled in the fall of 2016 and build an impressive photo library; new SEO optimization for all individual business directory listings.
- Work with the city staff and police to develop a business watch packet for business owners and make copies of this packet of information for all BID businesses. This packet will include information about:
 - The trespassing and panhandling ordinances including details about what a private property owner needs to do to be in compliance with the ordinances on their own private property to allow police to enforce the ordinance if and when the need arises.
 - Sample wording of "no trespassing" signage, the letter of consent that businesses need to have on file with Aurora Police, and a sample of the parking violation tag to discourage overnight parking/camping in private commercial lots.
 - The new street outreach team, including how to contact the team to come out to do welfare checks on people who are in the area loitering, urban camping, panhandling or otherwise appearing to be in need of assistance, offering people transportation up to services at Comitis, Aurora Mental Health, or to the future Homeless Day Resource Center on the Anschutz Campus when it opens.
 - The Aurora Police security alarm response procedure and what you need to do to have police respond to alarms at your business.
 - What a private commercial property owner can do when clothing collection bins show up unannounced on their private property.
 - The business watch card containing important emergency numbers to distribute to employees of Havana District businesses.
- Order no trespassing signs with the preferred wording for Havana BID businesses to install on their own private properties, after consultation with their own attorneys.
- Work on a new 5-year strategic plan and other new programs as the need arises throughout the year, using the budgeted board reserves as the board sees fit.

Economic Development Services/Business Consulting & Advocacy:

In 2017 the BID plans to continue to:

- Concentrate on promoting and marketing the district in a very positive light through various media including TV, radio, social media and print ads, conveying the message that the Havana District is the place to come for your everyday needs, as well as for unique experiences in shopping, dining and living.
- Work with the city's retail specialist and developers to determine the optimal retail mix, identify retailer needs and community needs to get new and unique retailers to locate in the Havana District as space becomes available.
- Share store openings and closings, retail sales tax reports, available property info, lease rates and vacancy rates through our newsletters and on our website.
- Concentrate on the business watch program—as noted above.
- To update the District's master database to keep an up-to-date listing of all commercial properties and businesses in the Havana corridor.
- Participate in the city's All 4 business efforts, code review project, new comprehensive plan development, referring new and existing business owners to the City of Aurora Business Development Center.
- Be the liaison between the businesses and the city and to facilitate connecting business owners and the appropriate city staff/services as necessary.
- Host monthly events to put feet on the street and customers in our businesses.
- Develop an annual "snapshot" of The District to present at the Annual Meeting.
- Update the on-line business directory and website to provide the community up-to-date information about the business district and keep the Available Properties list updated.
- Follow the retail marijuana industry in the District to make sure things go well and we don't have increased security or other issues.
- Be on the lookout for other opportunities and partnerships that benefit both our businesses and the community.

New for 2017—We plan to:

- Work with the Havana Motor Mile committee on the 2017 TV marketing campaign, using the **drone videos** of the dealerships filmed in the summer of 2016.
- Work with the Aurora Urban Renewal Authority, Development Services, the Office of Development Assistance, the development team, business owners and neighbors as we begin the redevelopment process of the old Fan Fare site on the north end of Havana.
- Work with Kimco on the Village on the Park redevelopment plans which are scheduled to continue in the spring of 2017.
- Work with the new Street Outreach program and counselors as we roll out this new program in the end of 2016 and 2017.
- We look forward to being a partner with the City of Aurora's new Homeless Day Resource Center and agencies like "Ready to Work" or Arapahoe-Douglas Works to rehabilitate the homeless folks in the city, give them valuable job training/skills and connect them with job openings in the Havana District businesses to help fill the numerous job vacancies we are seeing.
- Think about what we can do to encourage formation of an area-wide transportation plan to connect the Havana District shopping venues with light rail stops, Lowry, Stapleton and the Anschutz Campus, especially with the redevelopment of the Fan Fare site.
- Work with the Havana Motor Mile committee and businesses to transform the Havana Motor Mile Scholarship program into an automotive technician hiring/retention incentive program that will directly benefit the businesses using the budgeted scholarship money from 2016 and 2017.

District Identity & Image/Community Sense & Involvement:

In 2017 the BID plans to continue:

- The "emergency snow removal fund" of \$10,000 to allow for hiring of a contractor to assist with snow removal from problem areas in the District in the event of a big snow storm.

- To work with the City of Aurora on other emergency snow removal options for the business district in snow emergencies.
- The newspaper condo rack maintenance and graffiti removal program.
- To repair district markers as required.
- To engage the neighbors/residents through monthly events and by having the BIDs executive director continue to attend town meetings, keeping the neighbors informed about what is happening On Havana Street.
- Our community partnership with the Aurora Time Bank to help with the summer concerts.
- To work with Art in Public Places program on the Art 2C On Havana sculpture on the street program, but in 2017 we plan to discontinue the People's Choice award and use the People's Choice award money to increase the 1st, 2nd and 3rd place prizes instead.
- To host the annual Art 2C on Havana Gala to celebrate the ongoing revitalization of the Havana District, acknowledging our use of public art as an economic development tool.
- To encourage our stakeholder businesses to notify the Executive Director when the business is having a special open house, event, sale or customer appreciation event so we can list those in our newsletter and website.
- Regular "graffiti sweeps" of the District, looking for and reporting graffiti to get it removed a.s.a.p.

New in 2017—we plan to:

- Replace/refurbish the condominium newspaper racks in the district in the spring/summer of 2017.
- Complete installation of the new District Identity Logo Panels planned for Mike Naughton Ford and AutoMart USA, as well as work with KIMCO on their Village on the Park Gateway landscaping and District Markers.
- Make our 10th Annual Cruzin' Havana Car Show a huge celebration!
- Work to build a sense of community by distributing information about of our new Street Outreach Program Team to business owners and neighbors so anyone can call the team when they see a homeless/unhoused person looking to be in need of assistance to get the person help and transport up to services (if they agree to being helped).

Maintenance

Capital Improvements: With stakeholder approval via a formal vote, the BID can issue bonds to pay for capital improvements if the board chooses to do so. BID funds can be used to match and leverage funds and other resources. **No bonding is planned at this time.**

There are several ways in which the BID and its operations and programs can be managed and staffed, including hiring staff and/or contracting with a marketing and/or other professional(s) to carry out BID programs.

2017 plans are summarized above. Gayle Jetchick plans to continue on as Executive Director, and the BID board will form and chair subcommittees to handle other activities for the BID.

V. BID BUDGET

Approximately **\$414,395** in 2017 to be raised through a 4.5 mill levy based upon the assessed value of real commercial property which includes the "current year's net total taxable assessed valuation" from page 2, line 4 of the Certification of Valuation document from Arapahoe County dated August 25, 2016 (\$77,745,935 x .0045 = \$349,857) plus the URA property tax increment from page 2, line 3 of the Certification of Valuation document from Arapahoe County dated August 25, 2016 ("total TIF area increment" of \$14,341,806 x .0045 = \$64,538), as well as an estimated \$25,000 in specific ownership tax and an anticipated \$10,000 in event sponsorships. At the recommendation of the bankers on our board, we have added a "board reserves" line item in which we put currently unallocated funds to balance out revenue and expenditures for 2017. The BID board will be able to vote to allocate these funds on programs and items that benefit the District, as they see fit in 2017. (Please see the proposed budget on page 14)

Bonds: Any bonding would require a vote of electors. The BID shall be authorized to issue bonds in the future at the discretion of, and in such amounts as may be determined by, the BID board of directors. Approval of a majority of BID electors who vote at an election called for the purpose of authorizing such bonds would be required. **No bonding is planned at this time.**

Fees, Charges and Other Revenues: Although the current budget and operating plan do not contemplate imposing rates and charges for services furnished or performed, the BID shall be authorized to impose and collect reasonable fees and charges for specific services as determined by the BID Board of Directors. There are no plans to impose any additional fees and charges beyond the annual BID assessment at this time. The BID will be authorized to collect and spend other revenues as well, such as grants, gifts, receipts from contracts and enterprises, specific ownership taxes, and interest earnings.

Assessment Methodology: Under Colorado statutes, business improvement districts can generate revenues through several methods, including charges for services rendered by The District, fees, taxes, special assessments, or a combination of any of these. In order to allocate the costs of the services to be furnished by the BID in a way that most closely reflects the benefits conferred upon the businesses and commercial properties in the BID, the BID shall be authorized to determine, impose and collect a mil levy based upon the assessed value of commercial property located in The District.

The mil levy method of assessment is intended to equitably address the intended benefits to the Havana corridor by improving the overall value of commercial property in The District through enhanced identity and image, economic development initiatives and advocacy for positive change along the corridor.

VI. BID GOVERNANCE AND PROGRAM MANAGEMENT

The Havana BID will be managed by a Board of Directors consisting of a minimum of seven (7) electors, all of whom shall be voting members. At least two-thirds of the board seats shall consist of owners of real property or their representatives within The District. At least one board member shall be an elector located in the following geographic segments of The District:

- North of Alameda Avenue
- South of Alameda Avenue and North of Mississippi Avenue
- South of Mississippi Avenue and North of Parker Road
- South of Parker Road

The board will also consist of both large and small property owners and will represent a diverse mix of property use types. The BID board will have the following responsibilities:

- Prepare and file the annual BID budget in accordance with state legal requirements and ensure compliance with other state laws.
- Provide direction and coordination in carrying out BID funded improvements and services.

The Havana BID Board of Directors include:

- Matt Rauzi, BID President, Owner, Colorado's Pro Gym, 1961 S Havana ST, Aurora CO 80014
- Darryl Ryan, BID Treasurer, GM, Havana Auto Parts, 901 S Havana ST, Aurora CO 80012
- Brenda Soper, Property Manager of the Gardens on Havana, AmCap, 44 Cook St, #710, Denver CO 80206
- Gary Sliger, Owner of Gary's Full Service Auto Repair, 30 S Havana ST, 304-R, Aurora CO 80012
- Tracy L. Williams, Owner, The Summit Steak House, 2700 S Havana, Aurora CO 80014
- Shannon Jones, President, First Bank, 2300 S Havana ST, Aurora CO 80014
- Yulissa Williams, Branch Manager, Key Bank, 10502 E Arizona PL, Aurora CO 80012
- Kyle Bell, Owner/Partner, Ed Bozarth Chevrolet, 2001 S Havana ST, Aurora CO 80014
- One vacant board position left by the resignation of Glenda Dozier on September 9
- District Attorney: Larry Berkowitz, Spencer Fane, 1700 Lincoln ST, STE 3800, Denver CO 80203

VII. CITY SERVICES

BID services will be in addition to any City services currently provided along Havana.

VIII. TERM

The Havana BID is recommended to be a perpetual BID with a mandatory review period every 5 years. The review will allow for appropriate adjustments to the BID boundary, assessment methodology and/or programming. The review will allow business and property owners to address and respond to changes as they occur along the corridor.



EXHIBIT A: GENERAL FUND OF THE HAVANA BUSINESS IMPROVEMENT DISTRICT

	Original	Actual	Original	Actual	Original	Projected	Original
REVENUES	2014 Budget	2014 Budget	2015 Budget	2015 budget	2016 budget	2016 budget	2017 budget
BEGINNING FUND BALANCE	\$125,430	\$150,667	\$129,460	\$129,509	\$147,330	\$147,330	\$144,302
Property Taxes (4.5 mills)	\$304,737	\$308,949	\$310,755	\$301,578	\$352,533	\$362,556	\$349,444
URA Property Tax Increment	\$53,914	\$41,710	\$70,016	\$52,370	\$62,552	\$68,067	\$64,525
Specific Ownership Taxes	\$20,419	\$25,245	\$23,000	\$27,869	\$23,000	\$25,000	\$25,000
Interest	\$60	\$58	\$50	\$69	\$50	\$50	\$50
Sponsorships and other revenues	\$10,300	\$10,335	\$10,000	\$13,141	\$12,000	\$10,125	\$10,000
TOTAL REVENUES	\$389,430	\$386,297	\$413,821	\$395,027	\$450,135	\$465,798	\$449,019
TOTAL REVENUE AND FUND BALANCE	\$514,860	\$536,964	\$543,281	\$524,536	\$597,465	\$613,128	\$593,321

EXPENDITURES	Original 2014	Actual 2014	Original 2015	Actual 2015	Original 2016	Spent Thru August	Remaining 2016	Proposed 2017 Budget
Marketing	\$165,000	\$158,686	\$165,000	\$133,755	\$142,000	\$128,073	\$13,928	\$142,000
Special Events	\$98,200	\$96,585	\$100,000	\$78,019	\$91,000	\$62,880	\$28,120	\$91,000
HMM Auto Tech Hiring Incentive Fund				\$0	\$10,000	\$0	\$10,000	\$10,000
Program Management	\$20,100	\$4,668	\$15,084	\$4,991	\$15,000	\$2,970	\$12,029	\$20,000
District Identity	\$44,500	\$42,755	\$44,500	\$35,042	\$55,000	\$15,225	\$39,775	\$55,000
Audit & Accounting	\$8,500	\$8,455	\$8,500	\$8,150	\$8,600	\$7,040	\$1,560	\$9,000
Website/Branding	\$35,300	\$32,248	\$35,300	\$31,435	\$41,000	\$27,179	\$13,821	\$30,000
Insurance	\$3,500	\$4,712	\$5,000	\$4,970	\$5,000	\$625	\$4,375	\$5,500
Legal	\$2,000	\$1,892	\$2,000	\$3,628	\$3,000	\$1,439	\$1,561	\$3,000
Payroll Taxes	\$6,120	\$5,169	\$6,243	\$5,107	\$5,500	\$3,717	\$1,783	\$5,610
Salaries	\$67,626	\$67,626	\$68,979	\$69,088	\$71,048	\$41,506	\$29,542	\$72,469
Executive Director Mileage		\$3,074	\$3,500	\$3,021	\$3,000	\$2,064	\$936	\$3,200
Actuarial Adjustment Reserve		\$0	\$201	\$0	\$0	\$0	\$0	\$0
BOARD RESERVES		\$0	\$0	\$0	\$0	\$0	\$0	\$127,884
Reserves (3%)	\$11,683	\$0	\$10,900	\$0	\$12,452	\$0	\$12,452	\$12,432
Treasurer's Fee (1.5%)	\$5,200	\$4,698	\$5,450	\$0	\$6,226	\$5,207	\$1,019	\$6,226
TOTAL EXPENDITURES:	\$467,729	\$430,568	\$470,657	\$377,206	\$468,826	\$297,925	\$170,901	\$593,321
SUM OF SPENT AND REMAINING in 2016						\$468,826		
ENDING FUND BALANCE	\$47,131	\$103,262	\$72,624	\$147,330	\$128,639	\$144,302		\$0

