

HAVANA BUSINESS IMPROVEMENT DISTRICT



2018 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 2018 are as follows. More detail about the specific projects and activities under each of the programs can be found in the "Recap of 2017 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:

- Complete the condo newspaper rack replacement program that was started in 2017.
- 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 2017/2018 exhibition.

Basis of Accounting:

The basis of accounting utilized in preparation of the 2018 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 2018 budget on page 14.)

Budget:

Approximately **\$476,134** in 2018 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, 2017 ($\$90,147,397 \times .0045 = \$405,663$) plus the URA property tax increment

from page 2, line 3 of the Certification of Valuation document from Arapahoe County dated August 25, 2017 (“total TIF area increment” of \$15,660,325 x .0045 = \$70,471), as well as an estimated \$25,000 in specific ownership tax and an anticipated \$8,000 in event sponsorships. (Please see the attached proposed 2018 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 2017 BID ACTIVITIES BY PROGRAM:

2016--Project Management: In 2017, the Executive Director worked with BID board members to manage major ongoing projects including:

- 1) **Havana Street Overlay District Project:** As opportunities arose in 2017, 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 39 logo panels in place at various locations along Havana. New District Logo Panels were installed at AutoMart USA and Mike Naughton Ford in 2017. 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. In 2017, the BID board made a major investment in the District by replacing half of the existing condo newsracks with new racks of the same configuration. We plan to do the 2nd half of this replacement project in 2018.
- 4) **Havana Motor Mile:** The Havana Motor Mile committee selected KUSA/9News and KTVD for their TV commercials in 2017. We filmed new auto sales, auto parts and auto service commercials using the drone footage that was filmed in the District in 2016. We ran four two-week flights of TV commercials for the Havana Motor Mile. In 2015, auto dealers & parts city sales tax generated from the district was \$6,546,804 which was up 10.6% from the previous year. In 2016, car sale slowed slightly generating sales tax revenue of \$6,292,571 for Aurora, but we are back on track for 2017, up 4.3% mid-year with the anticipation of a strong finish to the year. (Refer to the chart below.)
- 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 again in 2017. We made two appearances on Colorado & Company on 9News for our event promotion and ran digital ads and home page takeovers for a few events, which were well received. 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.

City Sales Tax Revenue history: We have seen percentage increases in all three city sales tax categories since we started tracking in 2010. Auto Dealers & Parts are up 83%, Food & Dining is up 70% and Total Sales Tax is up 54% since 2010

YEAR	AUTO DEALERS & PARTS	FOOD & DINING	TOTAL SALES TAX
2010	\$3,435,800	\$1,788,855	\$13,097,290
2011	\$3,769,713	\$2,019,244	\$13,680,196
2012	\$4,934,651	\$2,374,026	\$15,636,441
2013	\$5,295,256	\$2,424,008	\$16,339,128
2014	\$5,897,049	\$2,810,906	\$18,599,766
2015	\$6,546,804	\$3,081,998	\$20,193,012
2016	\$6,292,571	\$3,058,532	\$20,358,224
2017 Thru July	\$3,658,837	\$1,843,878	\$12,270,580



6) **Art 2C On Havana Exhibition:** We have 13 sculptures in place along Havana Street in our public art-on-the-street exhibition. 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, paying for artist stipends, awards, supplies, and the annual Art 2C Gala. The Havana BID board views public art as an economic development tool and a chance to further brand The District. 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 & Argenta:** After a successful RFQ process in early 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 still in the process of doing due diligence to make sure this project is financially viable and work out the 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 to be named Argenta.

8) **Business Watch Issues:** Like many major metropolitan areas in the country, the Havana District is seeing its share of homeless, unhoused people and "visible poverty" in the District. Urban camping, panhandling, shoplifting, graffiti and other crimes have been on the rise again 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 worked with city staff and Comitis/Mile High Behavioral Health to encourage the creation of the Street Outreach Team Program and Aurora's Homeless Day Resource Center. The Street Outreach Team is making sweeps of the Havana District 2-3 times a week, looking for those who may need help (however, people have the right to refuse help). The new Day Resource Center opened full time for business on August 21, 2017. The BID is using business watch funds to purchase bus passes to give to people in the District who appear to be in need to attempt to get them up to the Day Resource Center for services.

The BID also worked with commercial property owners to get them into compliance with the trespassing ordinance by having proper signage and letter of consent on file with Aurora Police to allow police to go onto the property. Our outreach efforts have include trying to help people looking to be in need by giving them Aurora's Homeless Resource Guide and a bus pass so they can get up to services at the Day Resource Center, or offering to call the Street Outreach Team for them. If they continue to panhandle and/or urban camp on private property and have refused all of our offers to help them, the private commercial property owners will trespass them off of their private property. We continue to look for other solutions for this difficult issue.

10) **Automotive Technician Tool Incentive Program:** To address the severe shortage of available automotive technicians, we had tried in a previous year to work with Lincoln College of Technology to provide scholarships to auto tech students, hoping they would come to work in the Havana Motor Mile upon graduation. The program did not work out to our advantage, as all of the students we helped out with scholarships took jobs out of state. We did not award any scholarships in the fall of 2016 and decided to work on another solution.

For 2017, our Havana Motor Mile committee created a Tool Incentive Program with Pickens Tech Center in Aurora. Automotive Technicians need to have their own tools to use on the job. These tools are expensive, especially for someone just starting out in the field. To encourage newly graduated auto techs to come to work in a Havana Motor Mile shop, we took the \$10,000 from the 2016 budget and another \$10,000 from the 2017 budget and

awarded 8 tool incentives in the spring of 2017. The committee worked with Pickens and Snap-On Tools to purchase eight Snap-On Tool cabinets/tools (a value of \$4,500 each). The Havana Motor Mile shop managers worked with the Pickens steering committee to match students with shops in the Havana Motor Mile. Eight students were hired in Havana Motor Mile shops and were awarded the Snap-On Tools package the first day on the job. If they stay employed in the shop for 2 years, they get to keep the tools. If they leave the job before the 2 year mark, the tools go back to Pickens to be used by a future student working in a Havana Motor Mile Shop. This program has been a huge success and we have budgeted another \$10,000 in 2018 to continue this program.

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.

2017--Stakeholders' Communication: In 2017, 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. We follow crime stats on the Lexis Nexis Community Crime Map and notify businesses as needed about issues. We met with and continued the line of communication with the new management group at High Hollows Condos and have greatly reduced the incidents of crime in the area of Exposition and So Ironton. We worked with our Aurora Police PAR officers to distribute shoplifting prevention posters to all of our retail businesses. We worked with Aurora Police to develop a Trespassing Ordinance Packet which includes sample signage wording, sample letter of consent to have on file with police, and a sample parking tag for the commercial property owners.
- **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. We went live with our new "responsive" website late in the fall of 2016 and introduced a new newsletter format and look that is more smart-phone friendly in the spring of 2017. Both the website and newsletter have been well received.
- **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 Havana District looking its best.

- **Homeless Issues:** The BID Executive Director worked with businesses and neighbors to inform them of the aggressive begging ordinance and the trespass ordinance in an attempt to resolve complaints frequently received about begging, panhandling and urban camping in the District. We have come to realize that the folks we are seeing frequently panhandling and begging in the Havana District are not what the city's homeless service providers consider as being truly "homeless," but they are more likely demonstrating signs of "visible poverty." The great majority of the time these folks in the Havana District refuse any help or services offered by the BID or the street outreach team, wanting only money. The street outreach team can be much more valuable and effective in helping the truly homeless who may be more inclined to accept the help. We still will make the effort of contacting these folks, sharing the Aurora Homeless Resource Guide and offering them a bus pass just in case they decide at some point that they want to accept some help.
- **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. We make sure new businesses have our business watch information and are listed in our business directory on the website.
- **Merchants/Neighbors' Come-Together Events:** The District hosts events meant to draw business owners and neighbors together, like the Denver Broncos party at Gibby's and the Art 2C on Havana Gala.

2017--Economic Development Services:

- **Business Directory:** We updated our business directory pictures and details on our new responsive website. 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%, October 2015 was 4.2% and October 2016 was 4.7%. Village on the Park Center has a high vacancy rate due to a pending redevelopment project which has been delayed. The Havana Tower office building welcomed the El Salvadoran Consulate to Aurora and since the consulate opened the occupancy of that building has jumped to over 75% after being around 40% occupied.
- **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 are interested in opening up a business On Havana Street and offers to meet with them to discuss the BID and all it has to offer businesses.
- **New Businesses:** We saw over 30 new businesses open in 2017. 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 in the last year, have completed major remodels, or are currently under construction along Havana:

Colorado Rapids Youth Indoor Soccer
Sally Beauty
Bank of America Kiosk
Bank of America Branch
Angry Chicken
Dae Gee
T-Sq Gas and C-Store
The V-Spot
Chutney Restaurant
Nanglo Bazaar
Mantra Fashion
Herrada Printing
Shortline Eurocars
El Gallito Restaurant
Taco Star
Total Discount Shop
Wendy's major remodel
McDonald's major remodel
El Salvador Consulate in Havana Tower

Mike Naughton Ford new display lot
Village at Westerly Creek Phase III
Whispers Relocating
All Cities Taxi
PB Radio
Wilmer's Best Detail Shop
GlassTek
DMZ Pub
Blend DJ Studio
US Bank
Sahara Hookah Lounge
Grace Adult Day Care
Automart major remodel & signage
Molcajete Mexican Restaurant
Fan Fare site rezoning to mixed use
Shell/Circle K plans
Village on the Park & Dora's plans
Bentley's Pet Stuff
Summit Steakhouse Remodel

MARKETING/MONTHLY EVENTS: In 2017, the Havana BID spent \$91,000 of its annual budget hosting and marketing 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 11: Valentine's Day Gum Drop Festival at The English Teacup
March, all month: Mom & Pop Small Business Month and drawings
March 14: Grocery Cart Races at Safeway to benefit Comitis Crisis Center
April 22: Earth Day Electronic Recycling Event
May 6: Community Rose Garden Clean Up
May 20: City Wide Clean-up/Dumpster Day, Ward III Site Havana Machine
May 30: Rose Garden Concert—Relic Classic Rock Concert
June 9: 10th Annual Cruzin' Havana Volunteer/VIP Dinner
June 10: 10th Annual Cruzin' Havana Car Show & Poker Run
June 27: Rose Garden Concert—Tunisia in concert and annual hoagie sampler night
July 16: Annual Ice Cream Progressive Party for National Ice Cream Day
July 25: Rose Garden Concert—Dotsero Jazz at the Gardens on Havana & 6th annual District pizza party
August 10: First Responders Coffee at Starbucks
August 22: Rose Garden Concert—Six Foot Joe and the Red Hot Rhinos & our annual ice cream social
Yet to come in 2017:
September 23: Summit Steakhouse Last Days of Summer Festival
October 1: Neighbor/business get together at a Broncos/Raiders pregame Party at Gibby's
Oct 28: Halloween Trick or Treating & Costume Contest at The Gardens on Havana
Oct 28: Petco Pet Costume Contest
Nov 3: Art 2C on Havana Western Art Gala at The Outpost Club
Nov 16: Havana BID Annual Meeting
Nov 25: Holiday Caroling with the Aurora Singers
Dec 3: Secret Santa Saturday

2017--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.

- September/October: Art 2C on Havana de-installations and installations x 26.
- 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 2018 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 2018, 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 2018 and also what is new for 2018.**

Economic Development:

In 2018, 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 2018 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. Snow removal is an annual “hot button” issue, especially with businesses who have bus stops/benches in front of their businesses and have changed management/employees since the last time it snowed, so no one in charge knows the details of the ordinance from one year to the next. The BID Executive Director drives Havana Street after a snowfall, looking to see who has not shoveled out by the bus stops that abut their properties, and then educates the manager/staff on the City’s snow removal ordinance.
- 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 2018—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; SEO optimization for the new business directory listings.
- Succession Planning: Recruit, hire and train a new Executive Director with current ED, Gayle Jetchick, staying on full time for another year to train the new ED. After that time, Gayle plans to retire but still be available part-time for special projects and consulting.
- The BID board plans to work on a new 5-year strategic plan together with the new ED, once the new ED is hired and has received some basic BID management training.
- The BID Board can work to create new or change existing 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 2018 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, AEDC and developers to work out 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.
- Continue to 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 2018—We plan to:

- Write and produce new Havana Motor Mile TV commercials promoting auto sales, auto service and auto parts sectors.
- 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 and site plan review 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 move forward this fall.
- Work with the new Street Outreach program and counselors on our homeless and “visible poverty” issues, being always on the hunt for better solutions.
- Continue to refer people up to the new Day Resource Center for services and job training.
- 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.
- Continue the Automotive Technician Tool Incentive Program.

District Identity & Image/Community Sense & Involvement:

In 2018 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 and continue to re-educate businesses about the snow removal ordinance.
- 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.
- Continue to host events and concerts to engage the community and bring people into the District.
- Our community partnership with the Aurora Time Bank to help with the summer concerts, which is a win-win for both the BID and the Time Bank.
- 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 Business Watch & “graffiti sweeps” of the District, looking for and reporting graffiti to get it removed a.s.a.p.

New in 2018—we plan to:

- Finish the condo newsrack replacement project, replacing the second half of the racks in the summer of 2018.
- Continue to work with Kimco’s Village on the Park Center to get a new District logo panel marker on the signage of this new development on the NW corner of Parker & Havana.

- Hire and train a new Executive Director, a person who can continue the district image, community sense and involvement that we have had over the past 10 years.
- 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.

2018 plans are summarized above. Gayle Jetchick plans to continue on as Executive Director, for another year while she trains a new Executive Director to take her place so she can retire or go to part time duties. The BID board will form and chair subcommittees to handle other activities for the BID.

V. BID BUDGET

Approximately **\$476,134** in 2018 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, 2017 ($\$90,147,397 \times .0045 = \$405,663$) plus the URA property tax increment from page 2, line 3 of the Certification of Valuation document from Arapahoe County dated August 25, 2017 (“total TIF area increment” of $\$15,660,325 \times .0045 = \$70,471$), as well as an estimated \$25,000 in specific ownership tax and an anticipated \$8,000 in event sponsorships. (Please see the attached proposed 2018 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
- Donovan Welsh, GM, Havana Auto Parts, 901 S Havana ST, Aurora CO 80012 (appointment pending)
- 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
- Garrett Walls, Western Centers/Havana Exchange, 10555 E Dartmouth, #360, 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
- Devon Horan, Property Manager, Havana Tower, 1450 S Havana ST, Aurora CO 80012
- Tom George, BID Attorney, 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.



Proposed 2018 Budget

GENERAL FUND OF THE HAVANA BUSINESS IMPROVEMENT DISTRICT						
	Actual	Original	Actual	Original	Projected	Proposed
REVENUES	2015 budget	2016 budget	2016 budget	2017 budget	2017 budget	2018 budget
BEGINNING FUND BALANCE	\$129,509	\$147,330	\$117,545	\$164,745	\$164,745	\$139,449
Property Taxes (4.5 mills)	\$301,578	\$352,533	\$348,986	\$349,857	\$349,813	\$405,663
URA Property Tax Increment	\$52,370	\$62,552	\$68,067	\$75,544	\$75,544	\$70,471
Specific Ownership Taxes	\$27,869	\$23,000	\$31,821	\$25,000	\$28,000	\$25,000
Interest	\$69	\$50	\$490	\$50	\$50	\$50
Sponsorships and other revenues	\$13,141	\$12,000	\$10,000	\$10,000	\$8,000	\$8,000
TOTAL REVENUES	\$395,027	\$450,135	\$459,364	\$460,451	\$461,407	\$509,184
TOTAL REVENUE AND FUND BALANCE	\$524,536	\$597,465	\$576,909	\$625,196	\$626,152	\$648,633

EXPENDITURES	Actual 2015	Original 2016	Final 2016	Original 2017 Budget	Projected spent in 2017	Preliminary 2018
Marketing (inc tool incentive \$10,000)	\$133,755	\$152,000	\$146,907	\$162,000	\$159,000	\$152,000
Special Events	\$78,019	\$91,000	\$86,287	\$91,000	\$88,702	\$94,000
Program Management (inc \$10,000 snow)	\$4,991	\$15,000	\$6,377	\$20,000	\$10,000	\$20,000
District Identity	\$35,042	\$55,000	\$32,568	\$75,000	\$63,996	\$75,000
Audit & Accounting	\$8,150	\$8,600	\$8,030	\$9,000	\$9,000	\$9,000
Website/Branding	\$31,435	\$41,000	\$40,601	\$30,000	\$30,000	\$20,000
Insurance	\$4,970	\$5,000	\$4,509	\$5,500	\$5,500	\$5,500
Legal	\$3,628	\$3,000	\$2,213	\$3,000	\$3,000	\$3,500
Payroll Taxes	\$5,107	\$5,500	\$5,868	\$5,610	\$5,610	\$11,200
Salaries --ED	\$69,088	\$71,048	\$70,961	\$72,469	\$72,469	\$73,912
Salaries- ED in Training Salary				\$0	\$0	\$60,000
ED in training medical insurance						\$8,000
3% retirement savings match option for ED and EDT						\$4,017
ED & EDT Mileage	\$3,021	\$3,000	\$3,328	\$3,200	\$3,200	\$6,400
BOARD RESERVES	\$0	\$11,094	\$0	\$100,432	\$30,000	\$56,000
Reserves (3%)	\$0	\$12,452	\$0	\$12,452	\$0	\$14,284
Treasurer's Fee (1.5%)	\$0	\$6,226	\$4,515	\$6,226	\$6,226	\$7,142
TOTAL EXPENDITURES:	\$377,206	\$479,920	\$412,164	\$595,889	\$486,703	\$619,955
ENDING FUND BALANCE	\$147,330	\$117,545	\$164,745	\$29,307	\$139,449	\$28,678

