



2022 OPERATING PLAN & BUDGET + 2021 ANNUAL REPORT

I. SUMMARY: The District received the preliminary assessed valuation from the county assessor on August 25, 2021, but due to COVID-19 and related Executive Orders the final assessed valuation will not be received until after the City of Aurora's Management and Finance (9/28/2021), Study Session (10/18/2021) and City Council 911/22/2021).

The District will update this proposed plan and budget for 2022 after they receive the final assessed valuation from Arapahoe County. The District has requested an extension for submission, but while waiting for approval The District is preparing this Operational Plan and Budget for 2022 and 2021 Annual Report with the preliminary assessed values received from Arapahoe County on August 25, 2021.

Our District attorney Tom George at Spencer Fane LLP advised the District that due to the delay in receiving the assessed valuation certifications from the Assessor, the District can use the previous year's AV certifications and the preliminary assessed valuations presented on August 25, 2021, as a reasonable estimate for 2022's budget year. The Final 2022 Budget is due on December 15, 2021 to the Arapahoe County, Board of County Commissioners.

The Havana Business Improvement District (the District) 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 District is financed through a mill levy based on the assessed value of real commercial property. The District received its first funding in 2008. The District 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. The District services are in addition to the services along the corridor currently provided by the City of Aurora.

Name: Havana Business Improvement District dba On Havana Street

Boundaries: The District's 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 in Arapahoe County. A map of the BID boundary is on page 32.

BID Programs: Our overall goal continues to be economic development of the Havana Corridor. The District has defined three major program areas, listed below. The general goals for each program area for 2021 are as follows. **More details about the specific projects and activities under each of the programs can be found in the "Recap of 2021 BID Activities" starting on page 4 of this operational plan and annual report.**

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 & host an annual stakeholders' meeting in November.
- Publish our monthly E-newsletter, post important announcements on the homepage of the OnHavanaStreet.com website and social media as the need arises.

- Continue regular email communication with stakeholders', regular in-store visits and connect/promote via social media platforms.
- 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
- 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 special events & promotions 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.
- Continue to support the stakeholders during the Covid-19 recovery and other city, state and federal mandates and regulations.

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, print, digital promotions, the OnHavanaStreet.com website and our social networking sites like Facebook, Instagram, Yelp, Google, 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 sign maintenance and replacements as needed.
- Continue assisting the stakeholders with maintenance, code enforcement issues and the 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 and more.
- Continue to brand and market the Havana Motor Mile as the premiere destination for everything automotive.
- Continue to brand and market the Eat On Havana Street brand of 100+ diverse restaurants and food services as a destination for global eats, & attract diners and foodies all over the world.
- Continue to work with the city, the property owners, and Dillon Place to move forward on redevelopment of the former Fan Fare property and soon to be Argenta 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, public art program in coordination with the Aurora's Art in Public Places Commission and install *12 new sculptures biennially.

District Marker Replacements and Additions



- *The Art 2C On Havana originally had 13 sculptures and concrete art pads at 13 District stakeholder properties; however, in May 2021 the Autawash/AutaLube properties were sold to Cobblestone Auto Spa and are now under redevelopment. The 2020-2022 sculpture at Autawash was removed, placed in storage on 5/19/2021 and the concrete pad will be demolished in the redevelopment of the property. Autawash closed, sold to new car wash company, Cobblestone Auto Spa, took ownership on 6/2/2021 and they plan to demolition of building for redevelopment for a grand opening this winter season.
- The District and the City of Aurora's Art in Public Places attempted to relocate the 13th sculpture and install a new concrete art pad at another property. However, due to COVID-19 challenges, concrete costs, wear and tear on the sculpture and not being able to contract a concrete contractor for a small concrete pad install, the District decided it was best to not re-install the 13th sculpture for the 2020-2022 Art 2C program. Due to these unforeseen circumstances and challenges in 2021, the District plans to continue the Art 2C program with the 12 existing locations and that the 13th location will be at Argenta when the housing development is complete.



Basis of Accounting: The basis of accounting utilized in preparation of the 2022 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 2022 budget on page 35).

Budget: This operational plan and annual report was created using the preliminary 2022's AV received on August 25, 2021. The final 2022's AV assessments will not be received until late November 2021 from Arapahoe County. Due to Covid-19 the State of Colorado allowed for an extension.

*Approximately \$583,477 in 2022 is 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, 2021](#) AV's (\$111,355,880 x .0045) = \$501,101, plus the preliminary 2022 URA property tax increment from page 2, line 3 of the [Certification of Valuation document from Arapahoe County dated August 25, 2021](#) ("total TIF area increment" - URA Property Tax Increment (\$18,305,712 x .0045) = \$82,376 as well as an estimated \$40,088 in specific ownership tax.

After this report was submitted to the City of Aurora for the Manage & Finance Committee, City Council Study Session and the regular City Council Meeting the District will receive the Final AV's for 2022 in late November 2021. *The final AV's for 2022 will be received in late November 2021 and added to this document to submit to Arapahoe County and the State of Colorado by 12/15/2021.

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 2021 BID ACTIVITIES BY PROGRAM:

2021 Project Management: In 2021, the Executive Director worked with BID board members to manage major ongoing projects including:

1. COVID-19 Recovery Assistance Continued in 2021:

2020 Challenges Rolled into 2021 Challenges: On Havana Street experienced over 112+ closures reported in March 2020 during the State of Colorado Stay at Home orders and closures. 90 out of our 100+ restaurants remained open as essentials businesses for take-out, delivery, drive thru and Colorado Curbside only. However, many of the 90 restaurants struggled operating only on take out revenue and sourcing inventory of PPE and products. In early 2020, our 20+ auto dealers did close for in-person auto sales for a short period; however online sales and auto repair and services remained opened as essential businesses. The other automotive businesses remained opened during the mandate/shutdowns as essential businesses. Although in 2021, there were no mandated shutdowns, but the limited capacity limits, vaccine challenges and changing restrictions did challenge the many diverse industries in the District's corridor.

The District did its best to support the corridor through any resources, funding, programming, and communications in 2020 and 2021. Although the shutdowns and closures remained less severe and restrictive as compared to 2020's industry shutdowns, mandates, and in-store/in-door dining closures, 2021's challenges included other limiting and restrictions that strained the recovery efforts of the District. The continuation of the public safety protocols and limitations on business operations were extremely difficult for so many businesses. Some examples of the constraints on business recovery included: the constant changing of health orders, mandates or recommendations for the limited capacity limits, mask mandates/recommendations, vaccine mandates/recommendations, social distancing requirements, workforce shortages, hiring challenges, supply chain challenges, access to capital and funding, access to inventory, price increases, vaccination hesitancy, vaccine access for workforce and lots of uncertainty with the pandemic for many of the industries along the corridor.

Due to the roller coaster of the uncertainty of the pandemic re-opening, recovery, and the sustainability of many businesses along the corridor struggled to re-open or operate at full capacity or with limited hours of operation due to social distancing, staff shortages and limited customers dining out or patronizing shops.

One of the major contributions the District did to support our businesses, stakeholders and community members was to help host and support equity vaccine community clinics in the corridor and in the nearby communities of On Havana Street.



The District hosted Equity Vaccine Clinics at The Stampede and at other community organizations for the District's workforce and community at large. The District co-hosted, organized, sponsored, promoted and volunteered at over 20 equity vaccine clinics On Havana Street and in the community. These equity clinics distributed over 10,000 vaccines. The District, the City of Aurora, City Council, the NAACP, African Leadership Group, Aurora Asian Pacific Community Partnership, Second Chance Center and Aurora Sister

Cities International and many other partner organizations co-hosted various COVID-19 Equity Vaccine Clinics.

Figure 1: The equity clinics helped the Havana BID's workforce have access to vaccines. Executive Director Chance H. with Bridget O. (owner of Nana African Market).

- Over 10,000 vaccines were provided through the State of Colorado's CDPHE at over 20 equity community clinics at various On Havana Street businesses and community partners near the District included: The Stampede, Mariscos El Rey Dos, M-Mart, Colorado Rapids Youth Soccer Club, and Western Centers. Some of the other community partners near the District included the Colorado Alliance for Health Equity and Practice – Family Medicine Clinic (CAHEP – FMC - Dr. Alok Sarwal), the Colorado Primary Care Clinic (Dr. Dawn Fetzko), H-Mart, Colorado Muslim Society/Masjid Abu Bakr, Second Chance Center, City of Aurora – AMC, Anschutz Medical Campus, Denver Hamere Noah Kidane-Mihret Ethiopian Orthodox Tewahedo Cathedral Church, the African Leadership Group, African Chamber of Commerce, El Salvadorean Consulate, a few Korean churches, businesses at The Pavilion Towers (Parker Rd. near H-Mart), Mango House, and Mountain View Church).
- Pre-registration for the equity vaccines were often filled in the first 24 hours in early 2021 when access was limited to certain populations.
- The District partnered with two small community clinics to host large equity clinics at The Stampede: Colorado Alliance for Health Equity and Practice – Family Medicine Clinic (CAHEP – FMC - Dr. Alok Sarwal) and the Colorado Primary Care Clinic (Dr. Dawn Fetzko).
- Many of the equity clinics provided translators, fluent in about 20+ different languages to aid recipients, in the process of receiving vaccines.
 - Spanish
 - Amharic
 - Tigray
 - Korean
 - Vietnamese
 - Mandarin
 - Cantonese
 - German
 - Dutch
 - French
 - Italian
 - Turkish
 - Azari/Azerbaijani
 - Farsi
 - Somali
 - Oromo
 - Arabic
 - English
 - Hindi
 - American Sign Language
- Translators were recruited through personal networks and local organizations including the District, the Stampede, the NAACP, Western Centers, Second Chance Center, CMe Catering & Events, the Ethiopian Community, the City of Aurora, Aurora City Council Members and the Mayor, City of Aurora's Office of International and Immigrant Affairs, City of Aurora's Planning & Development Services, City of Aurora's Business Advisory Board, Aurora Asian Pacific Community Partnership, The Colorado Health Foundation, Colorado Event Traffic, Arc Document Solutions, Falck Rocky Mountain Ambulance, El Salvadorean

Consulate, Aurora/South Metro SBDC, Colorado Korean Restaurant Association, Korea Town Aurora, the Korean Committee of Aurora Sister Cities, Lee, Myers and O'Connell, LLP, M- Mart, H-Mart, LLC, Bella Vita Senior Living, the Colorado Filipino Nurse Association, Denver Hamere Noah Kidane-Mihret Ethiopian Orthodox Tewahedo Cathedral Church, African Leadership Group, African Chamber of Commerce, The Kim & Haines Family, Colorado Rapids Youth Soccer Club, and GEICO Aurora – John & Christina Sanchez.

- The District is forever grateful to Chris Swank with The Stampede. Many of the first mass vaccination equity clinics for 200-900+ patients a day were hosted at the event center/dance club building at Parker Road and Havana. The Stampede generously donated the space and staff to help with the logistics and facilities. Chris also allowed the District and other community partners to host clinics, store their supplies at the building in between clinic dates and even allowed partners to deliver equipment and supplies before and after each clinic to prepare for the next clinic.
- Community volunteers sponsored the volunteer/medical staff lunches, refreshments, snacks, first aid station's snacks, water, and juices. Other PPE and event supplies were donated by the District, Amazon, Falk Rocky Mountain Ambulance, ARC Document Solutions, H-Mart, the City of Aurora, the Aurora Asian Pacific Community Partnership, The Colorado Health Foundation, and many others.
- Over 100 volunteers dedicated their time and their efforts towards the many clinics.

- Translators
- Facility set up and take down crews
- Traffic Management Specialists
- Covid-19 Safety & Sanitation Specialists
- Technology Specialists
- Business and Community Organization leaders
- City Council and Staff
- Medical professionals



- The first equity clinics On Havana Street were used as a model for future equity clinics to serve the diverse Aurora community and metro area. Many of our stakeholders and their workforces were grateful for the access and opportunity to have clinics in the District. The Clinic partners shared that 10,000+ vaccines were distributed and administered to our community through the equity clinic partners that the District supported. Many of the first clinics allowed our diverse corridor with access which was very limited in February to May 2021.

Other COVID-19 Recovery Efforts in 2021:

- Assisted businesses and their workforce along Havana to sign up for appointments for a Covid-19 vaccine in the community.



- Organized pallets of Amazon donated PPE and distribution to community partners. Thank you to the Aurora City Council for connecting Brittany Morris Saunders, Amazon's Senior Manager, External Affairs (Denver) with the District. On 5/10/2021 we coordinated and distributed pallets of AMAZON donated PPE at the Second Chance Center to over 20 community organizations. **Amazon generously delivered 120,000 masks, 48,000 gloves, and 540 sanitizer bottles.**

- **Grant assistance and advocacy: The District was an active advocate for the relief programming and funding for Aurora and Colorado businesses.** The District shared, promoted and assisted businesses in sourcing funding and relief programming. Many of the small businesses in the District depended on the relief programming to survive the continuing roller coaster of 2020 into 2021. **Many of the District's business testimonies for relief efforts created additional programming and relief funding for Aurora businesses. The District is very grateful to the City of Aurora's Mayor and City Council for advocating for the District and the diverse corridor.** The [Aurora Economic Relief Programming](#) was a integral part of the District's pandemic recovery.
- Advocated and shared [Child Care Assistance Program](#) resources and funding with the BID workforce. The [Child Care Assistance Program by Arapahoe County](#) is the Low-Income Child Care Assistance Program (CCAP) that

helps eligible families with the costs of child care for children from birth to age 12 while the parents work toward self-sufficiency.

- Promoted the [Upcoming City of Aurora Tax and Licensing Classes](#) shared with the BID businesses
- **PPE Distribution to Small Businesses:** Distributed 500 donated and sponsored masks to On Havana Street businesses from the Colorado Health Foundation and Aurora Asian Pacific Community Partnership.
- **Promoted & assisted property managements and stakeholders with fulfilling empty and available leases:** We continued to receive inquiries from other businesses wanting to relocate and open in Aurora, On Havana Street. Chance began hosting in-person driving tours of available properties and virtual Google map tours on Zoom of the District to community partners, hotels, city management, prospects, marketing companies, city council candidates and developers.
- **Hosted and promoted Covid-19 resources and workshops to the BID** and partnering with the SBA, SBDC, CRA, local chambers, Mile High United Way, Arapahoe/Douglas Works!, The Chamber's Diversity & Inclusion Council, CWEE & many more.
- The District worked with The Chamber and Visit Aurora to support a new program with [Emily Griffith's FREE Culinary Workshops](#) - No cost to students and no experience required.
- The District worked with **Mile High United Way's United for Business** and utilized their resources and advocacy programming to help businesses with lease negotiations, legal, accounting, website development improvements and much more.
- The District worked with **Village Exchange Center, CRA Foundation and the Long Community Workforce Program** to help our restaurant and marketplace stakeholders engage in a unique opportunity for workforce training and running their own food truck. The Long CWP's mission is "be the steppingstone towards the American Dream. We will empower people with food and hospitality training, we will assist in meaningful job placement. We will build community through acceptance, exchanging ideas with food and service."
- Introduced the Covid-19 Recovery Workforce programming to our businesses and their property owners.
- Shared business resources by [Arapahoe County](#) and the [City of Aurora](#) & promoting the vaccination awareness campaign in various languages to the BID and community.
- Promoted Covid-19 legal help from the [Colorado Restaurant Association](#) and [Mile High United Way's United for Business](#) programming.
- Hosted weekly and monthly [Tri County Health Dept. Business Outreach](#): The District promoted, posted updates, hosted weekly business round tables for specific industries & shared COVID-19 timely resources and data. The District connected stakeholders to COVID-19 Call Centers where the call centers were available Monday-Friday from 8 a.m. - 5 p.m. to answer questions from providers, businesses, and the public.
- Researched, hosted, and promoted every funding campaign and workshop available to the business community.
- **Continued the Eat On Havana Street promotions for our 100+ restaurants:** We continued to promote take out, curbside pick-up, outdoor/patio dining, and delivery for our restaurants and international markets. We also worked with the City of Aurora, Visit Aurora and community partners to feature our restaurants on the online [Yum Guide](#) and an [Aurora takeout webpage](#) featuring our restaurants.
- We also created a [Covid-19 resource page](#) that shared updates, closures and special hours, [Ways to Support On Havana Street](#), How to Stay Safe & Support On Havana Street Businesses, a Take-out list of Restaurants with links and special accommodations. The Covid Update webpage continues to rank in the top 10 webpages of the District's website visits.
- **Resource Sharing & Updates:** The District shared resources from the state and their many departments, Tri-County Health Department, the Colorado Restaurant Association, & SBDC regarding mandates, resources, and funding opportunities. The District did its best to share blogs and news updates on ways to help small businesses or shared access resources during this crisis. We collaborated with hospitals at the Anschutz Medical Campus and Children's Hospital of Colorado and shared resources and flu vaccines/Covid-19 testing opportunities.
- **District Gift Card Support and Marketing:** We purchased over \$10,000 in gift cards from BID businesses to support them during the challenging months and especially during the restrictions with limited capacities. These gift cards were purchased from the event Visit Aurora Relief Fund, the District's giveaways budget and the Holiday Promotions/Secret Santa gift card giveaways. Typically, we do not purchase the event gift cards until the summer months or during the holidays, but the District and board felt that the businesses in the corridor needed the additional support throughout the year. Our District shared that gift card purchases and support helped many of them get through challenging weeks where revenue was down over 60% in sales.
- **Active Engagement and Daily Posts on Social Media Platforms:** We shared daily Covid-19 updates, blogs, and social media support for the businesses. During the pandemic, we continued to post multiple times day to promote the BID businesses. We created social media stories, highlights, reels and shared them with collaborators so that the posts would go viral with more engagement and impressions. In 2021, the District collaborated with social media

influencers, auto You Tubers to promote the Havana Motor Mile, food bloggers to promote our restaurants, social media content creators to promote our retail and BID businesses. The collaboration and promotions continue to be a huge success for the District. Many of the influencers and bloggers created content for some small businesses and even shared promotions to support our corridor daily.

- **Corridor Safety Outreach:** The District actively worked with stakeholders regarding safety and crime concerns. APD regularly attended the District's monthly board meetings and stakeholder outreach events. APD also provided a crime analyst, data reports and security/safety audits of properties for the District's stakeholders. The District co-hosted the APD's academy for District tours for more diverse business and community engagement. The tours and positive engagement with our diverse business owners have been well received and hope to engage more of the District in 2022.
 - **Business Check-In's:** The Executive Director regularly checked in with our businesses with in-person visits, phone calls, texts, emails and through direct messages on social media. The Director asked how the BID could help, shared resources, updates, and grant funding opportunities.
 - The District continued to work Fox Media and Marketing's Kim Fox to create new creative for our March Commercial roll out and promoted the Havana Motor Mile dealerships, parts & services, plus updated the Eat On Havana Street restaurant and destination shopping commercials to encourage take away/ColoradoCurbside and shopping along the corridor.
 - **Business Outreach & Engagement:** Monthly we hosted round table discussions, On Havana Street district tours, small business outreach events and phone calls with the Governor Polis, Representative Jason Crow, local Chambers, Tri-County Health Department, Mayor Coffman, and city council members. The one-on-one calls, in-person coffee meetings and regular updates with city council members and the mayor truly went a long way with the BID businesses during the uncertain times. It was also a great opportunity to hear the pulse of what the businesses are experiencing and share testimonials with other partners to create more programming for the businesses in need of additional support.
2. **Havana Street Overlay District Project:** As opportunities arose in 2021, we assisted and encouraged commercial property owners in the BID to update their landscapes according to the Havana Street Overlay District guidelines and improved the overall look and appeal of the District. We also helped property owners work with the City of Aurora regarding site plan updates and improvements. We helped properties connect with City of Aurora planners, landscape architects, code enforcement, Aurora Police Department, and other partners to ease the process of improvements along the corridor.
3. **NEW Accountant and implementation of Bill.com for payments to vendors:** In January-March 2021, we transitioned our bookkeeping and accounting from James Moore & Associates to Bill Flynn at Simmons & Wheeler. James Moore & Associates informed the District in mid-December 2020 that their CPA firm would no longer do public state entity accounts and referred the District to other accountants that manage special district financials and bookkeeping. The board received several bids and voted for the District's financials to be managed by our former auditor Bill Flynn with Simmons & Wheeler and understanding that then in 2022 we would require a new auditing company to take on the District's annual audit. The board felt that Bill Flynn with Simmons & Wheeler understood our financials the best, as the District's former auditor, and also had a great reputation with other special districts as an accountant.

Transitioning from James Moore to Simmons & Wheeler in early 2021: After the transition from our first accountant, James Moore with Moore & Associates, to our former auditor Bill Flynn with Simmons & Wheeler, the District moved our payment system to Bill.com to streamline the payments for vendors. Bill.com allowed for the accountant, BID President and BID Vice President to approve all payments for vendors online without having the executive director drive to each check signer for dual signatures on each physical check. Due to Covid-19 challenges, Simmons & Wheeler advised that the Bill.com platform would help the executive director and board members manage the District's invoices in a timely manner with less complication, more accountability and more convenience. Also, on September 30, 2021, our accountant, Bill Flynn with Simmons & Wheeler will be leaving Simmons & Wheeler; however, the District decided it would be best to remain with another accountant (Dianne Wheeler) from Simmons & Wheeler for the rest of 2021 for our accounting and bookkeeping. The board will explore a new accountant in 2022 if necessary.

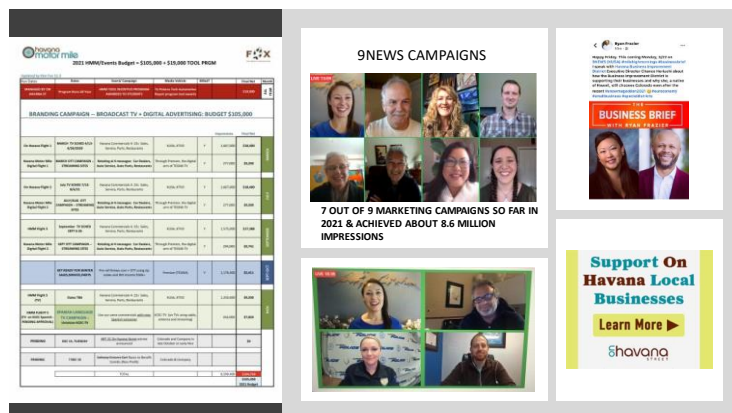
NEW Auditor in 2021: The District has received three bids for a new auditor for 2021's financials in early 2022. The District's board will review proposals and select an auditor before the November 17, 2021 Annual Stakeholder Meeting.

District Marker Replacements and Additions



We ran the updated commercials in March, June, July, September, October, and November. Fox Media and Marketing also helped negotiate a buy two get one free promotion for our ad spots to stretch our budget to support the District. The [flights of commercials](#) had a total of about 8.6 million television impressions. Due to Covid-19, the commercials were targeted times during the Olympics, local news, Ellen, & Saturday Night Live. These commercial runs were very important because at that time the dealerships, restaurants and retail were still at limited capacities. We also promoted that all parts and services were open as essential businesses.

In addition to the [Havana Motor Mile specific commercials](#), we also ran the restaurant commercial in the same series of flights encouraging the community to safely order take out, pickup and delivery services to our 100+ restaurants in the corridor.



We also have additional commercial flights scheduled to run in November after the election to promote holiday shopping, end of the 2021-year for auto sales and support for our Eat On Havana Street campaigns.

[Translated commercials in Spanish Campaign:](#) In addition, we translated the 9NEWS commercials with [Spanish voiceovers with Estrella Media/Estrella TV in June-July 2021](#) during the Father's Day and Fourth of July weekends. We ran [34,15-second commercials with a reach of 93,500 viewers reached for only a \\$500 investment](#). In addition to bonus spots, we also received a 2x per week social media posts on the EstrellaTV Denver Facebook page for 2 weeks. Estrella Media provided the production and editing at no cost with our partnership. In 2022, we hope to do more commercials and spots in Spanish to continue our diverse marketing efforts to promote the District in our communities.

- Promoting/marketing our businesses and events:** To gain a better return on investment with our marketing budget on KUSA & KTVD, we combined the Havana Motor Mile and Event TV budgets again in 2021. We ran commercial flights in March, July, August, and September. We also have scheduled promotions for November and December 2021. We strategically selected times during the Olympics, local news, Ellen, & Saturday Night Live. We are scheduled for two appearances on Colorado & Company on 9News in the winter season, ran digital ads, home page takeovers for promotions, events, and giveaways, which are always well received on the 9NEWS platforms.

In 2021, we continued to establish new relationships and strengthened relationships with various marketing partners that offered free opportunities to promote our district and events. We continued to run regular ads in print, social, web and newsletter ads with media partners: **Glendale Cherry Creek Chronicle, Living Well in Lowry, Asian Avenue Magazine, Rocky Mountain Chinese Weekly, Weekly Focus, Oz Magazine, Colorado Times, 5280 Magazine, Aurora Guide, Aurora Chamber Directory/Website, Buckley Space Force's website, Orbiter Magazine & monitors on base, Community Campus Partnership/CU Anschutz Medical Campus - Weekly Community and Campus Connections Newsletter, and Estrella Media.**

We partnered with the [Asian Avenue Magazine](#) throughout the year with 4 months of half page ads, 2 editorial features - On Havana Street events, programs, history, etc., 12 social media posts (1 per month) and 6 months of a web banner ads on Asian Avenue Magazine's website for \$2000. This magazine "connects culture and links lives" in the Denver/Boulder area to over 240,000 readers a year and distributed at 400 locations. We have a very diverse community in the District and this magazine featured our businesses, cultural celebrations, dining, shopping, travel, arts and lifestyle. Their most recent reader surveys showed that half of the readers are Caucasians and half Asian Americans, 75% of the readers have college and graduate degrees and over half of the



readers have an annual income above \$60,000. The magazine showcased our businesses and events in their articles and social media at no cost.

Many of the features were [multiple page spreads](#) on Eat on Havana Street, Boba Drinks, Best of 2021 (many BID businesses won 1st place or were honorable mentions), Lunar New Year, Support Small Businesses, Support Businesses Owned by People of Color, Get Vaccinated Campaigns, Equity Clinic campaigns and stories, Seoul Mandoo New Business full page feature, 100 Asian, Native Hawaiian, Pacific Islanders, & Desi to Know in Denver (#88 Chance Horiuchi), Asian Food Edition, Asian American Hero of Colorado: Chance Horiuchi, Asian Eats To-Go events featuring On Havana Street businesses, grand openings of new businesses, food trends, and highlights of hidden gems to visit in the District.

Another marketing partner was the **Community-Campus Partnership**. This partnership fosters, promotes and supports mutually beneficial collaborations between the Anschutz Medical Campus and the surrounding Aurora community neighborhoods to improve the health and economic well-being of the Aurora community. This relationship allowed us to promote our district and events to over 30,000 in their workforce at the Anschutz Medical Campus. This campus includes **UCHealth University of Colorado Hospital (UCH), Children's Hospital of Colorado, the Rocky Mountain Regional VA Medical Center - VA Eastern Colorado Health Care System and the Bioscience/Fitzsimons Innovation Community**. The District continued to partner and share weekly District ads and features in their newsletters. Also, in 2021 the District is helping to create a program for 2022 where the campus and partners do more procurement locally and with diverse businesses in the District.

During Covid-19 recovery, we collaborated with **Children's Hospital Colorado's Corporate, and Community Relations, Marketing and Communication** and they offered their free virtual talks with their Children's Hospital Colorado experts to the workforce in the District. This partnership offered programs that helped engage employees in educational and volunteer opportunities. The program also offered digital resources available for various topics that could be shared in newsletters, social channels, company websites, etc.

In 2021, **Visit Aurora** hosted numerous marketing campaigns, blogs, videos, photographers, social media promotions, giveaways and featured On Havana Street restaurants and businesses in their marketing. Visit Aurora was a crucial part of the Covid-19 recovery marketing of the special district. Visit Aurora has been an extraordinary partner and promoted our businesses to regional visitors and the local Colorado market.

Visit Aurora continued to highlight our restaurants in the corridor and created a takeout and delivery webpage that featured our 100+ restaurants: [VISIT AURORA'S LIST OF TAKEOUT & DELIVERY LIST](#).



The District continued to market and promote the features of their website that highlighted many of On Havana Street businesses as local destination experiences in food and shopping. Their website's statistics YTD January 2021 - Sept 30, 2021: Visitor guide pageviews: 4,002, Restaurants pageviews: 7,133, and Takeout pageviews: 1,593.

An On Havana Street half-page ad was in the [2021 Visit Aurora Guide – Bring Your Appetite](#) at no cost by Visit Aurora to support the advertisers during the pandemic recovery. Many of the District's businesses were featured in Visit Aurora's 2021 Guide, Aurora's Savings Pass, blogs, stories, features, advertisements, and marketing campaigns. The Visit Aurora's [complimentary ad space to support the District](#) during these challenging times allowed for the District to use other funds to support the stakeholders with other visitor and local marketing promotions. Visit Aurora's [2021 Visitors Guide](#) was met with great success from locals and visitors. Last year, Visit Aurora brought the project in-house and doubled down on their efforts while expanding the 2021 Visitor Guide distribution to 150,000 copies to reach more people than ever before. A direct mail copy was delivered to 90,000 Aurora residents with a welcome letter from our President and CEO, Bruce Dalton. The 2021 Guide received an outpour of support from the local community and plans to aim even higher in 2022. **This guide continues to be the definitive resource and most requested item for the 77.7 million visitors arriving annually to the state and has a year-long distribution of 150,000 copies.** This is also a highly trusted and relied upon resource for important buying decisions in our community. We are grateful that the District and its stakeholders are consistently highlighted and celebrated in every feature and article.

This marketing partner continued to **share all the content**, photos, video footage, commercials, and press captured at On Havana Street businesses at no cost. The businesses used the same content in their own marketing to update their menus, website, and social media for additional exposure. The District plans to continue to collaborate and co-host **social media giveaways** to promote our destination restaurants and businesses. Visit Aurora continues to host successful campaigns. For example, in the partnership for Home for the Holidays and Love Your Local, Visit Aurora's social media campaigns feature the District and had about 1.2M impressions, 292K reached, 26K clicks with 395 partner referrals. In addition to partner campaigns, Visit Aurora also assisted the District in discounted ads with other local publications. For example, for the upcoming November 2021 Aurora Edition in the 5280 Magazine, Visit Aurora and the City of Aurora helped to discount ads for Aurora partners to be included in the magazine feature. The District was able to purchase two half page ads for the special edition highlight On Havana Street and the Havana Motor Mile.

In addition to the social media promotions, free online and print marketing campaigns, Visit Aurora hosted the Savings Pass featuring our businesses in the District at no cost. Many of our businesses struggled to market during the Covid-19 challenges and [Visit Aurora Savings Pass](#) allowed our merchants and businesses to include a discount and promote their business. Visit Aurora's annual contract with a company called, "Bandwango" created the pass for the participating businesses. The Savings Pass was typically provided to convention and tournament attendees staying in Aurora or at one of their Denver partner hotels nearby. However, due to Covid-19 Visit Aurora used the Savings Pass to market regionally and locally to support our local economy during the uncertain times. As more hotels and travelers return to visiting Colorado, The Savings Passes will be distributed to the Gaylord Rockies convention groups and several other visiting groups throughout the year. Visit Aurora also marketed the pass to locals and promoted stay-cation options while featuring our diverse, small business restaurants.

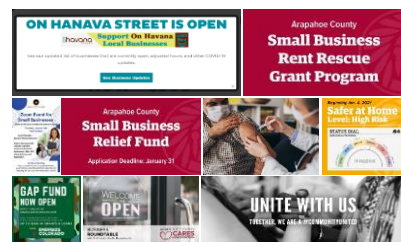


Strengthened local hotel partnerships with The District: The District also partnered with Visit Aurora to connect the 65 hotel partners and member hotels in Aurora, Denver, Denver Tech Center and Central Park to the District's stakeholders. The District hosted the local hotel **Group Sales Teams and hotel management** to showcase restaurants, things to do, venues and other locations in the District. These hosted visits and tours helped set up hotel site visits to On Havana Street and made reservations for travelers and groups at our restaurants and businesses. Groups of 10-30 visitors/conference groups from partner hotels hosted "offsite" meals and entertainment activities in the District. The hotel shuttled the visitors to Havana to

experience our global options of cuisines and entertainment. This partnership connected visitors and travelers to "Things to do On Havana Street" and attracted more diners and shoppers to the District during their stay in Colorado. Due to safety and with group gathering limitations in the District also promoted the catering options and delivery options that our 100+ restaurants offered. The Executive Director regularly sent images of establishments, menus, articles highlighting On Havana Street and lists of businesses that are great destinations for local travelers to the local hotel partners.

Due to the challenges of Covid-19 Visit Aurora generously supported the District with community relief funds of about \$20,000 to support the businesses in the corridor with marketing and advertising. These monies aided in stimulating the economy and supporting local businesses during the uncertain times of Covid-19. In late September 2020, The District and Visit Aurora were in the process of collaborating and determining how those funds would be most effective in helping the business district during the future recovery of Covid-19. In early 2021, Visit Aurora \$20,000 in relief funds were used to support gift card purchases, marketing campaigns and content creation for the District. A videographer was hired with the funds to create social media promotions and commercials highlighting the corridor's businesses and the Havana Motor Mile. The content will be used in the holiday 2021 Shop On Havana Street/Love Your Local campaigns. The breakdown of the \$20,000 will be allocated to filming of various businesses and public spaces throughout the BID for social media and advertisements (Vendor: Josh Berendes Media \$8,500), audio and voiceover for :15 and :25 commercials, models @ \$50/hr (\$500), media buys from Facebook, Instagram, and YouTube (\$6,000), and Website enhancements (\$5,000). We are very grateful to the partnership with Visit Aurora and plan to collaborate more in 2022 with regional and local marketing of Aurora, CO. Check out the commercials [here](#).

Community Partners: In 2021, we continued to focus on strengthening our partnerships with the local Chambers (Asian Chamber, Aurora Chamber, Hispanic Chamber, African Chamber of Commerce, African Leadership Group, and Diversity, Inclusion and Equity councils, the National Restaurant Association, Colorado Restaurant Association, Colorado Restaurant Foundation, Colorado Korean Restaurant Association, the Korea Town Aurora committee, the Aurora South Metro SBDC, Colorado Enterprise Fund, GAP Fund, Mile High United Way – United for Business, Kaiser ICCC, CEDS Finance, Colorado Minority Business Office, the Colorado Korean Association, Rocky Mountain K-Pop, Aurora Sister Cities International, Aurora Asian Pacific Development Center, Aurora Asian Pacific Community Partnership, 5280 Dragon, Asian Avenue Magazine, Korean Daily, City of Aurora's Office of International and Immigrant Affairs, Aurora Pride, Consulado de El Salvador en Aurora by promoting, collaborating and hosting virtual/hybrid events with On Havana Street businesses. The partnerships with Covid-19 recovery efforts allowed us to strengthen our partnerships by co-hosting and collaborating on resources, grants, and recovery efforts.



Throughout the year the Executive Director also collaborated on projects, shared updates, presented and hosted economic development and business tours along the corridor to the City of Aurora's Business Advisory Board, Ward 3 & Ward 4 meetings, City of Aurora Department of Communications & Marketing, City of Aurora Traffic Department, Arapahoe County, Arapahoe County Workforce Development, Aurora TV segments regarding Covid-19, events, public meetings and support of the corridor, City of Aurora Planning & Economic Development (PED) meetings, Neighborhood Services (Horns) meetings, Governor Polis, HD 42 Domonique Jackson, Senator Hickenlooper, Rep. Jason Crow, the African Leadership Group, Tri-County Health Department Business Task Force, Visit Aurora, Colorado Retail Council, Rocky Mountain Shopping Centers Association, Colorado food bloggers, 303 Magazine, 5280 Magazine, Colorado Yelp, Westword, Denver Post, Aurora Day Resource Center/Comitis Crisis Center/Aurora Street Outreach, Downtown Colorado Inc, Aurora Police Department, Cops Fighting Cancer, Aurora Rotary Club, Buckley Space Force Public Affairs, Marketing, Community Relations & the Panther Den (Buckley community center on base), Buckley Spouses, Hearts Apart, and the Veteran Affairs Commission.



Aurora TV: The City of Aurora featured and collaborated with the District in their monthly newsletters, Aurora TV – Aurora 8, and the Yum Guide. Aurora TV continued to do features of our corridor and businesses. Here is the list stories featuring On Havana Street or sharing stories of resources for the Havana corridor: [How Would You Spend Funds from the American Rescue Plan Act to Help Aurora?](#), [PSA #1: Eat on Havana Street](#), [Aurora's Art in Public Places Program Benefits Businesses & All of Us](#), [International Food](#), [Free Covid Testing Still Available in Aurora](#), [PSA #1 #StopAsianHate](#), [Aurora Gearing Up for "Global Fest"](#), [COVID Testing Still Available at the Aurora Center for Active Adults](#), [Get Ready for "Global Fest" 2021](#), [Celebrate "National Ice Cream Day" with On Havana Street](#), [Register to Take Part in Virtual Public Meeting about Havana Corridor \(also, Weigh in on 13th Avenue Study\)](#), [State Health Department Issues Revised Mask Guidelines](#), [PSA #1 - Aurora's Graffiti Patrol](#), [Aurora Housing Authority Strives to Create Affordable Rental Housing](#), [RTD Hosting Virtual Town Hall on Fare Equity Study](#), [Buckley AFB is Now](#), [Buckley Space Force Base](#), [Neighborhood Safety Tips from Our PAR Officers](#), [Aurora Vaccination Clinics Continue](#), [The Importance of Buckley Garrison](#), [Veteran Services Office in Aurora Offers Free Help to Vets](#), [Aurora Summer Kick-Off & Future Food/Resource Events](#), [Schedule Changes for Aurora Vaccination Equity Clinic](#), [Residents Encouraged to Share Thoughts on Alternative Housing Options for Homeless](#), [Bird E-Scooters Land in Aurora](#), [Aurora Hosting Vaccination Equity Clinics on Weekends](#), [Doctors & Community Leaders Encourage Aurora's African Americans to Get Vaccinated](#), [Tri-County Health Explains Localization of COVID Restrictions & What it Means for Aurora](#), [Visit the City's COVID-19 Resources Page](#), [AMC Public Vaccination Clinic](#), [STRIDE Community Health Works on Providing Vaccinations & Healthcare to Aurora's Most Vulnerable](#), [Dine Around the World at "Eat on Havana Street"](#), [Schomp Subaru Donates \\$30,000 to APS to Support Financial Education](#), [You're Invited to the Aurora Virtual Business Recognition Awards](#), ["Restaurant Week" Features Some Aurora Restaurants](#), ["Eat on Havana" Street is Coming Soon](#), [Aurora Launches a New Campaign to Stop Asian Discrimination](#), [On Havana Hosts Another Equity Vaccination Clinic](#), [Support Aurora's Asian Businesses with On Havana's "Asian Eats to Go" Event](#), [Aurora-South Metro Small Business Development Center Helps Businesses Survive & Thrive](#), [2020 Business Recognition Award Winners Announced](#), [Arapahoe County Reopens Small Business Relief Grant](#), [Apply for Arapahoe County Small Business Relief](#), [Support Asian Small Businesses on Havana with "Asian Eats to Go"/Community Conversation Event](#), [Buckley Garrison Brings in \\$1 Billion to Local Economy](#), [A Tour of Aurora's "Art in Public Places" Program](#), [An Update on COVID in Aurora One Year Later](#), [Take Part in the Havana Mobility Survey](#), [On Havana Street & Partners Host Vaccination Equity Clinic](#), [Aurora's COVID-19 Resources Page Available in Many Languages](#), [New COVID Vaccination Campaign Aimed at Aurora's International Residents](#), [Understanding the New COVID Dial 2.0](#), [Share Your Thoughts on the Havana Street Corridor Study](#), [PSA #3 - Safe Dining On Havana Street](#), [Check Out "Art2C" for Free On Havana Street](#), [The Aurora-South Metro Small Business Development Center Offers Webinars on How to Get Funding](#), [Adams & Arapahoe Counties Offering Small Business Grants](#), [Aurora Providing Rental Assistance Program](#), [Colorado Health Department Launches COVID Vaccine Campaign](#), [Visit Aurora's 2021 Visitor Guide Is Now Available](#), [Arapahoe, Adams & Douglas Counties Offer Small Business Grants](#), [PSA #1 - Check Out On Havana's Restaurants](#), [Help Our Homeless with the "Rock It, Sock It - Sock Drive"](#), [Update on COVID Vaccine in Aurora](#), [Aurora Offers Rental Assistance Program](#), [More on City's Restaurant Relief Grant Program](#), [Aurora Now Inspirational Stories 2020](#), [New Ordinance Caps Food Delivery Fees](#), [Aurora Sister Cities Encourages Us to "Engage Globally to Thrive Locally"](#), and [Visit Aurora Changes Course During Pandemic](#).

In 2022, the District will budget \$5,000 to ask Aurora TV to produce stories highlighting On Havana Street stakeholders and things to do On Havana Street.



Hotel Key Card Marketing to locals and travelers: This year we continued to market to travelers and hotel guests with the Parakalo Media. Unfortunately, the previous partner Capture Those Travelers closed due to Covid-19 challenges and referred us to Parakalo Media. This marketing effort allowed the District to continue to market with hotel partners despite the decrease in out of state travelers and conventions. We marketed the hotel key card marketing and promotions of On Havana Street and the Havana Motor Mile with **aloft Denver International Airport, Hilton Garden Inn Denver Airport, and TownPlace Suites By Marriott Denver Airport at Gateway Park**. In previous years: The Aloft hotel had 144

rooms and saw about 80,000 guests annually (about 60,000 impressions), but in 2021 up until October 2021 our key card campaign had ~40,000 guests. In previous years, The Hilton hotel had 157 rooms and saw about 90,000 guests annually (about ~60,000 impressions), but in 2021 up until October 2021 our campaign had 44,000 guests. In previous years, The TownPlace Suites Marriott had 99 rooms and saw about 65,000 guests annually (about 40,000 impressions), but up until October 2021 our campaign had about 28,000 guests. 2021 did see less impressions, but this meant that our key cards would stay in circulation from May to December 2021 vs May to August 2021 to achieve the full number of impressions at each hotel. The District has one more run of hotel key cards promotions this October through December 2021 and hope the final impressions increase due to more holiday travel and less Covid-19 restrictions. We plan to continue this marketing strategy in 2022 and negotiated the contract down from a value of \$15,000-20,000 to \$10,000 due to decline in travelers to local hotels due to Covid-19.

HAVANA BID SALES TAX BY YEAR FROM 2010 TO 2021			
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	\$6,628,639	\$3,072,734	\$21,049,286
2018	\$6,343,937	\$3,557,848	\$21,105,961
2019	\$5,923,499	\$3,760,494	\$21,150,961
As of 9/2020	\$3,830,556	\$2,398,277	\$15,528,761
2020	\$3,830,556	\$2,398,277	\$15,328,761
As of 9/2021	\$4,353,897	\$2,735,126	\$17,636,149

Total Aurora City Sales Tax Revenues (3.75% tax) generated from the Havana BID businesses by year.

- City of Aurora Sales Tax Revenue History:** We have seen percentage increases in all three city sales tax categories since we started tracking the sales tax in 2010, except for the 2020 year due to the Covid-19 pandemic's challenges. Since 2015, the District continued to contribute over \$20 Million in Sales Tax for the City of Aurora. The District continued to be one of the major sales tax drivers for the City's revenue and historically contributes about 9-12% to the City of Aurora's budget in Sales Tax revenue.

City of Aurora Sales Tax Revenue History continued: In early 2021, a comparison from 2020's Sales Tax to the District's sales tax was only down -1.8% for Total Sales Tax, down -14.7% for Food & Dining, down -11.6% for Auto Dealers & Parts, and -12.6% for Total Use Tax. In comparison to other special districts, the District was surprisingly still holding strong with only a decrease of -1.8%. Many other Colorado special districts were experiencing sales tax declines from 10-50%. The bounce back in sales tax by industry for the District was incredible in Spring 2021 to early Summer 2021. The Covid-19 recovery continues for the corridor and the sales tax revenue continued to increase despite reported challenges from tenants and property owners of the District.

Percent Change from Prior Year by Month													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019
Total Sales Tax	-7.8%	-1.2%	-8.0%	-11.9%	31.0%	4.7%	3.8%	4.0%	4.9%	-8.6%	6.1%	-0.9%	0.2%
Food and Dining	32.0%	27.1%	11.1%	6.5%	10.6%	0.0%	12.2%	-4.9%	3.3%	-11.2%	0.6%	-2.0%	5.7%
Auto Dealers & Parts	-17.3%	-11.0%	-14.2%	-11.1%	-6.3%	-1.3%	-2.1%	2.4%	8.4%	-19.2%	3.0%	-9.3%	-6.6%
Total Use Tax	-27.7%	-11.6%	-3.2%	-5.5%	60.3%	-23.6%	-28.4%	-43.3%	3.2%	-29.5%	-57.7%	9.8%	-22.2%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020
Total Sales Tax	4.6%	7.5%	4.7%	-13.0%	-28.3%	-4.3%	2.5%	0.8%	0.2%	2.4%	5.8%	-4.6%	-1.8%
Food and Dining	-3.5%	4.4%	-5.5%	-29.9%	-32.5%	-27.8%	-26.5%	-2.2%	-7.7%	-10.8%	-6.8%	-23.5%	-14.7%
Auto Dealers & Parts	8.0%	5.2%	6.9%	-27.0%	-39.7%	-11.8%	-9.7%	-18.2%	-19.9%	-0.2%	-8.8%	-17.4%	-11.6%
Total Use Tax	20.5%	3.3%	-13.9%	9.0%	-24.0%	-12.7%	-28.6%	-9.1%	-2.7%	-38.3%	-21.6%	-21.7%	-12.6%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021
Total Sales Tax	-0.4%	-2.6%	2.5%	24.7%	67.2%	18.0%							15.3%
Food and Dining	-30.7%	-13.5%	-3.8%	33.9%	46.4%	47.2%							8.9%
Auto Dealers & Parts	-8.3%	-11.4%	-6.7%	26.0%	117.0%	4.1%							12.5%
Total Use Tax	-7.2%	24.3%	-18.3%	17.6%	-32.7%	-1.6%							-3.3%
Data based on Area Report 18-25 Crystal report and GenTax generated data for Havana BID													
Reports provided by the City of Aurora's Finance Department's Revenue Analyst Bill Levine in July 2021.													

Data based on Area Report 18-25 Crystal report and GenTax generated data for Havana BID
Reports provided by the City of Aurora's Finance Department's Revenue Analyst Bill Levine in July 2021.

- As of July 2021, the District received the sales tax updates for January through June 2021. YTD in June 2021, the District was up 15.3% in Total Sales Tax, up 8.9% in Food & Dining, up 12.5% in Auto Dealers & Parts, and only down -3.3% in Total Use Tax due to online shopping.
- We saw the District's recovery in sales tax beginning in April 2021 with a significant increase of 24.7% of total sales tax, 33.9% for Food and Dining, 26.0% for Auto Dealers & Parts, and 17.6% for Total Use Tax.
- In May 2021, we continued to see increases with a **67.2% for Total Sales Tax, 46.4% for Food & Dining (Eat On Havana Street Month campaign with partners), 117% for Auto Dealers & Parts (Summer Auto Sales Campaigns), and a negative 32.7% in Total Use Tax** due to an increase in online shopping, curbside pick up options with online purchases.
- In June 2021, we continued to see sale tax revenues increase at an 18% comeback in Total Sales Tax, 47.2% for Food & Dining, 4.1% for Auto Dealers & Parts (begin to see the inventory shortage and access to inventory challenges), and negative 1.6% for Total Use Tax.

Overall, the District is doing better than most shopping districts and special districts, despite the pandemic. However, it is difficult to predict the sales tax for the end of 2021 and early into 2022 since we expect more business closures, empty leases, and many new leases in the next two to six months. However, the District is also trending to exceed pre-pandemic numbers/2019's Sales Tax revenue based on the most recent report from the City of Aurora.

Sales Tax Revenue Jan 2019 - Sept 2021													
	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 YTD
Total Sales Tax	\$1,997,748	\$1,497,839	\$1,437,195	\$1,804,685	\$1,639,002	\$1,771,070	\$1,852,229	\$1,776,653	1,994,192	1,863,367	1,739,147	1,777,833	\$15,770,614
Food and Dining	331,498	283,603	271,665	326,374	315,277	318,176	344,299	319,815	309,504	336,046	308,511	295,726	\$2,820,211
Auto Dealers & Parts	450,673	426,913	387,455	519,724	438,082	524,774	505,092	570,376	566,295	507,035	548,411	478,668	\$4,389,385
Total Use Tax	19,302	12,805	14,930	14,740	19,765	13,241	15,965	14,684	15,467	22,080	17,209	14,863	\$140,898
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	2020 YTD
Total Sales Tax	\$2,088,683	\$1,610,006	\$1,504,420	\$1,570,339	\$1,175,608	\$1,694,205	\$1,897,702	\$1,790,064	\$1,997,408	\$1,908,460	\$1,840,570	\$1,695,359	\$15,328,434
Food and Dining	319,754	296,131	256,671	228,642	212,954	229,804	253,028	312,708	285,766	299,883	287,642	226,129	\$2,395,458
Auto Dealers & Parts	486,726	448,924	414,382	379,391	264,041	462,953	456,287	466,400	453,478	506,162	500,072	395,157	\$3,832,581
Total Use Tax	23,262	13,233	12,850	16,068	15,022	11,554	11,394	13,348	15,049	13,629	13,495	11,634	\$131,781
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	2021 YTD
Total Sales Tax	\$2,079,908	\$1,568,429	\$1,542,118	\$1,957,658	\$1,963,330	\$2,000,006	\$2,208,418	\$2,026,468	\$2,289,813	\$0	\$0	\$0	\$17,636,149
Food and Dining	221,114	255,864	246,866	304,718	309,225	338,221	344,059	362,169	352,889	0	0	0	\$2,735,126
Auto Dealers & Parts	446,253	397,827	386,637	477,867	572,973	482,063	543,286	549,247	497,744	0	0	0	\$4,353,897
Total Use Tax	21,801	16,453	10,499	18,894	10,118	11,374	21,910	18,801	18,030	0	0	0	\$147,880

Reports provided by the City of Aurora's Finance Department's Revenue Analyst Bill Levine on October 8, 2020. * YTD through August since September revenues have not closed in early October 2021.

Percent Change from Prior Year by Month													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019
Total Sales Tax	-7.8%	-1.2%	-8.0%	-11.9%	31.0%	4.7%	3.8%	4.0%	4.9%	-8.6%	6.1%	-0.9%	-25.3%
Food and Dining	32.0%	27.1%	11.1%	6.5%	10.6%	0.0%	12.2%	-4.9%	3.3%	-11.2%	0.6%	-2.0%	-20.7%
Auto Dealers & Parts	-17.3%	-11.0%	-14.2%	-11.1%	-6.3%	-1.3%	-2.1%	2.4%	8.4%	-19.2%	3.0%	-9.3%	-30.8%
Total Use Tax	-27.7%	-11.6%	-3.2%	-5.5%	60.3%	-23.6%	-28.4%	-43.3%	3.2%	-29.5%	-57.7%	9.8%	-43.8%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020
Total Sales Tax	4.6%	7.5%	4.7%	-13.0%	-28.3%	-4.3%	2.5%	0.8%	0.2%	2.4%	5.8%	-4.6%	-1.8%
Food and Dining	-3.5%	4.4%	-5.5%	-29.9%	-32.5%	-27.8%	-26.5%	-2.2%	-7.7%	-10.8%	-6.8%	-23.5%	-14.7%
Auto Dealers & Parts	8.0%	5.2%	6.9%	-27.0%	-39.7%	-11.8%	-9.7%	-18.2%	-19.9%	-0.2%	-8.8%	-17.4%	-11.6%
Total Use Tax	20.5%	3.3%	-13.9%	9.0%	-24.0%	-12.7%	-28.6%	-9.1%	-2.7%	-38.3%	-21.6%	-21.7%	-12.6%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021
Total Sales Tax	-0.4%	-2.6%	2.5%	24.7%	67.0%	18.0%	16.4%	13.2%	14.6%				15.1%
Food and Dining	-30.8%	-13.6%	-3.8%	33.3%	45.2%	47.2%	36.0%	15.8%	23.5%				14.2%
Auto Dealers & Parts	-8.3%	-11.4%	-6.7%	26.0%	117.0%	4.1%	19.1%	17.8%	9.8%				13.6%
Total Use Tax	-6.3%	24.3%	-18.3%	17.6%	-32.6%	-1.6%	92.3%	40.9%	19.8%				12.2%

Data based on Area Report 18-25 Crystal report and GenTax generated data for Havana BID

Reports provided by the City of Aurora's Finance Department's Revenue Analyst Bill Levine on October 8, 2020. * YTD through August since September revenues have not closed in early October 2021. Review the 3rd Quarter Sales Tax Report from the City of Aurora [Here](#).

Similar to other shopping districts in the City of Aurora with sales tax collections, things are looking good in the District. Year-to-date sales tax collections from businesses in the corridor through the end of September were \$17.6M. This amount is \$2.3M (15.1%) more than was collected in 2020. Since 2020 was a strange and unique year, with the COVID-19 pandemic causing significant economic disruption, it is also useful to note that 2021 sales tax collections from businesses in the District generated \$1.9M (11.8%) more in YTD sales tax collections than in 2019. Based on this last comparison, it appears that business in the District is now exceeding pre-pandemic levels of sales.

Bill Levine with the City calculated sales tax from the District through August 2021 (about \$15.3 million) and divided those by all sales tax collections in the entire City of Aurora through August (about \$162.4 million) and calculated that the District is responsible for generating 9.5% of the City of Aurora's total sales tax collections so far in 2021.



8) **Art 2C On Havana Exhibition:** In [2020-2022 our public art program](#) included 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 (AAIPP). The Havana BID budgeted \$15,000 for 2021 towards this program to cover any costs associated with the program during the off year. This budget was allocated to build reserves for the program for 2022 and to also cover any unexpected costs for 2021. We installed the 13 sculptures in the Fall of 2020 and will not deinstall the 2020-2022 sculptures and install the 2022-2024 sculptures in late September 2022. In 2022 we will budget for about \$40,000 to cover the program, artist stipends, artist 1st, 2nd & 3rd Place awards, supplies, art contractor, and the annual November/December 2021 Art 2C Gala. Due to Covid-19 and large gatherings restrictions we hosted a virtual awards ceremony with the commission in 2021 with the BID Board and artists. The Havana BID board supports public art as an economic development tool and a chance to further brand The District. The exhibition provides residents and visitors a unique way to experience the Business District. Public art boosts real estate values and creates opportunities for local businesses to thrive.

In 2021, the District had a few challenges with redevelopments, business closures and new ownership of properties. *The Art 2C On Havana originally had 13 sculptures and concrete art pads at 13 District stakeholder properties; however, in May 2021 the Autawash/AutaLube properties were sold to Cobblestone Auto Spa and are now under redevelopment. The 2020-2022 sculpture at Autawash was removed, placed in storage on 5.19.2021 and the concrete pad will be demolished in the redevelopment of the property. Autawash closed, sold to new car wash company, Cobblestone Auto Spa, took ownership on 6/2/2021 and they plan to demolition of building for redevelopment for a grand opening this winter season. The District and the City of Aurora's Art in Public Places attempted to relocate the 13th sculpture and install a new concrete art pad at another property. However due to COVID-19 challenges, concrete costs, wear and tear on the sculpture and not being able to contract a concrete contractor for a small concrete pad install, the District decided it was best to not re-install the 13th sculpture for the 2020-2022 Art 2C program. Due to these unforeseen circumstances and challenges in 2021, the District plans to continue the Art 2C program with the 12 existing locations and that the 13th location will be at Argenta when the housing development is complete.

In addition to the challenge at Autawash/Autalube, the ownership of Mark Vissering State Farm - 1852 S. Havana St. property sold to Mazal Motors. The Mazal Motors property owner shared that they would continue to be a location that participates in the program in 2022-2024. The art pad at Molcajete Mexican Restaurant - 1911 S. Havana St. changed ownership to Pirmides Mexican Restaurant (same owner as the former Las Hadas Mexican Restaurant on Hampden/Chambers) in September 2021 as well. The new owner loves the art pad with "YUCCA ORAXLIE" Artist: Bobby Zokaite, Tempe, AZ, Powder-coated steel—72" x 48" x 48", \$16,000 and plans to continue to participate in the program in 2022-2024. We also had a new property owner, Kum & Go, complete its redevelopment at Havana & Yale and they helped to add our largest new art pad (8x8) at the end of 2020. This 13th art sculpture was delayed for install due to the construction at Kum & Go, weather conditions and Covid-19 challenges.

In 2022, the District will host a call for 12 sculptures and continue the artists stipends at \$2,500 for the two-year program for 2022-2024. The stipends are based on the art commission's analysis of other Colorado public art stipends in 2020. The BID Board and AAIPP felt that \$2,500 would allow Art 2C to be more competitive with other local public art programs with the increased stipend amount and attract quality submissions. The exhibiting artists will be paid a \$2,500 stipend for the transportation, installation, and de-installation of their artwork. The District also budgeted funds for awards in the following amounts: 1st Place:

\$1,250, 2nd Place: \$750 and 3rd Place: \$500 to be mailed to the awarded artists at the ART2C Award Ceremony in November 2022.



ARGENTA Live On Havana Street

- 3.6 acres - Havana & 3rd - Old Fan Fare site
- Master Plan includes 10.55 acres of mixed-use development in 3 phases
- 86 for-sale townhomes (row homes); 208 multifamily residential units in 2 buildings including 20,000 sq ft of retail and 17,400 sq ft of office use
- Developer: Dillon Place

9) **Havana North Urban Renewal Area & Argenta:** The Havana North Urban Renewal area straddles the northern corridor of Havana Street from Sixth Avenue, south to Bayaud Street. The area generally includes commercial properties along both the east and west sides of the street. A key concept associated with Havana North Urban Renewal Plan implementation is targeted investment that will serve to catalyze development throughout the area and fund future public improvements.

The old 10.55-acre Fan Fare site, which is identified as one of three activity centers within the Havana District Design Concepts Plan, is considered the catalyst project within the area. This site of a former department store from a bygone era is now one of the largest development opportunities in the busy Havana Business Improvement District. Construction of Argenta is in progress on the site, and will feature 86 townhomes, 208 apartment homes, retail, commercial space, and a public park/plaza space.

This location along Havana Street features strong and vibrant retail and automotive co-tenancy, some of the state's best ethnic restaurants and a balanced mix of national and regional retail. The strong, growing demographics in the area make it ideal for young professionals and families. Historic renovations and older property/building conversions make up much of the development potential nearby.



In August 2019, the City Council unanimously approved the sale of the Argenta property to Dillon Place. Dillon Place has also purchased the Mayan Bar, Woody's Wings and the gas station near the future Argenta property. Phase 1 of Argenta's 3.6 acres for 86 townhomes construction is in progress. The 1st phase will be infrastructure related: roads, utilities, water, and sewers. The Master Plan amendment and Site Plan gained unanimous approval from the Planning Commission on August 12, 2020. The Argenta development is moving forward, and the City of Aurora staff will work with the developer on technical changes to the plan

before recordation. In 2021, the construction and redevelopment continued, but has had a few delays. The District hopes to see wet utilities completed by Spring 2022 and physical structures in the late Summer 2022.

10) **Business Watch Issues:** With the assistance of the Homeless Street Outreach Team, Aurora Police, City Planners, Aurora Water and Code Enforcement, and site plan amendments, the District is making progress with helping people experiencing homelessness, unhoused and exhibiting "visible poverty", urban camping, panhandling, shoplifting, and graffiti removal. Other crimes are still happening but at a lower level than the past three years. The major challenge of the corridor in 2021 has been auto thefts. **As of 8/2021 an APD analyst that presented to the District shared that there were 2,044 reported thefts in 2021 and 173 reported thefts in the district. There has been an average of 10 vehicles stolen per day in the District 1.** The District continues to work closely with the APD PAR officers and property owners and as shared other useful resources for the businesses regarding safety and crime prevention:

1. **Assisted Businesses with Signage on Properties for Auto Theft Prevention:** The [Park Smart Program for Businesses](#) allows businesses to [purchase these signs](#) and hang them in their parking lots or on their buildings to remind patrons to not leave anything of value in their vehicle to help prevent themselves from becoming victims. APD provided quotes for signs [here](#).
2. **Lighting Safety Drive:** When APD was out working an operation and during the downtime, "APD took a run up and down Havana St. to see what it looks like at night. They would do an audit and report on the businesses that need better lights or had no parking lot lights on in the evenings. After the audit of lighting safety [Chance reached out to the businesses and shared Partners in Energy resources with the BID](#) so that the businesses could have resources for purchasing better lighting improvements.
3. **Explored Other Crime Deterrents - LiveView Technologies:** APD investigated the surveillance in KingSoopers' parking lots that other BID members mentioned at previous BID meetings. The equipment

belongs to a company out of Utah called, "LiveView Tech." The company leases their system and then sets up and monitors activity from the cloud. The system is portable, so you can easily move it from place to place. You can zoom, pan, and capture pictures or video. Some models have speakers where you can record messages or speak over it. APD shared to learn more visit their website www.liveviewtech.com.

4. **APD also provided crime reports and updates for the BID businesses periodically at the monthly board meetings.**

Due to Covid-19 the Executive Director did Business Watch Drives periodically and when needed after March 2021 through the summer months when the Covid-19 restrictions were slowly lifted. During the drives and visits the Executive Director made sure to share resources, thermometers, masks, and Covid-19 Safety posters with the stakeholders. She also collected testimonies to share with programs for future relief funding opportunities.

The BID worked with commercial property owners in the District and helped them with city compliances and the trespassing ordinances. The BID assisted properties and advised on having proper signage and letter of consent on file with Aurora Police to allow police to go onto the property if an incident ever occurred. Our outreach efforts included assisting people in need by sharing the Aurora's Homeless Resource Guide and providing a bus pass to those in need to get transportation to services at the Day Resource Center. We also assisted in connecting those in need to the Street Outreach Team to transport them to services. If people continue to panhandle and/or urban camp on private property and have refused all our offers to help them, the private commercial property owners had the right to trespass them off their private property. We continue to look for other solutions for this difficult and challenging issue.

11) Automotive Technician Tool Incentive Workforce Program: To help address the severe shortage of trained auto technicians, in 2021 we continued to partner with the repair shops and dealerships in the Havana District and Pickens Tech's Mechanic Certification program. Our auto technician tool incentive program is a success. We increased the budget to \$19,000 to sponsor more student engagement in working on the Havana Motor Mile. The District also increased the budget due to the rising cost of tools and the tool chests. The increased budget also allowed the program to support up to 6 students in 2021.

2021 was the third year we were able to give the ownership keys of the tool cabinet to the students that completed the two-year commitment to the Havana Motor Mile. These students worked at a Havana Motor Mile business for two years and were awarded the official ownership of the tools and tool chest. The Executive Director and Rolf Werner from Pickens Technical delivered the ownership keys to each student on the Havana Motor Mile.

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. If the auto technician stays employed in the Havana Motor Mile shop for 2 years, the technician is awarded ownership of the tool chest and tools. If the technician leaves the job before the 2-year commitment, then the tools go back to the Pickens Technical Mechanic Certification program to be used by a future student working in a Havana Motor Mile Shop.

Due to Covid-19, Pickens Technical College students were not allowed to meet in-person and attended trainings virtually. Pickens did not host an in-person graduation ceremony and there was a delay in giving the top 5% of students their tools and tool chests. The BID and board were not allowed to connect with students awarded the tools, but Gary Sliger our BID board member and Rolf Werner, the liaison for the program shared that the tools and chests were distributed in July and the students were hired at Havana Motor Mile dealerships. Our 2020-2022 awardees included: Haven Del Valle at Schomp Subaru, Carlos Martinez at Schomp Subaru, Edgar Henriquez at Schomp Subaru, Fabian Leyva at Tynan's Nissan, Allan Banuelos at Shortline Buick, Dyan Clabaugh at Shortline Buick and Kade Gale at Schomp Mazda. Our 2021-2023 awardees include: Ismael De Haro, - Bozarth Chevy, Andres Ona - Schomp Hyundai, Isaac Cordova - Schomp Subaru, William Peh - Schomp Subaru, Austin Holmes - Tynan's Nissan, Javier Coca - Stevinson Toyota, Anthony Lara - Tynan's Nissan, and Isaih Johnson - Bozarth Chevy.



In 2021 Rolf Werner also delivered the keys to the tool chest to the students that completed the 2019-2021 commitment to the Havana Motor Mile: William Peh - Schomp Subaru, Joel Borunda at Schomp Subaru, Javier Coca - Stevinson Toyota and Erik Amaya – Ed Bozarth Chevrolet. This workforce initiative growth will help to support our 20+ car dealerships and over 100 automotive service businesses in our corridor.

In 2022, the District budgeted to continue the program and allocated \$20,000 for 2022-2024 and increased the budget by \$1,000 to accommodate for the increase in tool and shipping costs of the program.

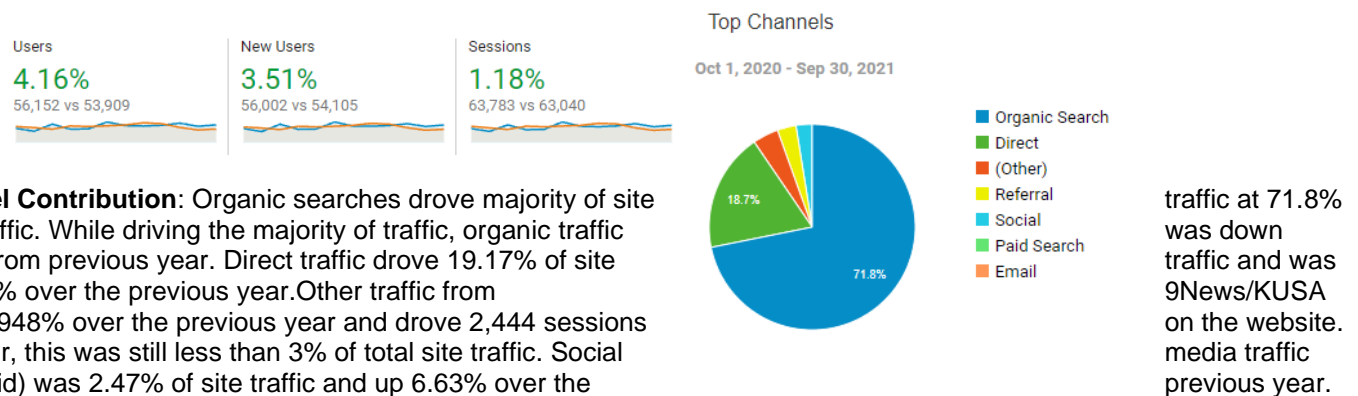
12) Daily BID Operations: Executive Director performed all day-to-day functions of a special district in Colorado, including ongoing updates to the Havana BID database to keep track of the number of real properties and businesses within the BID's boundaries.

2021 Stakeholders' Communication: In 2021, the BID worked diligently to keep its stakeholders and neighbors informed of events and plans On Havana Street. We also actively updated stakeholders on Covid-19 resources and updates.

- **Monthly Meetings:** We held regularly monthly virtual BID board meetings, which are open to all stakeholders and the public. The agenda is publicly posted prior to the 3rd Thursday meeting to inform and welcome the public.
- **Annual Meeting:** We plan to host the Annual Stakeholders' meeting in-person at The Stampede on November 17, 2021, at 11-12:30pm and hope to have it recorded to share with stakeholders that cannot attend.
- **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 restaurant owners, or car dealerships.
- **Consumer Marketing Newsletter:** We published a monthly consumer marketing "Life On Havana Street" E-Newsletter with 4,500+ newsletters being sent out monthly.
- **Regular In-Store visits & social media/website promotions:** Executive Director made regular in-store visits safely to the businesses in the District. We also actively engaged the businesses in attending virtual events, workshops, public meetings, outreach campaigns, and we promoted businesses on social media platforms/website. In addition to actively engaging the stakeholders in community and BID events, we listened to their comments and concerns and hosted multiple listening events with local, state, and federal leaders for assistance in the Covid-19 recovery.
- **Business Watch:** The District sent out regular e-mail Business Watch Alerts to stakeholders as needed. We followed crime stats on the Lexis Nexis Community Crime Map and notified businesses as needed about issues. The crime stats are also shared at every 3rd Thursday Board meeting. We worked with our Aurora Police PAR, Police Area Representatives, officers to distribute shoplifting and auto theft prevention flyers/posters to all 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:** We regularly updated the On Havana Street website with stakeholder and District events, COVID-19 related updates and resources, blog posts, press coverage, photos, new business directory listings, and available properties. We actively engaged and posted daily on Instagram and Facebook. Plus, we created lives, highlights, and story highlights to feature the activities in the District. We updated our YouTube, Google, Instagram and Facebook profiles for marketing and events. We continued to utilize our "responsive" smart-phone friendly website and newsletter. We worked closely with Webolutions to continue the

on-going maintenance, updates and effectiveness of our responsive website and newsletter. Both the website and newsletter have been well received. Due to Covid-19, we attended monthly strategy sessions with Webolutions via Zoom. Webolutions assisted in Covid-19 updates, content, and blogs. We created additional business resource drop down tabs on our website for easy accessibility, created a contact page regarding Covid-19 questions, designed pop-up banners to alert visitors about Covid-19 updates, Jobs On Havana Street and business promotions, hours and open for business marketing.

Website Report - Year Span: October 1, 2020 – September 30, 2021 - Site Visits: In 2020: Due to the COVID-19 updates, consistently posting blogs, Covid-19 updates and resources and updating and events pages weekly. We saw an increase in traffic to the website despite not being allowed to host any in-person events that year. In 2020: Site visits were up 20.89% over the previous year with 64,225 sessions in 2020 vs 56,630 sessions in 2019. 22% of the traffic were new users. **In 2021: Site visits were up 1.18% over previous year with 63,783 sessions. Overall users up 4.16% with an increase of 3.51% in new users.**



Behavior Observations: Most of the website traffic entered, like last year, entered the website via the Business Directory. This means that more users are directly going to the business directly listing to find information on a business – more than 20,000 sessions were started on business directly page versus 13,000 sessions that started on the Home Page. Most business direct traffic originating from Organic Search, which is understandable given the large percent of site traffic from Organic Search. Of the 24,000-starting session on Business Directly, 68.40% of those sessions came from Google Organic Search.

Top Pages included: The Homepage, Havana Motor Mile page, the Business Directory, D'Lux Nail Spa profile page, the Events Page, Red Carpet Car Wash profile page, the Aurora Restaurants directory page, 17 Things to Do in Aurora, About Us, and Covid-19 Resources Page. **Newsletter:** In the past year, list size has grown 3.84% to 4,574. **This Year in 2021:** The Open Rate was 20%, with a Click Rate of 32% (total clicks divided by total opens) and a Click-Through Rate: 6% (total clicks divided by total emails delivered). **In 2020: Previous Year Stats:** The Open Rate was 19%, with a Click Rate of 34% (total clicks divided by total opens), and the Click-Through Rate: 7% (total clicks divided by total emails delivered). The newsletter is still seeing lower than previous year click rates as there are fewer events to promote. Our highest performing eNews was July 2021 (20 open rate/9% click through rate), largely due to fact there were two giveaways being promoted and the promotion of the in-person concert at The Stampede. Open rates are still within normal industry ranges but click through rates are slightly lower. For example, the industry average is about 15 to 25% for Open Rates and an industry average of a 7% Click Through Rate.

Social Media visits were down 26.35%, which contributed 2.84% of traffic to the website. However, we mostly ran organic social media posts this past year, versus paid or boosted ads in previous years for the many community events. As a result, this provided us less reach due to social media algorithms. **Social Media - Instagram Page continues to engage the community and businesses:** In April 2018, we created an @OnHavanaStreet Instagram profile featuring pictures of events and happenings in the District to show stakeholders, residents and potential developers and businesses looking to relocate to the District. We have also created trending hashtags like #OnHavanaStreet, #OnHavanaStreet2go, #EatOnHavanaStreet, #HavanaMotorMile, #LiveOnHavanaStreet, #ShopOnHavanaStreet to create social media buzz and trending hashtags to increase followers and likes.

Partnerships with Food & Lifestyle Bloggers & Micro-Influencers: We utilized partnerships and launched the #OnHavanaStreet2go campaign to showcase the restaurants Covid-19 options for takeout, delivery and pick up options.

We do our best to post daily and actively posted Instagram Stories, Reels, Highlights, and videos of events, promotions of businesses and featured businesses on our page. We actively share our businesses posts and bloggers that promote our District. In September 2018, we had 555 followers and 281 posts on our Instagram profile. As of October 2021, we have 2423 followers (2020:1654 followers), 2552 posts (1793) posts, 100+ stories on events, shopping, Havana Motor Mile, food, public art, Covid-19 updates, and resources on our Instagram profile. Through our Instagram page we have established relationships with over 300 auto, food and lifestyle bloggers that often share, promote, and highlight our businesses and have reached 72% more accounts this year.

- **Keeping up with the Issues:** The Executive Director attended city council study sessions, regular city council meetings, City of Aurora policy committee meetings like the Planning and Economic Development (PED) committee meetings, Housing, Neighborhood Services, & Redevelopment meetings, Housing Task Force meetings, Zoning, Coding, Budget meetings, Management & Finance committee meetings, planning commission hearings and Aurora Chamber of Commerce, Arapahoe County, Community Enterprise Development Services (CEDs), Webolutions Executive Business Roundtable, Women in Executive Leadership Roundtable, Aurora & South Metro Small Business Development Center events to stay on top of the issues that may affect/impact the BID's businesses and small businesses in general in Aurora. The Executive Director attended other BID and urban renewal training sessions offered by Downtown Colorado, Inc. to strengthen our Districts relationships with other special districts.
- **Annual Audit:** We contracted to have a Government Audit completed in April. The audit is shared with the stakeholders and confirms that the District is a good steward of their tax dollars.
- **Code Complaint Resolution:** The Executive Director worked with code enforcement officers, city, state and CDOT representatives, the Aurora Police Department, property hired security officers, and business owners to address and resolve code complaints. The District worked with business owners to resolve code complaints, avoid code violations and expensive fines on the business owners and help to keep the corridor looking its best.
- **Homeless Outreach & Support:** See above to **Business Watch Issues**
- **Welcome Committee:** The District and board members contacted new business owners, welcomed them to the District, explained the BID's responsibilities and offerings, arranged grand opening celebrations, submitted information & marketing to local media/social media. We added the new business and stakeholder to the newsletter distributions, created a business directory profile, updated the BID's database of properties, and added their contact information to our communications. In addition, we added their business to our social media platforms and followed/liked their profile pages to be informed about future business activities and promotions. We also work to closely with the new businesses and share our resources regarding our business watch information and help to provide any other resources they may need in their new home On Havana Street.
- **Community Events:** The District hosted hybrid events and co-hosted or support existing stakeholder events in the corridor and community. Many of the events were scheduled and marketed to attract shoppers, visitors, business owners and neighbors together, like the Business Round Tables, Lunch Networking at On Havana Street businesses, Equity vaccine clinics, workforce/hiring events, Last Days of Summer Concert with Dotsero at The Stampede, Boba & Business, and the Trick or Treat Events in the District. Due to Covid-19 precautions the District did host many Covid-19 outreach virtual events, workshops, and public meetings. The District also hosted outreach calls with the businesses and leaders in the community. During the Covid-19 challenges, Governor Polis and former Governor Hickenlooper did host smaller in-person small business round tables in March and August, which allowed businesses to networking and collaborate with one another with recovery efforts.

2021 Other Economic Development Services:

- **Business Directory:** We updated our business directory photos, contacts, and details on our new responsive website. Webolutions, our marketing partner, continued 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 and this link is the top 8 most viewed page on our website.

- **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. Our first 2008 vacancy rate was 8.6% and over the past decade has decreased. Retail vacancy rate in October 2012 was 6.7%, October 2013 was 2.8%, October 2014 was 2.3%, October 2015 was 4.2%, October 2016 was 4.7%, October 2017 was 2.5%, October 2018 was 2%, October 2019 was 3%, October 2020 was 6% and **October 2021 was 5%. In 2021, we celebrated the 95% occupancy On Havana Street with not many leases available at over 25 shopping centers.** Due to Covid-19 challenges, we expected to see an increase in vacancy rates due to the challenges and business closures expected in the 4th quarter of 2020. However, the District has seen business closures and new tenants move in a month to two weeks later. Despite the pandemic's hardships new businesses still desire to relocate and open in our corridor. In late 2021 and 2022, we expect more redevelopment of properties and vacant parcels.
- **View Available Properties Page:** We have updated our resource page "View Available Property List" <https://onhavanastreet.com/aurora-colorado-available-properties/> Our Available Properties page on our website is one of the most visited pages and updated annually in October. The District works closely with the City of Aurora Retail Specialist, local Chambers and the Aurora Economic Development Council for referrals and establish interest in the BID corridor. Havana is a very desirable area and in the top 5 producing areas for City of Aurora sales tax generation and revenue.
- During Covid-19, the District received many inquiries from commercial brokers, interested prospective property owners and many businesses looking to relocate to our district. Businesses inquired looking for space for restaurants, event centers, international bakeries, Korean spas, and specifically looking for properties and leases that allowed for drive-thrus, walk-ups, patio, and outdoor seating options.
- **About 19 leases are available of a total of 467 leases (75,630SF/1.5M total SF)**

2021 RETAIL VACANCY & OCCUPANCY ON HAVANA STREET	# of shops	# of vacant shops	% vacancy by shop	Total SF	SF Vacant	% SF Vacant	% Occupied
	467	19	4.1%	1,522,468	75,630	5.0%	95.0%
VIEW AVAILABLE PROPERTIES LISTING: https://onhavanastreet.com/aurora-colorado-available-properties/							

- **Kimco's Village on the Park** at the Parker & Havana intersection saw a huge transformation this year with facade renovations, new tenants, including Sharetea Aurora, Miyamoto Dental, and BB.Q Best of Best Quality - Korean Fried Chicken – Coming Soon. This \$14.5 million redevelopment project is completed and 87% leased with the new retail space. There are other prospective leases to be announced in 2022, but currently has 6 leases available out of the 35 leases ranging from 1130 SQ FT to 7250 SQ FT.
- **AmCap's Gardens On Havana** – Gardens is 93% leased with 5 leases available ranging from 1300 SF FT to 23,649 SF FT with two pads available for development. Half of the Toys 'R US vacancy from Spring 2018 is now a Ross Dress for Less with another prospective retailer occupying the other half of the vacancy. The AFC Urgent Care is in construction at one of the parcels near Key Bank.
- **Development and Business Assistance:** The District regularly worked with existing business owners and developers by connecting them to resources and contacts in the city about development plans, tenant finish, new business plans, expansions, and code complaint issues. We hosted calls and driving tours of the corridor to share "What's Happening or Coming Soon to On Havana Street."
- **Business Attraction:** The District worked with prospective business owners interested in opening a business On Havana Street and offered any assistance from the BID that would help in that process. We are also in the process of updating our website attract various audiences to explore, experience, eat, visit, and live On Havana Street. Our goal is to showcase the life, culture, and lifestyle on the corridor to attract businesses, shoppers, and residents.



2021 New Businesses

New Businesses: We saw about 65+ new and remodeled businesses making major investments in 2021. With a very low retail vacancy rate we are running out of retail space. The Havana BID has been very busy working with business owners and prospective buyers to provide details about the Havana BID activities, Havana District statistics, and 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:

1. [Kum & Go at Havana & Jewel](#) - Coming Soon (5620 SF FT Kum & Go Building, 6 pump gas station, 24 parking stalls and a marketplace) proposed for the 4 acres on the NW corner of East Jewell & South Havana, 1801 S Havana Street – Late 2023
This was the vacant parcel at Havana & Jewel that sold in 2021.
2. [PNC Bank](#) – 1595 S Havana St, Aurora, CO 80012, BBVA Compass Bank at Havana & Florida is now closed
3. [Huntington Bank](#) - 1710 S Havana St, Aurora, CO 80012, TCF Bank at Havana & Mexico is now closed
4. Grand Opening – 10/23/2021 - [Mochinut](#) – Mochi Donut Shop Opening at the Havana Plaza next to Coffee Story
5. Coming Soon - [Tous Les Jours Bakery](#) & BBQ Chicken – Korean/French Bakery & Flagship location at the Havana Exchange Shopping Center (former [Uncle Joe's Hong Kong Style Bistro](#) space & former Carquest building)
6. Coming Soon - [Cobblestone Auto Spa](#) – Property Under Redevelopment (former Autawash/Autalube)
7. Coming Soon – [AFC Urgent Care](#) at The Gardens on Havana
8. Coming Soon – TBA Development (former Village Inn near Mississippi/Havana)
9. Coming Soon – [Miyamoto Family Dental](#) at The Village on the Park
10. Coming Soon – [BB.Q Chicken](#) – [Best of the Best Quality](#) – Korean Fried Chicken – Village on the Park – South Korean Franchise near Sharetea, Five Below & Old Navy
11. Coming Soon - [Aurora Nails](#) at 2872 S Havana Street (Havana Exchange Center next to TLJ and Old Town Hot Pot)
12. Coming Soon – TBA Re-Development (former Village Inn near Mississippi/Havana)
13. Coming Soon – TBA at Havana Exchange Shopping Center – former Aurora Jazzercise lease
14. Coming Soon – TBA NEW Restaurant, Cast Iron BBQ concept (former Hungry Wolf BBQ/Thai Basil building & property) by JW Lee
15. Opened on 10/22/2021 - [Shinee Blinds Showroom](#) – Havana Square
16. Coming Soon - [Stevinson Toyota](#) – Redevelopment & NEW Facility
17. Coming Soon - [High Tech Auto Sales](#) – NEW dealership for the Havana Motor Mile April 2021(former [Broadview Kennels](#) Closed – March 2020 – Purchased by auto dealership & redevelopment)
18. [FSL Motors](#) (former Massa Auto Pawn)
19. [Rocket Fizz Candy & Soda Pop Store](#) at The Gardens on Havana – 12/2020
20. [Farmers Insurance – Nancy Earl Grubb](#) near Nana's African Market
21. [Kum & Go](#) - STORE NO. 2312 at 2700 S Havana St – former Salvage Restaurant. The Soft Opening was on January 28th, 2021, and the GRAND OPENING was on February 1, 2021. This 5,600 SF convenience store has an 8-pump fueling station. This was the former Summit Steakhouse/Salvage Restaurant.
22. [Schomp Ford](#) – February 2021 (former Mike Naughton Ford), [Mid-2022 redevelopment & NEW Facility Coming Soon](#)
23. [Foggy Nutrition](#) – Grand Opening March 28, 2021 (former Iliff Lounge – Permanently Closed September 2020)
24. [Golden Luxe Salon](#) on April 6, 2021 (former [Juno Hair](#) Closed August 2020 – Relocation to another country & Family Responsibilities, not Covid-19 related)
25. [Old Town Hot Pot](#) – May 2021 (Mr. Super Panda Buffet – Closed & the same ownership remodeled and rebranded to an AYCE – HOT POT Restaurant)
26. [Coffee Story](#) – June 2021, Korean owned Coffee Shop with NEW Outdoor Patio addition (former Denver E-cig)
27. [Mazal Motors](#) – July 2021 – Property Sold in April 2021 (former Mark Vissering State Farm Insurance, relocated his business to Denver after over 30 years On Havana Street & Sold the Property to David and Daniel Shamaev)
28. [Schomp Mazda - 90 N Havana St. demolition](#) of two buildings and construction of a two-story, approximately 48,000 square foot facility and the addition of 8,000 square feet to an existing building. Schomp Mazda has relocated to across the street of Schomp Subaru on the Denver side of Havana Street at 505 S Havana St, Denver, CO 80247.
29. The Used Tire Store - Property and Business Sold – August 2021, new ownership under Mile High Wheels

30. [Chutney Restaurant](#) (India & Nepal Cuisines) – new management/ownership Summer of 2021
31. [Piramides Mexican Restaurant](#) – opened in late September 2021 – Molcajete closed and the new ownership renovated the and updates the space
32. [Haja African Hair Braiding](#) – October 2021 at the Market Square/King Soopers Shopping Center
33. [Shinee Blinds Showroom](#) – Winter 2021 at the Market Square/King Soopers Shopping Center
34. NEW SIGN - [LaMar's Donuts](#) at the [Iliff Pointe Shopping Center](#)
35. NEW SIGN – [Sahara Hookah Lounge](#) at the Iliff Pointe Shopping Center
36. NEW SIGN - [Hopeful Hound](#)/ Colorado Puppy Rescue (former Exotic Bird Emporium)
37. NEW Monument Sign – Iliff Pointe Shopping Center
38. [Ross Dress for Less](#) – Gardens on Havana – July 2021(half of the former Toys R US)
39. [Sharetea Aurora](#) – Village on the Park – July 2021
40. New Property Owner - U-Haul Neighborhood Dealer – Agency Vacuum Repair - [Agency Vacuums & TV's](#)
41. [Comfort Dental - South Havana](#)
42. [Heirlooms Antique Mall](#) – temporarily closed due to a fire, reopened after remodel, 65 unique vendors
43. [Kohl's + SEPHORA](#) – Gardens on Havana – August 2021 – rebranding and add on of Sephora to Kohl's
44. [Whispers On Havana](#) – added a NEW Outdoor Patio
45. [JP Hair Style](#) – Havana Plaza Shopping Center
46. [Mile High Wheels](#) on South Havana next to Havana Plaza (former The Used Tire Store) - Property and Business Sold – August 2021, new ownership
47. [NEW Monument Sign](#) – Havana Plaza Shopping Center
48. [J Beauty Salon](#) – Birchtree Shopping Center
49. [Colorado Korean Restaurant Association](#) – Birchtree Shopping Center
50. [Snowl Cafe](#) made dining room improvements and added ordering kiosks during limited dine-in restrictions
51. Ulta Beauty at Target – Gardens on Havana
52. [Jordan Motors](#) – upgrades to landscaping
53. [Safeway Gas Station](#) – remodel
54. [Tynan's Nissan](#) - re-pavement improvements of parking lots
55. [Tynan's Volkswagen](#) – re-pavement improvements of parking lots
56. [Village on the Park](#) – repaved the parking lots, added new monument markers, benches & Curbside Designated Parking including On Havana Street district markers
57. [Stinker Stores Bradley Gas Station](#) – Remodel Complete Early 2021
58. Havana Tower – remodel, paint, and new carpets
59. Havana Plaza Shopping Center Improvements and Remodel – new façade, storefront signage, and monument sign updates
60. Havana Square Shopping Center Parking lot pavement improvements
61. Havana Professional Center – landscaping and parking lot updates
62. [Costco](#) – added new cashier stations, new walk-in cooler, and more safety improvements due to Covid-19
63. [Dr. Kylie Castans Optometry LLC](#) (inside Costco) – NEW optometrists: Dr. Kylie Castans, Dr. Brett-Ashley Palmer, & Dr. Taylor Battaglia
64. Small Cell Improvements for Street Lights on Havana Street – The City of Aurora received some applications for Small Cell facilities adjacent to the Gardens on Havana On Havana Street. The small cell pole will be within the City Right-of-Way (roughly 30-35' tall – typical streetlights along S. Havana St are 40' currently) and outside of any business properties.
65. RTD and the City of Aurora replaced and repaired bus stop benches along the corridor
66. Dillon Place's Argenta: Phase 1 - 3.6 acres for 86 townhomes construction is in progress. Argenta is a phased master plan for 10.55 acres new mixed-use development consisting of 86 townhomes, 208 multi-family & 20,000 SF of small-scale retail.
67. Pizza Hut remodel and new storefront signage – open during remodel

Note: No Longer Coming to OHS as of 11.10.2021 – The Better Mattress (part of the Denver Lyft lease with Shortline Automotive)

Business Closures

1. Mike Naughton Ford – Closed after 43 years on the Havana Motor Mile & Sold February 2021 to [Schomp Automotive, now Schomp Ford](#)

2. Broadview Kennels Closed - March 2021 - Purchased by auto dealership - [High Tech Auto Sales](#) - NEW dealership for the Havana Motor Mile April 2021
3. Mr. Panda Super Buffet - Closed & the same ownership remodeled and rebranded to an [Old Town Hot Pot](#) - May 2021 Grand Opening - AYCE - HOT POT Restaurant
4. Mark Vissering State Farm Insurance (relocated his business to Denver April 2021) – Closed & Sold the Property to [Mazal Motors](#) - redevelopment Coming Soon!
5. Autawash/Autalube closed May 26, 2021 - Purchased by [Cobblestone Auto Spa](#) - redevelopment Coming Soon!
6. American - Hungry Wolf BBQ - Oklahoma Style BBQ with Live Music - Opened August 2020, Temporarily Closed in June 2021, and officially closed in July 2021, and the property was purchased with a new owner. NEW Korean Restaurant Business Coming Soon!
7. Molcajete Mexican Restaurant – Sold & Closed in August 2021, now [Piramides](#) (same owner as Las Hadas Mexican Restaurant which closed during the pandemic)
8. Havana Pharmacy (HP Compounding Pharmacy and Medical Supply) - Closed late September 2021 due to Covid-19 challenges, lease is now available
9. [Aurora Jazzercise On Havana](#) Closed September 2021, relocated to another center in Aurora, new lease at Havana Exchange Shopping Center TBA soon.
10. Minute Man Print Closed October 2021, new lease TBA soon at Havana Exchange Shopping Center
11. TCF Bank at Havana & Mexico is now closed and is now [Huntington Bank](#) - 1710 S Havana St, Aurora, CO 80012
12. BBVA Compass Bank at Havana & Florida is now closed and is now a [PNC Bank](#) – 1595 S Havana St, Aurora, CO 80012.



Temporary Business Closures in 2021

1. [Bettola Bistro](#) – temporarily closed, patrons can order a limited menu of Bettola's entrees at Cody's Bar & Café or host private parties at Bettola Bistro by request only (same ownership as Cody's Café & Bar)
2. [Shin Myung Gwan Korean BBQ](#) – temporarily closed, then reopened in May 2021 due to COVID-19 challenges
3. [Chutney Restaurant](#) (India & Nepal Cuisines) – temporarily closed and reopened with new management/ownership in the Summer 2021.
4. [Heirlooms Antique Mall](#) – the two-story antique mall with over 65 vendors temporarily closed due to a fire in July 2021 and reopened in August 2021

MARKETING/MONTHLY EVENTS: In 2021, the Havana BID budgeted \$124,000 of its annual budget hosting and marketing monthly events to put feet on the street and attract shoppers and customers to our businesses, bringing thousands of people to the Havana District to shop, dine and have fun. However due to Covid-19 the District hosted many virtual and hybrid events. The District continued to pivot in 2021 and hosted virtual/hybrid small gathering events, supported other stakeholder events, actively advertised businesses on social media and through our print/digital ad contracts, and promoted giveaways online showcasing the stakeholders in the district.

Overview of 2021's activities and events:

- [Creating a Buzz with Business Ideas with DCI](#): January 19, 2021, at 4:30p-6:30pm
- Public Meeting: January 19, 2021 at 6:30pm-8:30pm, [Mountain View United Church's vision for its property at 10810 E. Evans Ave. in Aurora](#), Learn More about the 10 duplex cul-de-sac style development [here](#) (20 homes)
- [Rock It Sock It Socks & Hygiene Kit Drive](#): January 4, 2021 - February 27, 2021 – [over 10 drop off locations in corridor](#)
- ¡Quiero ser Emprendedor(a)! – "I want to be an Entrepreneur!" Workshop By ASM SBDC: 1/26 at 9-11am in Spanish
- [SBDC Lunch & Learn: Federal Economic Aid Act](#) Workshop by ASM SBDC: 1/26 at 12-1pm
- [SBDC Lunch & Learn: Federal Economic Aid Act](#) Workshop by ASM SBDC: 1/29 at 12-1pm
- [Arts + Business Connection](#) – Presenting about the ART2C program – February 2nd, 2021 at 8am
- [Coffee with the SBDC: Federal Economic Aid Act](#) Workshop by ASM SBDC: 2/3 at 8:30am-9:30am
- [Fired Up: I Want to Start a Business!](#) Workshop by ASM SBDC: 2/9 at 6pm-8pm
- [SBDC Lunch & Learn: Federal Economic Aid Act](#) Workshop by ASM SBDC: 2/10 at 12-1pm

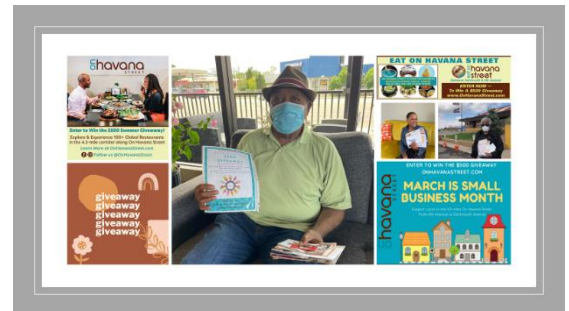
- [Havana Street Multi Modal Study – Havana BID Stakeholder Meeting](#) – 2/11 at 2-3:30pm, Requesting Feedback on Improvements to the Corridor
- [Havana Street Multi Modal Study – Public Meeting – 2/17 at 6-8:30pm](#)
- [Does Your Marketing Need to Pivot?](#) Workshop by ASM SBDC: 2/24 at 6-8:30pm
- [Fired Up: I Want to Start a Business!](#) Workshop by ASM SBDC: 2/26 at 9-11am
- Lunar New Year - [Asian Avenue Lunar New Year Box](#) features our Seoul Korean BBQ & Hot Pot restaurant
- Feb. 2021 – \$500 GIVEAWAY – Win Date Nights On Havana Street – Details [here](#) – about 300 entries & the winner was Nicole B.
- 2/27 & 3/27 Covid-19 Vaccination Clinic at The Stampede – We worked with 20+ partners to organize a vaccination clinic On Havana Street at the Stampede for 400 patients with the BAB, City Council, & Colorado Alliance for Health Equity and Practice (CAHEP) + connecting other partners to host clinics at the Stampede throughout the spring and summer months. [Colorado Alliance for Health Equity and Practice](#) FMC-CAHEP is a community clinic that was founded in 2004. CAHEP's helps to reduce health disparities in the refugee, immigrant, under-insured and under-served population in Colorado.
- [Funding Options: If Lenders Say NO, What's Next?](#) Workshop by ASM SBDC: March 4 at 9-11:30am
- [Fired Up: I Want to Start a Business!](#) Workshop by ASM SBDC: 3/4 at 6pm-8pm
- March 31, 2021 – Asian Eats To-Go On Havana Street – More details [Here](#)
- [Fired Up: I Want to Start a Business!](#) Workshop by ASM SBDC: April 6th at 6-8pm
- BID continued to be engaged in the Partners in Energy programs and workshops with the City and Xcel Energy – Learn more here: https://www.xcelenergy.com/working_with_us/municipalities/partners_in_energy, Small Business Energy Solutions can help connect businesses to programs. If interested in being a part of the this initiative then please contact: Sarah Martin, Brendle Group, Partners in Energy Community Facilitator, 970-207-0058, Email: smartin@brendlegroup.com
- BID was on 9NEWS Business Brief, Monday on Mile High Mornings with [Ryan Frazier at 9NEWS](#), 3/17 at 9am for a live show and recorded show.
- March 2021 - Celebrate Small Business On Havana Street, BID hosting a \$500 GIVEAWAY, Winner was Ericka M.
- March 31, 2021 – Asian Eats To-Go On Havana Street – \$30 Lunch: Seoul KBBQ & Hot Pot, Yum Yum Cake and Pastries, & Trap Tea More details [Here](#), 62 catering orders and all 3 businesses expressed gratitude for the event and exposure.
- [April 3, 2021 – Equity Vaccine Clinic at The Stampede for 900 patients \(1st Dose Clinic\)](#)
- [April 3, 2021 3-5pm Virtual African Leadership Group Covid-19 Forum](#)
- Giveaway hosted from April 1 to May 1, 2021 to promote the May 5, 2021 to May 12, 2021 Eat On Havana Street Week Please SAVE THE DATES FOR [EAT ON HAVANA STREET & ENTER NOW FOR THE \\$500 Giveaway](#)
- [Fired Up: I Want to Start a Business!](#) Workshop by ASM SBDC: April 6th at 6-8pm
- April 9, 2021 at 9am-10:30am The Chamber's DNI with Diversity & Inclusion Presents: - SBA, Colorado SBDC Network and Aurora-South Metro SBDC Services/HBID
- Monday, April 12, 2021 6-8pm \$40, Cody's Café & Bar Wine Tasting & Education - [Hue's Your Daddy – Rosé All Day – 4/12](#)
- April 17, 2021 10-6pm, [African Leadership Group Covid-19 Vaccine Clinic](#) – Learn More at <https://usalg.org/covid-clinic/>
- April 20, 2021 at 10am - [EV Planning Workshop 4 - EV Charging Infrastructure](#)
- April 28, 2021 11:30-12:30pm Asian Eats To Go – Round 2 – Event Details in progress with Asian Avenue Magazine, \$30 lunch supports 4 OHS businesses
- April 29, 2021 11:30-12:30am MT, [Xcel Energy's Partners in Energy - Electric Vehicle Planning](#) Workshop
- May 1, 2021 – [Equity Vaccine Clinic at The Stampede for 900 patients \(2nd Dose Clinic\)](#)
- May 5, 2021 to May 12, 2021 - Eat On Havana Street Week – We featured our 100+ restaurants and hosting social media ads with the Visit Aurora Community Funds. We have a Cover Story with Living Well in Lowry, Ads in multiple print media, 3–5-page stories and business features in Asian Avenue Magazine and on-going giveaways and social media highlights. Giveaway winner was Kevin E.
- [Modern Eater with Asian & Aurora Chamber On Havana Street Featuring Seoul Korean BBQ & Hot Pot](#)
- 4/28/2021 - 11:30am-12:30pm, \$30 lunch, [Asian Eats To Go – April 28, 2021](#) – Successful Event with over 80 Lunch Orders
- [5/1 Covid-19 Vaccination Clinic at The Stampede](#) – We worked with 20+ partners to organize a vaccination clinic On Havana Street at the Stampede for 900 patients with the BAB, City Council, & Colorado Alliance for Health Equity and Practice (CAHEP) + connecting other partners to host clinics at the Stampede throughout the spring and summer months. [Colorado Alliance for Health Equity and Practice](#) FMC-CAHEP is a community clinic that was founded in 2004. CAHEP's helps to reduce health disparities in the refugee, immigrant, under-insured and under-served population in Colorado.
- BID continued to be engaged in the Partners in Energy programs and workshops with the City and Xcel Energy – Learn more here: https://www.xcelenergy.com/working_with_us/municipalities/partners_in_energy, Small Business Energy Solutions can help connect businesses to programs. If interested in being a part of the this

Equity Vaccine Clinics On Havana Street



initiative then please contact: Sarah Martin, Brendle Group, Partners in Energy Community Facilitator, 970-207-0058, Email: smartin@brendlegroup.com

- 5/5, 5/7 & 5/12: The BID board and stakeholders hosted small group networking events at Sam's No 3, El TEQUILEÑO and Shin Myung Gwan Korean Restaurant. The BID hopes to host more.
- May 1, 2021 – [Equity Vaccine Clinic at The Stampede for 900 patients \(2nd Dose Clinic\)](#) – successful clinic and completed our largest equity clinic On Havana Street.
- 5/10/2021 – The BID coordinated and distributed pallets of AMAZON donated PPE at the Second Chance Center to over 20 organizations. Amazon generously delivered 120,000 masks, 48,000 gloves, and 540 sanitizer bottles.
- 5/14/2021: [Town Hall with SBA hosted by the African Chamber of Commerce](#)
- 5/17 Bird Scooter Public Meeting at 12pm and 5:30pm – Learn More [Here](#)
- 5/29, 11:30-1:30pm: AAPI Empowerment Workshop (18-30), AAPI MONTH, sponsored by Asian Avenue, Aurora Asian Pacific Community Partnership, The Colorado Health Foundation (providing \$500 gift cards to attendees from On Havana Street restaurant).
- [Modern Eater with Asian & Aurora Chamber On Havana Street Featuring Seoul Korean BBQ & Hot Pot](#)
- 4/28/2021 - 11:30am-12:30pm, \$30 lunch, [Asian Eats To Go – April 28, 2021 – Successful Event with over 80 Lunch Orders](#)
- [5/1 Covid-19 Vaccination Clinic at The Stampede](#) – We worked with 20+ partners to organize a vaccination clinic On Havana Street at the Stampede for 900 patients with the BAB, City Council, & Colorado Alliance for Health Equity and Practice (CAHEP) + connecting other partners to host clinics at the Stampede throughout the spring and summer months. [Colorado Alliance for Health Equity and Practice](#) FMC-CAHEP is a community clinic that was founded in 2004. CAHEP's helps to reduce health disparities in the refugee, immigrant, under-insured and under-served population in Colorado.
- May 5, 2021 to May 12, 2021, Eat On Havana Street Week, hosted BID Board lunches at El TEQUILEÑO & Sam's No 3, hosted Media and Micro-influencers giveaways and lunches and featured our 100+ restaurants and hosting social media ads with the Visit Aurora Community Funds.
- June 1, 2021 - July 31, 2021, \$500 Summer Giveaway Winner was Andrea L. (did not want photo shared)
- July 2021 - \$500 Frozen Treats Giveaway - [Last Day to Enter 7/15 – Congrats to Lawrence R.!](#)
- July 5th to 31st, 2021 - Larry H. Miller Dealerships Pack a Backpack – Learn More [Here](#)
- Monday, July 19th, 2021 - Friday, August 20th, 2021, 2021 School Supply Drive at Bella Vita Senior Living, Learn More [Here](#)
- Thursday, July 22, 2021, 8pm, \$25, [Live Music – DENVER BACHATA FESTIVAL](#)
- Saturday, July 24, 2021 11-9:30am, [Sharetea Grand Opening – BOGO Deal Available](#)
- Sunday, July 25, 2021 4-8pm, FREE, [CELEBRATING ALA MUJER 2021](#), 2021 Women's Appreciation Awards, at The Stampede, Event by [Viva Colorado](#) & [Latin Fashion Week Colorado](#)
- Friday, July 30, 2021 3pm MST, FREE, [Hispanic Roundtable Discussion & Meet and Greet with Senator Rick Scott \(FL\)](#)
- PPP Forgiveness Q&A with a CPA - On Demand on demand until 9/30, [Topic: Disaster Mitigation, Online Facilitated by Aurora-South Metro SBDC](#)
- Tuesday, August 3, 2021, 6-8pm, FREE, Aurora South Metro SBDC - [Fired Up: I Want to Start a Business!](#)
- Thursday, August 5, 2021, 6-7pm, FREE, [COVID-19 Vaccine Community Town Hall](#) with Children's Hospital of Colorado
- [Are You Confused About How to Use Social Media?](#) Thursday, August 5, 2021, 5:00 PM to 7:00 PM, 3 sessions ending Thu, Aug 19, Topic: Marketing and Sales
- Saturday, August 7, 2021, 8:30am, Back to School Bash at Buckley Space Force with GEICO Insurance Agency – John Sanchez
- [August 11, 2021, 6:30pm, Ward IV Meeting, Juan Marcano, Aurora City Council Ward IV - Five Star Residences of Dayton Place](#), Presentation from Aurora Water on the city's water supply, future projections based on growth, and sustainability efforts. Followed by an open Q/A.
- Thursday, August 12, 2021, 5:30-7:30pm, FREE, [APD PAR in the Park – Utah Park](#) – OHS PAR at Utah Park – Meet your local APD PAR and play fun games for all ages.
- Sunday, August 22, 2021, 11-9pm, The Stampede, FREE, [SarCO te invita al 6to Festival Salvadoreño/SarCO invites you to the 6th Salvadoran Festival](#)
- Thursday, August 26, 2021, 8am, Learn More at www.ColoradoKRA.com, [1st Koreatown Aurora Golf Tournament Fundraiser](#)
- Friday, August 27, 2021, 10am, FREE, [Coffee & Donuts Networking at GEICO Insurance Agency](#) – John Sanchez
- Wednesday, September 8, 2021, 6:30pm-8pm, Aurora Central Library, FREE, [Ward III Town Hall – Candidate forum for Ward III and At-Large council seats](#), Learn More [Here](#)
- September 8, 2021, 6:00 PM to 8:00 PM, [Fired Up: I Want to Start a Business!](#), Online Facilitated by Aurora-South Metro SBDC, Topic: Start-up Assistance, Speaker(s): Neil Pollard, SBDC Certified Consultant



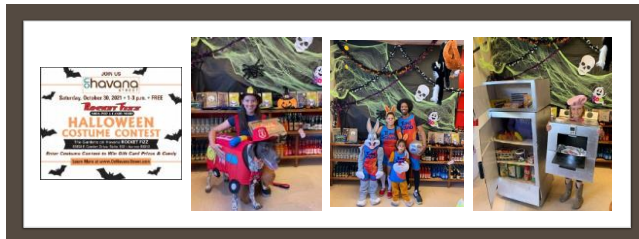
Halloween Stakeholder Networking at Piramides (former Molcajete) on 10.17.2021



Networking with Leadership in the Community &
Connecting Stakeholders to Resources



- Tuesday, September 28, 2021, 6:30 p.m. - 8:30 p.m., Doors Open at 6 p.m., FREE, [Last Days of Summer Concert – Dotsero at The Stampede](#)
- Friday, October 1, 2021, 8 pm, FREE, [Live Music – INSPECTOR, ELEFANTE at The Stampede](#)
- October 1, 2021 - October 29, 2021, FREE, [Fall Giveaway – Enter To Win Today!](#)
- Wednesday, October 13, 2021, 12-2pm, FREE, [10/13 Adoption Days at Schomp Subaru – Visit Puppies on Wednesday's](#)
- Sunday, October 24, 2021, 12-4pm, FREE, [Schomp Subaru Bark A Boo](#)
- Wednesday, October 27, 2021, FREE 4:30-6:30pm, FREE, [Halloween Networking Happy Hour at Piramides](#)
- Saturday, October 30, 2021, 1-3pm, FREE, [2021 Halloween On Havana Street](#)
- October 2021 – Rocket Fizz Social Media Giveaway with Buckley Space Force
- Wednesday, November 3, 2021, 9 am - 11 am, FREE, [Aurora Business Licensing & Sales Tax](#)
- Tuesday, November 9, 2021, 11-1pm, Sam's No 3, Colorado KRA and HBID Board of Directors Networking Lunch with in-coming At-Large Council Member Danielle Jurinsky
- Wednesday, November 17, 2021, 11 am - 12:30 pm, FREE, [Havana BID – On Havana Street Annual Business Stakeholder Meeting](#) at The Stampede
- **Week of Thanks Giveaway, November 15, 2021 - November 19, 2021, [A WEEK OF THANKS GIVEAWAYS – Enter Today!](#)**
- **Breakfast with Santa with Buckley Space Force** - November 2021 (Sponsoring the Holiday Giveaway for Thanksgiving and Gift Cards to Share at Breakfast with Santa)
- **12 Days of On Havana Street** – December 1 to December 12, 2021 - Each day will feature a social media giveaway of gift cards featuring OHS shops, businesses, the Havana Motor Mile, Eat On Havana Street, and Art2C.



Halloween Costume Contest at RocketFizz on 10.30.2021

BARK-A-BOO on 10.24.2021



There was a pet costume contest, live music, a pumpkin patch, an In-N-Out food truck, and apparel for purchase. For every dog adopted at the event, Schomp Subaru gave the new pet parent a \$250 credit towards Subaru vehicle accessories, as well as donated \$200 to Paws on the Ground Colorado. The organization also collected donations of new supplies, such as collars, leashes, bowls, blankets, and more.

2021 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 Public Art Exhibition and continue working with the property owners on landscape plans to get compliance with the Havana Street Overlay District.
- Conducted the maintenance and district marker replacements for 2021.
- Worked with new stakeholders to establish new district markers and monument sign improvements.
- Managed the 2020-2022 Art 2C On Havana Street and transitioned new property owners to the BID with existing art pads.
- We continued to work with Webolutions and Fox Media & Marketing to make sure we are staying true to our brand in all the marketing and promotions that we do.
- The BID will be working with the Havana Street Multi-Modal Study regarding future opportunities for improvements and assistance on district identity tools to further the improvement of the corridor
- Continued to actively add photos and marketing on Facebook, Facebook Stories, Instagram posts, Insta-stories and on our website to document the events and grand openings in The District.

- Worked with local newspapers, magazines, TV stations and Colorado bloggers, food bloggers and social media influencers to market the District in a positive light and promote our events.

III. HAVANA BID 2022 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 2022, 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 2022 and what is new for 2022. There is also a [2022 Budget Message](#) that can be reviewed with more details.**

Economic Development:

In 2022, 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 2022 the BID plans to continue to:

- Publish monthly consumer marketing newsletter, Life On Havana Street E-Newsletter and to continue to increase the use of social media like Instagram, Facebook, Linked In, Instagram, You Tube, and Twitter even more to market our events. We will improve the features of our website to elevate the business directory and add more features to assist businesses more during the Covid-19 recovery.
- Work with our International business owners and all 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 On 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 virtual BID board meetings and hold an annual stakeholders' meeting in November.
- The Executive Director will continue to make 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.

Project Management/Ratepayer Communication/Governance:

In 2022 the District plans to continue to:

- Gather the email addresses of more of our stakeholders 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 and host an orientation meeting with new board members.
- Continue to identify and develop new leadership and advocacy opportunities as they arise.

New for 2022— the District plans to:

- Work on a new 5-year strategic plan
- to create new or change existing programs as the need arises throughout the year, using the budgeted board reserves as the board sees fit.
- Work on board training, development, and engagement
- Focus on stakeholder relationship building and include board members in networking relationships/interactions with BID businesses.
- Focus on the Covid-19 recovery for the District businesses.
- Focus on workforce development and support for the District businesses.

Economic Development Services/Business Consulting & Advocacy:

In 2022 the District 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, living, and more.
- 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 District's safety and 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 updates, Aurora Places--new comprehensive plan, referring new and existing business owners to the City of Aurora Business Development Center.
- Engage with the partners for the Havana Multi Modal Study and participate in the discussions regarding the proposed improvement projects.
- 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.
- Work with the retail marijuana industry in the District and help support the businesses for the overall safety and security of the corridor.
- Continue to work with the Homeless Street Outreach Team, code enforcement, community non-profits, APD and our businesses to attempt to connect persons experiencing homelessness in the District with appropriate services offered in the community. We will also continue to support and co-host the 12th Annual Grocery Cart Races at Safeway with Comitis Crisis Center virtually/in-person as permitted. This event provides the 65,000 meals per year to the homeless with the support of the community and BID businesses. Typically, we support the event by featuring our Safeway and the event on 9NEWS Colorado and Company, purchase the famous grocery cart trophies and host the after party. However, due to Covid-19 we will help promote the virtual event/fundraiser online, support marketing initiatives, and our corridor's businesses will host the donation boxes for food donations.
- Be on the lookout for other opportunities and partnerships that benefit both our businesses and the community.
- Continue the Automotive Technician Tool Incentive Workforce Program and connect the new dealerships to the program opportunity.

New for 2022—We plan to:

- Write and produce new Havana Motor Mile TV commercials promoting auto sales, auto service and auto parts sectors to include the new dealerships.

- Work with the Aurora Urban Renewal Authority, Development Services, the Office of Development Assistance, the development team, business owners and neighbors as we continue with the redevelopment process and site plan review for “Argenta” the former Fan Fare site on the north end of Havana.
- Work with Kimco on the Village on the Park redevelopment plans and assist in attracting new stakeholders to the remaining leases.
- Work with Western Centers on the new businesses coming to Havana Exchange Shopping Center
- Work with AMCAP at the Gardens on Havana on redevelopment plans and attract new businesses to the leases and empty pads for development
- Work with Visit Aurora to strengthen relationships with hotels and partners to encourage more On Havana Street visitors and brand as an entertainment and foodie destination for visitors and business travel.
- Strengthen partnerships, relationships and community networking with Buckley Air Force Base, Anschutz Community-Campus Partnership, The Chamber, local neighborhoods, retirement communities to attract more visitors and residents to explore, shop, eat, live, and experience On Havana Street.
- 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, Central Park, and the Anschutz Campus, Buckley Space Force, Lockheed Martin, Gaylord of the Rockies especially with the redevelopment of the Fan Fare site.

District Identity & Image/Community Sense & Involvement:

In 2022 the District plans to continue:

- To remain active on weekly and monthly Havana Street Corridor Multi-Modal Study meetings and inform the stakeholders on new developments, proposed improvements and updates regarding the study.
- To attend other special district outreach meetings and conferences to stay involved and informed in what other special districts are implementing to help with businesses and corridor through the Covid-19 recovery
- 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 snowstorm.
- 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.
- Assisting stakeholders with code enforcement, landscaping improvements and graffiti removal
- To repair district markers as required and add 3 new district markers as permitting allows.
- To engage the neighbors/residents through monthly virtual events/communications and by having the BID’s executive director continue to attend town meetings, keeping the neighbors informed about what is happening On Havana Street.
- Re-design and create a more responsive website with Webolutions to support businesses through the Covid-19 recovery. We will add features and make the business directory more interactive. Example of features: Covid-19 Process & Procedures, Online Reservations links, Social Media links, Updated Hours/Seasonal Hours, Searchable options for Takeout, Delivery, Dine-In Services, Drive-Thru, Pet Friendly, Live Music, Patio/Outdoor Seating, and more.
- Establish more inclusive communications and marketing to the diverse businesses in the corridor.
- Explore translating features and applications for our website, blogs, webpages, and content shared with the community.
- Continue to host virtual events, Covid-19 resource webinars and workforce solution programming to engage the community and bring people into the District.
- To grow the Art2C program and add another site location and sculpture at Sam’s No 3 or other interested stakeholders
- To reserve funds to host the biennial Art 2C on Havana Gala in 2024-2026 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.
- The Executive Director will continue to grow the district image, community sense and BID engagement.

New in 2022 —we plan to:

- Focus majority of our efforts to Covid-19 recovery and advocacy. The BID will pivot from hosting community concerts and events to hosting programming and outreach resources for the stakeholders. The District hopes to host trainings, workforce initiative programming and support businesses through collaboration with local and national partners.
- Co-host workshops, programming, and trainings related to the Covid-19 Recovery Efforts Example: Business Liabilities, Lease Negotiations, Job Sharing Programs, Managing Payroll Through Covid-19, Outdoor Patio Expansions, Covid-19 Safety Resources and more.

- Continue to work with stakeholders interested in adding a new District logo panel marker on their business signage.
- Continue to work with Argenta – Dillon Place to get a new District logo panel marker on the signage of the new development and public art sculpture on the north end of the corridor.
- Continue to work on maintenance of existing district markers and replace the originals that are damaged and in need of repairs
- Continue to work on our district identity and explore canvas wrapping electrical boxes throughout the corridor
- Continue to work and collaborate on improvements regarding the Havana Street Corridor Multimodal Study
- Explore opportunities for public art murals, Windows of Inspirations, and other public art installations that enhance the area.
- Explore Covid-19 safety enhancements for the corridor.
Example: Safe outdoor patio seating areas in shopping centers or Public Hand-Washing stations or street decals for social distancing at busy foot traffic areas in the corridor for festivals
- Explore other District Identity improvements to the corridor like proposed in the Havana Multi Modal Study.
- Explore posting diverse signage in the corridor or at various shopping centers with diverse tenants regarding Covid-19 updates and safety measures.
- Explore canvas wrapping the electrical boxes throughout the corridor.
- 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 for assistance to get the person help and transport up to services (if they agree to being helped).

Future Project Investments or Ideas for Reserves

- Covid-19 Business Recovery Programming and Funding
- Havana Motor Mile Safety Program
- EV Charging Stations – Xcel Partners in Energy programming
- Canvas wrap electric boxes
- Multi Modal Improvements
- Workforce Programming & Training
- Special Projects
- Diverse Signage
- Festival
- Concerts
- Increasing funding to the Havana Motor Mile Tool Workforce Program
- Public Art Murals + Art 2C program expansion
- More On Havana Street District Markers
- Strategic Planning for future of the HBID

Please share feedback & suggestions on how your business would like to see future reserves spent with Chance at Chance@OnHavanaStreet.com or Text/Call at 720.788.8986

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 and reserves 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 District 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.

- **2022 plans are summarized above and in the Budget Message**
- The Executive Director takes on the responsibilities and can hire a consultant or event laborers for special projects, as needed and up to \$18,250.
- The BID board formed subcommittees to engage and support the ED with the events, marketing, and budgets.

V. BID BUDGET

The District received the preliminary assessed valuation from the county assessor on August 25, 2021 but due to COVID-19 and related Executive Orders the final assessed valuation will not be received until after the City of Aurora's Management and Finance (9/28/2021), Study Session (10/18/2021) and City Council 911/22/2021).

The District will update this plan and budget for 2022 after they receive the final assessed valuation from Arapahoe County. The District has requested an extension for submission, but while waiting for approval The District is preparing this boardPlan and Budget for 2022/ 2021 Annual Report with the preliminary assessed values received from Arapahoe County on August 25, 2021.

Our District attorney Tom George at Spencer Fane LLP advised the District that due to the delay in receiving the assessed valuation certifications from the Assessor, the District can use the previous year's AV certifications and the preliminary assessed valuations presented on August 25, 2021, as a reasonable estimate for 2022's budget year. The Final 2022 Budget is due on December 15, 2021, to the Arapahoe County, Board of County Commissioners.

*Approximately \$583,477 in 2022 is 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, 2021](#) AV's (\$111,355,880 x .0045) = \$501,101, plus the preliminary 2022 URA property tax increment from page 2, line 3 of the [Certification of Valuation](#) document from Arapahoe County dated August 25, 2021 ("total TIF area increment" - URA Property Tax Increment (\$18,305,712 x .0045) = \$82,376 as well as an estimated \$40,088 in specific ownership tax.

Please see the attached proposed 2022 budget on page 35 and the [2022 Budget Message](#). After this report was submitted to the City of Aurora for the Manage & Finance Committee, City Council Study Session and regular City Council Meeting the District will receive the Final AV's for 2022 in late November 2021 and added to this document to submit to Arapahoe County and the State of Colorado by 12/15/2021.

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:

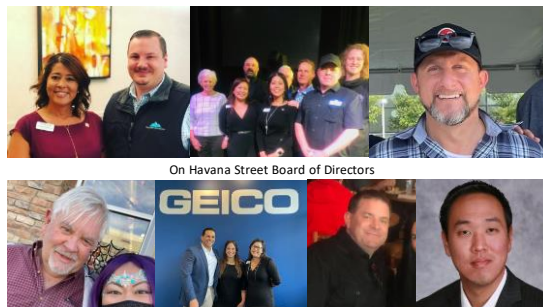
- North of Alameda Avenue
- South of Alameda Avenue and North of Mississippi Avenue
- South of Mississippi Avenue and North of Parker Road
- South of Parker Road

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 District 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 includes:

- Garrett Walls, BID President, Owner, Synergy Business Solutions, E-5 Equities/Havana Exchange Shopping Center, 1555 S Havana St, Aurora CO 80012
- Yulissa Williams, BID Vice President, US BANK, 941 S Havana St, Aurora, CO 80012
- Donovan Welsh, General Manager, Havana Auto Parts, 901 S Havana St., Aurora CO 80012
- Patrick Armatas, Owner, Sam's No 3, 2580 S Havana St, Aurora, CO 80014
- John Sanchez, Owner, GEICO Insurance at The Gardens on Havana/AMCAP, 10550 E Garden Dr. #104, Aurora, CO 80012
- Matt Rauzi, Owner, Colorado's Pro Gym, 1961 S Havana St, Aurora CO 80014



Incoming Board of Directors in 2022 (scheduled for Study Session on 12/6/2021 & City Council o 12/13/2021):

- Kirsten Hitchcock, Co-Owner of Gary's Full-Service Auto Repair, 30 S Havana St., 304-R, Aurora, CO 80012
- Jennifer Dunn, Senior Vice President, First Bank, 2300 S Havana St., Aurora, CO 80014
- Alex Lee, Owner, New Gate Construction, 1930 S Havana St., Aurora, CO 80014

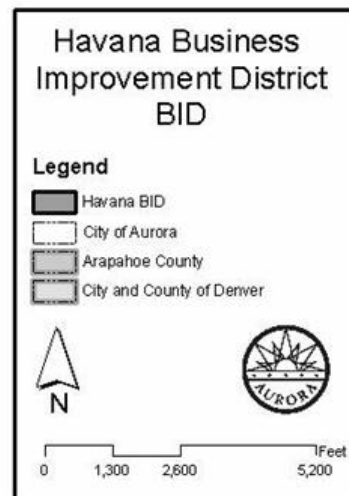
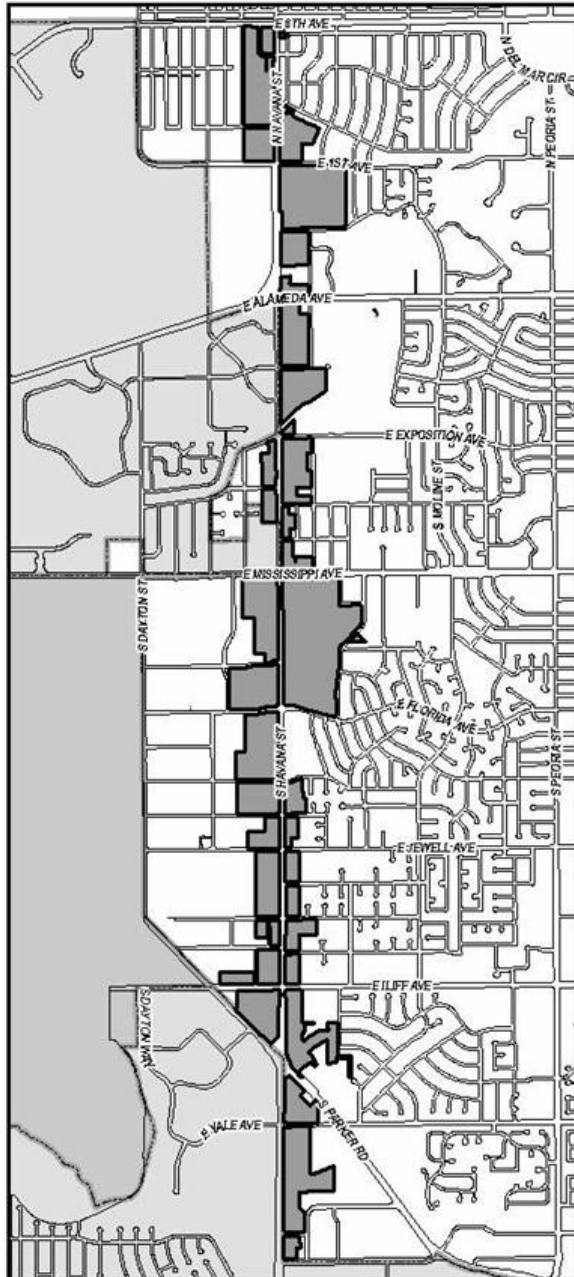
Outgoing Board Members in 2021:

- Gary Sliger, Owner of Gary's Full-Service Auto Repair, 30 S Havana St., 304-R, Aurora CO 80012 (retired August 2021)
- Sean Choi, Director of Diversity, Equity, and Inclusion, Senior Vice President, First Bank, 2300 S Havana St, Aurora CO 80014 (resigning in 12/2021 for his position in Lakewood, CO)

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.



2022 PRELIMINARY GENERAL FUND OF THE HAVANA BUSINESS IMPROVEMENT DISTRICT												
2022 PRELIM. BUDGET	Original	Actual	Original	Estimated	Actual	Estimated W/2020 CERT AV AS OF 11.27.2019	*PRELIM 2021 CERT AV AS OF 10.8.2020	FINAL 2021 CERT AV AS OF 11.25.2020	12/2020 NOTES: BOTW: \$201,948 & 1st Bank: \$299,671 as of 12/2/2020 = TOTAL \$501,619	As of 8/2021 w/ 8.25.2021 Estimated Prelim. AV: \$129,661,592, Financials by Simmons & Wheeler	Estimated 2021	*PRELIM 2022 approved by BID BOD w/ 8.25.2021 Estimated Prelim. AV: \$129,661,592
REVENUES	2019 Budget	End of 2019	2020 Budget	End of 2020	End of 2020	EST. *PRELIM 2021 W/2020'S AV'S: \$113,901,131	*PRELIM 2021 CERT AV: \$115,423,393	FINAL 2021 CERT AV: \$114,648,028	AS OF 1/2021	AS OF 8/2021	Estimated 2021	*PRELIM 2022
Est. BEGINNING FUND BALANCE	232,778	214,360	347,159	266,979	266,979	453,426	453,426	453,427	453,427	441,364	441,364	586,260
Property Taxes (4.5 mills): PRELIM 2022 AV's: (\$111,355,880 x .0045) = \$501,101 2021 FINAL AV's (97,715,270 x .0045) = \$439,718.72, PRELIM 2021 AV's (\$98,476,867 x .0045) = \$443,146, 2020 AV's (\$97,663,367 x .0045) = \$439,485	402,201	395,908	439,485	433,161	433,161	439,485	443,146	439,719	439,719	438,099	439,719	501,101
URA Property Tax Increment: PRELIM 2022 AV's: (\$18,305,712 x .0045) = \$82,376 2021 FINAL AV's (\$16,932,758 x .0045) = \$76,197.41, PRELIM 2021 AV's \$16,946,526 x .0045) = \$76,269, 2020 AV's (\$16,237,764 x .0045) = \$73,069	69,258	82,757	73,069	84,877	84,877	73,069	76,259	76,197	76,197	89,706	89,706	82,376
Specific Ownership Taxes: Est. (Total Prop. Tax \$111,355,880 (4.5 mills) x 8%)	28,000	36,942	37,000	36,322	36,322	37,000	37,000	37,000	37,000	23,674	37,000	40,088
Interest	50	278	60	-	-	60	60	60	60	201	300	200
Sponsorships and other revenues	8,000	10,523	10,000	-	-	-	-	-	-	20,621	21,000	-
TOTAL REVENUES	507,509	526,408	559,614	554,360	554,360	549,614	556,465	552,976	552,976	572,301	587,725	623,765
TOTAL REVENUE AND FUND BALANCE	740,287	740,768	906,773	821,339	821,339	1,003,040	1,009,891	1,006,403	1,006,403	1,013,665	1,029,089	1,210,025
EXPENDITURES	Original 2019	End 2019	Original 2020	Est. End of 2020	End 2020	PRELIM 2021	*PRELIM 2021 CERT AV AS OF 10.8.2020 \$115,423,393	FINAL 2021 CERT AV AS OF 11.25.2020: \$114,648,028	AS OF 1/2021	AS OF 8/2021	Estimated 2021	PRELIM. 2022
Marketing (inc tool incentive workforce prog. \$20,000 + HMM \$137,000)	157,000	158,071	180,000	130,000	143,648	124,000	124,000	124,000	124,000	58,523	124,000	157,000
Special Events (inc media print ads, marketing w/Buckley, local print, hotel key card, VA, GDCC, AAM, Lowry, other for \$50,000 + \$75,000 event budget)	100,000	68,204	115,000	44,000	49,852	61,000	61,000	61,000	61,000	31,175	61,000	125,000
Program Management (inc \$10,000 snow)	20,000	37,514	15,000	6,000	41,123	15,000	15,000	15,000	15,000	4,088	15,000	16,500
District Identity - \$30K for district markers & \$40,000 Art2C program	66,000	24,112	70,000	44,000	6,636	70,000	70,000	70,000	70,000	37,610	70,000	70,000
Audit & Accounting	9,000	7,700	12,000	8,722	9,197	14,000	14,000	14,000	14,000	9,231	16,000	18,000
Website/Branding + Social Media	30,000	29,410	30,000	27,000	28,458	30,000	30,000	30,000	30,000	21,787	30,000	30,000
Special District Insurance	10,000	5,475	10,000	4,200	4,446	7,500	7,500	7,500	7,500	7,625	7,625	7,500
Legal	5,000	1,970	5,000	3,200	4,321	5,000	5,000	5,000	5,000	3,137	7,000	7,500
Payroll Taxes (Est. 7.5% of Payroll)	12,000	5,772	5,500	6,036	4,541	6,000	6,000	6,000	6,000	3,902	6,000	6,000
ED Salary	108,287	112,709	93,350	74,936	74,617	70,000	70,000	70,000	70,000	50,570	70,000	80,000
Labor/1099/Consultant						18,250	18,250	18,250	18,250	-	-	18,250
3% retirement savings match	1,950	1,796	2,201	2,200	2,282	2,200	2,200	2,200	2,200	1,638	2,100	2,400
Worker's Comp .003% of Employees Salary	400	338	280	450	224	450	450	450	450	152	210	240
ICHR/Employee medical insurance/Wage Works/Health Equity Admin Fees	8,000	4,142	-	-	-	5,000	5,000	5,000	5,000	-	5,500	7,000
ADP Payroll Fees	1,200	1,616	1,700	1,670	1,689	1,700	1,700	1,700	1,700	1,270	1,700	1,700
Stakeholder & Community Relations	1,000	-	1,000	500	-	1,000	1,000	1,000	1,000	502	1,000	5,000
Staff Prof Development/Training	500	-	1,500	100	-	1,500	1,500	1,500	1,500	109	1,000	1,500
Board Development/Strat Planning	3,000	1,599	3,000	650	45	3,000	3,000	3,000	3,000	481	3,000	10,000
Mileage	6,400	7,419	6,400	3,000	2,399	6,400	6,400	6,400	6,400	16	2,200	3,200
Other - Tax Revenue - Treasurer's Fee (1.5% ON \$583,477 \$ W/ PRELIM 2022 AV's)	7,072	5,942	7,688	6,592	6,497	7,688	7,791	7,739	7,739	6,574	6,596	7,517
Reserves (3% Tabor on total expenditures w/o the treasurer's fee w/ 2022 PRELIM AV's)	14,144	-	15,377	15,377	-	15,377	15,582	15,477	15,477	-	12,898	17,229
TOTAL EXPENDITURES:	560,953	473,789	574,996	378,633	379,975	465,065	465,373	465,216	465,216	238,390	442,829	591,536
BID Reserves - plan to set up sep. bank acct. for reserves for 2022)												416,541
BOARD RESERVES (Bank Balance of BOTW account	155,687	-	192,612	192,612	-	537,975	544,518	541,187	541,187	-		201,948
TOTAL EXPENDITURES w/ Board Reserves	716,640	473,789	767,608	571,245	379,975	1,003,040	1,009,891	1,006,403	1,006,403	238,390	442,829	1,210,025
ENDING FUND BALANCE	23,647	266,979	139,165	250,094	441,364	-	0	(0)	(0)	775,275	586,260	-
2022 BUDGET NOTES: This is a preliminary budget from the AV's presented on 8.25.2021												
2022 Prelim CERT OF AV INCREASED FROM \$114M to \$129M which is about \$15M IN ONE YEAR AFTER COVID-19, (\$129,661,592-\$114,648,028) = \$15,013,564												15,013,564