

OLD COLORADO CITY PARTNERSHIP

Special District Consulting Services

RFP RESPONSE BY CENTRO + GARNERIST + SPENCER FANE | OCTOBER 21, 2022

Old Colorado City

National Historic District

ESTABLISHED IN 1859



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Introduction

Dear Old Colorado City Partnership,

As our cities emerge from more than two years of challenge and change – which has in many ways transformed how we live, gather and do business – the Old Colorado City Partnership (OCCP) has an incredible opportunity to look inward to assess how to deliver on the new and future needs of your thriving historic business district.

The strategy work you have committed to is a critical step towards best serving your community. As you pause to reflect on successes and look towards future opportunities, we can support you to understand the most effective, strategic pathway for the long term.

This process should be part learning, part engaging, part strategy... and part dreaming. The tools with which to fund and deliver projects should be paired effectively with your vision, economic potential and community culture. There may be better ways to structure things you have, and new approaches to consider. There may be a need to simplify what exists or create new structures to achieve your goals. It's our job to guide you in that discovery and to provide a road map that is easily navigable and gets you where you – and your community – want to go.

Thank you for this opportunity. We look forward to the work we will do together.

Best,
Jamie Giellis, Centro
Jen Garner, Garnerist
Tom George, Spencer Fane



Situation Snapshot

WHERE YOU ARE.

Old Colorado City's national historic district is today a thriving arts district and destination for tourists and Colorado Springs residents. The Old Colorado City Partnership (OCCP) has great support from key partners including the Old Colorado City Associates, Westside Neighbors, the Old Colorado City Historical Society and the Old Colorado City Special Improvement and Maintenance District (OCC SIMD). Tireless work by volunteer boards, fundraising, and modest revenues generated by the OCC SIMD have delivered you to this point. Looking ahead, there is so much more to do. Exploring the smartest, most effective and efficient ways to get those things done is your commitment.

WHERE WE ARE.

Vibrant, collaborative, effectively managed cities, communities and neighborhoods are the sole focus of our work. Our team has decades of collective experience meeting communities where they are, and equipping them with the knowledge and tools to meet their goals. Recent years have put an even more intense focus on understanding the comprehensive needs of people and places, and setting them up to not only support themselves, but to be ready to receive outside government funding, philanthropy and investment. Equipping you with the information you need to best do your work is our commitment.

WHERE WE WILL GO, TOGETHER.

The tools in your toolbox are most effective when you know exactly what you are trying to build. Together, we'll explore community and stakeholder sentiments, establish goals, assess current structures, discover new opportunities and missing pieces, and align all that information to create a clear strategy for your future

ERECTED IN 1859
PIONEER COUNTY OFFICE

OUR
TEAM

TEAM LEADS



JAMIE GIELLIS

PRESIDENT, CENTRO INC.

Jamie Giellis specializes in the strategic and (re)inventive creation of cities, places, and neighborhoods. She works closely with community members, businesses, stakeholders, and local groups to form effective public/private partnerships and implement strategies to allow for places to successfully manage their needs and thrive economically, socially, and culturally. Under her leadership and expertise, Centro has become an internationally sought-after resource for best-practices and proven-processes. Jamie has more than two decades of experience providing strategic neighborhood and district planning, establishing and managing special districts, and supporting communities in obtaining grants and investment to meet their needs and achieve their goals. She has lived in Colorado since 2006, working in and for more than 30 cities across the state as well as for the State of Colorado. She's served more than 50 communities across the country as well as extensive work establishing Business Improvement Districts in Singapore and the United Kingdom.

Project Role: Project Manager/Lead, Strategy Development, Analysis of Districts and Tools



JEN GARNER

PRESIDENT, GARNERIST

Jen Garner is a behavioral economist who fell in love with market research and discovered a talent for asking questions, meaningful analysis, and realistic advice. She treasures the time she gets to spend with people talking about their lives and communities and exploring how public and private practices and policies can improve (or limit) access to opportunity. One of her strengths as a researcher is her ability to connect with people from all walks of life, set them at ease, and lead a discussion that is productive, meaningful, and engaging to the participants. For the last 20 years, Jen's engagement work has focused on housing, community development and economic development. From 2010 to 2021, Jen led community engagement at Root Policy Research and BBC Research & Consulting. Recent Colorado engagement clients include the City of Longmont, Jefferson County and the Boulder/Broomfield HOME Consortium.

Project Role: Stakeholder and Community Engagement and Analysis, Strategy Development Support



TOM GEORGE

PARTNER, SPENCER FANE

Tom George counsels municipal and local governmental entities throughout the state of Colorado in all aspects of formation, operation, and dissolution. Tom specializes in the creation of taxing districts to allow the utilization of tax revenue and municipal debt to finance public improvements and provide services to support residential, commercial, and mixed use developments. He also supports existing special districts – such as metropolitan districts, water and sanitation districts, parks and recreation districts, business improvement districts, fire districts, and other governmental authorities – with day-to-day operations, elections, public finance, and statutory compliance so they can build and maintain public improvements and provide efficient services to property owners and constituents. Prior to joining Spencer Fane, Tom served as an Assistant Attorney General in the Natural Resources and Environment Section of the Colorado Attorney General's Office.

Project Role: Legal Analysis for District Tools and Services

FIRM PROFILES



CENTRO, INC.

Centro catalyzes collaborations and partnerships between the public and private sector to bolster districts, neighborhoods and communities. We believe successful places are the result of a convergence of passionate people, creative interventions, and synergistic and sustainable practices. Centro facilitates and fuels positive change through tailored support and innovative approaches.

Centro provides value to our clients by offering specialized expertise and resources to translate visions and plans into concrete steps and turn chaos into collaboration. We:

- Develop approaches to strengthen your district by mobilizing the public and private sectors to work together.
- Deliver strategies for programs and projects that are implementable and impactful.
- Establish unique and appropriate funding streams to advance the implementation of priority projects.
- Offer hands-on, on-the-ground support for districts as they grow and develop.

Each project we undertake is unique to the community we serve, and has its own challenges and opportunities. To serve our clients, we assemble consulting teams comprised of the most innovative and effective leaders in community and economic development. This allows us to craft nuanced solutions that are unique to your community.



GARNERIST

Garnerist is an engaging research firm dedicated to helping clients understand the needs and wants of the people they serve (or want to serve). Our services range from comprehensive market research and community engagement processes to facilitating workshops and trainings to teach clients to conduct effective research in-house.

Effective engaging research begins with a conversation. Let's talk!



SPENCER FANE

Spencer Fane Special District attorneys work with communities and governmental bodies to form and manage taxing districts that help finance the creation of developments and community services across the state. The firm was involved with the start of Colorado's Special District Association 40 years ago and has provided representation to more than 400 special districts throughout the state who rely on the firm to address all their legal needs. Recognizing that those interested in the development of special districts don't always know their options, the firm works to identify appropriate district applications, establish districts, and often continues to provide counsel all the way through years of a district's work delivering services and projects.



OUR
APPROACH

PROJECT OVERVIEW

STAGE 1

PREPARE + ASSESS

Immerse in the community, design the outreach and engagement strategy, assess existing tools and establish goals and desired outcomes.

STAGE 2

ENGAGE + EDUCATE

Listen to stakeholders, community leaders and important voices regarding their desires and concerns, while providing data and details on funding tools and structures.

STAGE 3

ANALYZE + ALIGN + DETERMINE

Align community sentiments and future desires with current structures, analyze and assess options, new opportunities and missing pieces, and ultimately determine a sure pathway forward.

STAGE 4

ACTION

Move recommendations into action and support first critical steps towards successful delivery.

STAGE 1

PREPARE + ASSESS

IMMERSION

Before we begin our work, we get to know you. We read and research. Walk the downtown and surrounding neighborhoods. Visit your shops and eat at your restaurants. To succeed, we need to ensure that everything we do is inspired by you, is context appropriate and is sensitive to local dynamics. This immersion forms the basis for all that follows.

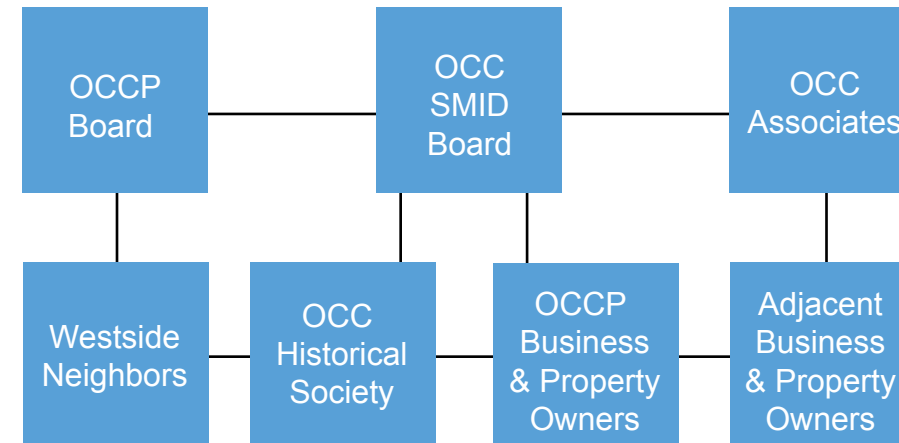
DESIGN

The design phase is the keystone of the entire engagement process. Our approach to community engagement design is grounded in our more than 20 years of experience translating client objectives into engaging formats and thoughtful questions to dig beneath the surface to get to the needs, desires, stories, and deeply held truths required to understand the current landscape and achieve desired outcomes.

For this work, we will engage current and past leaders of the OCCP, business and property owners in the OCC SIMD, Old Colorado City Associates, Westside Neighbors, OCC Historical Society, and business and property owners both within the district and in the blocks surrounding the current district which may be identified for inclusion in a future district. We will also speak with other key individuals recommended by stakeholders. The primary engagement methods we envision are in-depth individual interviews, focus groups with partner organization boards, and workshops.

Old Colorado City Partnership Leadership & Staff Interviews

What's the current situation? How did we get here?
Is it working? What should change?



Who else should we interview?

WORKSHOP #1

Districts Current Situation

- Key findings from Districts analysis and engagement
- Discussion on alignment with need or lack thereof
- Desired Outcomes
- Next steps

WORKSHOP #2

Decisions & Implementation Planning

- Plot the course to achieve desired outcomes

STAGE 1 CONTINUED

ASSESS

We will conduct a deep-dive analysis and comprehensive assessment of the existing OCCP maintenance district.

Our assessment will include (but not be limited to):

- District formation details – including purpose and term
- Assessment structure
- Revenues and debt issuance
- Budgets and workplans
- Ratepayer details
- District board/management details
- Historic details on how funds have been utilized

This information will be used to establish a baseline for how the current structure is serving Old Colorado City, including limitations and/or gaps.

ESTABLISH

We will engage with the Old Colorado City Partnership Board to firmly establish goals, outcomes and expectations and to comment on and approve approaches to stakeholder engagement.

STAGE 1 DELIVERABLES

- Immersion Research Summary
- Engagement Design
- Assessment Summary of Existing Districts
- Stage 1 Summary Report – Including the Above
Plus Identified Goals and Objectives



STAGE 2

LISTEN + LEARN

LISTEN

Our approach to engagement centers on the participants and creating an environment that is friendly, openminded, and conducive to great discussion. Jen Garner follows where the participants lead, gently returning to the core questions, and deftly encouraging even the most reserved participant to share their experience. After 20 years of moderating, navigating group dynamics and prickly personalities is second nature, ensuring that all can speak and be heard, without one individual dominating the session. It is important to us that every person who participates knows that they have been valued, heard, and contributed to the project findings and recommendations.

Based on our experience and current knowledge of the OCCP, including the desire to explore expanding beyond the current boundaries, we recommend that the engagement begin with in-depth interviews of OCCP board members, City staff, district members, and, supplemented by interviews with key business and property owners adjacent to the current district, as recommended to our team. We anticipate conducting 20-30 interviews.

LEARN

Provide a comprehensive research and analysis document that outlines funding mechanisms available in the State of Colorado. This analysis will include, but not be limited to:

- District type and statute
- Applicable uses
- Assessment and funding methods
- Debt capabilities
- Terms and limits
- Ability to overlay with other district types
- Pro/cons analysis
- Applicability to Old Colorado City and initial considerations for how it could be applied

This information will be provided to the OCCP board and other guests as desired in a learning session and that conversation will provide critical feedback to allow us to begin to understand alignment between community sentiments, future needs and most appropriate tools.

STAGE 2 DELIVERABLES

- Engagement Update Memo
- Comprehensive Analysis of Colorado Funding Mechanisms and Tools
- Stage 2 Summary Report



STAGE 3 ANALYZE + ALIGN + DETERMINE

ANALYZE

Even the most expertly executed engagement fails to result in useful action when the analysis falls flat. Our process draws out meaning and translates a series of conversations and focus groups into a compelling story, case for change, and/or strategy to motivate change.

Our deliverable is an advisory document summarizing the engagement concisely and visually, elevating findings and providing direct advice for how to achieve the project goals.

ALIGN

In this stage we'll pull together the insights from the engagement with the findings and feedback from the learning session on Colorado funding mechanism options and begin to see where there is alignment (or lack thereof). Our work will align community sentiments and future desires with the most appropriate tools. This means looking at what's in place and determining its effectiveness or need for adjustment, and exploring how new tools may fill gaps and better serve the community. This work to analyze and assess options, new opportunities and missing pieces will occur during one of two workshops we anticipate holding. Attendees may extend beyond the OCCP board, if appropriate (to be

determined as we enter this stage).

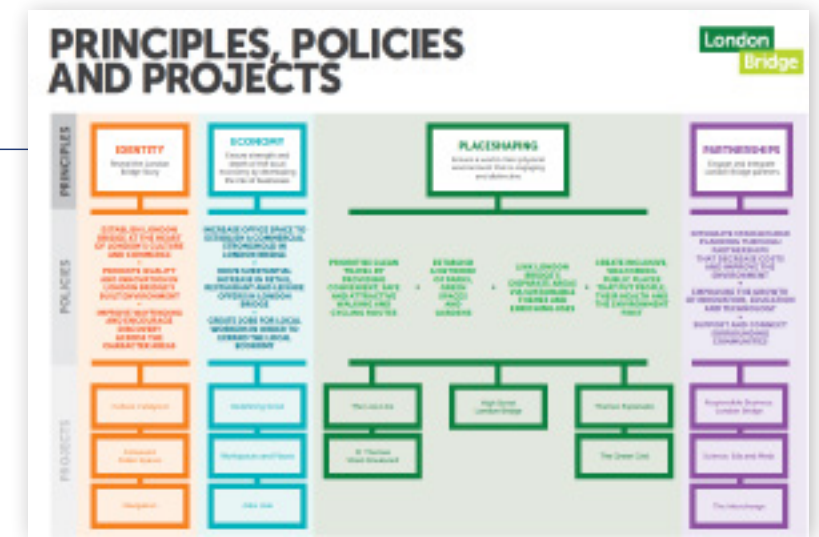
The focus will be to review key findings from our work to date, analyze and assess options, consider new opportunities and approaches, and weigh the merits of deploying new tools or restructuring existing ones.

DETERMINE

Finally, we'll work with the OCCP board to identify a recommended pathway forward. This may include evaluating a few different scenarios and weighing pros and cons to get to a preferred outcome. Once a framework for the proposed approach is in place, we'll put it through a thorough legal analysis to ensure we consider all implications. A final approach will be determined before moving into Stage 4.

STAGE 3 DELIVERABLES

- Summary of Analysis of Engagement
- Workshop #1: Districts Analysis and Options
- Workshop #1 Results Report
- Final Recommended Approach Report



“ There is no power for change greater than a community discovering what it cares about.”

- MARGARET J. WHEATLEY

STAGE 4 ACTION

FRAMEWORK

Building on the final approach recommended, we'll develop a framework for implementation considerations, plotting the course to your desired outcomes. This framework will include (but not be limited to):

- Obtaining appropriate buy-in for changes to be made
- Critical timelines (considering election dates, etc.)
- Budget considerations
- Positioning/messaging discussions
- Critical steps and pathways

This framework will be utilized in a second workshop so that everyone is clear on the process to shift from current situation to future structure(s).

PLAN OF ACTION

The findings from Workshop #2 will be utilized to create a plan of action, which will move recommendations into action. This plan will establish critical steps, timelines and deadlines, engagement needed, and other pieces of information deemed necessary to ensure your success.

STAGE 4 DELIVERABLES

- Framework for Implementation Matrix
- Workshop #2: Implementation Planning
- Workshop #2 Results Report
- Implementation Plan and Final Report.

“ Vision without action is a dream.
Action without vision is simply
passing the time. Action WITH vision
is making a positive difference.”

- JOEL BARKER





TIMING &
INVESTMENT

PROCESS SUMMARY

STAGE 1

PREPARE + ASSESS

DELIVERABLES

1. Immersion Research Summary
2. Engagement Design
3. Assessment Summary of Existing District
4. Stage 1 Summary Report – Including the Above Plus Identified Goals and Objectives.

STAGE 2

ENGAGE + EDUCATE

DELIVERABLES

1. Engagement Update Memo
2. Comprehensive Analysis of Colorado Funding Mechanisms and Tools
3. Stage 2 Summary Report

STAGE 3

ANALYZE + ALIGN + DETERMINE

DELIVERABLES

1. Summary of Analysis of Engagement
2. Workshop #1: Districts Analysis and Options
3. Workshop #1 Results Report
4. Final Recommended Approach Report

STAGE 4

ACTION

DELIVERABLES

1. Framework for Implementation Matrix
2. Workshop #2: Implementation Planning
3. Workshop #2 Results Report
4. Implementation Plan and Final Report

ESTIMATED TIMING & INVESTMENT

	STAGE 1	STAGE 2	STAGE 3	STAGE 4	
	PREPARE + ASSESS	ENGAGE + EDUCATE	ANALYZE + ALIGN	ACTION	
ESTIMATED TIMING	NOV 2022	NOV 2022 - JAN 2023	FEB - APR 2023	MAY - JUNE 2023	
BUDGET DETAIL					
CENTRO Project Management Strategy Development Districts Analysis <small>Note: These fees are fixed; fees have been developed based on an hourly rate of \$150</small>	\$3,500	\$5,000	\$14,000	\$10,250	\$32,750
GARNERIST Stakeholder Engagement and Analysis, Strategy Support <small>Note: These fees are fixed; fees have been developed based on an hourly rate of \$150</small>	\$3,500	\$11,000	\$12,000	\$5,000	\$31,500
SPENCER FANE Districts Legal Analysis <small>Note: These fees are estimated and will be billed as actual; hourly rate is \$420</small>	\$500	\$1,500	\$3,500	\$1,500	\$7,000
GRAPHIC DESIGN Materials to support meetings and workshops <small>Note: Costs are estimated; will be billed as actual</small>	\$0	\$0	\$350	\$150	\$500
PRINTING/MEETING MATERIALS <small>Note: Costs are estimated; will be billed as actual</small>	\$100	\$100	\$150	\$100	\$450
OTHER EXPENSES E.g. mileage. Costs are estimated	\$150	\$150	\$150	\$150	\$600
Total By Stage	\$7,750	\$17,750	\$30,150	\$17,150	\$72,800 TOTAL
<small>NOTE: TIMELINE DEVELOPED TO ALIGN WITH POSSIBILITY OF A NOVEMBER 2023 TABOR ELECTION TO AMEND/ADD DISTRICT FUNDING.</small>					



10
Museum of History
2000
2000
2000

Cine Tre Truget

QUALIFICATIONS
+ EXPERIENCE

Midtown Business Improvement District Creation

MIDTOWN FORT COLLINS, COLORADO

Midtown is a growing, thriving hub in central Fort Collins. College Avenue, from approximately Prospect Road south to Harmony Road is the main Midtown thoroughfare. In total, the area spans slightly over three miles. Today, Midtown is an active place with a wide range of commercial activities and a limited amount of residential and institutional uses. Automobile dealerships make up a significant portion of the business mix, while big box retailers dominate the shopping offer. Within the last few years, there has been renewed commitment to and interest in supporting a revitalized Midtown with a focus on a long-term strategy to support the growth of the district, both physically and economically.

Centro was involved in two significant planning efforts over the last decade that are informing a refreshed vision for Midtown's future – the Midtown Plan, and the Midtown in Motion Plan. For both, Centro served as an advisor on funding tools to be deployed to support the implementation of the plans and the activation of the area. Upon completion of these planning efforts, the City of Fort Collins in partnership with the South Fort Collins Business Association hired Centro and Spencer Fane to form a Business Improvement District in Midtown – the first ever for the city. Through a collaborative process that required considerations of establishing a district in a place with significant national rather than local ownership, the BID was successfully formed in 2018.

Today, the BID and City are collectively investing in the design and complete reimagining of S. College Avenue – a project that was the centerpiece of both Midtown planning efforts. Centro has continued to provide management support to the BID as it aggressively pursues funding to advance reconstruction.

CLIENTS

City of Fort Collins
South Fort Collins Business Association



Colfax Business Improvement District

District Mill Levy Increase + Debt Issuance

DENVER, COLORADO

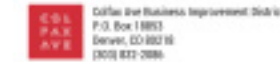
The Colfax Business Improvement District (BID) was the first BID ever established in the City of Denver – created in 1989. The early days of BID creation meant lots of questions and concerns by both the public and private sectors. To address those, the original BID structure was set up in perpetuity without any ability to ever adjust the mill levy amount. The original BID formation documents also did not authorize the BID to issue debt.

After nearly 30 years of effectively delivering services under those constraints, the BID participated with the City of Denver in a streetscape redesign plan for Colfax. The stakeholders got excited about the potential of realizing a refreshed urban realm, but the BID wasn't structured to financially deliver.

In 2017, the Colfax BID contracted with Centro and Spencer Fane to work with stakeholders to formulate a new BID plan, assessment tools and to explore taking on debt via bond issuance. Centro led the BID and stakeholders through a successful TABOR election to address both, and the BID subsequently moved forward immediately with improvements to the Colfax Corridor.

CLIENT

Colfax Business Improvement District



AN UPDATE FROM COLFAX AVE BUSINESS IMPROVEMENT DISTRICT

Flip the card over to learn more about:

- Our Completed Streetscape Plan
- Funding the Streetscape Plan
- Art-I-Fax: Reflections Street Party
- New Colfax Ave Logo and Website

TAKE ACTION: COLFAX FUNDING IN JEOPARDY!

Four Colfax BIDs have requested \$20 million in improvements for the corridor in the 2017 General Obligation (GO) Bond. That funding was recently cut to \$6 million.

Visit www.bid.ty/fundcolfax to let the Mayor and City Council know you support restoring full funding to Colfax at \$20 million. Thank you for your support!

COLFAX AVE STREETScape PLAN

The Streetscape Plan serves as our road map to activating the street to make it more of a destination, increase property values and revenues, and support crime prevention through environmental design efforts. View our full Streetscape Plan here: www.colfaxave.com/streetscape

FUNDING THE STREETScape PLAN

Join us for formal and informal discussions regarding our strategy for funding the Streetscape Plan.

Tuesday, June 27th - 8:00am-9:15am
Crown Coffee Bakery (1745 E Colfax)

Tuesday, June 27th - 11:30am-1:45pm
Sassaparilla American Eatery (200 E Colfax)

Wednesday, June 28th - 4:30pm-5:45pm
The Irish Song (1301 E Colfax)

Thursday, June 29th - 4:30pm-5:45pm
Bark on Park (2213 E Colfax)

RSPW's strongly encouraged. General Executive Director, Frank Lacombe, at Frank@colfaxave.com.

ART-I-FAX: REFLECTIONS | STREET PARTY DAY, AUGUST 12TH, 2017 10AM-4PM

Intersection of Park and Colfax for a day of live music, food and performing arts, food, drinks, and community building to celebrate Colfax!

ART-I-FAX: REFLECTIONS | STREET PARTY SATURDAY, AUGUST 12TH, 2017 10AM-4PM

Join us at the intersection of Park and Colfax for a day of live music, a variety of street and performing arts, food, drinks, and community building to celebrate Colfax!

We'll be paying homage to the people and events that helped shape Colfax, while also reflecting upon the kind of Colfax community we want to foster for the future.

For more information on the street party and ways to get involved, visit www.art-i-fax.com.

COLFAX AVE HAS A NEW LOOK!

Check out our new logo and website at www.colfaxave.com and let us know what you think!

Event Calendar: Submit your events and we'll post it to the calendar.

Business Directory: Check out the Business Directory and make sure your information is correct. Send edits and high resolution logos to Public Information Coordinator Michelle Iselen at michelle@colfaxave.com.

NOTICE OF ELECTION TO CREATE FINANCIAL OBLIGATION

§1-7-808 C.R.S.
COLFAX BUSINESS IMPROVEMENT DISTRICT
CITY AND COUNTY OF DENVER, COLORADO
SPECIAL ELECTION TO BE HELD NOVEMBER 7, 2017

The Colfax Business Improvement District (the "District") will hold a special election on November 7, 2017, to submit to the electors of the District ballot issues concerning the creation of debt or other financial obligation. Pursuant to Section 1-7-808, C.R.S., notice is hereby posted by the District on or before October 18, 2017, on the District's website or in the District's administrative offices of the following information:

DISTRICT'S ENDING GENERAL FUND BALANCES FOR THE LAST FOUR FISCAL YEARS AND THE PROJECTED ENDING GENERAL FUND BALANCE FOR THE CURRENT FISCAL YEAR:

	2013	2014	2015	2016	EST 2017
	\$ 247,216	\$ 284,065	\$ 358,870	\$ 337,606	\$ 355,712

TOTAL REVENUES IN AND EXPENDITURES FROM THE DISTRICT'S GENERAL FUND FOR THE LAST FOUR FISCAL YEARS AND THE PROJECTED TOTAL REVENUES IN AND EXPENDITURES FROM THE GENERAL FUND FOR THE CURRENT FISCAL YEAR:

	2013	2014	2015	2016	EST 2017
Revenues	\$ 397,004	\$ 411,157	\$ 433,700	\$ 469,102	\$ 444,197
Expenditures	\$ 433,044	\$ 374,466	\$ 437,833	\$ 492,367	\$ 426,091

DISTRICT'S ENDING DEBT SERVICE FUND BALANCES FOR THE LAST FOUR FISCAL YEARS AND THE PROJECTED ENDING DEBT SERVICE FUND BALANCE FOR THE CURRENT FISCAL YEAR:

	2013	2014	2015	2016	EST 2017
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

TOTAL REVENUES IN AND EXPENDITURES FROM THE DISTRICT'S DEBT SERVICE FUND FOR THE LAST FOUR FISCAL YEARS AND THE PROJECTED TOTAL REVENUES IN AND EXPENDITURES FROM THE DEBT SERVICE FUND FOR THE CURRENT FISCAL YEAR:

	2013	2014	2015	2016	EST 2017
Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

AMOUNT OF DEBT OR OTHER FINANCIAL OBLIGATION INCURRED BY THE DISTRICT FOR EACH OF THE LAST FOUR FISCAL YEARS FOR CASH FLOW PURPOSES THAT HAS A TERM OF NOT MORE THAN ONE YEAR AND THE AMOUNT OF ANY SUCH FINANCIAL OBLIGATION PROJECTED FOR THE CURRENT FISCAL YEAR:

	2013	2014	2015	2016	EST 2017
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

STATEMENT AS TO WHETHER THE DISTRICT'S EMERGENCY RESERVE FUND REQUIRED BY SECTION 20(5) OF ARTICLE X OF THE COLORADO CONSTITUTION HAS BEEN FULLY FUNDED BY CASH OR INVESTMENTS FOR THE CURRENT FISCAL YEAR AND EACH OF THE LAST FOUR FISCAL YEARS AND AN IDENTIFICATION OF THE FUNDS OR ACCOUNTS IN WHICH THE RESERVE IS CURRENTLY HELD. (IF THE RESERVE HAS NOT BEEN FULLY FUNDED, A STATEMENT OF THE REASONS SHALL BE INCLUDED):

	2013	2014	2015	2016	EST 2017
Funded? yes/no	YES	YES	YES	YES	YES
Funds or Account held	\$ 12,000	\$ 12,200	\$ 13,100	\$ 14,100	\$ 13,326

LOCATION OR LOCATIONS AT WHICH ANY PERSON MAY REVIEW THE DISTRICT'S AUDITED OR COMPILED FINANCIAL STATEMENTS FOR THE LAST FOUR FISCAL YEARS, ANY MANAGEMENT LETTERS THAT HAVE BEEN MADE PUBLIC AND HAVE BEEN PROVIDED TO THE DISTRICT BY ITS AUDITORS IN CONNECTION WITH THE PREPARATION OF ITS AUDITS OR COMPILED FINANCIAL STATEMENTS FOR THE LAST FOUR FISCAL YEARS, AND THE DISTRICT'S BUDGET FOR THE CURRENT FISCAL YEAR:

CliftonLarsonAllen LLP
8390 East Crescent Parkway, Suite 600
Greenwood Village, CO 80111

London Bridge Plan

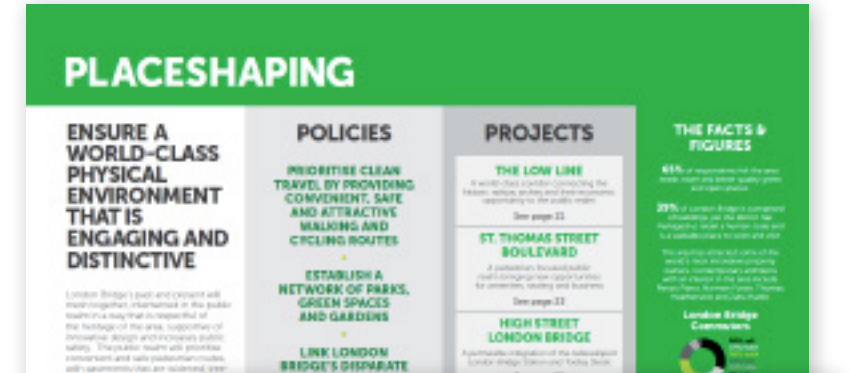
A Collective Vision & Strategy

LONDON BRIDGE, LONDON, UK

In 2016, Centro completed an extensive, detailed and comprehensive strategic planning effort to develop the London Bridge Plan for Team London Bridge – the Business Improvement District overseeing the London Bridge area of London, UK. This strategy included extensive community engagement efforts and was created alongside Southwark Council to provide concrete steps to embolden London Bridge to achieve its potential as a globally significant, historic and vibrant place of modern commerce, enterprise and creativity. The London Bridge Plan gives local context to the perennial issues of transport, competitiveness, employment and environment and takes inspiration from global successes in urban placemaking. Through a consultation process of workshops, surveys, site visits and online forums facilitated by Centro, four main principles of Identity, Economic, Placeshaping and Partnerships were identified for London Bridge. The planning effort tied in to the successful reauthorization of the London Bridge BID. The plan can be read in its entirety [here](#).

CLIENTS

Team London Bridge (Business Improvement District)
Southwark Council (Local Government)



IMPLEMENTATION

Use the table below to see the progress of the implementation of the London Bridge Plan. The table is organized by project, with columns for 'Project Name', 'Character Area', 'Key Partners', 'Project Management', 'Current Status', 'Progress Update', 'Start Date (approximate)', and 'Deliverable (approximate)'. The table contains 10 rows of data, each representing a different project or initiative. A legend at the bottom indicates the status of each project: Green for 'Completed', Yellow for 'In Progress', and Red for 'Not Started'.

Project Name	Character Area	Key Partners	Project Management	Current Status	Progress Update	Start Date (approximate)	Deliverable (approximate)
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	Completed	Finalized	2016	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan
London Bridge Plan	London Bridge	London Bridge BID, Southwark Council	London Bridge BID	In Progress	Finalizing	2017	Final Plan

Framework for the Future A Stronger Public/Private Partnership for the Loop

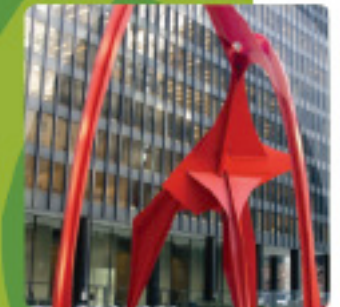


CHICAGO, ILLINOIS

Working closely with the staff and leadership of the Chicago Loop Alliance (CLA), as well as staff and leaders from the City of Chicago, Centro Inc. was engaged to develop a framework strategy for the future of the Chicago Loop Alliance organization to help inform and guide public and private sector leaders on the opportunities, challenges and existing needs downtown during the transition in mayoral leadership.

In developing the framework report, Centro worked with CLA to define the potential roles and responsibilities of the public and private sectors in future downtown development and identified the positioning of the organization to operate in the new mayoral administration. Both public and private sector stakeholders were engaged to identify the economic, organizational and service implications of establishing a downtown special district, and the structures of BIDs in multiple other comparable cities were examined and explored.

CLIENT
Chicago Loop Alliance



City of Bishop General Plan Economic Development Element

BISHOP, CALIFORNIA

The City of Bishop is the regional economic center of Inyo and Mono counties; as a “bedroom community” for Mammoth Lakes; and as a gateway community for the vast number of tourists and recreational activities in the area.

Bishop faces a unique challenge in its economic and commercial development as the City of Los Angeles Department of Water and Power (DWP) owns a significant amount of land, both within the City of Bishop and in the immediate surrounding area, as does the Bishop Paiute Tribe. The City wanted the Economic Development Element (EDE) update to the General Plan to be supported by residents, business, and property owners and to create momentum for effective economic development

Jen Garner designed the engagement process and was the lead author of the EDE. Through a series of workshops with an Economic Development Element Working Group, Jen guided these business owners, property owners, and City staff through a process that developed an Economic Development Vision for the City and concrete economic strategies to achieve the vision.

As a result, voters approved the formation of the Bishop Tourism Improvement District (downtown BID), the City completed its first Downtown Plan, Main Street is thriving, and the City was named one of Outside Magazine’s 25 Best Cities.

CLIENT

City of Bishop, CA

VISION:

To be a regional economic and commercial hub with a multitude of services for both residents and visitors. Bishop strives to be a diverse, well-rounded, welcoming, sustainable, vibrant community that collaboratively promotes its unique Eastern Sierra location and provides year-round business and outdoor recreation opportunities.



Singapore

A National Framework for Place Management

SINGAPORE

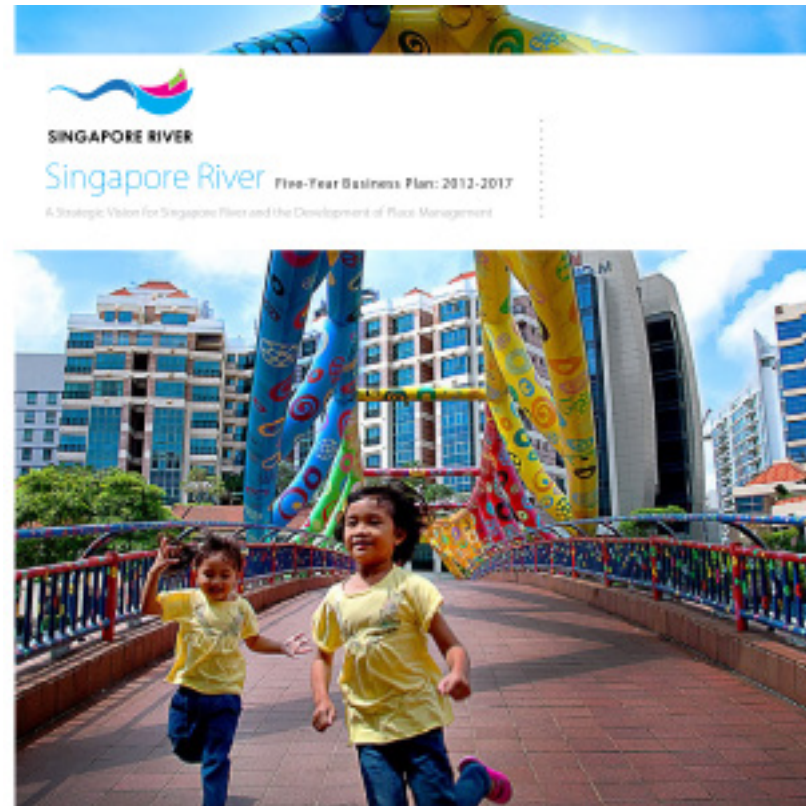
Having seen the exponential growth of Business Improvement Districts (BIDs) and other public/private models of place management for urban areas that has occurred in North America and Europe over the past 10-20 years, the Singaporean government began exploring with interest how they could bring these models to Asia. In 2010, the national government released a call for proposals to work with them for 18-months to establish the first place management initiative in Singapore and to write national legislation to allow for the creation of BIDs.

Centro Inc. partnered with a UK-based place management firm, and was awarded the contract in November 2010. The extensive three-year project led to the first public/private sector working group to focus on place management in Singapore, a strategic plan for the Singapore River area of the city, and new service-delivery structures that leverage public and private sector resources. We also authored national BID legislation, which went into formal legislative review and establishment in 2017. 10 precincts in Singapore have since taken advantage of the legislation to establish BIDs.

Working in Singapore required extensive research on Singapore and Asian economic and trade markets, taxing structures and schemes, and investment strategies by stakeholders in the study areas. The work required significant international research to explore a variety of different special district taxation and place management models around the globe to ensure a well-thought out approach for Singapore that fits uniquely into their national context.

CLIENT

Urban Redevelopment Authority Singapore





FINAL THOUGHTS

“The best way to predict your future is to create it.”

- ABRAHAM LINCOLN

We applaud you for the challenging journey you are about to embark upon.

In tumultuous times, planning for tomorrow can seem impossible, for all of your energy is consumed by today. Yet perhaps no other times call for leadership as much as these. Tomorrow will come—one way or another—and we can either react to it, or plan for it and shape it.

We look forward to working alongside you, supporting you, and cheering you on.

Thank you for this tremendous opportunity.

Thank you.

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