

# REGULAR MEETING NOTICE

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## LOVELAND DOWNTOWN DEVELOPMENT AUTHORITY (4:00 P.M.)

October 17, 2022

Cleveland Room at Desk Chair  
201 East 4<sup>th</sup> Street in Downtown

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*The Loveland Downtown Partnership and Downtown Development Authority are committed to providing an equal opportunity for citizens and does not discriminate on the basis of disability, race, color, national origin, religion, sexual orientation, or gender. The LDP-DDA will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act.*

*For more information, please call our offices at 970.699.2856.*

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**Agenda**  
**Loveland Downtown Development Authority (DDA)**  
**Regular Meeting**  
**Monday, October 17, 2022 4:00 pm**

Cleveland Room at Desk Chair  
201 East 4<sup>th</sup> Street

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**4:00 pm**

1. **Call to Order**
2. **Roll Call**

**4:05 pm**

3. **Public Comment** (individual introductions / comments are limited to 3 minutes)

**4:10 pm**

4. **Approval of Minutes**

*"I move to approve (deny) the minutes of the Regular Meeting of September 12, 2022*

**4:15 pm**

5. **Presentation & Discussion / Action Items**

- 2023 Budget Resolution

"I move to approve Loveland Downtown Development Authority Resolution DDA – 2022-01: a resolution of the Board of Directors of the Loveland Downtown Development Authority (DDA) approving and recommending to the City Council of the City of Loveland the budget of the estimated amount required to pay the expenses of conducting the business of said Authority, for the fiscal year ending December 31, 2023"

- HIP Streets Presentation – Water & Power / Public Works
- Five Year Financial Plan
- Downtown Funding Services – Centro, Inc

"I move to recommend to the Loveland Downtown Partnership Board of Directors the contracting with Centro, Inc for professional services to assist with future funding of downtown services"

- Liley Law General Counsel Services

**5:30 pm**

6. **City Council Report**

- Fogle, Olson - City Council

**5:40 pm**

## 7. Adjourn

**Meeting Minutes**  
**Loveland Downtown Development Authority (DDA)**  
**Regular Meeting**  
**Monday, September 12, 2022 4:00 pm**

**Cleveland Room at Desk Chair**  
**201 East 4<sup>th</sup> Street**

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**4:00 pm**

1. **Call to Order** - Chair Steele Jr. called the meeting to order at 4:02 p.m.
2. **Roll Call** Steele, Waneka, Bernhardt- absent, Patterson, Fellure, Wyrick, Loomis, Gressianu- absent, Fogle, Olson- absent. Also in attendance: Leah Johnson, Robert Dehn, Bob Dehn, Linda Rosa, Scott Schorling, Brian Waldes, Ron Lay

**4:05 pm**

3. **Public Comment** (individual introductions / comments are limited to 3 minutes)  
  
There were no public comments presented

**4:10 pm**

4. **Approval of Minutes**

Special Meeting – August 1, 2022

Regular Meeting – August 8, 2022

Special Meeting – August 15, 2022

Fogle moved to approve the minutes of the Special Meeting of August 1, 2022, Regular Meeting of August 8, 2022 and Special Meeting of August 15, 2022". Loomis seconded the motion which passed unanimously.

**4:15 pm**

5. **Presentation & Discussion / Action Items**

- TIF Request – The Collection Project- Robert Dehn, an owner's representative for the project, presented the Collection project details and made a request for \$553,404 in reimbursements for public improvements on the nearly \$14,000,000 project. The board gave their support to consider the reimbursement, which fits DDA policy, but before anything can happen the property must be included in the DDA boundaries. The DDA approved the petition to add the property to the DDA in May and this issue must get before the City Council before we can proceed.
- DDA Funding of HIP Streets / Pulliam / Foundry Stage – Hawkins noted that he has asked Water and Power staff to present the 30% plans for HIP Streets at our October meeting. The gap on the Pulliam was also discussed as a possibility to help close with TIF. However, we need to solve the LURA/ DDA issue we currently have before we will jump into these projects.

As we expand our understand of how DDA's can operate, fund things like maintenance, parking enforcement and policing out of TIFF funds and we need to take the lead to get some of these increased.

- Ribbon Cutting & Downtown on Tap for Cleveland Station – October 12 / 4:00 p.m. Hawkins updated the board on a small celebration for the completion of the Cleveland Station project.
- Façade Request Update – 504 N. Garfield Avenue - Hawkins updated the board on the anticipation of a new request from this project for façade funding. The first application earlier this year was not approved but there was a consensus of the board to help the project and for Hawkins to work with the building owners to present a new application.
- Development Updates:
  - 4<sup>th</sup> and Garfield – Design update to include retail and 13 apartments, proposing 25% property tax reimbursement- performance based. Looking to request all finishes that are set-up for restaurant tenant.
  - Bank of Colorado Third and Cleveland owners. Will tear down auto facility, will have a 10,000 sq ft building with an upstairs community room for public events. No retail on main floor.
  - Elks Project – Plans are similar to Howard Perko plans with ground floor retails, roof top desk, possible Air BnB hotel rooms.
  - 404 East 3<sup>rd</sup> Street- Baptist church plans coming in next couple weeks- “The Awakened School”.

**5:30 pm**

**6. City Council Report**

- Fogle, Olson - City Council- Councilor Fogle discussed the City’s budget workshop and current understanding of available to City funds for new projects.

**5:40 pm**

7. **Adjourn** – Wyrick made the motion to adjourn at 5:55 p.m. The motion was seconded by Fogle which passed unanimously.

**LOVELAND DOWNTOWN DEVELOPMENT AUTHORITY**  
**RESOLUTION DDA 2022-XX**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE LOVELAND  
DOWNTOWN DEVELOPMENT AUTHORITY (DDA) APPROVING AND  
RECOMMENDING TO THE CITY COUNCIL OF THE CITY OF LOVELAND THE  
BUDGET OF THE ESTIMATED AMOUNTS REQUIRED TO PAY THE EXPENSES  
OF CONDUCTING THE BUSINESS OF SAID AUTHORITY, FOR THE FISCAL  
YEAR ENDING DECEMBER 31, 2023**

**WHEREAS**, on April 7, 2015, the City Council of the City of Loveland, Colorado ("City Council"), adopted Ordinance No. 5927, which established the Loveland Downtown Development Authority ("DDA"): and

**WHEREAS**, the DDA has been duly organized in accordance with C.R.S. Sec. 31-25-801, *et seq.*; and

**WHEREAS**, on July 5, 2017, the City Council approved a Plan of Development for the Loveland Downtown Development Authority which established the purpose of the Authority and the types of projects which the Authority would undertake; and

**WHEREAS**, as anticipated in the Plan of Development a ballot issue was submitted to the voters and was approved on November 7, 2017 - specifically Ballot Issue 5C authorizing a \$61M debt ceiling, with a repayment cost of \$135M, for the purpose of financing the costs of development projects included in the Plan of Development, as amended from time to time, and further authorizing the City to keep and spend the tax revenues generated above certain state law limits, and

**WHEREAS**, C.R.S. Sec. 31-25-816, C.R.S. requires the Board of Directors of the DDA to adopt a budget of the estimated revenues and expenditures to be received and incurred during each fiscal year.

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DDA** that the following budget is approved, and recommended to the Loveland City Council for the fiscal year ending December 31, 2023:

## Loveland Downtown Development Authority (DDA) Fund

This Fund was established in 2015 when the District was formed. This fund's purpose is to halt, prevent and correct deterioration within the Loveland Downtown Development Authority (DDA) District boundaries and to create and implement development plans for the district.

### Loveland Downtown Development Authority (DDA) Fund 650

	2021 Actual	2022 Adopted	2022 Revised	2023 Adopted	2023 Adopted/ 2022 Adopted \$ Change	2023 Adopted/ 2022 Adopted % Change
<b>Beginning Fund Balance</b>	563,716	514,781	737,401	791,401	276,620	53.74%
<b>Revenues by Department</b>						
Economic Development	225,660	179,000	179,000	314,400	135,400	75.6%
<b>Total Revenues</b>	<b>225,660</b>	<b>179,000</b>	<b>179,000</b>	<b>314,400</b>	<b>135,400</b>	<b>75.64%</b>
<b>Revenue By Class</b>						
Interest Income	(69)	4,000	4,000	4,000	-	0.0%
Taxes	225,729	175,000	175,000	310,400	135,400	77.4%
<b>Total Revenues</b>	<b>225,660</b>	<b>179,000</b>	<b>179,000</b>	<b>314,400</b>	<b>135,400</b>	<b>75.64%</b>
<b>Expenditures by Department</b>						
Economic Development	51,974	125,000	125,000	200,727	75,727	60.6%
<b>Total Expenditures &amp; Capital</b>	<b>51,974</b>	<b>125,000</b>	<b>125,000</b>	<b>200,727</b>	<b>75,727</b>	<b>60.58%</b>
<b>Expenditures by Class</b>						
Purchased Services	51,974	125,000	125,000	200,000	75,000	60.0%
Cost Allocations-Expense	-	-	-	727	727	0.0%
<b>Total Expenditures</b>	<b>51,974</b>	<b>125,000</b>	<b>125,000</b>	<b>200,727</b>	<b>75,727</b>	<b>60.58%</b>
<b>Total Expenditures &amp; Capital</b>	<b>51,974</b>	<b>125,000</b>	<b>125,000</b>	<b>200,727</b>	<b>75,727</b>	<b>60.58%</b>
<b>Expenditures by Operating vs. Capital</b>						
Operating & Maintenance	51,974	125,000	125,000	200,727	75,727	60.58%
<b>Total Expenditures</b>	<b>51,974</b>	<b>125,000</b>	<b>125,000</b>	<b>200,727</b>	<b>75,727</b>	<b>60.58%</b>
<i>Net Income</i>	173,685	54,000	54,000	113,673	59,673	110.51%
<b>Ending Fund Balance</b>	<b>737,401</b>	<b>568,781</b>	<b>791,401</b>	<b>905,074</b>	<b>336,293</b>	<b>59.13%</b>

PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Downtown Development Authority on this \_\_\_\_\_ day of October 2022.

\_\_\_\_\_  
Ray Steele, Jr., Board Chair

\_\_\_\_\_  
Date

Attest:

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Jon-Mark Patterson, Secretary/Treasurer

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Date



DOWNTOWN LOVELAND PARTNERSHIP & LOVELAND DOWNTOWN DEVELOPMENT AUTHORITY

# District Organization Funding Services

RFP RESPONSE BY CENTRO + GARNERIST + SPENCER FANE | JULY 22, 2022



# Table of Contents

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# Introduction

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Dear Downtown Loveland Partnership & Downtown Loveland Development Authority,

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 – your organizations have an incredible opportunity to look inward to assess how to deliver on the new and future needs of Downtown.

The strategy work you have committed to is a critical step towards best serving your city. 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

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## WHERE YOU ARE.

For decades, Downtown Loveland has been the city's vibrant heart and the focus of significant civic and community investment. In that time, as the needs of the community have shifted, so too has the approach to meet them. What exists today is a complex layering of districts, funding sources and management approaches that 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.



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 (and currently in neighboring Fort Collins, Lyons and Boulder), 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.

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## 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.

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## 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.

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## STAGE 4

### ACTION

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

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# 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.

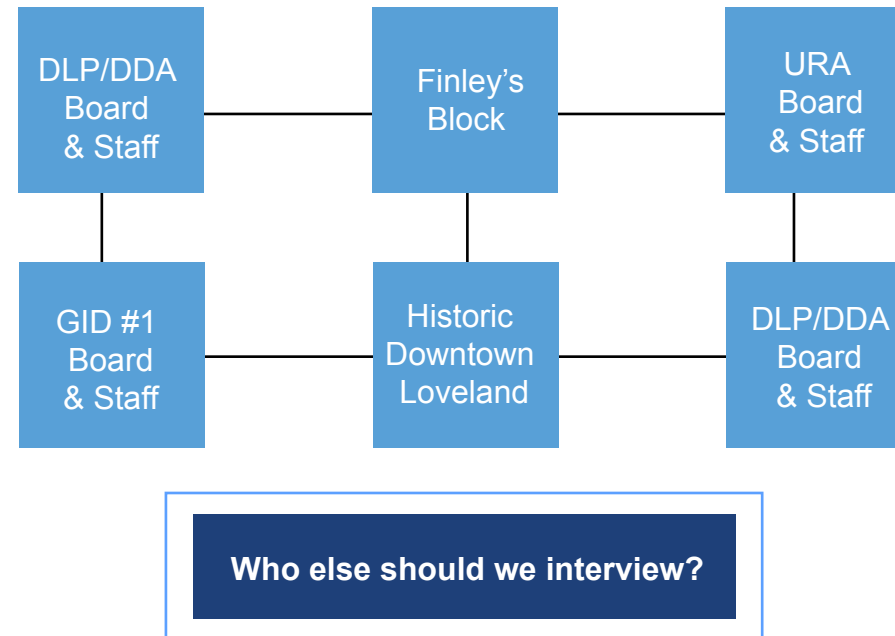
## DESIGN

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' 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 DLP and DDA, Downtown URA, Finley's Block, GID #1, Historic Loveland BID, downtown business and property owners, City of Loveland staff, the City Manager and City Council members, and other key individuals recommended by stakeholders. The primary engagement methods we envision are in-depth interviews and workshops.

# Downtown Loveland District Leadership & Staff Interviews

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



## 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 all the existing districts and funding mechanisms at work in Downtown Loveland, including (*but not limited to*):

- Downtown Loveland Partnership
- Downtown Loveland Downtown Development Authority
- Downtown Urban Renewal Authority
- Finley's Block Urban Renewal Authority
- General Improvement District #1
- Historic Loveland Business Improvement District
- Capital Expansion Fees Exempt Area
- Heart Improvement Program (HIP) Streets Core Area

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 current structures are serving Downtown Loveland, and where there may be potential conflicts and/or gaps.

## ESTABLISH

We will engage with the Loveland Downtown Partnership and Downtown Development Authority Boards and Staff 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, open-minded, 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 Downtown Loveland's mix of districts and entities, we recommend that the engagement begin with in-depth interviews of leadership and staff at the Districts and the City, supplemented by interviews with individuals recommended to our team. We anticipate conducting 40-50 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 Loveland and initial considerations for how it could be applied

This information will be provided to the Downtown Loveland Partnership and the Loveland Downtown Development Authority boards 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 Downtown Loveland Partnership and Loveland Downtown Development Authority boards, if

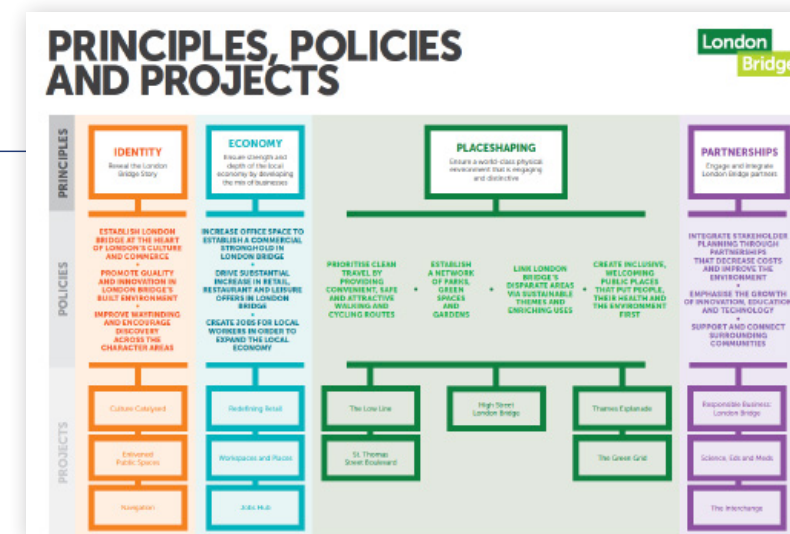
appropriate (to be determined as we enter this stage). The focus will be to review key findings from our work to date, analyze and assess options, consider new opportunities and approaches, and weigh the merits of deploying new tools or restructuring existing ones.

## DETERMINE

Finally, we'll work with the boards and staff 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).

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

- JOEL BARKER

## 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





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	OCT 2022	OCT - DEC 2022 <small>NOTE: WE WOULD WANT TO PRIORITIZE COMPLETING THE BULK OF THE ENGAGEMENT BY THANKSGIVING</small>	JAN - MAR 2023	APR - MAY 2023	
<b>BUDGET DETAIL</b>					
<b>CENTRO</b> Project Management Strategy Development Districts Analysis <small>Note: These fees are fixed; fees have been developed based on an hourly rate of \$150</small>	\$5,000	\$10,000	\$15,000	\$6,000	\$45,000
<b>GARNERIST</b> Stakeholder Engagement and Analysis, Strategy Support <small>Note: These fees are fixed; fees have been developed based on an hourly rate of \$150</small>	\$5,000	\$20,000	\$13,000	\$1,250	\$44,000
<b>SPENCER FANE</b> Districts Legal Analysis <small>Note: These fees are estimated and will be billed as actual; hourly rate is \$420</small>	\$1,500	\$2,500	\$1,500	\$4,500	\$10,000
<b>GRAPHIC DESIGN</b> Materials to support meetings and workshops <small>Note: Costs are estimated; will be billed as actual</small>	\$0	\$0	\$350	\$150	\$500
<b>PRINTING/MEETING MATERIALS</b> <small>Note: Costs are estimated; will be billed as actual</small>	\$150	\$150	\$150	\$150	\$650
<b>OTHER EXPENSES</b> E.g. mileage. Costs are estimated	\$150	\$150	\$150	\$150	\$600
<b>Total By Stage</b>	<b>\$11,700</b>	<b>\$32,500</b>	<b>\$30,250</b>	<b>\$26,050</b>	<b>\$100,750 TOTAL</b>
<small>NOTE: TIMELINE DEVELOPED TO ALIGN WITH POSSIBILITY OF A NOVEMBER 2023 TABOR ELECTION TO AMEND/ADD DISTRICT FUNDING.</small>					



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 reimaging 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

**COLFAX AVE**  
Colfax Ave Business Improvement District  
P.O. Box 18853  
Denver, CO 80218  
(303) 832-2086

**AN UPDATE FROM COLFAX AVE BUSINESS IMPROVEMENT DISTRICT**

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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.bit.ly/fundcolfax](http://www.bit.ly/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 commerce, and support crime prevention through environmental design efforts. View our full Streetscape Plan here: [www.colfaxave.com/streetscape](http://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  
Corner Coffee Bakery (1245 E Colfax)

Tuesday, June 27th - 12:30pm-1:45pm  
Sassafras American Eatery (320 E Colfax)

Wednesday, June 28th - 4:30pm-5:45pm  
The Irish Snug (1201 E Colfax)

Thursday, June 29th - 4:30pm-5:45pm  
Brik on York (2223 E Colfax)

RSVPs strongly encouraged. Email Executive Director, Frank Locantore, at [frank@colfaxave.com](mailto:frank@colfaxave.com).

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

Join us at the intersection of Park and Colfax for a day of live music, 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](http://www.art-i-fax.com).

**COLFAX AVE HAS A NEW LOOK!**

Check out our new logo and website at [www.colfaxave.com](http://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 Valeri at [michelle@colfaxave.com](mailto:michelle@colfaxave.com).

### NOTICE OF ELECTION TO CREATE FINANCIAL OBLIGATION

§1-7-908, 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 1-7-908, 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
	\$ 247,316	\$ 284,005	\$ 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	\$ 374,468	\$ 437,603	\$ 490,367	\$ 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)

## LONDON BRIDGE



### PLACESHAPING

#### ENSURE A WORLD-CLASS PHYSICAL ENVIRONMENT THAT IS ENGAGING AND DISTINCTIVE

London Bridge's past and present will mesh together, intertwined in the public realm in a way that is respectful of the heritage of the area, supportive of innovative design and increases public safety. The public realm will prioritise convenient and safe pedestrian routes, with pavements that are widened, levelled and well lit. New development should be free of private car use. The priority to public transport cycling will be encouraged with infrastructure befitting a transport hub.

#### POLICIES

- PRIORITISE CLEAN TRAVEL BY PROVIDING CONVENIENT, SAFE AND ATTRACTIVE WALKING AND CYCLING ROUTES
- ESTABLISH A NETWORK OF PARKS, GREEN SPACES AND GARDENS
- LINK LONDON BRIDGE'S DISPARATE

#### PROJECTS

##### THE LOW LINE

A world class corridor connecting the historic railway archive and their economic opportunity to the public realm.

See page 21

##### ST. THOMAS STREET BOULEVARD

A pedestrian-focused public realm bringing new opportunities for amenities, housing and business.

See page 25

##### HIGH STREET LONDON BRIDGE

A permeable integration of the redeveloped London Bridge Station and Tolly Street.

#### THE FACTS & FIGURES

- 65% of respondents felt the area needs more and better quality green and open spaces.
- 39% of London Bridge is comprised of buildings, yet the area's high density is a barrier to work and life.
- The area has secured some of the world's most innovative property owners. Centro is a growing real estate interest in the area including Hoxton House, Hoxton Square, Thomas Huxtable and 21st Road.
- London Bridge Commuters: 32% take the train, 68% do not.

### LONDON BRIDGE PLAN DEVELOPMENT

An interactive series of consultations were utilised to help engage public and private sector stakeholders in the development of this plan.

- London Bridge Visioning Session 200 Stakeholders
- Walking Workshops Across London Bridge 60 Stakeholders
- Policies and Projects Workshop 50 Stakeholders
- inlondonbridge.co.uk 400+ comments
- More than 50 individual stakeholder meetings and interviews

#### Key themes and words from the research for the London Bridge Plan

SEATING

GREENING

ARTS & CULTURE

WIDE PAVEMENTS

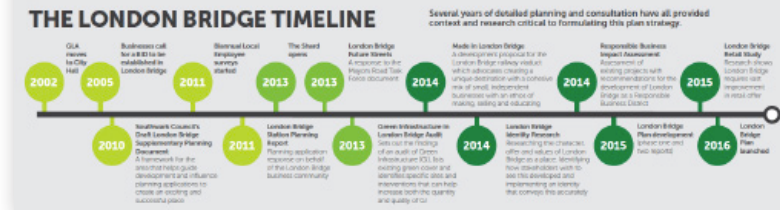
PEDESTRIANISATION

NIGHTLIFE

LIGHTING

POP-UPS

PARKS



### PLACESHAPING PROJECT: THE LOW LINE

The Low Line will become a unique pedestrian and cyclist focused quarter adjacent to the historic arches of the historic railway viaduct in Southwark and Lambeth. The pedestrian route will stretch the four miles between Vauxhall in the west to South Bermondsey in the east. A design philosophy will highlight specific public realm and green infrastructure projects along the route to create a cohesive, healthy urban fabric – adding new jobs and encouraging regeneration. The arches themselves will be activated, leased and programmed to support small businesses and enhance street frontages.

The London Bridge Low Line is envisioned to encompass Tolly Street, St. Thomas Street, Church Lane, Shield Street, High Street, Shield Street, Bertham Street, Bermondsey Street Tunnel and Poplar Lane, on both sides of the viaduct.

The project would entail a design philosophy, highlighting specific public realm projects that could help create a unified look and feel for the area. Design guidelines should be established to retain authentic character while promoting innovation and quality. The railway viaduct's arches and tunnels would be activated and programmed to support the unique, creative spaces of the London Bridge Low Line.

UNIQUE

BEAUTIFUL

### IMPLEMENTATION

Work to deliver some of these projects has already begun with local stakeholders pushing the agenda forward. Others will take more time and many are dependent on the completion of major components such as London Bridge Station.

Transformative Project	Character Area	Key Partners	Success Management	Sponsor / Champion	Management Model	Draft New Southwark Plan*	Delivery Period
Colston Cathedral (2018)	CC	Southwark Council / Colston Cathedral Foundation	A strategic cultural group / Cultural institution	Colston Cathedral Foundation	CC	2018	2024
Architectural Hotel (2018)	CC	Property owners / Colston Cathedral Foundation	All major projects remain on-going to partnership / Partnership	Colston Cathedral Foundation	CC	2018, 2020, 2021	Ongoing
The Low Line (2018)	London Bridge Arches	Network Rail / Southwark Council	Over 50% of arches open / 75% to be open by 2021	Network Rail	CC	2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029	2018-2020
St Thomas Street (2018)	London Bridge Arches	TL, Network Rail / Fuller Property	World class / High quality materials / All major projects remain on-going to partnership	TL, Network Rail	CC	2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029	2020-21
High Street London Bridge (2018)	Colston Cathedral	Colston Cathedral / Network Rail	High quality materials / High quality materials / High quality materials	Colston Cathedral	CC	2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029	2020-21
Thomas Huxtable (2018)	London Bridge Arches	Network Rail / Southwark Council	High quality materials / High quality materials / High quality materials	Network Rail	CC	2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029	2020-21
The Green Mile (2018)	CC	Southwark Council / E.A.	High quality materials / High quality materials / High quality materials	Southwark Council	CC	2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029	Ongoing
General, Arts and Music Hub (2018)	Southwark, Arts and Music Hub	CC / Guy's	High quality materials / High quality materials / High quality materials	CC	CC	2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029	Ongoing

\*These are indicative only to the current policy numbers in the Draft New Southwark Plan and will be subject to further consultation and negotiation through the authority setting process, involving comments by 100.

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

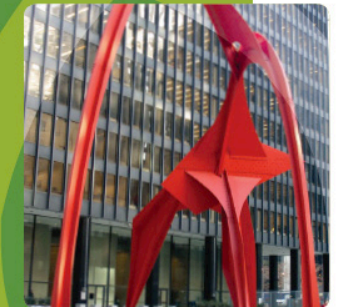
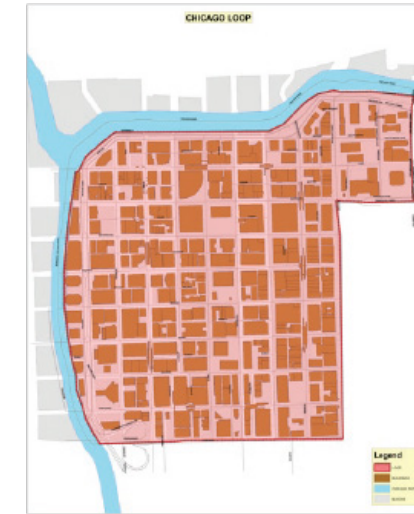


## CHICAGO, ILLINOIS

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



**THE VISION**  
The Loop – generally bounded by the Chicago River to the west and north, Michigan Avenue to the east, and Congress Parkway to the south – is a diverse, eclectic mixed-use district that serves the City of Chicago as an employment and educational center, residential neighborhood, cultural hub and tourist magnet. To ensure its continued success, the Loop must establish itself as a distinctive center city district that welcomes and provides amenities for diverse audiences day and night. CLA, via outreach to its members, has developed the following vision statements for the Loop to guide future programming and investments:

- ☛ The Loop is a unique, spirited 24/7 destination with a distinctive “sense of place” that is a center for diverse activities and uses day and night.
- ☛ The Loop offers an overall physical and social environment that is welcoming, safe, clean and beautiful.
- ☛ The Loop provides amenities and activities that bring life, creativity and growth to the City.

To bring these vision statements to life, CLA feels it is critical that the new partnership strategy developed between the public and private sectors accomplish the following objectives:

- ☛ The partnership must provide the resources and management oversight necessary to ensure “the basics” – a clean, safe, well-groomed district – as well as funding to assist the Loop in enhancing its unique personality.
- ☛ The partnership must provide assurances for both the public and private sectors – that management of the investments made in the district will be done in a fair and efficient manner.
- ☛ The partnership must provide a method for the private sector to share in the financial responsibility for the enhancement of the Loop while in turn giving the private sector a greater role in making the decisions that affect its future.
- ☛ The partnership must have oversight over the entire CLA service area, and access to new resources generated through the establishment of a fair and equitable assessment of stakeholders in an expanded Loop service area.
- ☛ The partnership must be able to demonstrate that the proposed Framework for the Future concept will result in real benefits and economies of scale for the expanded district and for its public and private partners.

These objectives will form the foundation of the new partnership, and will be critical to ensuring continued growth for the Loop.



# 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

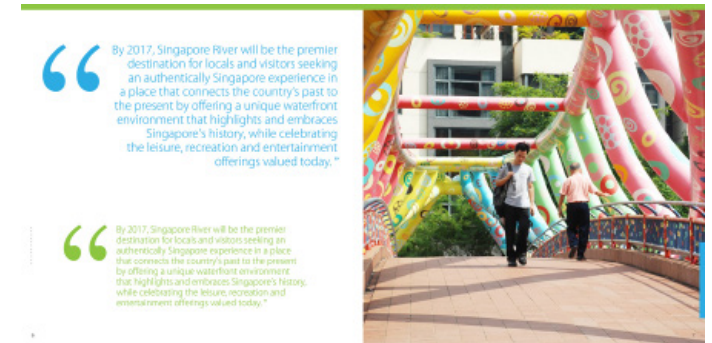
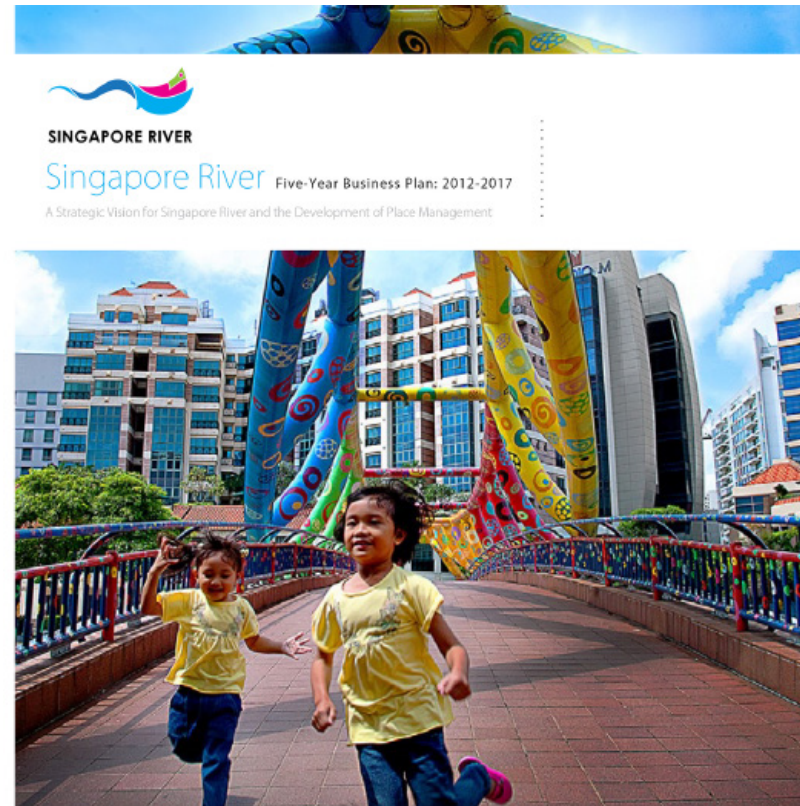
### SINGAPORE

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

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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.

## CONTACT

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303.345.8285