



September 30, 2014

George Delaney
Manager of Public Works
City and County of Denver
201 W. Colfax Ave. Dept. 608
Denver, CO 80202

Dear Mr. Delaney:

The Downtown Denver Business Improvement District (DDBID) submits the attached preliminary budget and operating plan for 2015.

On the same page, DDBID is submitting separate budgets for the DDBID Intergovernmental Services Enterprise (Enterprise), the DDBID Capital Fund, the DDBID Periodic Maintenance Fund, the DDBID Special Projects Contingency Fund and the 16th Street Revitalization Fund. The Enterprise's purpose is to implement project funded by special sources, in compliance with the provisions of Amendment One. The Capital Fund pays for special projects from existing operating reserves that qualify as long-term capital expenses. The Periodic Maintenance Fund pays for special projects of a periodic, but non-annual occurrence that do not qualify as long-term capital expenses. The Special Projects Contingency Fund pays for special projects not covered by the above funds. The 16th Street Revitalization Fund pays for activities related to plans for revitalizing the 16th Street Mall infrastructure and design elements.

The DDBID Board will proceed with the certification of property owner assessments prior to December 5, 2014.

In addition to the 2015 Operating Plan and Budget, also attached are:

- A copy of the 2014 Budget, which shows the original amounts approved, the amended amounts approved in July 2014, and the projected year-end budget vs. actual expenditures and revenues;
- A copy of the 2013 BID audit conducted in 2014;
- A copy of the BID By-Laws;
- A list of official BID Board actions in 2014 to date;
- A copy of the current Board of Directors list; and
- Board member attendance records for 2014.
- A list of tangible impacts and statistical performance measures.

There have been no material departures from the 2014 Operating Plan.

The Downtown Denver BID has no planned or outstanding indebtedness.

Please contact me at 303-571-8204 if you have questions or require additional information.

Sincerely,



John M. Desmond
Executive Director

CC: Debra Johnson, Clerk and Recorder
Mr. Rick Sheehan, Sr. Financial Management Analyst
Mr. Norman. F. "Rick" Kron, Spencer Fane Britt and Browne

Enclosures

County Clerk and Recorder File Number _____

**DOWNTOWN DENVER BUSINESS
IMPROVEMENT DISTRICT**

2015 Budget -
September 2014 Proposed

		2015 Budget Proposed Sept 14	2014	2013
I. REVENUE		\$ 6,683,983	\$ 6,270,461	\$ 5,993,702
EXPENDITURES:				
	Maintenance & Repair	\$ 2,614,116	\$ 2,406,317	\$ 2,351,156
	Skyline Park	218,051	193,046	251,172
	Management Services	902,947	889,381	854,641
	Marketing and Communications	288,137	184,152	192,190
	Winter in the city	349,541	343,005	303,958
	Economic Development Services	136,930	140,153	120,398
	Research	134,107	145,726	132,794
	Safety	730,857	692,451	657,183
	Mall Vending	269,302	259,377	261,391
	Pedestrian Environment	821,778	822,645	658,029
	Periodic Maintenance Reserve	142,500	142,500	142,500
	Contribution to Capital Reserve	52,839	50,978	49,479
TOTAL EXPENDITURES		\$ 6,661,104	\$ 6,269,731	\$ 5,974,891
BID FUND BALANCE		\$ 22,879	\$ 730	\$ 18,811
II. CAPITAL FUND				
	Expenditures	\$ 96,000	\$ 54,575	\$ 33,500
III. PERIODIC MAINTENANCE FUND				
	Expenditures	\$ 220,871	\$ 220,871	\$ 142,934
IV. SPECIAL PROJECTS CONTINGENCY				
	Expenditures	\$ 278,762	\$ 278,762	\$ 298,958
V. ENTERPRISE				
	BID Enterprise Revenue	\$ 438,792	\$ 438,792	\$ 292,345
	BID Enterprise Expenses	\$ 438,792	\$ 438,792	\$ 228,481
BID ENTERPRISE FUND BALANCE				

DOWNTOWN DENVER BUSINESS IMPROVEMENT DISTRICT 2015 OPERATING PLAN

OVERVIEW

The Downtown Denver Business Improvement District (BID) is a property-owner funded management organization that strives to provide a clean, safe and vibrant downtown environment for workers, residents and visitors in a 120-block area that includes all of Downtown Denver. Through their annual assessments, BID property owners fund a series of district-wide programs that enhance Downtown Denver, including cleaning and maintenance efforts, consumer marketing and advertising programs, economic development and transportation initiatives, security programs and capital improvement projects.

Since 2001, when BID electors overwhelmingly supported a proposal to significantly increase special assessments, the BID initially increased its core maintenance services - litter and trash removal, sidewalk sweeping, and alley cleaning throughout Downtown and subsequently broadened its safety services. These safety services include Downtown Ambassadors, a homeless outreach program, and the hiring of off-duty police. These programs are slated to continue in 2015 and remain at the core of the BID's mission, but will undergo a broad re-examination as part of the BID's hiring of a new contractor for maintenance and safety services..

In 2015, the most visible BID initiatives will focus on the reconstruction of a portion of the 16th Street Mall, the repair of significant areas of 16th Street Mall sidewalk areas, and continued activation of public spaces. The activation efforts will be centered on the 16th Street Mall and Skyline Park, including continued enhancements to the Garden Block (located between Curtis and Champa, initially implemented in 2013) and the Patio 16 block (located between Stout and California, initially implemented in 2014), development of a different, uniquely-themed program on a different Mall block, expansion of the Meet in the Street event (a festival on the 16th Street Mall on several Sundays between June and September) promotion of other special events and weekend activities on various blocks of the Mall, and a variety of programs and physical enhancements to Skyline Park. The BID will also work closely with RTD and the City of Denver in final design and construction of 2-3 blocks of the 16th Street, consistent with the approved 16th Street Urban Design Plan, and in the development of a "vision plan" that will examine options for how the Mall might function in the overall context of Downtown Denver. The BID will also continue to expand its "off-Mall" activities, including support of better Downtown-wide bicycle facilities, , and expanded tree care and flower plantings in a variety of locations throughout the BID service area. The BID will also work closely with the Downtown Denver Partnership in the installation and content development for 6 interactive kiosks that will be installed in various locations on the 16th Street Mall and Champa Street. Additionally, the BID will continue its core focus on clean and safe

activities noted above as well as funding marketing, communications, holiday, economic development, and research programs.

AUTHORITY

The Downtown Denver Business Improvement District (BID) was created pursuant to the provisions of the “Business Improvement District Act,” Part 12 of Article 25 of Title 31, Colorado Revised Statutes. The services, facilities and improvements to be provided by the BID are not intended to duplicate or supplant the services, facilities, and improvements provided by the City and County of Denver within the BID boundaries. The BID was created to provide enhanced or otherwise unavailable services, facilities and improvements within the BID.

BOUNDARIES

The Boundaries of the District and its service area are generally described as starting at a point at the intersection of Grant Street and 20th Avenue, extending west along 20th Avenue to its intersection with 20th Street, extending northwest along 20th Street to its intersection with Wewatta Street (or Wewatta Street extended), extending southwest along Wewatta Street (or Wewatta Street extended) to its intersection with Speer Boulevard, extending generally southeast along Speer Boulevard to its intersection with 12th Street, extending southeast along 12th Street to its intersection with Colfax Avenue, extending generally east along Colfax Avenue to its intersection with the alley between Sherman and Grant Streets, extending north along the alley between Sherman and Grant Streets to its intersection with 16th Avenue, extending east along 16th Avenue to its intersection with Grant Street, and extending north along Grant Street to the point of beginning. Pursuant to statute, the District shall contain only that taxable real and personal property within said boundaries which is not classified for property tax purposes as either residential or agricultural.

RENEWAL

The BID has all the powers, functions and duties specified in the “Business Improvement Act” except as expressly stated in this Operating Plan. Specifically, the BID shall have perpetual existence unless, in the tenth year thereafter, the District fails to file with the City Council of the City and County of Denver a petition requesting continuance signed by persons who own real and personal property in the service area of the BID having a valuation for assessment of not less than fifty percent of the valuation for assessment of all real and personal property in the service area of the District and who own at least fifty percent of the acreage in the BID. The City Council shall determine whether the petition threshold has been met and may, upon the filing of any challenges to the signatures, hold a public hearing on such question. If the City Council determines that the petition threshold has not been met or if no petition is filed prior to expiration of a ten-year period, the City Council shall declare, by ordinance, that the BID is dissolved and shall direct the existing directors to take such actions as are necessary to conclude its affairs. The last renewal occurred in 2011, and the next renewal is scheduled for 2021.

COMPOSITION OF THE BOARD OF DIRECTORS

The board of directors of the BID consists of seven electors of the district, appointed by the Mayor of the City and County of Denver. Members appointed to the board shall represent a cross-section of interest in the district, including large property owners, small property owners, Lower Downtown, the Central Business District, retail owners, office owners, and unimproved land owners. Each director shall serve a three-year term and may be appointed for one additional consecutive term.

FUNDING

The operations of the BID are financed by a special assessment on real property within the district. A benefit study was undertaken in 2001 and approved by the BID Board to support changes in the special assessment methodology. In addition, the BID may accept and spend moneys from any grant, gifts, bequest, donation, or other similar source and may enter into contracts for the funding and provision of any of its services, facilities or improvements. Further, the BID may establish special assessment districts pursuant to the provision of 31-25-1219, C.R.S. unexpended moneys at the end of the fiscal year may be placed in one or more reserve funds to be expended as determined by the BID Board, including for capital expenses.

MAINTENANCE AND REPAIR

16th Street Mall Services

In 2015 the BID may replace the current maintenance contractor through the RFP process pending outcome of the BID Board discussion and approval. Creativexteriors will continue designing and maintaining the flower plantings on the Mall, off the Mall, in the Federal District and on California Street. Mountain High Tree Service will continue in 2015 to maintain the trees and irrigation along the Mall and on Curtis and California between 14th and 16th Streets.

The following services are currently being provided on the 16th Street Mall between Broadway and Wewatta Street and will continue to be provided in 2015.

- Daily sidewalk and transit lane cleaning
- Daily maintenance and trash and recyclables removal
- Painting and repairs of infrastructure and furnishings
- Mall Granite Inspection and Repair – (Mall Bus Transit Lanes not included)
- Graffiti Removal
- Snow removal
- Flower planting
- Holiday and entertainment programs
- Tree maintenance
- Light Fixture Repair and Maintenance
- Electrical, irrigation, plumbing and fountain maintenance
- Daily Mall Inspection

2015 Downtown Denver Business Improvement District Operating Plan

Other Streets

The following services are currently provided on all streets throughout the 120-block BID service area in 2014 and will continue to be provided in 2015:

- Litter pick-up
- Removal of graffiti from public fixtures
- Emptying of BID trash receptacles
- Bicycle Rack Maintenance
- Sidewalk cleaning services, primarily periodic power washing, spot power washing, as necessary, for public health purposes
- Power washing of alleys – April – October and as weather allows
- Daily Inspection

These additional services are currently provided on Curtis and California Streets, between 14th Street and 16th Street. The California Street Project is completed and will continue as routine contract services for 2015.

- Snow removal
- Tree maintenance and irrigation
- Flower planting
- Trash Removal

These additional services are currently provided on East 16th Avenue, between Broadway and Grant Street and will continue to be provided in 2015:

- Light fixture maintenance
- Flower planting
- Trash and Graffiti Removal

These additional services are currently provided on Larimer Street, between 15th Street and 17th Street and will continue to be provided in 2015:

- Tree maintenance and irrigation
- Electrical charges for new pedestrian lights

Alleys

In 2015, the strategy for the cleaning of alleys will continue to focus on alleys adjacent to the 16th St. Mall. These have the most restaurants, create the most sanitation challenges and affect the greatest number of people. Alleys away from the Mall will be cleaned annually or as requested however, the frequency will depend on the need and the level of services allocated to the different BID assessment zones. Alley Inspections and cleanliness assessments will be performed regularly throughout the BID.

- In addition, the BID's contractor responds to calls for assistance by property owners whenever there are problems in alleys due to overflowing dumpsters, illegal dumping, or unpleasant odors. It is expected that this policy will continue in 2015 but will be monitored to assure consistency in services. Staff will continue to meet with City inspectors and adjacent property owners to ensure compliance with City ordinances and minimize problems in alleys due to overflowing dumpsters, grease traps, or inadequate maintenance. A maintenance plan for Mall alleys will be developed to improve inspection, sanitation and communication to property owners about scheduled contracted cleaning schedules in 2015.

LoDo Cleaning

In 2009, the Board authorized additional cleaning services in LoDo on weekend evenings during the summer months. This was very effective in helping the contractor keep this area clean despite the heavy crowds. In 2011, the BID expanded its services in LoDo and funded an additional employee 7 days a week dedicated solely to the LoDo area. In 2015 the BID will continue the same level of services in LoDo. In 2015 BID staff will monitor the impacts of increased usage due to an increase in visitors, residents, events and Denver Union Station.

Recycling/City Trash Receptacles

The 10 containers that were placed on the Mall in June, 2008 have shown consistent usage each month. The contractor will continue to collect and dispose of the recycled material. They also scour the material to remove any items that are not recyclable. The recycling program will be evaluated in 2015 to determine expansion opportunities.

SKYLINE PARK

In 2014 Skyline Park has seen many successes and a few setbacks. A cooperative partnership with the City of Denver Parks and Recreation Department along with BID supported activation and enhancements have seen an increase in awareness and use of Skyline Park. However the increased homeless and street youth or 'traveler' population has been highly visible and mostly negative presence in Skyline Park throughout the spring and summer. While in general this population does not directly disrupt the lunchtime crowds, the presence, appearance and language of groups throughout the day can be disturbing and affect the perception of safety, particularly for families.

For 2015 Skyline Park will remain a priority for the BID. Increased safety measures and continued activation and programming are intended to benefit the area.

Park Enhancements and Supplementary Maintenance

The previous existing park tables, chairs and umbrellas have continued to age and are at the end of their lifecycle. In 2014 the BID funded replacement tables, chairs and umbrellas. These have been placed in block 1. The look and feel of this new furniture has had a great overall impact on the look of the park. The BID has continued to fund maintenance support of the park. This includes daily concierge service of the tables and frequent power washing of troublesome area. These activities will continue in 2015.

Safety and Security

The BID continues to work on the safety and security issues present in the Park. Working with DPD to increase regular patrols and response to incidents. In addition, funds were allocated in 2014 to increase off-duty officer presence, to supplement regular patrols.

The Information Kiosk that has been staffed by the BID since it opened in 2007 had continued to see nominal use and inquiries, especially compared to when it was located on the Mall. The past 2 winter seasons the Kiosk was closed for 4-5 months. The decision was made to work with Parks and Recreation to allow the Denver Police Department to use the space for a DPD presence in the park. The first few months of this partnership DPD's presence has been inconsistent; the BID wants to work with them to increase the hours an officer is present.

There are ongoing discussions of various steps that can and should be taken to improve the perception of safety in the Park. Some of them are closer to fruition than others.

- Engaging property owners surrounding the park to report illegal activity to DPD
- Working with the Parks Department to lock and or change out electrical outlets to prevent non approved use.
- Evaluating areas that need increased lighting and taking steps necessary to improve where needed.
- Installing DPD monitored halo cameras in each of the 3 blocks

Events and Programming

The BID funded Skyline Park Games has evolved into a terrific activation of block 2, and seen some success in block 1. To date we have had about 12,054 participants. Block two was the majority of this number by almost 3/4

Block 1 – The BID funded the purchase of foosball tables to add to the existing Ping-Pong tables in the park providing free drop by games. These are used constantly by a wide variety of people coming through the park. In addition the BID purchased a variety of games to be used in the lawn area, such as disc golf, volleyball, etc. These were run over the lunch hour and staffed by a Games Host. These lawn games saw only moderate success. Multiple avenues were explored to increase visibility and use that did not yield significant return.

In addition to the Games in block 1, the BID continued its funding of the Southwest Movies in Skyline Park. The 8 week series saw record numbers this summer, including an estimated 1200 people to watch Frozen. The increase may have been due to increased perceived security with 2 off-duty officers and dedicated ambassadors each week. Also the marketing and outreach was increased this summer.

Block 2 – BID supported the expense of installing semi-permanent synthetic turf in the lawn area. This enabled the prolonged installation of the mini-golf holes that were

installed originally in the fall of 2013. For 2014 the BID funded these to be enhanced by making the greens larger and adding custom hole obstacles of Downtown icons, and surrounding the area with a temporary fence. In addition to the golf, there are lawn and board games available. The activation is staffed daily by a Games Host, who sets up and takes down and checks out equipment. Since the opening in May, the miniature golf course and free games is a huge success, drawing in regular participants from local businesses to out of town guests.

A small portion of the BID budget and staffing is used to assist new events with park-related expenses in order to help make the park a viable site for those activities. As part of this initiative, the BID continues to seek cooperative programming opportunities to grow and diversify the current level of activities. In 2014, Skyline Park continued to be attractive for external programming activities as it is a highly visible and easily accessible area. One of the best examples of these events was the FIFA World Cup Viewing Parties, produced by Kroenke Sports. It was 4 days of great activation in the heart of the city.

In addition to the funding for programming in the Skyline Park budget, additional funds dedicated to the Park are under the Holiday budget category for décor in the park and entertainment.

2015 BID Recommendations for Skyline Park

- **Programming Agreement** – For 2015 it is recommended that the BID enter into an agreement with the City of Denver Parks and Recreation Department for a year round programming agreement, allowing the BID to activate and program on a regular and often daily basis.
- **Block 1** – While it is not recommended to staff daily games operations it is recommended that the BID works diligently with DPD and its clean and safe contractor to improve the safety and overall cleanliness of the block. With occasional targeted activation/game days. In addition it is recommended that the BID explore a program of team building programs for Downtown businesses supporting them with the BID owned equipment.
- **Movies** - For 2015 it is recommended that the BID continues to support the movie series, building on the 2014 successes with the continued commitment to safety and enhanced marketing.
- **Block 2** – For 2015 it is recommended that the BID continues the mini-golf and games programming, and staffing a Games Host position in block 2. This would again be daily operation with longer hours on the weekends.
- **Block 3** – For 2015 it is recommended that the BID fund the infrastructure to create 2 specific use areas in block 3. One would be a dedicated kid's play area, the other a dog park. Each would be fenced and would be installed in a temporary manner. In addition to these areas it is recommend that the BID explore a

partnership with the fitness center in the block to create free fitness experiences in the park, possibly by supporting the funding of specific circuit equipment items. The overall goal of each of these elements is to bring a more positive use to the area that is rarely used for event programming.

MANAGEMENT SERVICES

The Management Services provided by the Downtown Denver Partnership to the BID cover three areas:

- Management Direct Expenses
- Administrative Overhead
- Program Management

Management Direct Expenses, Administrative Overhead and Program Management are itemized in the Management Services department and represents staff utilization charges for administrative requirements. These charges are separate and distinct from the Program Management charged in the department operations to carry out the BID program elements.

There are five components that make up the contract value integrated in the proposed 2015 budget detailed below:

1. Administrative Overhead
2. Management Services Program Management
3. Departmental Program Management
4. Winter in the City Direct Expenses
5. Management Fees for non-operating funded activities

The Administrative Overhead charged to the BID under the contract is an allocation of DDP administrative expenses common to both BID and DDP. Unique expenses applicable to DDP are excluded from this shared overhead expense pool. The overhead resources are allocated proportional to BID staff utilization. Staff utilization is driven by the programmatic choices included in the 2014 work program.

Direct Expense BID line items of C&CD billing fees, Insurance, Legal and Audit Services in this department showed an overall decrease of 5.1%. This decrease was driven largely by lower budgeted General Liability costs due to a change in policy.

Management fees for Capital Expenditures, Alternatively Funded Projects and BID Enterprise activities are part of this 2015 budget. These fees are in response to the variability, complexity, staff time and DDP resources required to undertake this work. Management fees vary by category. In the Capital Expenditures and Special Projects / Contingency Reserve category, fees are 12.5% of estimated project costs and are built into the individual line item costs for each separate item. If all Capital Expenditures and Special Project / Contingency projects are completed at the proposed costs, the fees will be \$41,640. In the BID Enterprise Category, DDP fees are set at 9% of the proposed budget, equaling \$36,230.

MARKETING AND COMMUNICATIONS

Annual Report

The BID Annual Report presents the BID work plan, recent accomplishments and brief budget information for property owners, Downtown businesses, government officials and others. We work to include more information in the report about what the BID does so the document can be used to educate property owners and other stakeholders. We will continue with that same concept in 2015.

BID Happenings

The BID remains committed to informing and updating all its constituents on a timely basis. The BID will continue to produce the “BID Happenings” electronic newsletters on a monthly basis and continue to monitor the effectiveness of the newsletter to assure all BID constituent communication needs are met throughout 2015. Newsletters will focus on a variety of topics including infrastructure updates, upcoming events in the BID, status of BID programs and initiatives, BID visibility in the press and other relevant subjects. Reach = 450 BID property owners

Web and Photo Resources

The BID helps support a vibrant web site that is the one-stop-shop for all information on Downtown, www.downtowndenver.com. We recently revamped the site to include an interactive map, events calendar, and updated photography and graphics. \$5000 has been budgeted for 2015 to continue to updating the website and photography resources.

Targeted Marketing

Map and Directory

The Downtown Denver Map and Directory continues to be among the most highly valued publications produced by the BID. It contains a comprehensive listing of Downtown retail businesses, hotels and attractions and a full map of Downtown on the back panel. The directories are distributed in the Mall wayfinder signs and information kiosks, Visit Denver information centers, DIA and throughout hotels, restaurants and businesses in Metro Denver and at all conventions. As of October 2014, the BID has printed 350,000 copies annually, 87,500 every three months

In 2011, the BID decided to publish the directory twice in one year to increase potential advertising revenue. In 2014 the BID switched to a three month publishing cycle to increase revenue and aggressively promote advertising in the Map and Directory so that the directory will pay for itself. In 2015, we will print 5 times.

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The BID issued a request for proposal (RFP) for the Map & Directory in October of 2013. The BID contracted with Street Media Group to redesign the publication and to sell advertising.

Conventions and Welcome

Each year the BID contributes \$1,500 for the VISIT DENVER welcome signs for conventions in Downtown Denver. They are distributed to businesses throughout Downtown and on the RTD Mall shuttle.

Event Guides

Event Guides highlight events at a glance with event name, date and web site, phone and locations. These flyers are printed approximately 11 times a year (with the Winter in the City Holiday Guide replacing the December edition) and distributed in the 16th Street Mall wayfinder signs and information kiosks and to Denver hotels, property managers and businesses.

Only Downtown Denver

This monthly email newsletter highlights events. Currently, there are over 7400 subscribers on the electronic distribution list.

Mobile Application

The mobile application would complement the Downtown Denver website, Interactive Kiosks, Map and Directory, event flyer and social media. The app would include:

- Wayfinding and mapping
- Push notifications based on user location
- Events calendar
- Photo-taking ability with filters/effects
- Interaction between the interactive kiosk and the app
- Content from the website including high focus on eat, shop, play and stay
- Advertising opportunities

The projected cost of the Downtown Denver mobile application is \$50,000. The BID is being asked to contribute half of the projected cost at \$25,000 with the Downtown Denver Partnership matching the remaining \$25,000 in 2015.

Third Party Data Collection

Hiring a third party to collect, analyze, edit and update databases for various projects would allow increased accuracy, consistency and reliability of all BID and Partnership geo location and mapping information and directories. The BID/Partnership currently oversee multiple projects that could benefit from this service including map and directory data sourcing and editing, data collection and input for website mapping, editing and

revisions of updated data, database identification for mapping elements and research that allows data to remain current and reliable. Cost is \$15,000 and the contract will include the retail mapping project that Economic Development is proposing to complete in 2015.

HOLIDAY

Given the significance of 4th quarter sales to the Downtown economy, the BID collaborates with Downtown hotels, retailers, the City, and VISIT DENVER during the winter/holiday season to promote Downtown Denver as the center of seasonal activity for the region.

As part of the annual **Winter in the City** program, the BID will continue to use this platform for all winter/holiday activities including events, downtown decor, retailers and restaurants. Winter in the City will continue to create and market an inviting experience that makes Downtown Denver a seasonal destination.

The Winter in the City programming runs from Thanksgiving through the end of January and targets both a local and regional audience. The marketing of the program not only highlights BID-funded programming, but leverages other holiday events to showcase all that Downtown Denver has to offer. The campaign features shopping as an important part of the downtown experience. The marketing campaign will include web, social media, brochures, posters, and targeted media buys.

As the most significant component of the holiday program, décor and lighting will be approximately 55% of the total holiday budget. The focus will continue to be on the 16th Street Mall, Skyline Park, the D&F Tower and connections on California, Curtis and Larimer Streets to the Colorado Convention Center and the Denver Performing Arts Complex. In 2014, a holiday lighting master plan will be complete. Additional funds were allocated in the holiday décor and lighting budget to implement a component of the Lighting Master Plan. Skyline Park décor/lighting will be upgraded with \$20,000 of funding.

The BID holiday plan also includes events and entertainment to further the efforts to attract Downtown residents, employees and visitors. This includes events such as a collaborative Downtown Denver Grand Illumination lighting event and New Year's Eve fireworks, programs that will be leveraged with approximately \$100,000 from the City and VISIT DENVER plus extensive marketing. In addition, the BID will host the annual Tuba Christmas concert in Skyline Park. A seasonal promotion of the popular public piano program will be used to activate the mall during the holidays. In addition, seasonal entertainment and programming will be implemented in the Garden Block. DDP has secured the sponsorship of Southwest Airlines to fully fund the ice skating rink for winter of 2014-2015 in block two of Skyline Park. We hope to have the continued full sponsorship by Southwest Airlines in the winter of 2015-2016 in order to be able to continue it in 2015 without BID funding. (no BID funding is included for the skating rink in the 2015 budget.) The BID also will provide marketing support to the Denver Christkindl Market that takes place in Skyline Park between Thanksgiving and

Christmas. All of the holiday events have been created to help drive business to hotels, restaurants, bars and retail outlets in Downtown.

The goal of the entertainment/program funding is to ensure that throughout the holiday season, visitors will be able to experience entertainment or unique activity in addition to helping keep visitors in Downtown longer. This will be enhanced by promoting the variety of events already taking place in Downtown Denver.

ECONOMIC DEVELOPMENT

The 2015 BID strategy will emphasize retail recruitment and retention; business recruitment and retention; and identifying, supporting and attracting start-up businesses.

Business Retention Program

- Retention efforts include contacting all companies occupying 10,000 square feet or more of office space that have leases coming up for renewal in the next 18 to 24 months. In a typical year, about 35 companies occupying a total of approximately one million square feet of commercial office space and representing about 4,000 employees are contacted.
- Organize and execute the Mayor's Executive Reception, a gathering of 200+ business leaders.
- Arrange and participate in meetings with the Mayor and CEOs of Downtown's top employers.
- Continue to enhance the strong relationships with the state Office of Economic Development & International Trade, the Denver Office of Economic Development, Metro Denver Economic Development Corporation (MDEDC) and other regional economic development organizations.

Business Recruitment Program

- The BID will continue to be the primary representative for Downtown Denver with metro, regional and national companies considering relocation to, or expansion in, Colorado.
- The BID will continue to be represented as appropriate at CoreNet, NAIOP, ULI, BOMA and ICSC events and conferences in 2015.
- Conduct Downtown Development and Trends presentations for commercial brokers, investors, property owners and businesses for the purpose of highlighting Downtown as a great office location.
- The BID will participate in the 2015 Site Selection Conference.
- The BID will participate in Metro Denver EDC's National Marketing Program to ensure Downtown Denver is able to take advantage of regional, national and international media opportunities.

Startup Business Support

- Pursue the creation of the Entrepreneurial Town Hall.

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- Participate in events like Denver Startup Week to help identify Denver's entrepreneurial business community, as well as to generate more visibility for Downtown as the center of innovation and entrepreneurship.
- Partner with Comcast on providing free WiFi in and around the 16th Street Mall.

Retail Recruitment and Retention Program

2015 retail activities will be focused in the following areas:

- Continued implementation of Retail Development Plan with focused outreach to retail prospects in the following categories; soft goods (men's, women's and children's clothing/accessories), daily needs and first/new to market concepts.
- Distribution of the Retail Video and Electronic Book to prospective retailers, property owners and brokers.
- Provide coordination, research and assistance as appropriate to owners of major retail complexes, as well as individual new retail businesses to help them expand, reposition or open new locations in the BID area.
- Promote the newly created database and interactive map for the Retail Space Inventory Project and begin implementation and expansion of it with second phase which will cover the entire BID area.
- Work with property owners/developers to share the downtown retail vision and identify opportunities for retail development, including Market Street Station, California Mall/Cottrell's and Block 162.
- Continue to work with Target as it evaluates potential sites for its latest urban format store. This includes working with property owners with research and other information.
- Give quarterly presentations to retail brokerage offices on Downtown retail development and other statistics.
- Attend the ICSC 2015 RECON, ICSC Western Regional and New York National Conferences as part of the retailer outreach strategy.
- Conduct site visits to meet with key retailer prospects or their tenant representatives to determine the feasibility of a Downtown location.
- Distribute the quarterly Economic Research Report to retail brokers and property owners.
- Pursue meetings with retailers such as Zara, Jos. A. Bank, Target, Old Navy, Sephora, Whole Foods, Lululemon Athletica, Top Shop, Cotton On, Uniqlo, Nordstrom Rack, DSW, Trader Joe's, Costco, Intermix, Kitson, Joe Fresh, Club Monaco and others to establish/cultivate relationships and discuss the possibility of a Downtown location.

RESEARCH

Downtown Denver continues to be in an exciting position to play a lead role in attracting and retaining quality business to the metro area, as well as increasing numbers of visitors – both locally and nationally. In the interest of pursuing the most efficient use of resources, every effort is being made to regularly re-evaluate the relevance of data either gathered or created by the BID in view of the ever-changing needs and demands of the

commercial, retail and hospitality development and investor markets. In 2015 the research staff will:

- Produce the State of Downtown Denver report, Pedestrian Count report, Quarterly Economic Update reports and other key research documents to “tell the story” of Downtown Denver. Data points include pedestrian counts, vacancy rates, hotel room rates and occupancy percentages, housing trends, office market development, Downtown demographics and more. Other research activities conducted by the Downtown Denver Partnership, but that contribute to the overall research program of the two organizations include the annual Commuter Survey, Development reports and topical reports that are released on a semi-regular basis.
- Continue to track and update all Downtown development, including a summary of mixed-use, hotel, office, public and residential developments. This commonly requested information is available on the downtowndenver.com website, through quarterly electronic reports and an annual printed report.
- Manage the Pedestrian Count program and have accurate and current pedestrian count information for each block within the Downtown Denver Business Improvement District’s (BID) boundaries to support the BID’s Economic Development, Pedestrian Environment and Retail Recruitment activities. In 2011, the BID began a four year rotation to count every block within the BID’s boundaries every four years. In 2014, the four year rotation completed. In 2015, the BID will roll out an automated pedestrian count program after testing out the program in 2014. Counts conducted by contracted staff at key locations in the BID will continue until an automated program can replace the collection of this data.

SAFETY

The Safety category will see a minor increase in 2015. Surveys and feedback at meetings continues to focus on the issues of homelessness, panhandling, loitering, solicitors and the presence of travelers who are defiant. In 2014 the number of homeless sleeping has decreased on the Mall due to the implementation of the Unauthorized Camping Ordinance. Staff continues to monitor the impact of persons spending the night on the Mall. The Downtown Outreach Committee renamed the DDBID Safety Committee in 2014, continues to meet monthly to discuss safety issues and develop a collaborative strategy to assure a safe environment.

The existence of the Downtown Ambassador Program, Denver Police Department foot, bike and motorcycle patrol and the City’s Downtown Street Outreach Collaborative continue to make an impact on peoples’ perception of safety on the Mall. These efforts

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will continue along with ongoing evaluation of trends and crime data to assure that safety priorities are maintained. DDBID has instituted a quarterly safety perception and online survey to better measure and manage safety challenges and perceptions.

Ambassadors

Staffing of both the Information Kiosk program and the Downtown Ambassador program is projected to continue in 2015. The goals and objectives of the Ambassador Program and the Information Kiosk program are being reviewed with input from DDBID staff, stakeholders, St Francis Outreach and Denver Police Department.

Per the terms of the Convention Center Hotel Authority-BID agreement and the increase in the number of conventions, the Ambassadors spend a portion of their time in the Convention Corridor (the area between the Colorado Convention Center and the 16th Street Mall). This has been worked into the normal patrol expectations with ongoing communication between the BID and VISITDENVER.

In 2014 a Mall Concierge Program was created from savings at the Skyline Park Kiosk to manage the Mall Food Court – Patio 16 environment. This program will continue in 2015.

Info Kiosk/Info Center

The Info Kiosk on the Mall between Welton Street and Glenarm Street continues to be a successful component of the Ambassador efforts. The operation of this kiosk will continue in 2015. Staff will be working with the DDP Marketing and Communications Department to evaluate the distribution of marketing materials and additional information to assure the best impact for the DDBID.

Police

The Off-Duty Police Program will continue in 2015 with a focus on Saturday – Tuesday Evenings. Plain clothes patrol will also be scheduled using a percentage of this budgeted amount.

The DDBID will continue to support the Off-Duty Police Program in LoDo. The Bid will fund (2) additional phones for the Neighborhood Support Officers.

Contract with St. Francis Center

Since 2005, the BID has contracted with St. Francis Center to provide homeless outreach services on the 16th St. Mall. In 2014 the BID changed the St Francis Contract to a 6 month renewable term. This allowed the BID to better review the adjusted scope and determine if the goals were being met. In 2014 the BID provided T-shirts for Outreach workers so they would be more visible. The BID is again allocating \$ 135,000 for 2015. The scope has been revised to include more measurable data assuring that the services are effective and are improving the overall challenges of homelessness in the BID environment. The 2015 contract will reflect additional reporting and scheduling requirements for the St Francis Center Outreach team.

PEDESTRIAN ENVIRONMENT

In 2015 the Pedestrian Environment will continue to be a major focus for the BID and the overall budget has increased 5.2%. The BID will continue to focus on the same services in this category which are significant in keeping the BID an attractive and vibrant place.

The increase in the Flower Program both on the Mall and Off-Mall is attributed to the cost of labor increases that are being regulated on the landscape contractor. Since the first phase, funded by the DDBID Board, the Flower Program has grown to over 417 planters in Downtown Denver. This has been made possible through the program of property owners buying the planters and turning them over to the DDBID. The DDBID then provides the flowers and maintenance for the life of the planter. 2015 will bring 35 new off-mall planters to the Pedestrian Environment.

The Off Mall Planter Program is a continuing success bringing accolades from residents, employees and downtown business owners. The program has set a goal of 500 planters in the DDBID by 2017 and the planters are filled year around.

In 2014, the Garden Block was added to Pedestrian Environment as a new budget category. The Garden Block was implemented in 2013 as a Special Project and receives funding to offset the cost of the program. There will be a reduction in the Garden Block and Mall Tables & Chairs after two years of significant investment. The BID's portion of the cost of the program for 2015 will be \$27,500 and will be used to fund portions of the plantings and ongoing maintenance.

The \$30,000 allocated for Mall Programming will be used to activate the Mall with various types of attractions or entertainment, focused on activities that will activate the median both on a one time and ongoing basis. This will include continued support of Your Keys to the City (the placement of pianos on the mall during the summer). Mall activation is very important to the success of the Mall and the BID will focus more on this than has been done in previous years.

MARKETPLACE ON THE MALL

Marketplace on the Mall represents the BID's focused strategy to enhance the 16th Street Mall environment through positive activation of the public space between Court and Wewatta Street. With its roots in traditional street vending, product sampling and special events, the program has morphed into somewhat of a hybrid between permitting and programming with much more emphasis on activity than revenue. Measurables for the success of Marketplace on the Mall will be much less budget driven than in the past. In 2013, and in accordance with the recommendations of the 16th Street Mall Urban Design Plan, a merchandising plan was implemented to begin forming districts of specific uses or activities that would create a unique sense of place in various blocks. The Denver Botanic Gardens, while not a vending initiative, represented a successful transformation to a space with a unique, almost park-like ambiance.

The **BID-owned Retail Merchandising Units (RMUs)** will be primarily phased out by Q1 2015. After three years and numerous varied approaches to create positive uses for them, 2014 considerations included either selling them or using them to support the creative community by offering an art/fashion themed market area. It was decided to pilot the “Creative/RMU Block” with reduced fees, opportunities to co-lease space and share time. The response from the creative community was minimal. Artisans who chose to participate preferred to use their own booth regardless of the free access to an RMU and, as a group, they overwhelmingly requested weekend operation only. Lesson learned: traditional full-time retailers don’t have needed impulse traffic in the median to succeed and entrepreneurs, creatives; artists are not interested in full-time operation or structured display areas. The current RMUs are not a viable resource for the Marketplace program and buyers are currently being sought for six of the eight units. Two RMUs are planned to be retained for use by a sunglass vendor with seven years of tenure on the Mall and a jewelry artist who is committing to a one-year term. Placement in appropriate blocks will be critical in ensuring success of these two retail uses.

Special Events continue to be the strongest area of opportunity in terms of both activation and revenue. Ranging from one-day, one-space promotions by local businesses and non-profits to street fairs that utilize numerous spaces and activate multiple blocks, the interest level, success and attendance in this category continue to grow. The concerns surrounding safety, size and consistency of “pop-up tents” were resolved by the BID’s purchase of 8’ x 8’ standardized pop-up tents and weights. By carefully tracking the usage of the inventory, we know that by YE 2014, the entire cost of the tents and weights will have been recaptured from the associated tent rental fees. Creating strong alliances with national and local marketing firms has become key in promoting the Mall as the right venue for their clients to do product launches, filming and even. Large scale tent events, markets and shows will remain a major focus in 2015 with a minimum of six to eight mall such events.

The SCFD series in the Garden Block was well received and overall successful. Meetings are underway to determine changes for 2015 to make the activations even more successful and determine whether a re-launch of the farm stand will be attempted or whether it makes more sense to remain focused on the much more effective performances. It is interesting, and disappointing to note that fresh flower sales (a long-term vending goal) were attempted by two different entities in 2014; both attempts failed.

Patio 16 is the successful result of a public dining/patio seating area that was first contemplated in 2013. Working closely with the City of Denver, the goal to create a family friendly and smoke-free public dining destination in conjunction with a food vending cluster was achieved by receiving the first-ever City of Denver outdoor food court permit. The food court permit allowed the BID to implement a code of conduct in a space that is open to the public, but uniquely managed in a manner to create a pleasant dining experience and encourage a good neighbor environment. Launched in August

2014, preliminary response was overwhelmingly positive. With locally sourced pergolas, patio railings, bright urban seating, children's' furniture and toys, Patio 16 sends a consistent message of welcome to families with children, which is not a substantial demographic for the Mall, but should be. Use of the two patio areas, while certainly not at capacity, is steady with Saturdays being exceptionally popular, an anticipated but not appreciated outcome by the participating vendors, who remain overall opposed to operating on weekends.

In 2015, the Patio 16 project will be augmented with complimentary activities to support the area as a place to gather, dine and unwind. Considerations include an acoustic lunchtime music series, planned activities, continued outreach to encourage the business community to use the Patio for an outdoor meeting space and a variety of partnership opportunities. These activation /programming strategies are hoped to be implemented as a blend of revenues and expenses. We are prepared to consider the value in "opening" Patio 16 on Sundays when the family demographic is strong but the vendors would likely not be present.

Pedestrian observations were conducted before the Patio 16 launch and will be repeated by the end of September 2014 in order to understand the impact of the investment. Anecdotally, it is safe to say that traditional negative, but legal, behaviors have been nearly eliminated and that the block has experienced a dramatic transformation in terms of perception of safety and cleanliness.

The documents governing 16th Street Mall Vending and Events are in sore need of revision of antiquated restrictions, criteria and policies. Conversations began internally, and with City representatives, in 2014 to address inconsistencies, barriers to activation and modifications to guiding principles and the resulting regulations. These changes will be part of "big picture" reassessment of the Mall and City ordinances including Entertainer Permits and the relationship between Mall vendors, City vendors, mobile food vehicles and food trucks.

Pricing adjustments were made in 2014 to reduce limiting vending or programming based on financial restraints. Winter vending rates were reduced across the board. Non-profit event fees remained at an affordable \$100 rate and a new lower cost category was implemented for events that provide entertainment or performances rather than promoting a business or product. These measures are deemed critical to reducing vendor turnover, attracting a higher level of vending and activation participants and increasing the overall activation on the Mall.

"Districting" of blocks will continue along the Mall and strategies for the blocks beyond Wewatta are will be addressed in 2015 as this area gains momentum from the Union Station development. With the removal of the RMUs, strategies will need to be developed for the blocks between Glenarm and Welton as well as between Stout and

Champa. With the latter being part of the Gehl Architects study and strategy, it is likely that the former will be an area of focus that, while not food centric, may involve a large-scale initiative similar to Patio 16.

The **Central Platte Valley Management District** has reached out the BID to explore opportunities to contract for its services to manage the vending and activation in their district in a manner similar to the 16th Street Mall's Cluster Permit. Preliminary fact-finding meetings have commenced between CPVMD and BID staff and the City's Public Works City Attorney's representatives. CPVMD staff is finalizing their goals, budgets and vision and has invited BID staff to consider creation of a proposal/recommendation. This project is very preliminary and would require additional staff to not only facilitate the process but provide on-site staff as well.

PERIODIC MAINTENANCE RESERVE

In 2015, funds are being allocated for four items in the Periodic Maintenance Reserve Projects fund. The BID makes a contribution to the Periodic Maintenance Reserve annually to cover the costs for items and projects that do not happen annually but are recurring and then draws money from that Reserve as necessary to fund specific projects. The 2015 items include:

- \$100,000 to buy-out four leased trucks for the maintenance contract at \$25,000/per.
- \$7,000 for updated aerial maps.
- \$10,000 for Skyline Park tables, chairs and umbrellas. The tables, chairs and umbrellas in the park were replaced in 2014. This line item is for park furnishings that may need maintenance or replacement due to loss or damage.
- \$1,000 for holiday lights. Funds to cover minor electrical needs.

CAPITAL FUND

Capital funding for 2015 has been established based on a capital reserve goal and formula approved by the BID Board and initiated in 2004. Currently, the BID makes a contribution of 1% of Special Property Assessments annually to the Capital Project Fund to cover periodic capital projects and then draws money from that Fund as necessary to fund specific projects. In 2015, the BID will fund \$30,000 for the replacement and improvement of off-Mall stock of trees; focusing on BID responsible locations to include Curtis Street, California Street, Larimer Street and lower Mall. \$75,000 has been allocated to fund a consultant to provide a comprehensive assessment, inventory, and prioritized repair and maintenance plan on the 16th Street Mall. In addition to the consultant, this funding will address the first anticipated round of repair.

SPECIAL PROJECTS

In 2015, the BID will fund a series of special projects, including:

2015 Downtown Denver Business Improvement District Operating Plan

- \$14,625 for a revolving alley demonstration project to install various art works in alleys (where appropriate), including creating a rotating art program for the demonstration alley between Curtis & Champa.
- \$16,808 to upgrade the Mall Planter Banner Masts, the existing are deteriorated and rusting and require replacement before they become a safety hazard.
- \$50,625 to support programming and event activities to support a series of up to 4 Meet in the Street events to be held in summer 2015.
- \$15,920 to support and maintain the Patio16 program in 2015.
- \$25,000 for Tactical Urbanism/Activation/Pilot Projects as opportunities arise. This will include a project for the 800 block of the 16th Street Mall.

Downtown Denver Business Improvement District
Statement of Revenues and Expenditures Dept Revised - Unposted Transactions Included In Report
From 1/1/2014 Through 6/30/2014

04 - Business Improvement Dist. (In Whole Numbers)						
		YTD Actual	YTD Budget - Revised	Budget Variance - Revised	Total Budget - Revised	Budget Variance - Revised
Revenue						
BID Assessment Revenue						
400	Revenue	5,034,689	5,018,559	16,130	5,097,796	(63,107)
Total BID Assessment Revenue		5,034,689	5,018,559	16,130	5,097,796	(63,107)
Non Assessment						
400	Revenue	312,959	463,265	(150,307)	1,002,792	(689,833)
Total Non Assessment Revenues		312,959	463,265	(150,307)	1,002,792	(689,833)
Mall Vending Revenue						
400	Revenue	71,284	75,136	(3,852)	169,873	(98,589)
Total Mall Vending Revenue		71,284	75,136	(3,852)	169,873	(98,589)
Total Revenue		5,418,932	5,556,961	(138,029)	6,270,461	(851,529)
Dept Expenditures						
Expenditures						
410	Maintenance/Repair Svc	1,157,200	1,203,158	45,959	2,406,317	1,249,117
415	Skyline Park	117,924	96,521	(21,403)	193,046	75,122
420	Management Services	485,253	472,897	(12,357)	889,381	404,128
430	Marketing & Communication	99,961	91,961	(8,000)	184,152	84,191
435	Holiday	23,178	80,253	57,075	343,005	319,827
440	Economic Development Svc	63,576	70,576	7,000	140,153	76,577
445	Research Development	60,809	74,363	13,554	145,726	84,917
450	Safety	268,179	324,225	56,047	692,451	424,272
460	Mall Vending	129,495	145,171	15,676	259,376	129,881
470	Pedestrian Environment	410,691	423,822	13,131	822,645	411,954
Total Expenditures		2,814,869	2,982,948	168,078	6,076,252	3,261,383
Total Dept Expenditures		2,814,869	2,982,948	168,078	6,076,252	3,261,383
Net Operating Revenue Over Expenditures		2,604,062	2,574,013	30,049	194,209	2,409,853
Reserve Spending						
Dept 480 PM						
480	Periodic Maint Expenses	36,486	217,858	181,373	220,871	184,385
Total Dept 480 PM		36,486	217,858	181,373	220,871	184,385
Dept 485 Cap Proj						
485	Capital Expenditures	0	54,575	54,575	54,575	54,575
Total Dept 485 Cap		0	54,575	54,575	54,575	54,575
Dept 490 Spec Proj						
490	Special Projects/Contingency	40,392	156,568	116,176	313,137	272,745
Total Dept 490 Spec		40,392	156,568	116,176	313,137	272,745
Total Reserve Spending		76,878	429,001	352,124	588,583	511,705
05 - Enterprise Fund (In Whole Numbers)						
		YTD Actual	YTD Budget - Revised	Budget Variance - Revised	Total Budget - Revised	Budget Variance - Revised
Revenue						
Enterprise Revenue						
549	CPV Maintenance Agreement	134,998	193,646	(58,648)	438,792	(303,794)
Total Enterprise		134,998	193,646	(58,648)	438,792	(303,794)
Total Revenue		134,998	193,646	(58,648)	438,792	(303,794)
Dept Expenditures						
Expenditures						
549	CPV Maintenance Agreement	148,803	193,646	44,843	438,792	289,989
Total Expenditures		148,803	193,646	44,843	438,792	289,989
Total Dept Expenditures		148,803	193,646	44,843	438,792	289,989
Net Operating Revenue Over Expenditures		(13,805)	0	(13,805)	0	(13,805)

**Downtown Denver Business
Improvement District**

**Financial Statements and Required Supplementary
Information**

December 31, 2013

(With Independent Auditor's Report Thereon)

Downtown Denver Business Improvement District

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Independent Auditor's Report

**Board of Directors
Downtown Denver Business Improvement District:**

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities and each major fund of the Downtown Denver Business Improvement District (the BID), as of and for the year ended December 31, 2013, and the related notes to the financial statements, which collectively comprise the BID's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the Downtown Denver Business Improvement District as of December 31, 2013, the changes in financial position and the budgetary comparison for the General Fund, thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Board of Directors
Downtown Denver Business Improvement District**

Other Matter

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 5 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

KUNDINGER, CORDER & ENGLE, P.C.

April 3, 2014

Management's Discussion and Analysis

Management's discussion and analysis of the Downtown Denver Business Improvement District's (BID's) financial performance provides an overview of the BID's financial activities for the year ended December 31, 2013. This annual report consists of a series of financial statements. The Statement of Net Position (on page 6) and the Statement of Activities (on page 7) provide information about the activities of the BID as a whole and present a longer-term view of the BID's finances. For governmental activities, these statements explain how these services were financed in the short term, as well as what remains for future spending.

The 2013 BID revenues of \$6,189,858 were \$126,179 or 2.1% higher than 2012. Assessment revenue was up \$114,903 or 2.4%. Contract revenues were up \$23,470 or 2.6%.

Total 2013 expenditures were \$220,762 higher or an increase of 3.7% compared to 2012. Decreases in Maintenance and Repair expenses (\$96,837) and Security and Safety expenses (\$81,318) were more than offset by increases in Skyline Park expenses (\$140,706), Special Projects (\$99,146) and Contract Expenses (\$92,465) with more modest changes in other categories covered below in comments in the Review of Expenditures category. Maintenance and Repair expenses declined primarily due to savings in maintenance contractor health insurance costs. Safety and Security declined due to reductions in information kiosk staffing and off-duty police payments. Skyline Park expenses increased primarily due to increased summertime activation programs. Special projects expenses increased due to additional cleaning equipment and a one-time overhaul of Mall wayfinder signs. Overall maintenance and safety service levels provided by the BID were sustained in 2013.

Net position was \$2,041,228 at December 31, 2013, a 3.0% increase over 2012. This was due to an increase in capital assets partially offset by a reduction in unrestricted reserves.

Statements of Net Position:

The following table shows the condensed statements of net position as of December 31 for the past two years:

	<u>2013</u>	<u>2012</u>
Current assets	\$ 1,969,394	1,874,259
Assessments receivable	5,097,796	4,947,876
Capital assets	<u>689,979</u>	<u>579,798</u>
Total assets	<u>7,757,169</u>	<u>7,401,933</u>
Current liabilities	618,145	472,924
Deferred assessments revenue	<u>5,097,796</u>	<u>4,947,876</u>
Total liabilities and deferred inflows	<u>5,715,941</u>	<u>5,420,300</u>
Capital assets	689,979	579,798
Restricted-emergency reserve	172,058	167,102
Unrestricted	<u>1,179,191</u>	<u>1,234,733</u>
Net position	<u>\$ 2,041,228</u>	<u>1,981,633</u>

Review of Revenues:

	<u>2013</u>	<u>%</u>	<u>2012</u>	<u>%</u>
Special property assessments	\$ 4,948,350	80%	4,833,447	80%
Intergovernmental	303,500	5%	303,500	5%
Contract revenue	933,476	15%	910,006	15%
Other income	<u>4,532</u>	<u>0%</u>	<u>16,726</u>	<u>0%</u>
Total revenues	<u>\$ 6,189,858</u>	<u>100%</u>	<u>6,063,679</u>	<u>100%</u>

Special property assessments represent 80% of total revenues for 2013 which increased by \$114,903 (2.4%) due to TABOR-driven assessment increases.

Contract revenues were higher in 2013 by \$23,470 (2.6%) due primarily to increased revenue from Central Platte Valley and Riverfront Park contracts and new revenue from the Tree Health program.

Other income decreased by \$12,194 (72.9%) as damage reimbursements collected in 2012 did not recur in 2013.

Review of Expenditures:

	<u>2013</u>	<u>%</u>	<u>2012</u>	<u>%</u>
Maintenance and repair	\$ 2,242,197	37%	2,339,034	40%
Management and administration	965,326	16%	937,258	16%
District marketing and promotions	482,320	8%	440,472	7%
Economic development	247,384	4%	224,195	4%
Security and safety	660,726	11%	742,044	12%
Pedestrian environment	595,574	10%	622,079	11%
Skyline Park	227,032	3%	86,326	1%
Special projects	193,535	3%	94,389	2%
Contract expenses	<u>516,169</u>	<u>8%</u>	<u>423,704</u>	<u>7%</u>
Total expenditures	<u>\$ 6,130,263</u>	<u>100%</u>	<u>5,909,501</u>	<u>100%</u>

Maintenance and Repair expenses declined by \$96,837 (4.1%). Payments to maintenance contractor and maintenance contractor insurance both declined along with costs for tree maintenance. These savings were partially offset by increased costs for Mall granite repairs and program management funding.

District Marketing and Promotions was \$41,848 higher (9.5%) due to increases in program management and Map and Directory expenses. The Map and Directory expenses were offset by increased revenues from Map and Directory ad sales.

Economic development increased \$23,189 (10.3%) due to increases in the Research Development program management funding.

Security and Safety expenses decreased by \$81,318 (11.0%) due to reductions in information kiosk staffing and off-duty police payments.

Pedestrian environment declined by \$26,505 (4.3%) due to program management reductions.

Skyline Park expenses grew \$140,706 (163.0%) primarily due to increased summertime activation programs, led by the new Urban Market program. This program will not be continued in 2014 but other activation programs will take its place.

Special projects expenses grew by \$99,146 (105.0%) due to purchases of additional cleaning equipment, a one-time overhaul of Mall wayfinder signs and the Garden Block project. \$25,000 of this increase was partially offset by a \$25,000 grant from the Colorado Garden Show.

Contract expenses increased \$92,465 (21.8%) resulting from an increase in program management funding in the Mall vending program.

Budgetary Highlights:

The categories of Maintenance and Repair; Security and Safety; Pedestrian Environment and Management and Administration were the BID's primary expenditures in 2013. Special program enhancements for 2013 included:

- The Urban Market program in Skyline Park.
- The Garden Block project between Curtis and Champa on 16th Street.
- New cleaning equipment purchases.
- Renovation of 33 16th Street Mall Wayfinder signs.

Financial Contact:

The BID's financial statements are designed to present users with a general overview of the BID's finances and to demonstrate the BID's accountability. If there are any questions about the report or additional information is needed, please contact Downtown Denver Business Improvement District, 511 16th Street, #200, Denver, Colorado 80202.

Downtown Denver Business Improvement District
Statement of Net Position and Governmental Funds Balance Sheet
December 31, 2013

	General Fund	NTR Fund	Total	Adjust- ments	Statement of Net Position
Assets:					
Cash and cash equivalents	\$ 1,642,275	-	1,642,275	-	1,642,275
Accounts receivable	232,724	75,569	308,293	-	308,293
Assessments receivable	5,097,796	-	5,097,796	-	5,097,796
Prepaid expenses	18,826	-	18,826	-	18,826
Property and equipment, net (note 2)	-	-	-	689,979	689,979
Total assets	\$ 6,991,621	75,569	7,067,190	689,979	7,757,169
Liabilities:					
Accounts payable	\$ 488,910	16,384	505,294	-	505,294
Internal balances	(59,185)	59,185	-	-	-
Total liabilities	429,725	75,569	505,294	-	505,294
Deferred Inflows of Resources:					
Deferred revenue	112,851	-	112,851	-	112,851
Deferred assessments revenue	5,097,796	-	5,097,796	-	5,097,796
Total deferred inflows	5,210,647	-	5,210,647	-	5,210,647
Fund Balances/Net Position:					
Fund balances:					
Reserved for emergencies	172,058	-	172,058	(172,058)	-
Assigned for operating reserves	1,179,191	-	1,179,191	(1,179,191)	-
Total fund balances	1,351,249	-	1,351,249	(1,351,249)	-
Total liabilities and fund balances	\$ 6,991,621	75,569	7,067,190		
Net Position:					
Investment in capital assets				689,979	689,979
Restricted for emergencies				172,058	172,058
Unrestricted net assets				1,179,191	1,179,191
Total net position				2,041,228	2,041,228

See accompanying notes to the financial statements.

Downtown Denver Business Improvement District
Statement of Activities and Governmental Fund Revenues, Expenditures,
and Changes in Fund Balances
Year Ended December 31, 2013

	General Fund	NTR Fund	Total	Adjust- ments	Statement of Activities
Revenues:					
Special property assessments	\$ 4,948,350	-	4,948,350	-	4,948,350
Intergovernmental (note 4)	303,500	-	303,500	-	303,500
Contract revenue	675,371	290,630	966,001	(32,525)	933,476
Other income	4,532	-	4,532	-	4,532
Total revenues	<u>5,931,753</u>	<u>290,630</u>	<u>6,222,383</u>	<u>(32,525)</u>	<u>6,189,858</u>
Expenditures:					
Maintenance and repair	2,242,197	-	2,242,197	-	2,242,197
Management and administration	849,805	-	849,805	115,521	965,326
District marketing and promotions	482,320	-	482,320	-	482,320
Economic development	247,384	-	247,384	-	247,384
Security and safety	660,726	-	660,726	-	660,726
Pedestrian environment	595,574	-	595,574	-	595,574
Contract expenses	258,064	290,630	548,694	(32,525)	516,169
Skyline Park	227,032	-	227,032	-	227,032
Special projects	193,535	-	193,535	-	193,535
Capital projects	225,702	-	225,702	(225,702)	-
Total expenditures	<u>5,982,339</u>	<u>290,630</u>	<u>6,272,969</u>	<u>(142,706)</u>	<u>6,130,263</u>
Excess of (deficiency in) revenue over expenditures	(50,586)	-	(50,586)	110,181	59,595
Fund balances/net position at beginning of year	<u>1,401,835</u>	<u>-</u>	<u>1,401,835</u>	<u>579,798</u>	<u>1,981,633</u>
Fund balances/net position at end of year	<u>\$ 1,351,249</u>	<u>-</u>	<u>1,351,249</u>	<u>689,979</u>	<u>2,041,228</u>

See accompanying notes to the financial statements.

Downtown Denver Business Improvement District
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balances
— Budget and Actual —
Year Ended December 31, 2013

	Original Budget	Final Budget	Actual	Variance— Favorable (Unfavorable)
Revenues:				
Special property assessments	\$ 4,947,876	4,947,876	4,948,350	474
Intergovernmental (note 4)	226,000	226,000	303,500	77,500
Other income	905,444	819,826	679,903	(139,923)
Total revenues	<u>6,079,320</u>	<u>5,993,702</u>	<u>5,931,753</u>	<u>(61,949)</u>
Expenditures:				
Maintenance and repair	2,321,056	2,351,156	2,242,197	108,959
Management and administration	841,141	854,641	849,805	4,836
District marketing and promotions	499,901	496,148	482,320	13,828
Economic development	261,109	253,192	247,384	5,808
Security and safety	671,133	657,183	660,726	(3,543)
Pedestrian environment	665,279	658,029	595,574	62,455
Contract expenses	279,770	261,391	258,064	3,327
Skyline Park	237,697	251,172	227,032	24,140
Special projects/contingency	—	—	193,535	(193,535)
Total current expenditures	<u>5,777,086</u>	<u>5,782,912</u>	<u>5,756,637</u>	<u>26,275</u>
Capital projects	49,479	49,479	225,702	(176,223)
Period maintenance reserve	142,500	142,500	—	142,500
Total capital expenditures and operating reserves	<u>191,979</u>	<u>191,979</u>	<u>225,702</u>	<u>(33,723)</u>
Total expenditures	<u>5,969,065</u>	<u>5,974,891</u>	<u>5,982,339</u>	<u>(7,448)</u>
Excess of (deficiency in) revenue over expenditures	110,255	18,811	(50,586)	(69,397)
Fund balances at beginning of year	<u>1,369,992</u>	<u>1,306,914</u>	<u>1,401,835</u>	<u>—</u>
Fund balances at end of year	<u>\$ 1,480,247</u>	<u>1,325,725</u>	<u>1,351,249</u>	<u>(69,397)</u>

See accompanying notes to the financial statements.

Downtown Denver Business Improvement District
Notes to Financial Statements
December 31, 2013

(1) Summary of Significant Accounting Policies

(a) General

The Downtown Denver Business Improvement District (the BID) is a quasi-municipal corporation and political subdivision of the State of Colorado, created by Ordinance and governed pursuant to the provisions of the Business Improvement District Act, C.R.S. §31-25-1201, et seq. The BID service area encompasses the central business district of the City and County of Denver (the City), Colorado, including the Sixteenth Street Mall and the immediately surrounding area. The BID began operations October 26, 1992 upon the legal sunset of the Sixteenth Street Mall Management District, and in the fall of 2011, was renewed by constituents for a ten-year period ending in 2021.

The BID provides a variety of services to its constituents, including:

- Continuous maintenance and repairs
- Security and public safety
- Custodial services, snow removal and grounds beautification
- Planning and administration of economic and urban development activities
- Promotion and marketing of the BID area to existing and prospective businesses and their employees
- Organization, promotion, marketing and management of public events
- Project funding and management for design and for construction of capital improvements

(b) Basis of Accounting and Financial Statement Presentation

The BID is a legally separate governmental unit. However, the Mayor of the City appoints the BID's Board of Directors, and the Denver City Council approves the annual budget and operating plan. For financial statement purposes, the BID is considered to be a component unit of the City because control of the BID essentially rests with the City.

Government-Wide Statements

The BID reports as a special-purpose government engaged in governmental activities. The BID's basic financial statement include both government-wide (reporting the BID as a whole) and fund financial statement (reporting the BID's major funds). These financial statements have been combined with an adjustments column to reconcile between the two statements.

In the government-wide statement of net position, the governmental activities columns (a) are presented on a consolidated basis by column and (b) are reported on a full accrual, economic resource basis, which recognizes all long-term assets and receivables as well as long-term debt and obligations. The BID's net position is reported in three parts—investment in capital assets, net of related debt; restricted net assets; and unrestricted net assets. The BID first utilizes restricted resources to finance qualifying activities.

Downtown Denver Business Improvement District
Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(b) Basis of Accounting and Financial Statement Presentation, Continued

The government-wide statement of activities reports both the gross and net cost of each of the BID's functions. The functions are also supported by general government revenues. The statement of activities reduces gross expenses (including depreciation) by related program revenues, operating and capital grants. Program revenues must be directly associated with the function or a business-type activity. Operating grants include operating-specific and discretionary grants while the capital grants column reflects capital-specific grants.

The net costs are normally covered by general revenue.

The BID does not allocate indirect costs. An administrative service fee is charged by the General Fund to the other operating fund that is eliminated like a reimbursement to recover the direct costs of General Fund services provided.

This government-wide focus is more on the sustainability of the BID as an entity and the change in the BID's net position resulting from the current year's activities.

The governmental activities in the government-wide financial statements are presented on the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

Fund Financial Statements

The financial transactions of the BID are reported in individual funds in the fund financial statements. Each fund is accounted for by providing a separate set of self-balancing accounts that comprises its assets, liabilities, reserves, fund equity, revenues and expenditures/expenses. The various funds are reported by generic classification within the financial statements. The following fund types are used by the BID:

Governmental Fund Type

The *General Fund* is the general operating fund of the BID, and is used to account for all financial resources and expenditures of the BID related to the provision of the goods and services pursuant to its organizational ordinance and annual operating plan. The focus of the governmental funds' measurement is upon determination of financial position rather than upon net income.

The governmental funds financial statements are presented on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual; i.e., both measurable and available. "Available" means collectible within the current period or within 60 days after year end. Expenditures are generally recognized under the modified accrual basis of accounting when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt, if any, is recognized when due.

Downtown Denver Business Improvement District
Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(b) Basis of Accounting and Financial Statement Presentation, Continued

The *NTR Fund* (an alternative program fund) is used to account for specific contract revenues and expenses associated with BID services delivered outside of the traditional BID boundaries or within its boundaries and beyond the standard services provided by the BID.

(c) Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

(d) Cash and Cash Equivalents

The BID considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

(e) Concentrations of Credit Risk

Financial instruments which potentially subject the BID to concentrations of credit risk consist principally of cash and cash equivalents and special assessments receivable. The BID's bank accounts at year-end were entirely covered by federal depository insurance or by collateral held by the BID's custodial banks under provisions of the Colorado Public Deposit Protection Act (PDPA).

PDPA requires financial institutions to pledge collateral having a market value of at least 102% of the aggregate public deposits not insured by federal depository insurance. Eligible collateral includes municipal bonds, U.S. government securities, mortgages and deeds of trust.

State statutes authorize the BID to invest in obligations of the U.S. Treasury and U.S. agencies, obligations of the State of Colorado or of any county, school district, and certain towns and cities therein, notes or bonds secured by insured mortgages or trust deeds, obligations of national mortgage associations, and certain repurchase agreements and money market funds. The BID does not have a further investment policy.

At December 31, 2013, the BID had \$167,193 invested in the Colorado Liquid Assets Trust, an SEC Rule 2a7-like investment pool. Investments are valued at amortized cost with each share valued at \$1.00. The investment pools are routinely monitored by the Colorado Division of Securities with regard to operations and investments. This investment is rated AAAM by Standard and Poors.

At December 31, 2013, the BID held \$635,580 in a liquid asset savings account at FirstBank.

Downtown Denver Business Improvement District
Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(e) Concentrations of Credit Risk, Continued

Concentrations of credit risk with respect to special assessments are considered to be minimal because failure to pay may result in foreclosure and sale of the property being assessed (note 1(f)). Historically, uncollectible assessments have been minimal.

(f) Special Assessments

Special assessments are certified by the BID board of directors on or about December 15 each year. The assessment is transmitted to the City and becomes a perpetual lien on the property as of the date the assessment notices are mailed to the payers. The assessments are payable by the end of April. Delinquent payers are notified in August and tax sales of delinquent properties are held in November. Assessment collections are remitted by the City to the BID on a monthly basis.

At December 31, 2013, the BID board of directors had certified and levied assessments of \$5,097,796 for collection during 2014. This amount has been reflected in the accompanying balance sheet as assessments receivable and as deferred assessments revenue.

(g) Budgets

In accordance with the State Budget Law and the Business Improvement District Act, the BID prepares and submits an annual operating plan and budget to the City on or before September 30 each year for the ensuing year and following public notice, the BID conducts a public hearing prior to adopting the final budget and appropriating sums. The budgetary reporting basis is the same as the financial reporting basis, and the appropriation is set at the total fund-expenditures level.

The NTR Fund had original budgeted expenditures of \$279,859, final budgeted expenditures of \$292,345, and actual spending of \$290,130.

(h) Property and Equipment

The BID capitalizes property and equipment with an initial cost, or fair value if donated, over \$5,000 and an estimated useful life of more than one year. Assets purchased for ownership by the City, the use of which benefits the BID, are not capitalized. Depreciation is computed using the straight-line method over the estimated useful lives of the assets ranging from three to ten years.

(i) Fund Equity

In the fund financial statements, governmental funds report restrictions of fund balance for amounts that are legally restricted by law or outside parties for use for specific purpose.

Restrictions for the District are recorded up to the maximum equity available in the fund balance and consist of:

Downtown Denver Business Improvement District
Notes to Financial Statements, Continued

(1) Summary of Significant Accounting Policies, Continued

(i) Fund Equity, Continued

Restricted for Emergencies

These restrictions are established to comply with TABOR. Recorded TABOR emergency reserves at December 31, 2013 are \$172,058.

Assigned fund balances, if any, are amounts the District intends to use for specific purpose. Intent can be expressed by the Board of Directors or by an official to which the Board delegates authority. Restricted funds are considered to be spent first followed by assigned and unassigned, for an expenditure for which any could be used.

Fund Equity Assignments

Assignments of unrestricted fund balances indicate management's intention for future utilization of such funds and are subject to change with the board of director's approval. The board has assigned an operating reserve for working capital and future capital expenditures, beginning with \$100,000, and adds annual contributions of ¾% of the annual property assessment, which for 2013 was \$37,113. At December 31, 2013, the assigned cash flow and capital reserve balance was reduced to \$0 after the BID made capital expenditures in 2013 totaling \$225,702.

(j) Interfund Activity

Interfund activity is reported either as loans, services provided, reimbursements or transfers. Loans are reported as interfund receivables and payable as appropriate and are subject to elimination upon consolidation. Services provided, deemed to be at market or near market rates, are treated as revenues and expenditures/expenses. Reimbursements are when one fund incurs a cost, charges the appropriate benefiting fund and reduces its related cost as a reimbursement. All other interfund transactions are treated as transfers. Transfers between governmental or proprietary funds are netted as part of the reconciliation to the government-wide financial statements.

(k) Subsequent Events

Management is required to evaluate, through the date the financial statements are issued or available to be issued, events or transactions that may require recognition or disclosure in the financial statements, and to disclose the date through which subsequent events were evaluated. The BID's financial statements were available to be issued on April 3, 2014, and this is the date through which subsequent events were evaluated.

Downtown Denver Business Improvement District
Notes to Financial Statements, Continued

(2) Property and Equipment

Property and equipment, including changes thereto, were as follows during 2013:

	January 1, <u>2013</u>	<u>Additions</u>	<u>Retirements</u>	December 31, <u>2013</u>
Street furniture and fixtures	\$ 478,600	10,496	-	489,096
Landscaping	677,752	215,206	-	892,958
Artwork	<u>11,000</u>	<u>-</u>	<u>-</u>	<u>11,000</u>
Total property and equipment	1,167,352	225,702	-	1,393,054
Less accumulated depreciation	<u>(587,554)</u>	<u>(115,521)</u>	<u>-</u>	<u>(703,075)</u>
Property and equipment, net	\$ <u>579,798</u>	<u>110,181</u>	<u>-</u>	<u>689,979</u>

(3) Related Party

The BID contracts with a related party, the Downtown Denver Partnership, Inc. (DDP) to manage and account for its operations under the terms of an annual agreement. During 2013, the BID paid DDP \$2,016,603 for these services.

(4) Intergovernmental Agreement

The BID and the City provide services and other benefits to one another pursuant to the terms of an annual intergovernmental agreement. During 2013, the BID paid \$65,000 to the City for certain billing, collection, security and other services, and the BID was paid \$226,000 by the City in lieu of special assessment of certain property belonging to the City within the special assessment district boundaries. The City also had a contract with the BID totaling \$77,500 for the Safety Ambassador program.

(5) Reconciliation of the Governmental Funds Balance Sheet and the Statement of Net Position

Amounts reported in the statement of net position at December 31, 2013 are different because:

Fund balance of Governmental Funds	\$ 1,351,249
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the Governmental Funds	<u>689,979</u>
Total net position	\$ <u>2,041,228</u>

DOWNTOWN DENVER BUSINESS IMPROVEMENT DISTRICT
BYLAWS

Preamble

These bylaws are adopted pursuant to the laws of the State of Colorado and the ordinances of the City and County of Denver. In the event of a direct conflict between these bylaws and state law or city ordinance, the state law or city ordinance shall govern.

Article I

General

Section 1. The name of the district shall be the "Downtown Denver Business Improvement District", also known as the "Downtown Denver BID" or the "Downtown BID".

Section 2. The office of the Downtown BID shall be located within the boundaries of the Downtown BID at such place as the board of directors shall, by resolution, determine.

Article II

Directors and Officers

Section 1. There shall be the number of directors provided by ordinance of the City and County of Denver on the board of directors of the Downtown BID (Board).

Section 2. A vacancy on the board occurs when a director ceases to be an elector of the Downtown BID, resigns, is removed from office as provided by law, or dies.

Section 3. A vacancy on the board shall be filled in the manner provided by law.

Section 4. There shall be a chairman, a vice-chairman, a secretary and a treasurer of the board who shall be officers of the Downtown BID. The office of secretary and treasurer may be filled by one person. The board may appoint an assistant secretary who need not be a member of the board.

Section 5. Officers shall be elected annually by the board at the first regular meeting of the fiscal year and shall serve a term of one year or until their successor is elected.

Section 6. The chairman shall preside at all meetings of the board and the Downtown BID, shall sign all documents on behalf of the Downtown BID upon approval by the board, and shall have such other duties as the board may direct. The chairman shall appoint such committees and task forces as are authorized by the board.

Section 7. The vice-chairman shall perform the duties of the chairman in the absence of the chairman or in the event of the chairman's inability or refusal to act and shall have such other duties as the board may provide.

Section 8. The secretary shall keep a record of all proceedings, minutes of meetings, certificates, contracts, and corporate acts of the board and shall be custodian of the seal of the Downtown BID which shall be affixed to all contracts and instruments authorized by the board.

Section 9. The treasurer shall keep permanent records containing accurate accounts of all money received by and disbursed on behalf of the Downtown BID and shall make all required reports. The treasurer shall have the care and custody of all Downtown BID moneys and shall deposit such moneys in the manner provided by law and as authorized by the board.

Section 10. The board may provide such additional duties for any officer as it deems necessary.

Section 11. A vacancy in any office shall be filled by the board at its next regular meeting for the remainder of the unexpired term.

Section 12. Directors and officers shall receive no compensation for their service but may be reimbursed for expenses incurred in the performance of their duties in the manner provided by the board by resolution.

Article III

Personnel and Management

Section 1. The Downtown BID may employ such personnel or contract for such services as it deems necessary to exercise its powers and perform its duties and function. The terms and conditions of such employment or contracts, together with the duties to be performed, shall be determined by the board in conformance with the law.

Article IV

Meetings

Section 1. The regular meeting of the board shall be held the 1st Thursday of each month at 2:00 P.M. at 511 16th Street, Suite 200, Denver, Colorado, office Board room. If the regular meeting date falls on a legal holiday, the regular meeting shall be held on the next succeeding business day at the same time and place.

Section 2. The chairman or any two members of the board may call a special meeting of the board upon at least twenty-four hours' written notice to each member. Such notice shall state the purpose for which such special meeting is called.

Section 3. Public notice of all meetings of the board shall be given as provided by law and shall contain the date, time, place and type of meeting, and specific agenda information where possible. Public notice of any meeting shall be posted at least twenty-four hours in advance at such public place or places as the board may designate annually at its first regular meeting in the fiscal year.

Section 4. A majority of the directors in attendance shall constitute a quorum of the board for the purpose of conducting its business, but a smaller number may adjourn from time to time until a quorum is obtained. Directors may be in attendance at any meeting in person or by a telephonic connection, but any such connection shall permit any director not attending in person to hear all discussion concerning any item upon which action is to be taken and shall permit all persons in attendance to hear the director attending by telephone.

Section 5. When a quorum is in attendance, action may be taken by the board upon an affirmative vote of a majority of the directors in attendance, but a majority of all directors shall be required to approve the annual budget and operating plan, to approve budget and appropriations resolutions and certification of mill levies and special assessments, to elect officers, to amend the bylaws, and to approve any contracts or agreements in excess of Ten Thousand and No/100 Dollars (\$ 10,000.00).

Section 6. Voting on all questions except election of officers shall be by a roll call vote which shall be entered into or appended to the minutes of the meeting. Election of officers shall be by secret ballot. No director may abstain from voting except in the case of a conflict of interest which has been disclosed as provided by law. No proxy voting shall be permitted.

Section 7. All meetings of the board for any purpose whatsoever shall be open to the public except that the board may go into executive session in the manner and for the purposes provided by law.

Section 8. Action on any item shall be taken only at a regular or special meeting by motion or by resolution. Resolutions shall be used for all

actions of a general and permanent nature, shall be in writing, shall, upon adoption, be authenticated by the secretary, and shall be contained in a well-bound book, properly indexed. All motions shall be set forth in the minutes of the meeting. Resolutions and motions shall become effective on the day of adoption unless otherwise stated.

Article V

Fiscal Matters

Section 1. The fiscal year of the Downtown BID shall be the calendar year.

Section 2. The board shall establish limits on the check writing authority of officers, employees, and agents of the Downtown BID, but two signatures shall be required on all checks over Three Thousand and No/100 Dollars (\$3,000.00). One of the signatures shall be a board member for checks over Ten Thousand and No/100 Dollars (\$10,000.00).

Section 3. The board may authorize an officer, employee, or agent of the Downtown BID to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Downtown BID. Any such authorization shall specify the particular contract or instrument, or the category of contracts or instruments, so authorized.

Section 4. No loan or advance shall be made or contracted on behalf of the Downtown BID and no note, bond, or other evidence of indebtedness shall be executed or delivered in its name except in the manner provided by law and as authorized by the board.

Article VI

Amendments

Section 1. These bylaws may be amended or repealed, and new bylaws adopted, by the board at any regular or special meeting subject to the requirements of Section 5 Article IV of these bylaws.

Article VII

Indemnification

Section 1. The Downtown BID shall indemnify any director, officer, employee, or agent or any former director, officer, employee, or agent for any expense actually incurred in connection with any action, suit, or proceeding or

for any loss or claim resulting from any such action, suit, or proceeding in which such person has been made a party by reason of being or having been such director, officer, employee, or agent, including any matter as to which such person is adjudged to be liable in such action, suit, or proceeding except for such person's willful and wanton acts or omissions in the performance of official duties.

Section 2. The Downtown BID is authorized to obtain such policy or policies of insurance for the purpose of providing such indemnification and for such other purposes as the board deems necessary.

Section 3. The indemnification provided in this article does not constitute a waiver, either partial or complete, of any immunities or limitations on judgments provided by law with respect to the Downtown BID or its directors, officers, employees, or agents.

Article VIII

Procedural Matters

Section 1. In the absence of rules adopted by the board or provided by law governing rules of order or procedure, the latest revised edition of Roberts Rules of Order shall govern the actions of the board.

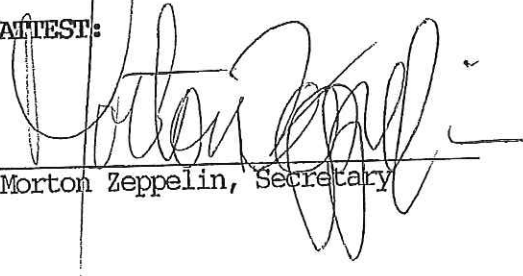
Adopted by the Board of Directors of the Downtown Denver Business Improvement District this 3rd day of September, 1992.



Eugene H. Rock, Chairman

9/4/92

Date

ATTEST:


Morton Zeppelin, Secretary

9/5/92

Date

BID Board Actions – 2014

January 9, 2014

Josh Fine made a motion to approve the 2014 BID Board officers as presented by Ed Blair; Dorit Fischer seconded the motion. The motion to approve the 2014 BID Board officers was passed unanimously.

Ed Blair made a motion to approve the Downtown Denver Business Improvement District / St. Francis Contract. Susan Cantwell seconded the motion. The motion to approve the Downtown Denver Business Improvement District / St. Francis contract was passed unanimously.

Dorit Fischer made a motion to approve the Downtown Denver Business Improvement District – BBB Ambassador Information Kiosk Program. Josh Comfort seconded the motion. The motion to approve the Downtown Denver Business Improvement District – BBB Ambassador Information Kiosk Program passed unanimously.

Ed Blair made a motion to approve the corrected BBB agreement to reflect the amount that was approved with the budget. Susan Cantwell seconded the motion. The motion to approve the corrected BBB agreement with the approved budget was approved unanimously.

February 6, 2014

No Board Actions

March 6, 2014

Dorit Fischer made a motion to authorize staff to move forward with the proposed increased budget. Gina Guarascio seconded the motion. The motion to authorize staff to move forward with the proposed increase in budget passed unanimously.

April 3, 2014

Josh Comfort made a motion to accept the 2013 BID audit report. Susan Cantwell seconded the motion. The motion to accept the 2013 BID audit report passed unanimously.

Ed Blair made a motion to approve the three BBB contract amendments, Central Platte Valley Metro District, Ambassador Agreement and the Maintenance agreement. Doris Fischer seconded the motion. The motion to approve the three BBB contract amendments passed unanimously.

May 1, 2014

Dorit Fischer moved to approve Resolution 14-1 and IGA between the Downtown Denver Business Improvement District and the Colorado Special Districts Property and Liability Pool. Gina Guarascio seconded the motion. The motion to approve resolution 14-1 and IGA between the Downtown Denver Business Improvement District and the Colorado Special District Property and Liability Pool passed unanimously.

Dorit Fischer moved to approve the IGA between RTD and the BID for the Free Metro Ride Wayfinder signage, maps and other relevant literature. Gina Guarascio seconded the motion. The motion to approve the IGA between RTD and the BID for Wayfinder signage for the Free Metro Ride Stops passed unanimously.

June 12, 2014

No Board Actions

July 10, 2014

Susan Cantwell moved to approve the 2014 amended BID budget and adopt Resolution 14-2 amending the budget for operations in fiscal year 2014. Josh Comfort seconded the motion. The motion to approve the 2014 amended BID budget, and adopting Resolution 14-2 amending the budget for operations in fiscal year 2014 passed unanimously.

Ed Blair moved to approve the Wynkoop Plaza Maintenance Contract. Connie O'Murray seconded the motion. The motion to approve the Wynkoop Plaza Maintenance Contract passed unanimously.

Ed Blair moved to approve the Wynkoop Plaza Maintenance Contract Resolution 14-04. Josh Comfort seconded the motion. The motion to approve the Wynkoop Plaza Maintenance Contract Resolution 14-04 passed unanimously.

Josh comfort moved that the amendment to the St. Francis Agreement be adopted. Gina Guarascio seconded the motion. The motion to approve the amended St. Francis contract passed unanimous.

August 7, 2014

No Board Actions

September 23, 2014

- No Board Actions

Downtown Denver Business Improvement District
Board of Directors
2014

Josh Fine

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CHAIR

2nd term, expires 12/31/2015

Dorit Fischer

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VICE CHAIR

1st term, expires 12/31/2015

Gina Guarascio

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1st term, expires 12/31/2016

Connie O'Murray

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Property Management
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1st term, expires 12/31/2016

Rick Kron

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Legal Advisor

No term

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SECRETARY

2nd term, expires 12/31/2015

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joshcomfort@jcdevelop.net

2nd term, expires 12/31/2015

2014 Board Member Attendance

Board Members	January	February	March	April	May	June	July	August	September	October	November	December
Ed Blair	Yes	Yes	No	No	No	Yes	Yes	Yes				
Susan Cantwell Secretary	Yes	No	Yes	Yes	No	Yes	Yes	Yes				
Josh Fine Chair	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes				
Gina Guarascio	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No				
Connie O'Murray	n/a	n/a	Yes	Yes	Yes	Yes	Yes	No				
Josh Comfort Treasurer	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes				
Dorit Fischer Vice Chair	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No				

RESIDENTIAL DEVELOPMENT

Residential development in Downtown and its city center neighborhoods continues at a brisk pace with almost 1,400 units created so far in 2014. Recently completed projects include AMLI at Riverfront Park, Verve and Element 47. Skyhouse Denver, one of the tallest proposed rental towers in Downtown's history, was recently announced and will add 354 new apartments to the Central Business District when the 25 story project is completed in 2016. Another new rental tower, Eviva Cherokee, plans to break ground later this year in the Golden Triangle and will add 274 new units when it is completed. On the for-sale front there are 189 townhomes currently under construction or planned throughout the Downtown neighborhoods.

For more information about development in Downtown Denver see our Quarterly Development Map Updates at www.downtowndenver.com/resources-downloads.

RESIDENTIAL DEVELOPMENTS
PLANNED OR UNDERWAY AS OF AUGUST 2014

Downtown Neighborhood	For-Sale Units	Rental Units	Number of Projects
Auraria	-	-	-
Ballpark	-	541	3
Capitol Hill	8	419	5
Central Business District	-	776	3
CPV/Denver Union Station	-	2,763	10
Curtis Park/Five Points	73	369	7
Golden Triangle	17	938	5
Highland	36	431	6
Jefferson Park	55	332	3
La Alma/Lincoln Park	-	745	2
Lower Downtown	-	-	-
Uptown	-	372	1
Total	189	7,686	45

Sources: Downtown Denver Partnership, Metro Denver Economic Development Corporation, Denver Business Journal, Denver Post.

News & Rankings

- The second satellite location of the U.S. Patent and Trade Office opened in Downtown Denver in June.
- Denver Union Station officially opened to the public in July. The historic station now includes a hotel, restaurants and shops and is surrounded by new plazas and public spaces.
- Visit Denver reported a record year for Metro Denver tourism in 2013, with 14 million visitors spending over \$4 billion.
- Arden Mills announced it is relocating its headquarters to Downtown Denver and expects to employ roughly 200 people at their new location.
- Layer3 TV announced it is relocating its corporate headquarters from Boston to Downtown Denver. The cable-TV startup will create over 300 jobs in coming years.
- JobAdder.com, an Australian recruitment website has relocated its U.S. operations from San Francisco to Denver.
- Denver was ranked as the third best city in the country for small businesses by Biz2Credit.
- The American College of Sports Medicine ranked Denver the fourth fittest city in the country.
- Denver has the ninth highest rate of bike commuters among the top 50 largest cities, according to a U.S. Census Bureau analysis of data from 2008 to 2012.
- Denver was 10th on Forbes' list of large city job growth in 2013.
- The annual ParkScore from the Trust for Public Land ranked Denver the seventh best city for meeting their citizens' need for parks.
- A report by Jones Lange LaSalle concluded that Denver has the seventh fastest growing tech industry wages in the country.

About This Report

This report includes the most recent quarterly data available and covers economic conditions in three areas. The first and smallest area, the Business Improvement District (BID), is the core of Downtown Denver. The second area, "Downtown," includes the BID as well as a few surrounding districts such as the Golden Triangle. The third area, City Center Neighborhoods, includes the BID, Downtown, and surrounding residential neighborhoods such as Uptown and Highland.

Data in this report was provided by Development Research Partners. For questions or comments, please contact the Downtown Denver Partnership Research Department at 303-534-6161.

DOWNTOWN DENVER ECONOMIC UPDATE
AUGUST 2014



EMPLOYMENT



Quarterly Summary

RETAIL SALES



RESIDENTIAL REAL ESTATE



OFFICE MARKET



HOTEL MARKET



This report contains the most recent economic indicators available for Downtown Denver and the Business Improvement District. As of middle of 2014, data show that the Downtown Denver economy continues to improve. Employment levels are strong and consumers are spending at a healthy level. Office and Retail vacancy rates are down while lease rates are up. However, total home sales declined.

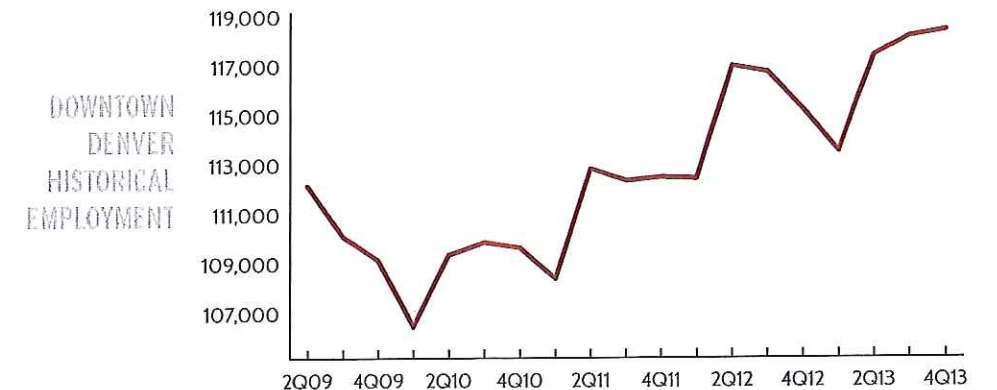
EMPLOYMENT

Employment levels increased in both Downtown Denver and the Business Improvement District (BID) between the fourth quarters of 2012 and 2013, with employment levels rising 2.8 percent and 0.3 percent, respectively. The natural resources and construction supersector reported the strongest growth, generating an additional 1,740 jobs over-the-year in Downtown Denver.

Industry	Share	DOWNTOWN DENVER			BID		
		4Q13	4Q12	Change	4Q13	4Q12	Change
Professional & Business Services	31%	36,284	36,074	0.6%	32,301	33,504	-3.6%
Government	20%	23,367	23,444	-0.3%	21,157	20,479	3.3%
Leisure & Hospitality	15%	18,006	17,479	3.0%	12,964	13,116	-1.2%
Financial Activities	12%	14,596	14,095	3.6%	11,334	11,597	-2.3%
Natural Resources & Construction	8%	9,826	8,091	21.4%	9,261	7,940	16.6%
Information	4%	4,260	4,372	-2.6%	3,519	3,666	-4.0%
Wholesale & Retail Trade	3%	4,046	3,725	8.6%	3,029	3,031	-0.1%
Other Services	2%	2,839	2,780	2.1%	2,328	2,336	-0.4%
Education & Health Services	2%	2,681	2,672	0.3%	1,547	1,563	-1.0%
Transp., Warehousing & Utilities	1%	1,461	1,384	5.6%	1,380	1,309	5.4%
Manufacturing	1%	848	905	-6.2%	116	115	0.6%
Total		118,215	115,020	2.8%	98,937	98,656	0.3%

4Q 2013
Employment Trends

- Downtown Denver **+2.8%**
- Metro Denver **+3.2%**
- Colorado **+2.8%**
- United States **+1.8%**



Sources: Colorado Department of Labor and Employment, Quarterly Census of Employment and Wages; Colorado Department of Labor and Employment, Labor Market Information, Current Employment Statistics; U.S. Bureau of Labor Statistics; Development Research Partners; Downtown Denver Partnership.

RETAIL SALES

Retail sales tax collections were 9.3% higher in Downtown Denver in the first quarter 2014 than the year prior, with tax collections from the Hotel and Other Accommodation Services category posting an impressive 32% increase over-the-year. Restaurants, which account for over half the sales tax collections in Downtown Denver, showed a significant 5.3% increase from the year prior.

RETAIL SALES

Industry	Share	DOWNTOWN			BID		
		1Q13	1Q14	Change	1Q13	1Q14	Change
Restaurants	50.3%	\$3,951,529	\$4,161,641	5.3%	\$3,075,667	\$3,153,099	2.5%
Hotel & Other Accommodation Svcs.	17.3%	\$1,362,894	\$1,796,919	31.8%	\$1,236,442	\$1,658,909	34.2%
Clothing/Accessory Stores	6.5%	\$511,805	\$479,524	-6.3%	\$507,053	\$474,920	-6.3%
Manufacturing	5.8%	\$454,078	\$384,113	-15.4%	\$378,784	\$302,222	-20.2%
Miscellaneous Stores	5.2%	\$412,039	\$502,662	22.0%	\$221,727	\$290,110	30.8%
Information Producers/Distributors	4.6%	\$365,266	\$362,997	-0.6%	\$363,957	\$359,567	-1.2%
Motor Vehicles & Auto Parts	3.5%	\$271,915	\$276,977	1.9%	\$124,443	\$98,033	-21.2%
Other Categories (less than 2.5% each of total)	6.7%	\$527,879	\$619,932	17.4%	\$305,394	\$374,594	22.7%
Total		\$7,857,405	\$8,584,765	9.3%	\$6,213,467	\$6,711,454	8.0%

RESIDENTIAL REAL ESTATE

Sales of existing condominiums and townhomes were lower in the first quarter of the year compared with last year in Downtown Denver. Total sales declined nearly 7%, however the average price per square foot increased by 10.3%. Total home sales in the City Center Neighborhoods were basically flat, posting a 0.7% decrease over-the-year.

	DOWNTOWN			CITY CENTER NEIGHBORHOODS			METRO DENVER		
	1Q13	1Q14	Change	1Q13	1Q14	Change	1Q13	1Q14	Change
CONDOMINIUMS/TOWNHOMES									
Total Homes Sold	103	96	-6.8%	216	215	-0.5%	2,113	2,494	18.0%
Ave. Sales Price	\$479,476	\$477,214	-0.5%	\$338,850	\$346,703	2.3%	\$192,871	\$195,536	1.4%
Ave. Price/sf	\$354	\$390	10.3%	\$296	\$322	8.8%	\$160	\$167	4.6%
SINGLE FAMILY HOMES									
Total Homes Sold	0	0	--%	68	67	-1.5%	7,512	7,332	-2.4%
Ave. Sales Price	N/A	N/A	--%	\$339,010	\$433,381	27.8%	\$318,944	\$335,050	5.0%
Ave. Price/sf	N/A	N/A	0.0%	\$241	\$269	11.6%	\$176	\$188	7.1%
Total Homes Sold	103	96	-6.8%	284	282	-0.7%	9,625	9,826	2.1%

Sources: City and County of Denver Office of the Controller, Colorado Comps.

OFFICE, RETAIL & INDUSTRIAL MARKET

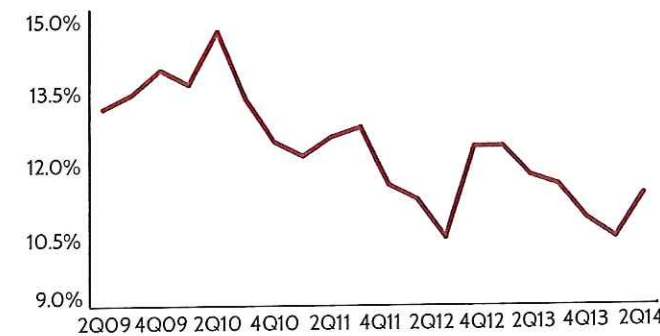
The Commercial Real Estate market was strong in the second quarter 2014. Office vacancy rates were lower (-0.4) and average lease rates increased 5.9% between the second quarter 2013 and the second quarter 2014. Similar trends were seen in the Retail Market, with vacancy rates slightly lower (-0.1) and average lease rates increasing over 26%.

Industry	VACANCY RATE*			AVG. LEASE RATE*		
	2Q13	2Q14	Change	2Q13	2Q14	Change
OFFICE						
BID	12.0%	12.0%	0.0	\$28.36	\$29.78	5.0%
Downtown	11.7%	11.3%	-0.4	\$27.90	\$29.55	5.9%
Metro Denver	11.6%	10.8%	-0.8	\$21.45	\$22.38	4.3%
INDUSTRIAL						
BID **	-	-	-	-	-	--%
Downtown	1.8%	1.8%	0.0	\$12.00	\$10.00	-16.7%
Metro Denver	5.1%	3.4%	-1.7	\$4.83	\$5.61	16.1%
RETAIL						
BID	5.5%	6.4%	0.9	\$20.02	\$26.67	33.2%
Downtown	4.1%	4.0%	-0.1	\$19.65	\$24.82	26.3%
Metro Denver	6.3%	5.8%	-0.5	\$15.12	\$15.35	1.5%

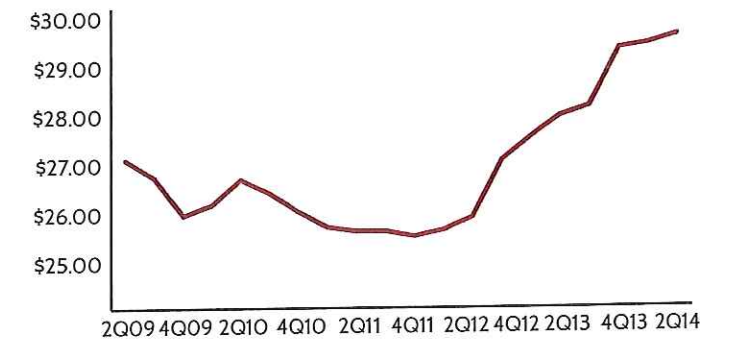
* Vacancy and average lease rates are for direct space only. Retail and industrial rates are triple-net.

** The BID contains one industrial property, which is occupied.

HISTORICAL OFFICE VACANCY RATE



HISTORICAL OFFICE AVE. LEASE RATE



HOTEL MARKET

Indicators show the hotel market in Downtown Denver has been very strong through the first half of 2014. Occupancy rates and average daily room rates are higher than in 2013 and RevPAR is up an impressive 21.4%. Also, retail sales tax collections from Hotel and Other Accommodation Services increased 32% increase over-the-year.

	OCCUPANCY RATE	AVERAGE DAILY ROOM RATE	REVENUE PER AVAILABLE ROOM (REVPAR)
2014 Year-to-Date*	79.2%	\$168.30	\$133.30
2013 Year-to-Date*	73.5%	\$149.42	\$109.80
Change	7.8%	12.6%	21.4%

*Data through end of July 2014

Sources: CoStar Realty Information, Downtown Denver Partnership, Rocky Mountain Lodging Report.

**Downtown Denver Business Improvement District
Property Owner Survey Comparison 2009-2014**
updated 9/16/14

Category	2014 Response	2013 Response	2012 Response	2011 Response	2010 Response	2009 Response	2013-14
Number of Responses	76	92	124	92	108	100	-16
Properties in B-5	61%	56%	56%	66%	63%	55%	4%
Properties in B-7	39%	44%	44%	34%	37%	45%	-4%
Aware of BID?	94%	96%	94%	95%	91%	91%	-1%
Have You Contacted BID?	54%	31%	32%	41%	47%	67%	23%
BID Responsiveness							
Very Responsive	74%	61%	53%	63%	64%	60%	14%
Somewhat Responsive	21%	32%	31%	20%	26%	31%	-12%
Somewhat Unresponsive	5%	7%	3%	11%	6%	5%	-2%
Very Unresponsive	0%	0%	14%	6%	4%	5%	0%
How safe do you feel during day?							
very safe	46%	78%	77%	76%	86%	89%	-32%
moderately safe	47%	22%	23%	22%	14%	11%	26%
not safe	7%	0%	0%	1%	0%	0	7%
How safe do you feel at night?							
very safe	7%	19%	24%	24%	28%	33%	-12%
moderately safe	54%	64%	62%	59%	61%	64%	-10%
not safe	39%	17%	14%	16%	11%	3%	22%
Change in Panhandling in Last Year?							
Increasing	40%	22%	35%	36%	20%	20%	18%
Decreasing	8%	10%	12%	20%	18%	32%	-2%
About the Same	48%	60%	45%	34%	51%	42%	-12%
Not Sure	4%	8%	7%	10%	10%	6%	-4%
Which of these has happened to you?							
Victim of Personal/Property Crime	16%	19%	16%	19%	17%	18%	-3%
Graffiti/Vandalism on Property	73%	67%	65%	69%	64%	78%	6%
Panhandled/Harassed by Strangers	92%	89%	93%	92%	88%	94%	3%
Approached/Harassed by Solicitors	80%	84%	81%	76%	74%	78%	-4%
Approached Re: Illegal Drug Sale	9%	13%	6%	12%	9%	4%	-4%
16th Street Mall							
Very Clean	26%	49%	54%	56%	54%	60%	-23%
Acceptable	66%	44%	37%	36%	40%	36%	21%
Needs Improvement	8%	7%	9%	7%	6%	3%	1%
Other Downtown Sidewalks							
Very Clean	16%	18%	19%	29%	17%	24%	-3%
Acceptable	70%	55%	58%	44%	63%	57%	15%
Needs Improvement	14%	27%	23%	27%	20%	19%	-12%
Snow Removal							
Very Good	70%	49%	50%	54%	60%	63%	20%
Acceptable	14%	45%	44%	37%	37%	33%	-30%
Needs Improvement	3%	6%	7%	9%	3%	5%	-3%
Unsure	13%	NA	NA	NA	NA	NA	NA
Ambassadors make Downtown feel safer?							
a lot	26%	18%	14%	21%	14%	12%	8%
a little	62%	51%	51%	45%	42%	55%	11%
no, not at all	12%	11%	11%	9%	14%	12%	0%
not sure	0%	20%	24%	25%	39%	21%	-20%



Denver Police Department
Data Analysis Unit

1331 Cherokee St
Denver, CO 80204
p: 720.913.6014
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www.denvergov.org/police

INTER-DEPARTMENT CORRESPONDENCE

TO: Tony Lopez, Commander, D6; via: Officer John Adsit, D6 Mall Unit
FROM: Magen Dodge, Commander, Operations Support Division
DATE: August 12, 2014
SUBJECT: Reported Offenses – Downtown Business Improvement District

As requested, the attached report summarizes the reported offenses in the Downtown Business Improvement District for January through June 2013 compared to January through June 2014. The statistics are summarized by offense type, day-of-week, month, and hour.

In May 2013 the Denver Police Department implemented the Unified Summons and Complaint (US&C) process. This process unifies multiple types of paper citations, excluding traffic tickets, into an electronic process. That information is transmitted to the Denver Sheriff, County Court, City Attorney and District Attorney through a data exchange platform as needed. Prior to US&C some types of arrests did not generate offense reports. Now these arrests generate offense reports which were previously not counted. In order to compare this year to previous years it is necessary to remove those offenses from this report. The actual crime count is provided on the table by type of offense to provide a clear indication of current crime figures.

SUMMARY

- Saturday had the highest average number of crimes in both 2013 and 2014.
- By occurred hour, the 1:00 am and 2:00 am hour had the highest number of offenses in 2013 and the 4:00 pm, 1:00 am, and 1:00 pm hours had the highest number of offenses in 2014.
- The number of crimes reported from January through July has increased by 447 comparing 2013 to 2014. The majority of the increase was in quality of life crime categories noted in drug/narcotic violations, criminal trespassing, and public order offenses. Simple assaults are up over 50% and theft from motor vehicle is down by 46% compared to 2013.

If you have any questions, please do not hesitate to call.

Cc: Robert C. White, Chief of Police
David Quinones, Deputy Chief of Operations

**REPORTED OFFENSES
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT*
JANUARY-JULY 2013 AND 2014**

TYPE OF CRIME		JAN-JUL 2013		JAN-JUL 2014		CHANGE		JAN-JUL 2014 ACTUAL*	
		#	%	#	%	#	%	#	%
CRIMES AGAINST PERSONS	Murder	2	0.1%	0	0.0%	-2	-100.0%	0	0.0%
	Aggravated Assault	79	5.1%	82	4.1%	3	3.8%	84	2.9%
	Forcible Sex Offenses	35	2.3%	26	1.3%	-9	-25.7%	26	0.9%
	Non Forcible Sex Offenses	0	0.0%	1	0.1%	1	N/A	1	0.0%
	Kidnapping/Abduction	2	0.1%	2	0.1%	0	0.0%	2	0.1%
	Simple Assault	120	7.8%	183	9.2%	63	52.5%	205	7.1%
	Intimidation	37	2.4%	33	1.7%	-4	-10.8%	38	1.3%
	SUBTOTAL	275	17.9%	327	16.5%	52	18.9%	356	12.4%
CRIMES AGAINST PROPERTY	Arson	0	0.0%	0	0.0%	0	N/A	0	0.0%
	Bribery	1	0.1%	0	0.0%	-1	-100.0%	0	0.0%
	Burglary	53	3.4%	58	2.9%	5	9.4%	58	2.0%
	Counterfeiting/Forgery	4	0.3%	11	0.6%	7	175.0%	11	0.4%
	Criminal Mischief/Damaged Property	106	6.9%	138	7.0%	32	30.2%	148	5.2%
	Embezzlement	4	0.3%	1	0.1%	-3	-75.0%	1	0.0%
	Extortion	0	0.0%	2	0.1%	2	N/A	2	0.1%
	Fraud	34	2.2%	23	1.2%	-11	-32.4%	27	0.9%
	Fraud	449	29.2%	507	25.5%	58	12.9%	636	22.2%
	Larceny	234	15.2%	126	6.3%	-108	-46.2%	126	4.4%
	Theft from Motor Vehicle	59	3.8%	52	2.6%	-7	-11.9%	52	1.8%
	Motor Vehicle Theft	53	3.4%	55	2.8%	2	3.8%	55	1.9%
	Robbery	0	0.0%	3	0.2%	3	N/A	3	0.1%
Stolen Property	0	0.0%	3	0.2%	3	N/A	3	0.1%	
SUBTOTAL	997	64.8%	976	49.1%	-21	-2.1%	1,119	39.0%	
CRIMES AGAINST SOCIETY	Drug/Narcotics Violations	84	5.5%	163	8.2%	79	94.0%	237	8.3%
	Gambling	0	0.0%	0	0.0%	0	N/A	1	0.0%
	Child Pornography	0	0.0%	0	0.0%	0	N/A	0	0.0%
	Prostitution	2	0.1%	1	0.1%	-1	-50.0%	1	0.0%
	Weapon Law Violations	17	1.1%	20	1.0%	3	17.6%	35	1.2%
	SUBTOTAL	103	6.7%	184	9.3%	81	78.6%	274	9.5%
ALL OTHER OFFENSES	Fraud - NSF - Closed Account	1	0.1%	0	0.0%	-1	-100.0%	0	0.0%
	Curfew	0	0.0%	0	0.0%	0	N/A	7	0.2%
	Disorderly Conduct / Disturbing the Peace	23	1.5%	79	4.0%	56	243.5%	116	4.0%
	Family Offenses / Nonviolent	2	0.1%	5	0.3%	3	150.0%	6	0.2%
	Liquor Law/Drunkenness	3	0.2%	9	0.5%	6	200.0%	133	4.6%
	Other Sex Offenses	3	0.2%	7	0.4%	4	133.3%	11	0.4%
	Viol of a Restraining/Court Order	5	0.3%	41	2.1%	36	720.0%	48	1.7%
	Harassment	10	0.7%	12	0.6%	2	20.0%	12	0.4%
	Criminal Trespassing	56	3.6%	170	8.6%	114	203.6%	295	10.3%
	All Other Offenses	61	4.0%	176	8.9%	115	188.5%	493	17.2%
SUBTOTAL	164	10.7%	499	25.1%	335	204.3%	1,121	39.1%	
GRAND TOTAL	1,539	100.0%	1,986	100.0%	447	29.0%	2,870	100.0%	

All files utilized in the creation of this report are dynamic. Dynamic files allow additions, deletions and/or modifications at any time, resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are compiled, numbers may vary in previous or subsequent reports.

PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

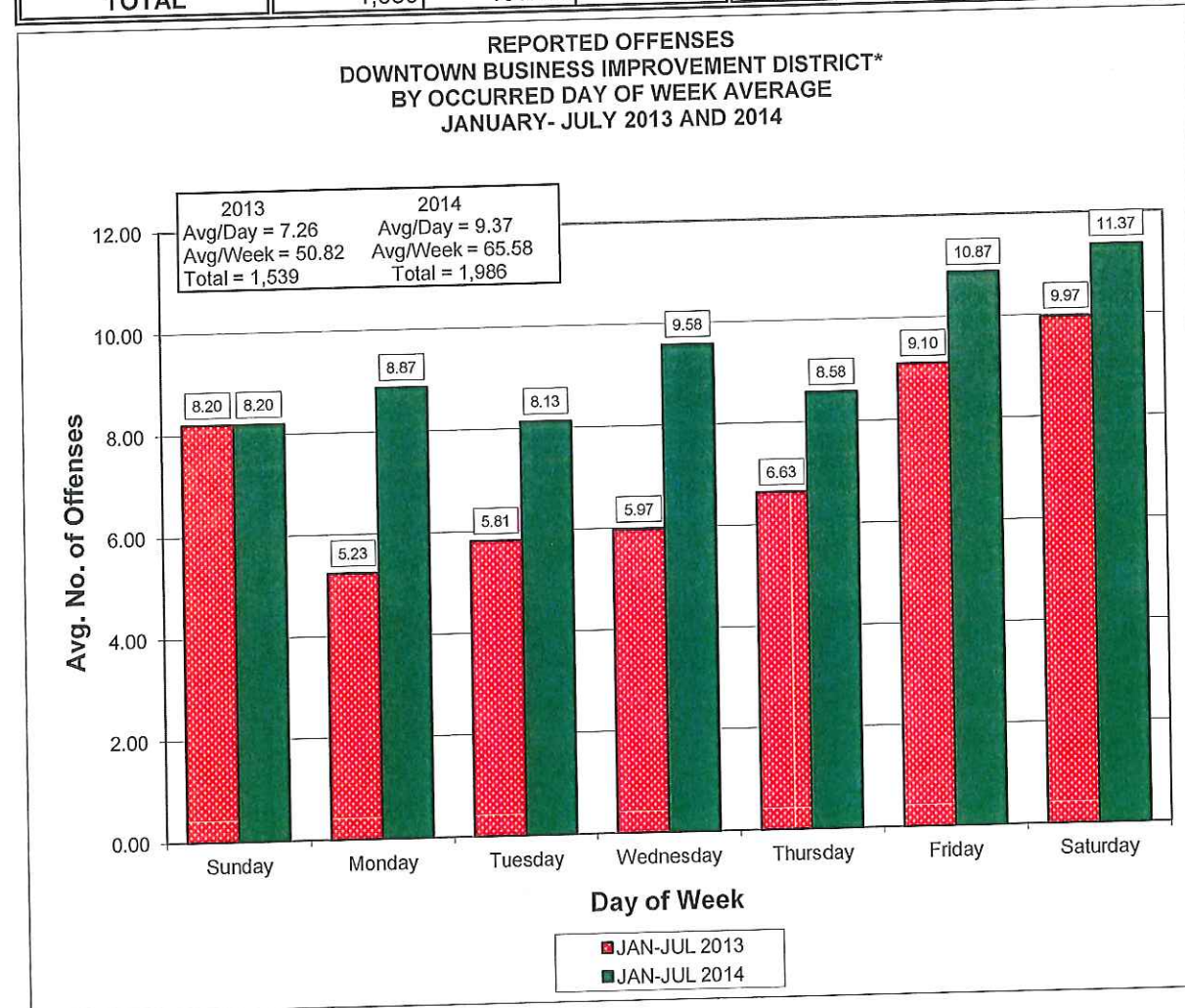
Excludes runaways, traffic offenses, unfounded reports and non-criminal activity.

Based on NIBRS Standards.

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**REPORTED OFFENSES
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT*
BY OCCURRED DAY OF WEEK AVERAGE
JANUARY-JULY 2013 AND 2014**

DAY OF WEEK	JAN-JUL 2013			JAN-JUL 2014		
	Number	Percent	Avg.	Number	Percent	Avg.
Sunday	246	16.0%	8.20	246	12.4%	8.20
Monday	157	10.2%	5.23	266	13.4%	8.87
Tuesday	180	11.7%	5.81	244	12.3%	8.13
Wednesday	185	12.0%	5.97	297	15.0%	9.58
Thursday	199	12.9%	6.63	266	13.4%	8.58
Friday	273	17.7%	9.10	326	16.4%	10.87
Saturday	299	19.4%	9.97	341	17.2%	11.37
TOTAL	1,539	100.0%	7.26	1,986	100.0%	9.37



PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

Source: Legacy system geoverified to DenverGIS Street Centerline File.

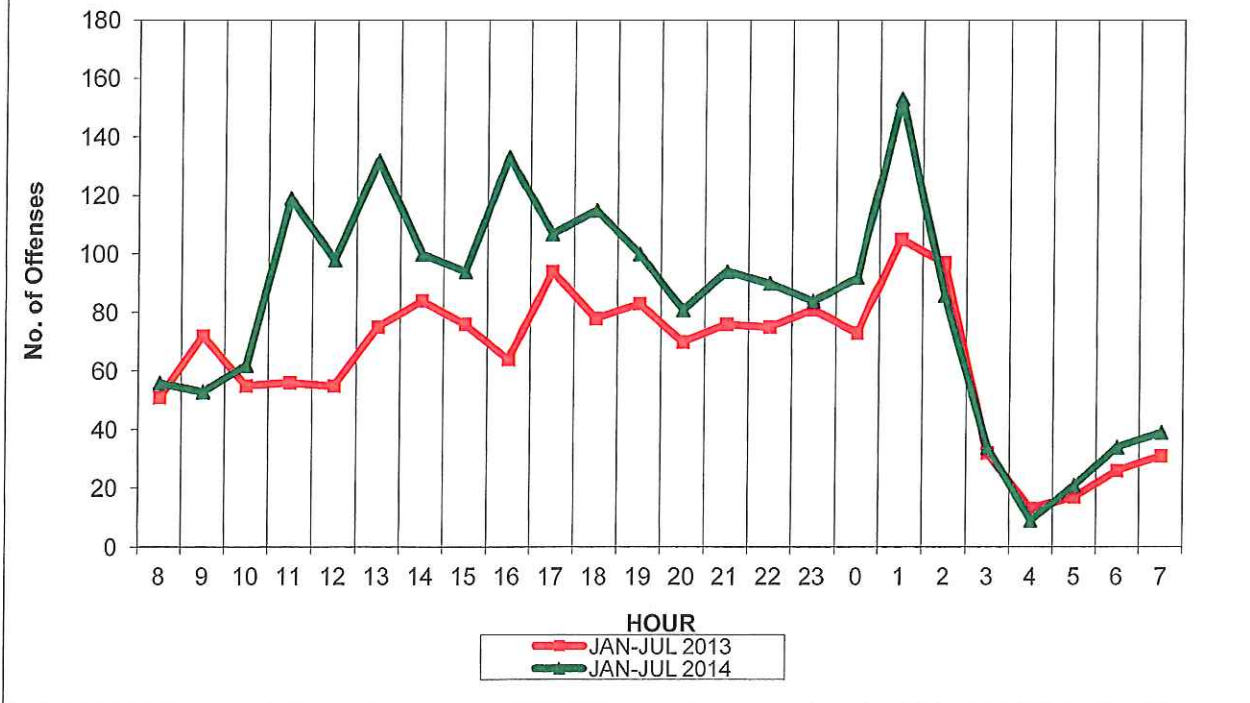
* The Downtown Business Improvement District is defined by the following street boundaries:
20th St, 20th Av, Grant St, Colfax Av, 12th St, Speer Blvd and Wewatta St.

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**REPORTED OFFENSES
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT*
BY HOUR OCCURRED
JANUARY- JULY 2013 AND 2014**

HOUR	JAN-JUL 2013		JAN-JUL 2014		HOUR	JAN-JUL 2013		JAN-JUL 2014	
	Number	Percent	Number	Percent		Number	Percent	Number	Percent
0800-0859	51	3.3%	56	2.8%	2000-2059	70	4.5%	81	4.1%
0900-0959	72	4.7%	53	2.7%	2100-2159	76	4.9%	94	4.7%
1000-1059	55	3.6%	62	3.1%	2200-2259	75	4.9%	90	4.5%
1100-1159	56	3.6%	119	6.0%	2300-2359	81	5.3%	84	4.2%
1200-1259	55	3.6%	98	4.9%	0000-0059	73	4.7%	92	4.6%
1300-1359	75	4.9%	132	6.6%	0100-0159	105	6.8%	153	7.7%
1400-1459	84	5.5%	100	5.0%	0200-0259	97	6.3%	86	4.3%
1500-1559	76	4.9%	94	4.7%	0300-0359	32	2.1%	34	1.7%
1600-1659	64	4.2%	133	6.7%	0400-0459	13	0.8%	9	0.5%
1700-1759	94	6.1%	107	5.4%	0500-0559	17	1.1%	21	1.1%
1800-1859	78	5.1%	115	5.8%	0600-0659	26	1.7%	34	1.7%
1900-1959	83	5.4%	100	5.0%	0700-0759	31	2.0%	39	2.0%
TOTAL						1,539	100.0%	1,986	100.0%

**REPORTED OFFENSES
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT*
BY HOUR OCCURRED
JANUARY- JULY 2013 AND 2014**



Note: When the occurred hour is reported missing or unknown, the system defaults to the midnight hour.

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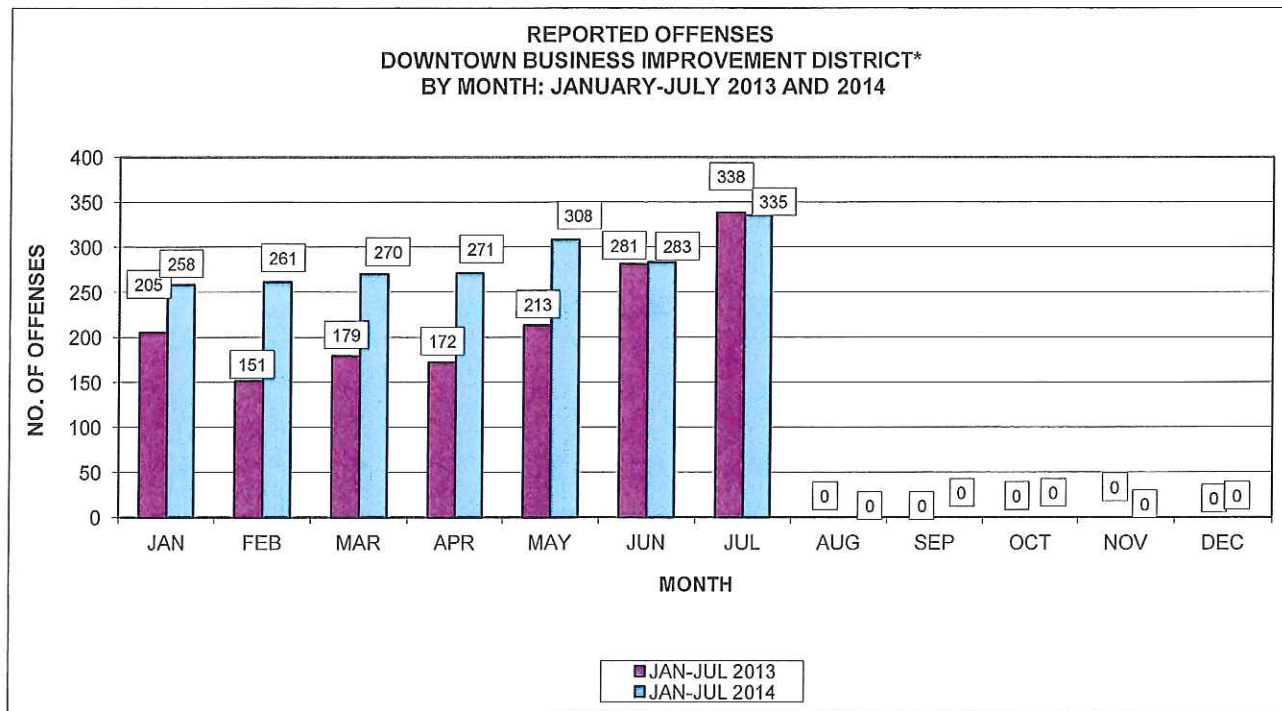
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PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

Source: Legacy system geoverified to DenverGIS Street Centerline File.

**REPORTED OFFENSES
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT*
BY MONTH: JANUARY-JULY 2013 AND 2014**

MONTH	JAN-JUL 2013		JAN-JUL 2014	
	Number	Percent	Number	Percent
JANUARY	205	13.3%	258	13.0%
FEBRUARY	151	9.8%	261	13.1%
MARCH	179	11.6%	270	13.6%
APRIL	172	11.2%	271	13.7%
MAY	213	13.8%	308	15.5%
JUNE	281	18.3%	283	14.3%
JULY	338	22.0%	335	16.9%
AUGUST	0	0.0%	0	0.0%
SEPTEMBER	0	0.0%	0	0.0%
OCTOBER	0	0.0%	0	0.0%
NOVEMBER	0	0.0%	0	0.0%
DECEMBER	0	0.0%	0	0.0%
TOTAL	1,539	100.0%	1,986	100.0%



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PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

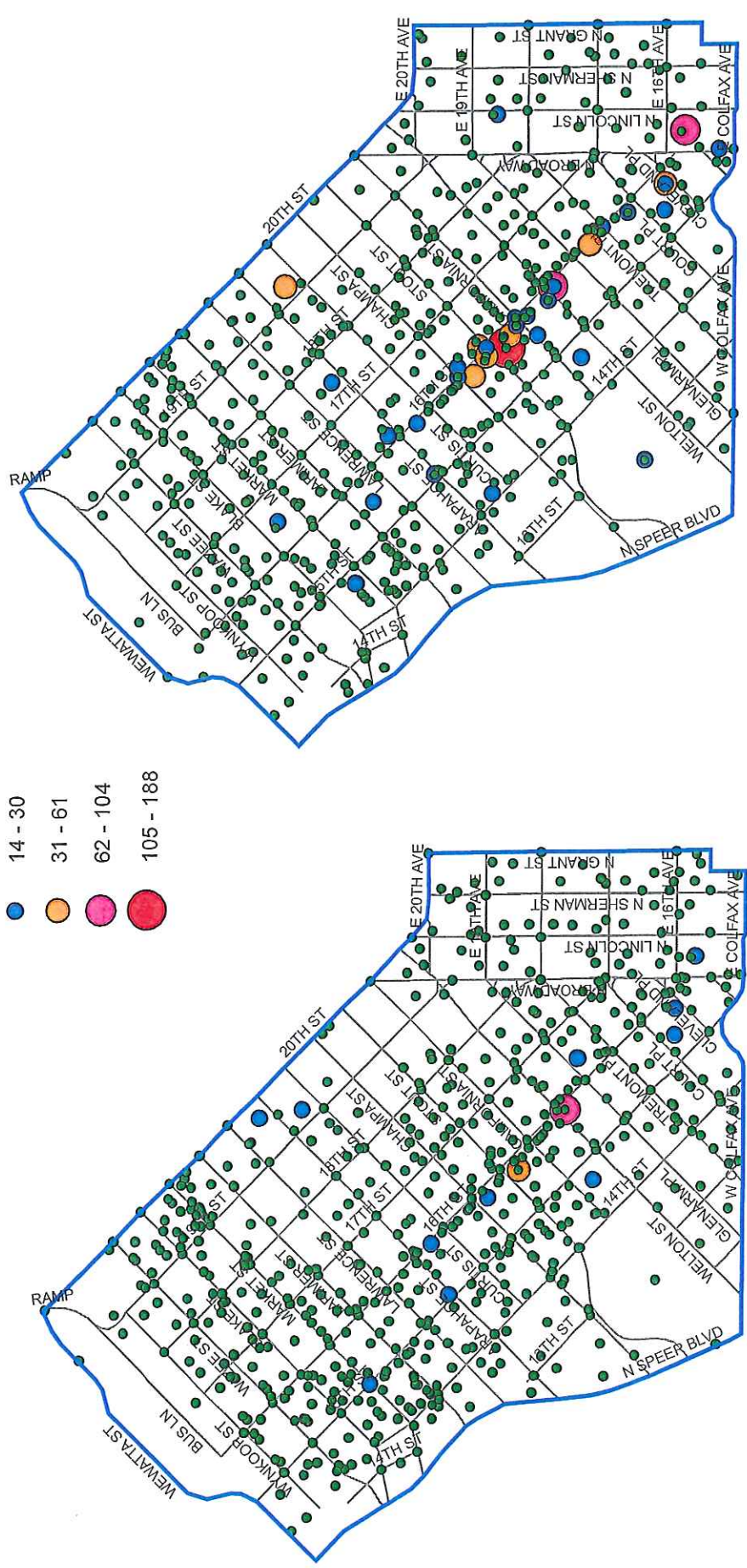
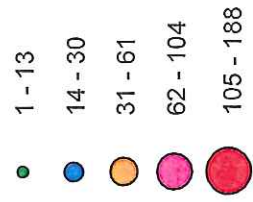
Source: Legacy system geoverified to DenverGIS Street Centerline File.

**REPORTED OFFENSES
DOWNTOWN BUSINESS IMPROVEMENT DISTRICT
JANUARY-JULY 2013 AND 2014**

**JAN-JUL 2013
TOTAL = 1,831**

**JAN-JUL 2014
TOTAL = 1,986**

Number of Crimes



The data used to generate this report are dynamic. Dynamic files allow additions, deletions and/or modifications at any time, resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are compiled, subsequent reports are subject to change.



Denver Police Department
Data Analysis Unit

1331 Cherokee St
Denver, CO 80204
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INTER-DEPARTMENT CORRESPONDENCE

TO: Officer John Adsit, District 6
FROM: Magen Dodge, Commander, Operations Support Division
DATE: August 11, 2014
SUBJECT: Aggravated and Simple Assaults in LODO

As requested, the attached report summarizes the reported aggravated and simple assaults in LODO from January-July 2014. The statistics are summarized by type of offense, day-of-week and hour. A map is included for the geographic distribution of offenses.

ANALYSIS

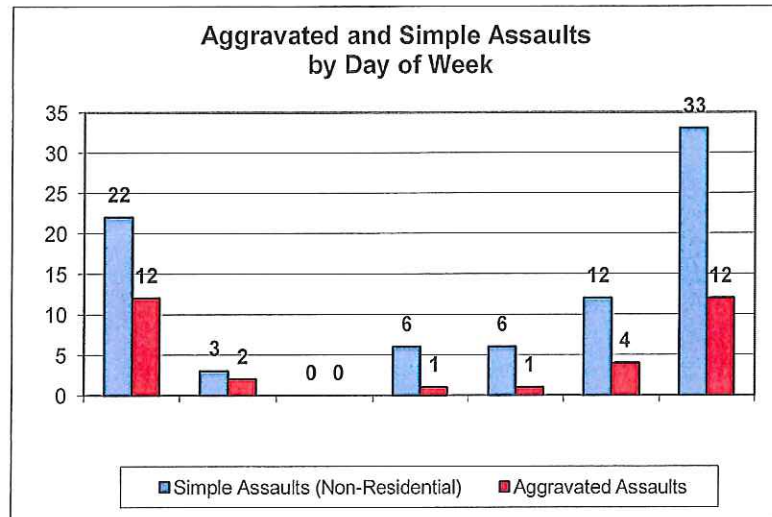
- Saturday accounted for 40.2% of the simple assaults and 37.5% of the aggravated assaults while Sunday accounted for 26.8% of the simple assaults and 37.5% of the aggravated assaults in LODO.
- The majority of assaults occurred between 1:00 am and 2:00 am.
- The highest concentrations of aggravated assaults were at 1445 Market St and 20th & Market St while simple assaults were at 20th & Market St, 1946 Market St, 1445 Market St, 1523 Market St, 1900 Block of Market St, and 19th & Wazee St.

If you have any questions, please do not hesitate to call.

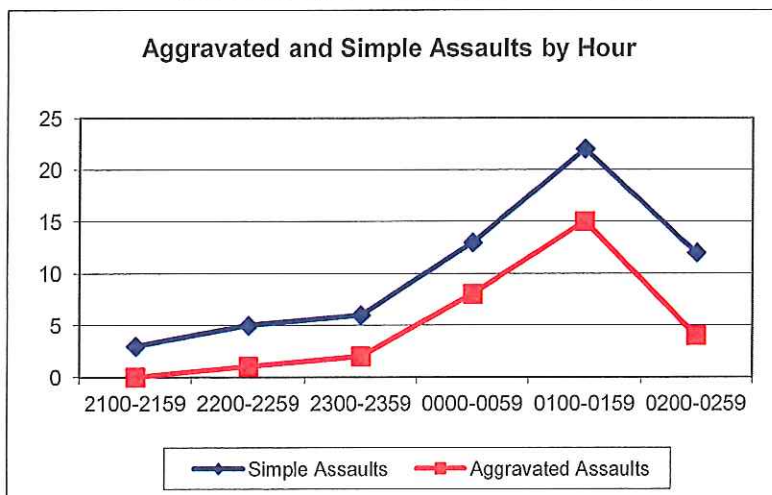
Cc: Robert C. White, Chief of Police
David Quinones, Deputy Chief of Operations

**AGGRAVATED AND SIMPLE ASSAULTS
IN THE LODO AREA
BY DAY OF WEEK AND HOUR
January-July 2014**

Day of Week	Simple Assaults (Non-Residential)		Aggravated Assaults	
	Number	Percent	Number	Percent
Sunday	22	26.8%	12	37.5%
Monday	3	3.7%	2	6.3%
Tuesday	0	0.0%	0	0.0%
Wednesday	6	7.3%	1	3.1%
Thursday	6	7.3%	1	3.1%
Friday	12	14.6%	4	12.5%
Saturday	33	40.2%	12	37.5%
TOTAL	82	100.0%	32	100.0%



Hour	Simple Assaults	Aggravated Assaults
2100-2159	3	0
2200-2259	5	1
2300-2359	6	2
0000-0059	13	8
0100-0159	22	15
0200-0259	12	4



Note: 21 Simple Assaults and 2 Aggravated Assaults occurred between 3:00am and 8:00pm and are not included on this chart.

LOCATIONS FOR AGGRAVATED ASSAULTS
IN THE LODO AREA
January-July 2014

Address	Number
20TH ST / MARKET ST	3
1445 MARKET ST	3
1400 MARKET ST	2
1410 MARKET ST	2
1900 BLOCK MARKET ST	2
18TH ST / MARKET ST	2
1500 BLOCK MARKET ST	2
18TH ST / BLAKE ST	1
1318 15TH ST	1
1400 BLOCK 15TH ST	1
1400 BLOCK MARKET ST	1
1427 LARIMER ST	1
16TH ST / MARKET ST	1
1300 BLOCK 20TH ST	1
1800 BLOCK MARKET ST	1
20TH ST / WAZEE ST	1
1900 BLOCK BLAKE ST	1
1909 BLAKE ST	1
1946 MARKET ST	1
1949 MARKET ST	1
19TH ST / BLAKE ST	1
20TH ST / BLAKE ST	1
1735 19TH ST	1

LOCATIONS FOR SIMPLE ASSAULTS
IN THE LODO AREA
January-July 2014

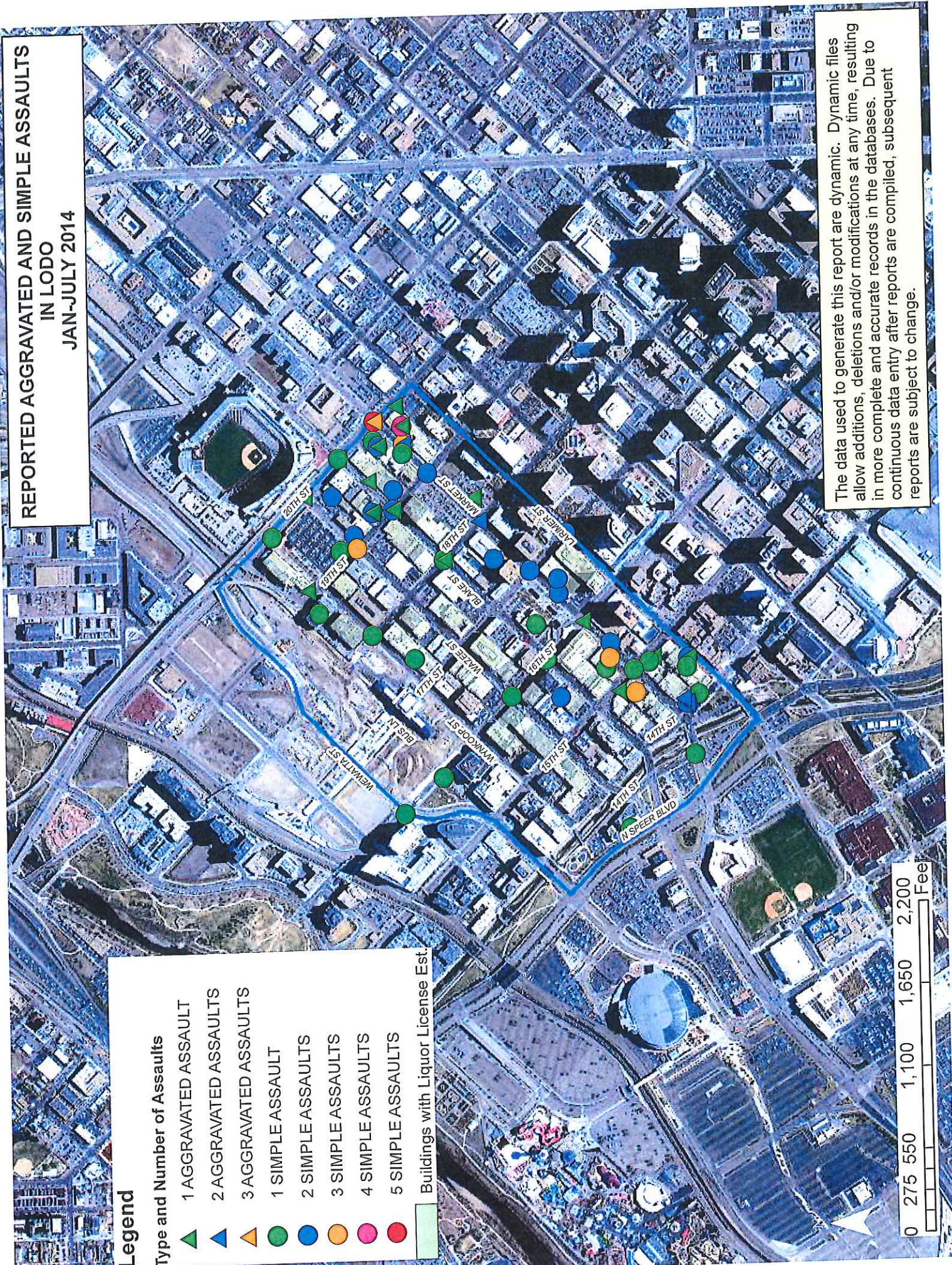
Address	Number
20TH ST / MARKET ST	5
1946 MARKET ST	4
19TH ST / WAZEE ST	3
1900 BLOCK MARKET ST	3
1445 MARKET ST	3
1523 MARKET ST	3
1427 LARIMER ST	2
17TH ST / MARKET ST	2
17TH ST / LARIMER ST	2
1624 MARKET ST	2
1400 BLOCK MARKET ST	2
1600 BLOCK MARKET ST	2
1520 20TH ST	2
15TH ST / MARKET ST	2
1525 BLAKE ST	2
1500 BLOCK MARKET ST	2
1400 MARKET ST	2
1900 BLOCK WAZEE ST	2
1902 BLAKE ST	2
1909 BLAKE ST	2
1949 MARKET ST	2
19TH ST / BLAKE ST	2
19TH ST / MARKET ST	2
1401 17TH ST	2
1700 BLOCK 16TH ST	1
1400 BLOCK 20TH ST	1
1433 LARIMER ST	1
14TH ST / MARKET ST	1
1324 15TH ST	1
1515 MARKET ST	1
1317 14TH ST	1
1600 BLAKE ST	1
1600 BLOCK 20TH ST	1
1301 WAZEE ST	1
16TH ST / WAZEE ST	1
MARKET ST / 15TH ST	1
1700 BLOCK WYNKOOP ST	1
1899 WYNKOOP ST	1
18TH ST / BLAKE ST	1
18TH ST / WYNKOOP ST	1
1900 BLK OF 16TH ST	1
1901 WAZEE ST	1
1941 MARKET ST	1
20TH ST / BLAKE ST	1
16TH ST / BLAKE ST	1

Note: Excludes simple assaults at Residences.

**REPORTED AGGRAVATED AND SIMPLE ASSAULTS
IN LODO
JAN-JULY 2014**

- Legend**
- Type and Number of Assaults
- ▲ 1 AGGRAVATED ASSAULT
 - ▲ 2 AGGRAVATED ASSAULTS
 - ▲ 3 AGGRAVATED ASSAULTS
 - 1 SIMPLE ASSAULT
 - 2 SIMPLE ASSAULTS
 - 3 SIMPLE ASSAULTS
 - 4 SIMPLE ASSAULTS
 - 5 SIMPLE ASSAULTS
- Buildings with Liquor License Est.

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**St. Francis Center Outreach Report
September 2014**

Foundational Services*:

The St. Francis Outreach team engaged in **1,259** encounters with homeless individuals in **August, 2014**, compared with **1,190** encounters in **August, 2013**. We have been successful in referring to or helping to obtain **465** foundational services addressing the following specific needs essential in the process of overcoming homelessness:

Housed Successfully	6
State ID's / Birth Certificates Obtained	24
Benefits Obtained (e.g., Social Security, Disability, Food Stamps)	4
Medical Referral	16
Mental Health Referral	13
Substance Treatment Referral	8
Employment Referral	9
Veterans Administration Referral	5
Shelter Obtained	332
Shelter Referral	44
Detox Obtained	4

Population Assessment:

St. Francis Center outreach workers averaged **151** unduplicated contacts with homeless individuals during August, 2014. These individuals were assessed according to the following categories:

Housing Ready (independent) and searching	5 %
Housing Ready but need employment/income/benefits	4 %
Housing Ready (need program with supportive case management)	11 %
In need of mental health/addiction stabilization before housing	31 %
Unable to house due to barriers (criminal, eviction history, etc.)	4 %
Communicate no interest in assistance	27 %
Unable to Determine	18 %
	100 %

St. Francis Center Day Shelter Monthly Totals for July 2014 vs. 2013:

	2014	2013	+ / -
SFC New Shelter Intakes	421	438	- 4 %
SFC Day Shelter Total Visits	23,612	21,714	+9 %

*** Foundational Services Descriptions and Rationale for Tracking:**

Housed Successfully

This is a primary goal that the homeless outreach team works toward with any client who is able to do so. This is also the most challenging of all services to obtain. Many clients encountered by outreach are without finances, and have disabilities and/or unstable histories which present difficult barriers to successful housing.

State ID's / Birth Certificates Obtained

Without proper ID, very little can be accomplished. ID documents are required for employment, housing, benefits. This is often an important starting point in the helping relationship.

Benefits Obtained (e.g., Social Security, Disability, Food Stamps, Medicaid)

For those unable to work, receiving benefits is often the only form of available income.

Medical Referrals

Referrals to clinics or hospitals to address significant medical conditions.

Mental Health Referrals

Mental health treatment availability for the indigent is low, and is often refused by the person in need. It is considered an important success whenever a person is willing to receive treatment at the same time as an opening in an appropriate program.

Substance Treatment Referrals

As with mental health treatment, substance treatment availability for the indigent is low. Client readiness for change is also an important factor for a successful treatment outcome. When addiction treatment openings can be matched with those who are ready for it, an important success has occurred.

Employment Referrals

For those willing and able to work, gainful employment is critical factor. Limited employment opportunities, along with Denver's low-income housing shortage creates a very difficult path for the chronically homeless to achieve self-sufficiency.

Veterans Administration Referrals

The VA system has prioritized services for homeless veterans in recent years. They are an important and currently available resource for us.

Shelter Opportunities Obtained

Number of people transported to shelters who were unable to get there on their own.

Shelter Opportunity Referrals

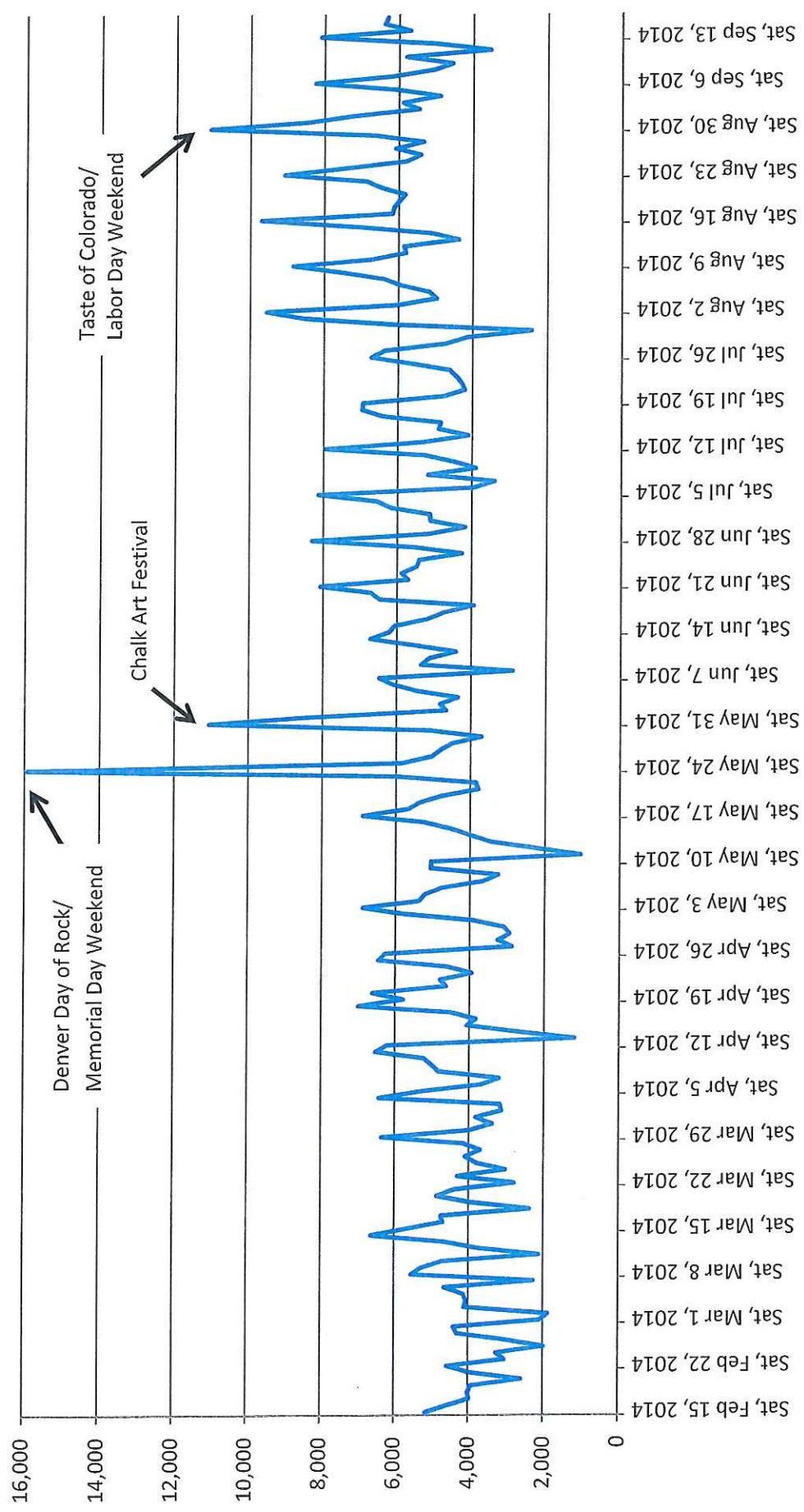
Number of those directed to shelter and who said that they would show up on their own.

Detox Episodes Obtained

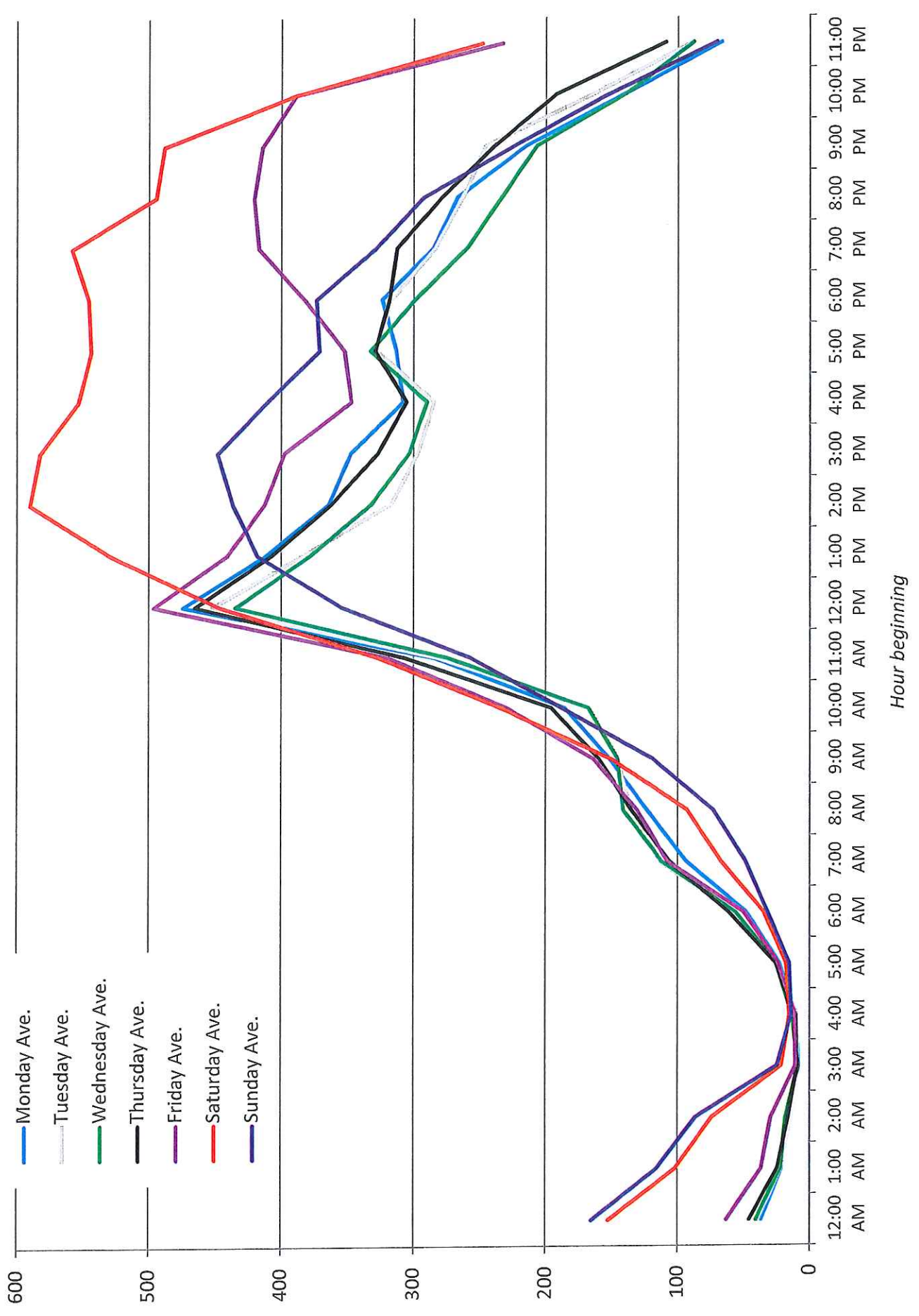
This service is critical for the safety of the individual requiring detox, and an important intervention that helps maintain public safety and a positive downtown environment.

In February 2014, the BID installed an automatic pedestrian counter on 16th Street between Arapahoe and Curtis on the Federal Reserve side of the block. The device continuously counts pedestrians walking in both directions on one side of the sidewalk (not in the median).

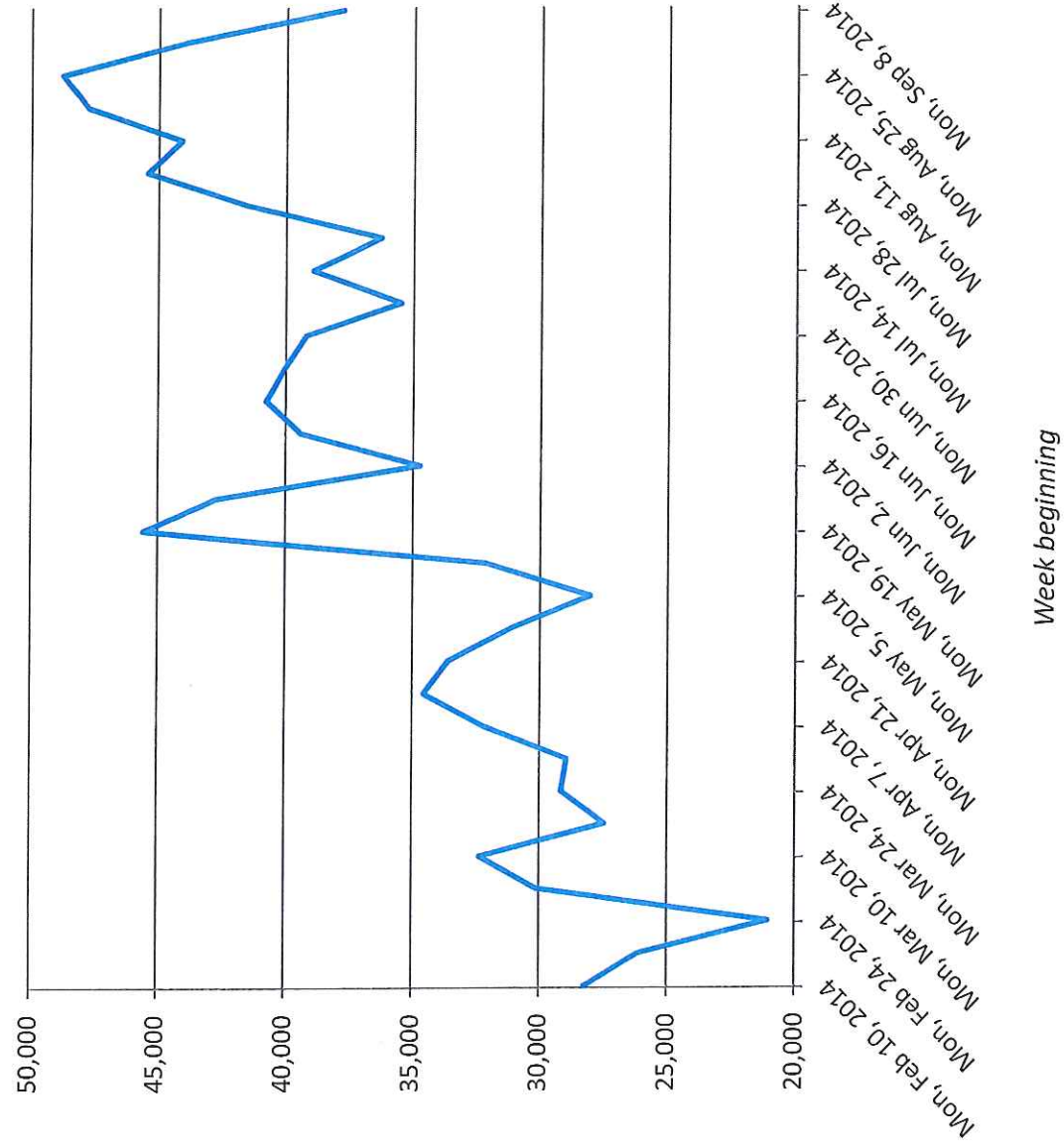
TOTAL PEDESTRIANS BY DAY



PEDESTRIAN TRAFFIC PATTERNS BY DAY OF THE WEEK



TOTAL PEDESTRIANS BY WEEK



TOTAL PEDESTRIANS BY MONTH

March 2014	126,499
April 2014	135,266
May 2014	161,884
June 2014	167,605
July 2014	163,122
August 2014	210,227