

Sutton, Cathee

Subject: FW: [External] Fwd: Cherry Creek North BID

From: "Kerrigan, Michael C. - DoF Cash Management 2.A" <Michael.Kerrigan@denvergov.org>

Date: August 11, 2017 at 9:46:13 AM MDT

To: Julie Underdahl <julie@cherrycreeknorth.com>

Cc: "Kelly, Brendan J. - PW P&P Policy & Planning" <Brendan.Kelly@denvergov.org>

Subject: **Cherry Creek North BID**

Good Morning Julie,

It's annual operating plan and budget season again, below is a letter that was sent out via US mail today regarding your District, I am providing the letter via email as an alternative to US mail.

Ms. Julie Underdahl
President & CEO
Cherry Creek North Business Improvement District
299 Milwaukee Street, Suite 201
Denver, CO 80206

Dear Julie,

1989-0909-\

This letter is to remind you to submit your District's **2018 Operating Plan and Budget (OP&B)** for review and approval as required by State Statute (C.R.S. 31-25-1211) **by September 30, 2017**. Please file the original hard copy of the OP&B with the City Clerk noting the City Clerk file number (i.e. **Filing No. 89-909-__**), so that the Clerk can then fill in the blank with the current extension letter. Also, please send an electronic copy to Michael.Kerrigan@denvergov.org and to the Manager of Public Works, c/o Brendan Kelly at Brendan.Kelly@denvergov.org or if mailed, to Dept 509 with the same address above.

The City then has until December 5th to review and approve such items. If an OP&B is not submitted by the required date, no funds may be available for 2018. In order for the Denver City Council to approve your OP&B for 2018 in accordance with the aforementioned State Statute, and in order to properly assess whether the OP&B is operating within the formal authority granted to the BID, City Council has requested the following items be provided on an annual basis:

1. 2017 year-to-date "budget to actual" financial reports, including projected 2017 year-end budget.
2. Any material departures from the 2017 Operating Plan, and an explanation.
3. A copy of your Public Notice publication for the 2018 Budget public hearing.
 - a. The City prefers BIDs to complete their public hearings prior to OP&B submission to the City, if you cannot achieve this deadline, your public hearing should be held no later than November 1st.
4. The status of any planned or outstanding indebtedness.
5. The results of any audits or audit exemption application conducted during the year, if not already submitted to the City.
6. A copy of the By-laws, if any, in effect in 2017/2018.
7. A list of official board actions (motions) in the past year, which may be copies of Board meeting minutes.

8. Current list of all Board members including name, address, phone, fax and email as well as term appointment and expiration date.
9. Board members' attendance records for the past year.
10. A list of activities performed in 2017 and planned for in 2018;
11. Please provide readily available documentation of tangible impacts and performance measures that your BID provides and tracks. For instance, this could include trend occupancy rates, business or citizen surveys, crime rates, lease rates, taxable retail sales, number of jobs created, pedestrian/visitor counts, and business license revenues.
12. Any additional information that may be beneficial for the City Council budget approval process.

Please do not hesitate to contact me at 720-913-5550 if you have any questions or require additional information.

Sincerely,
Michael Kerrigan
Sr. Financial Analyst



Michael Kerrigan | Senior Financial Analyst
Department of Finance, Special Districts | City and County of Denver
201 West Colfax Ave. Dept 1010 | Denver, CO 80202
720.913.5550 Phone
michael.kerrigan@denvergov.org



LETTER OF SUBMITTAL



September 29, 2017

TO: City Clerk
City and County of Denver
Department of Finance
201 W Colfax Ave, dept. 1010
Denver, CO 80202

Dear City Clerk,

Enclosed please find the original Budget and Operating Plan for Cherry Creek North Business Improvement District No. 1. If you have any questions or need additional information, please feel free to contact me.

Respectfully,

A handwritten signature in blue ink that reads "Julie Underdahl". The signature is fluid and cursive, with a large loop at the beginning of the name.

Julie Underdahl | **President and CEO**
Cherry Creek North BID
299 Milwaukee St, Ste 201 | Denver, CO 80206
ph | 303.394.2904, fx | 303.394.2139
julie@cherrycreeknorth.com
www.cherrycreeknorth.com

Enclosures

CC: George Delaney, Interim Executive Director & COO
Michael Kerrigan, Senior Financial Management Analyst
Jason Carroll, CliftonLarsonAllen



**2017 YEAR TO DATE
“BUDGET TO ACTUAL”
FINANCIAL REPORTS
INCLUDING
PROJECTED 2017
YEAR END BUDGET**

Cherry Creek North Business Improvement District
BALANCE SHEET - GOVERNMENTAL FUNDS
July 31, 2017

	General Fund	Debt Service	All Funds
ASSETS			
Cash	\$ 110,592.46	\$ 0.00	\$ 110,592.46
Investments - Colotrust	14,320.80	729.63	15,050.43
Investments - 1st Bank	2,432,217.61	1,077,113.48	3,509,331.09
Accounts Receivable	16,300.00	0.00	16,300.00
Receivable from County Treasurer	37,794.73	7,150.46	44,945.19
Prepaid Expenses	30,595.23	0.00	30,595.23
TOTAL ASSETS	<u>\$ 2,641,820.83</u>	<u>\$ 1,084,993.57</u>	<u>\$ 3,726,814.40</u>
LIABILITIES AND FUND BALANCES			
LIABILITIES			
Accounts Payable	\$ 59,561.91	\$ 0.00	\$ 59,561.91
Deferred Comp-Employee Contr	7,650.91	0.00	7,650.91
Deferred Comp-Employer Contr	6,517.25	0.00	6,517.25
Accrued PTO	56,290.01	0.00	56,290.01
Total liabilities	<u>130,020.08</u>	<u>0.00</u>	<u>130,020.08</u>
FUND BALANCES			
Fund Balance	1,702,041.75	1,084,993.57	2,787,035.32
Board-designated ending fund balance	809,759.00	0.00	809,759.00
Total fund balance	<u>2,511,800.75</u>	<u>1,084,993.57</u>	<u>3,596,794.32</u>
TOTAL LIABILITIES AND FUND BALANCES	<u>\$ 2,641,820.83</u>	<u>\$ 1,084,993.57</u>	<u>\$ 3,726,814.40</u>

Cherry Creek North Business Improvement District
 STATEMENT OF REVENUE, EXPENDITURES AND
 CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
 FOR THE MONTH ENDED July 31, 2017

	Current Month			Year to Date			Year To Date	Annual
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance	%	Annual Budget
REVENUE								
Property Taxes	\$ 13,973.84	\$ 21,701.00	(7,727.16)	\$ 2,525,812.75	\$ 2,547,599.00	(21,786.25)	(0.86) %	\$ 2,573,576.00
Specific Ownership Taxes	23,811.89	21,083.00	2,728.89	156,441.22	147,581.00	8,860.22	6.00 %	253,000.00
Interest Income	319.94	375.00	(55.06)	1,805.43	2,625.00	(819.57)	(31.22) %	4,500.00
Events income	25,130.43	0.00	25,130.43	46,644.83	37,500.00	9,144.83	24.39 %	75,000.00
Marketing Income	0.00	833.00	(833.00)	13,700.00	5,831.00	7,869.00	134.95 %	10,000.00
Gift Card Sales	1,504.76	4,583.00	(3,078.24)	14,389.15	32,085.00	(17,695.85)	(55.15) %	55,000.00
Parking Garage Income	18,000.00	16,350.00	1,650.00	127,720.00	114,450.00	13,270.00	11.59 %	196,200.00
Management Fees - Parking	0.00	0.00	0.00	40,000.00	40,000.00	0.00	0.00 %	40,000.00
Total revenue	82,740.86	64,925.00	17,815.86	2,926,513.38	2,927,671.00	(1,157.62)	(0.04) %	3,207,276.00
EXPENDITURES								
Administration	37,560.98	49,238.00	(11,677.02)	309,108.19	339,125.00	(30,016.81)	(8.85) %	543,036.00
Marketing, Communications, Tourism & Events	105,074.81	139,128.00	(34,053.19)	512,029.09	551,165.00	(39,135.91)	(7.10) %	1,272,000.00
Physical Environment	97,966.56	111,999.67	(14,033.11)	658,323.37	722,997.69	(64,674.32)	(8.95) %	1,212,000.00
Parking Operations	1,700.00	12,500.00	(10,800.00)	61,959.80	90,500.00	(28,540.20)	(31.54) %	212,000.00
Total expenditures	242,302.35	312,865.67	(70,563.32)	1,541,420.45	1,703,787.69	(162,367.24)	(9.53) %	3,239,036.00
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	(159,561.49)	(247,940.67)	88,379.18	1,385,092.93	1,223,883.31	161,209.62	13.17 %	(31,760.00)
OTHER FINANCING SOURCES (USES)								
Total other financing sources (uses)	\$ 0.00	\$ 0.00	0.00	\$ 0.00	\$ 0.00	0.00	0.00 %	\$ 0.00
EXCESS OF REVENUE & OTHER FINANCING SOURCES OVER EXPENDITURES & OTHER USES	(159,561.49)	(247,940.67)	88,379.18	1,385,092.93	1,223,883.31	161,209.62	13.17 %	(31,760.00)
FUND BALANCE - BEGINNING				1,126,707.82	968,025.00	158,682.82	16.39 %	968,025.00
FUND BALANCE - ENDING				\$ 2,511,800.75	\$ 2,191,908.31	319,892.44	14.59 %	\$ 936,265.00

Cherry Creek North Business Improvement District
 STATEMENT OF REVENUE, EXPENDITURES AND
 CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
 FOR THE MONTH ENDED July 31, 2017

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance %	Annual Budget
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance		
ADMINISTRATION								
Admin - Internal Office								
Bank Charges	\$ 65.60	\$ 133.00	67.40	\$ 659.06	\$ 931.00	271.94	29.21 %	\$ 1,600.00
Copier Expense	37.67	1,167.00	1,129.33	7,273.45	8,166.00	892.55	10.93 %	14,000.00
Computer Expense	1,200.52	9,000.00	7,799.48	17,072.12	18,000.00	927.88	5.15 %	18,000.00
Postage and Meter Rental	10.00	166.00	156.00	1,516.85	1,162.00	(354.85)	(30.54) %	2,000.00
Telephone/Fax/Communications	1,117.88	1,666.00	548.12	8,390.04	11,662.00	3,271.96	28.06 %	20,000.00
Office Furniture and Equipment	0.00	583.00	583.00	4,471.15	4,081.00	(390.15)	(9.56) %	7,000.00
Delivery Service	0.00	83.00	83.00	0.00	581.00	581.00	100.00 %	1,000.00
Office Supplies	400.95	583.00	182.05	4,947.69	4,081.00	(866.69)	(21.24) %	7,000.00
Other admin/director's expense	256.39	1,083.00	826.61	2,808.26	7,581.00	4,772.74	62.96 %	13,000.00
Memberships	500.00	0.00	(500.00)	5,554.15	5,000.00	(554.15)	(11.08) %	5,000.00
Board and committee meeting expenses	0.00	250.00	250.00	582.60	1,750.00	1,167.40	66.71 %	3,000.00
Education/travel expenses/seminars	515.61	1,333.00	817.39	10,613.76	9,335.00	(1,278.76)	(13.70) %	16,000.00
Office rent and cleaning services	11,338.10	11,833.00	494.90	76,235.00	82,831.00	6,596.00	7.96 %	142,000.00
County Treasurer's Fee	141.24	217.00	75.76	25,259.26	25,477.00	217.74	0.85 %	25,736.00
Total Admin - Internal Office	15,583.96	28,097.00	12,513.04	165,383.39	180,638.00	15,254.61	8.44 %	275,336.00
Admin - Professional Services								
Accounting	7,159.67	6,833.00	(326.67)	53,254.18	47,831.00	(5,423.18)	(11.34) %	82,000.00
Audit	0.00	0.00	0.00	7,030.24	7,000.00	(30.24)	(0.43) %	7,000.00
Legal Services	0.00	1,250.00	1,250.00	83.00	8,750.00	8,667.00	99.05 %	15,000.00
HR & Strategic planning	6,925.00	2,250.00	(4,675.00)	23,317.56	15,750.00	(7,567.56)	(48.05) %	27,000.00
Contingency	119.28	0.00	(119.28)	3,696.71	3,500.00	(196.71)	(5.62) %	7,000.00
Total Admin - Professional Services	14,203.95	10,333.00	(3,870.95)	87,381.69	82,831.00	(4,550.69)	(5.49) %	138,000.00
Admin - Benefits/Salaries/Taxes								
Admin - Employee salaries	6,731.45	8,083.00	1,351.55	45,947.81	56,581.00	10,633.19	18.79 %	97,000.00
Admin - Employee taxes	(599.67)	142.00	741.67	911.59	994.00	82.41	8.29 %	1,700.00
Admin - Employee benefits	1,641.29	2,583.00	941.71	9,483.71	18,081.00	8,597.29	47.55 %	31,000.00
Total Admin - Benefits/Salaries/Taxes	7,773.07	10,808.00	3,034.93	56,343.11	75,656.00	19,312.89	25.53 %	129,700.00
Total expenditures	\$ 37,560.98	\$ 49,238.00	11,677.02	\$ 309,108.19	\$ 339,125.00	30,016.81	8.85 %	\$ 543,036.00

Cherry Creek North Business Improvement District
 STATEMENT OF REVENUE, EXPENDITURES AND
 CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
 FOR THE MONTH ENDED July 31, 2017

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance %	Annual Budget
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance		
MARKETING, COMMUNICATIONS, TOURISM & EVENTS								
Outreach								
Community organization support	\$ 470.00	\$ 10,470.00	10,000.00	\$ 16,395.00	\$ 16,945.00	550.00	3.25 %	\$ 22,000.00
Contingency - outreach	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	7,000.00
Area research	4,462.50	6,850.00	2,387.50	7,587.50	6,850.00	(737.50)	(10.77) %	13,000.00
General outreach	0.00	0.00	0.00	50.00	500.00	450.00	90.00 %	12,000.00
Total Outreach	4,932.50	17,320.00	12,387.50	24,032.50	24,295.00	262.50	1.08 %	54,000.00
Marketing								
Advertising - local	27,299.48	40,000.00	12,700.52	82,877.67	81,000.00	(1,877.67)	(2.32) %	250,000.00
Creative/Design	0.00	7,500.00	7,500.00	29,555.64	45,928.00	16,372.36	35.65 %	130,000.00
Printing	400.00	3,250.00	2,850.00	22,806.70	30,096.00	7,289.30	24.22 %	65,000.00
Digital	379.00	685.00	306.00	13,585.00	12,393.00	(1,192.00)	(9.62) %	24,000.00
Marketing services	7,287.71	3,860.00	(3,427.71)	37,847.82	36,167.00	(1,680.82)	(4.65) %	75,000.00
Advertising - tourism	12,600.00	12,600.00	0.00	44,095.50	44,095.00	(0.50)	(0.00) %	88,000.00
Business Development	363.67	165.00	(198.67)	1,238.07	1,105.00	(133.07)	(12.04) %	5,000.00
Gift Card Promotion/Donation	200.00	750.00	550.00	850.00	5,250.00	4,400.00	83.81 %	9,000.00
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	9,000.00
Marketing/Communications Special Project	0.00	0.00	0.00	(5,000.00)	5,000.00	10,000.00	200.00 %	60,000.00
Total Marketing	48,529.86	68,810.00	20,280.14	227,856.40	261,034.00	33,177.60	12.71 %	715,000.00
Gift Card Program								
Gift Card Program	1,379.99	4,583.00	3,203.01	14,232.33	32,081.00	17,848.67	55.64 %	55,000.00
Gift Card Fees	314.06	333.00	18.94	2,698.08	2,331.00	(367.08)	(15.75) %	4,000.00
Total Gift Card Program	1,694.05	4,916.00	3,221.95	16,930.41	34,412.00	17,481.59	50.80 %	59,000.00
Events								
Event Printing	1,876.08	1,000.00	(876.08)	3,087.65	1,000.00	(2,087.65)	(208.77) %	10,500.00
Event Marketing Outreach	3,710.00	2,000.00	(1,710.00)	4,460.00	3,050.00	(1,410.00)	(46.23) %	10,500.00
Event Operations	1,300.00	1,000.00	(300.00)	3,050.00	1,000.00	(2,050.00)	(205.00) %	10,000.00
Event Production	3,551.28	12,000.00	8,448.72	6,726.78	12,050.00	5,323.22	44.18 %	35,000.00
Food & Beverage	0.00	250.00	250.00	0.00	250.00	250.00	100.00 %	10,500.00
Event Supplies	8,178.85	1,250.00	(6,928.85)	8,466.76	1,500.00	(6,966.76)	(464.45) %	1,500.00
Event Contingency	0.00	250.00	250.00	28.00	250.00	222.00	88.80 %	2,000.00
Total Events	18,616.21	17,750.00	(866.21)	25,819.19	19,100.00	(6,719.19)	(35.18) %	80,000.00
Marketing - Benefits/Salaries/Taxes								
Marketing - Employee salaries	25,191.66	23,833.00	(1,358.66)	172,472.14	166,831.00	(5,641.14)	(3.38) %	286,000.00
Marketing - Employee taxes	284.31	416.00	131.69	2,916.42	2,912.00	(4.42)	(0.15) %	5,000.00
Marketing - Employee benefits	5,826.22	6,083.00	256.78	42,002.03	42,581.00	578.97	1.36 %	73,000.00
Total Marketing - Benefits/Salaries/Taxes	31,302.19	30,332.00	(970.19)	217,390.59	212,324.00	(5,066.59)	(2.39) %	364,000.00
Total expenditures	\$ 105,074.81	\$ 139,128.00	34,053.19	\$ 512,029.09	\$ 551,165.00	39,135.91	7.10 %	\$ 1,272,000.00

Cherry Creek North Business Improvement District
 STATEMENT OF REVENUE, EXPENDITURES AND
 CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
 FOR THE MONTH ENDED July 31, 2017

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance %	Annual Budget
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance		
PHYSICAL ENVIRONMENT								
Physical Environment								
General Maintenance	\$ 18,181.01	\$ 16,000.00	(2,181.01)	\$ 124,223.14	\$ 117,000.00	(7,223.14)	(6.17) %	\$ 150,000.00
Maint. Vehicles & Equipment	0.00	3,333.00	3,333.00	15,894.00	23,331.00	7,437.00	31.88 %	40,000.00
PE Services	2,576.00	1,667.00	(909.00)	10,100.00	11,669.00	1,569.00	13.45 %	20,000.00
Fillmore plaza maintenance	0.00	0.00	0.00	62.51	2,000.00	1,937.49	96.87 %	15,000.00
Maintenance - First Ave Median	1,168.75	1,417.00	248.25	5,890.00	9,919.00	4,029.00	40.62 %	17,000.00
Seasonal Plantings/Landscaping	28,390.29	34,000.00	5,609.71	126,256.10	127,000.00	743.90	0.59 %	175,000.00
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	8,000.00
Utilities	7,784.39	10,000.00	2,215.61	20,468.90	27,000.00	6,531.10	24.19 %	65,000.00
District Insurance	0.00	0.00	0.00	43,775.08	40,000.00	(3,775.08)	(9.44) %	40,000.00
Holiday lights	0.00	0.00	0.00	17,600.00	46,000.00	28,400.00	61.74 %	90,000.00
Maintenance Reserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	45,000.00
Public realm	1,650.00	6,166.67	4,516.67	30,076.96	43,166.69	13,089.73	30.32 %	74,000.00
Total Physical Environment	59,750.44	72,583.67	12,833.23	394,346.69	447,085.69	52,739.00	11.80 %	739,000.00
PE - Benefits/Salaries/Taxes								
PE - Employee salaries	31,972.00	31,000.00	(972.00)	217,019.58	217,000.00	(19.58)	(0.01) %	372,000.00
PE - Employee taxes	409.62	583.00	173.38	3,971.73	4,081.00	109.27	2.68 %	7,000.00
PE - Employee benefits	5,834.50	7,833.00	1,998.50	42,985.37	54,831.00	11,845.63	21.60 %	94,000.00
Total PE - Benefits/Salaries/Taxes	38,216.12	39,416.00	1,199.88	263,976.68	275,912.00	11,935.32	4.33 %	473,000.00
Total expenditures	\$ 97,966.56	\$ 111,999.67	14,033.11	\$ 658,323.37	\$ 722,997.69	64,674.32	8.95 %	\$ 1,212,000.00
PARKING OPERATIONS								
Parking Operations								
Parking Operations	\$ 1,700.00	\$ 12,500.00	10,800.00	\$ 59,059.80	\$ 87,500.00	28,440.20	32.50 %	\$ 150,000.00
Parking program implementation	0.00	0.00	0.00	2,900.00	3,000.00	100.00	3.33 %	50,000.00
Mobility/Parking	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	6,000.00
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	6,000.00
Total expenditures	\$ 1,700.00	\$ 12,500.00	10,800.00	\$ 61,959.80	\$ 90,500.00	28,540.20	31.54 %	\$ 212,000.00

Cherry Creek North Business Improvement District
STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE MONTH ENDED July 31, 2017

	Current Month			Year to Date			Variance	Annual
	Actual	Annual Budget	Summary	Actual	Annual Budget	Variance	%	Annual Budget
REVENUE								
Property Taxes	\$ 7,145.85	\$ 11,097.00	(3,951.15)	\$ 1,291,634.13	\$ 1,302,775.00	(11,140.87)	(0.86) %	\$ 1,316,059.00
Interest Income	142.68	42.00	100.68	674.46	294.00	380.46	129.41 %	500.00
Total revenue	7,288.53	11,139.00	(3,850.47)	1,292,308.59	1,303,069.00	(10,760.41)	(0.83) %	1,316,559.00
EXPENDITURES								
Bond Principal - 2015 Series	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	715,000.00
Bond Interest - 2015 Series	0.00	0.00	0.00	204,880.00	204,880.00	0.00	0.00 %	409,760.00
Paying Agent Fees	0.00	0.00	0.00	300.00	500.00	(200.00)	(40.00) %	1,000.00
Undesignated Contingencies	0.00	0.00	0.00	442.37	0.00	442.37	0.00 %	16,079.00
County Treasurer's fees	72.22	111.00	(38.78)	12,916.93	13,028.00	(111.07)	(0.85) %	13,161.00
Total expenditures	72.22	111.00	(38.78)	218,539.30	218,408.00	131.30	0.06 %	1,155,000.00
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	7,216.31	11,028.00	(3,811.69)	1,073,769.29	1,084,661.00	(10,891.71)	(1.00) %	161,559.00
OTHER FINANCING SOURCES (USES)								
Total other financing sources (uses)	\$ 0.00	\$ 0.00	0.00	\$ 0.00	\$ 0.00	0.00	0.00 %	\$ 0.00
EXCESS OF REVENUE & OTHER FINANCING SOURCES OVER EXPENDITURES & OTHER USES	7,216.31	11,028.00	(3,811.69)	1,073,769.29	1,084,661.00	(10,891.71)	(1.00) %	161,559.00
FUND BALANCE - BEGINNING				11,224.28	34,797.00	(23,572.72)	(67.74) %	34,797.00
FUND BALANCE - ENDING				\$ 1,084,993.57	\$ 1,119,458.00	(34,464.43)	(3.08) %	\$ 196,356.00

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
Property Taxes Reconciliation
2017

	Current Year							Prior Year				
	Property Taxes	Delinquent Taxes, Rebates and Abatements	Specific Ownership Taxes	Interest	Treasurer's Fees	Due to County	Net Amount Received	% of Total Property Taxes Received		Total Cash Received	% of Total Property Taxes Received	
								Monthly	Y-T-D		Monthly	Y-T-D
						76,254.25						
January	\$ 22,873.35	\$ -	\$ 21,270.16	\$ 120.81	\$ (229.94)	(22,764.22)	\$ 21,270.16	0.59%	0.59%	\$ 40,225.34	0.65%	0.65%
February	1,163,375.52	(3,438.78)	21,804.03	-	(11,599.36)	(53,490.03)	1,116,651.38	29.82%	30.41%	1,149,272.35	32.44%	33.09%
March	150,515.60	-	23,408.67	14.35	(1,505.29)	-	172,433.33	3.87%	34.28%	278,981.36	7.69%	40.78%
April	1,089,329.95	-	20,507.79	(177.35)	(10,891.53)	-	1,098,768.86	28.01%	62.28%	772,765.97	21.65%	62.44%
May	545,331.68	-	22,028.80	(1,307.42)	(5,440.24)	-	560,612.82	14.02%	76.31%	468,427.25	12.99%	75.42%
June	828,339.87	-	23,609.88	1,297.71	(8,296.37)	-	844,951.09	21.30%	97.60%	723,347.74	20.23%	95.65%
July	21,119.69	-	23,811.89	227.07	(213.46)	-	44,945.19	0.54%	98.14%	49,603.73	0.83%	96.48%
August	-	-	-	-	-	-	-	0.00%	98.14%	53,685.88	0.89%	97.38%
September	-	-	-	-	-	-	-	0.00%	98.14%	23,941.12	0.11%	97.48%
October	-	-	-	-	-	-	-	0.00%	98.14%	20,595.04	-1.91%	95.57%
November	-	-	-	-	-	-	-	0.00%	98.14%	19,351.54	-0.09%	95.49%
December	-	-	-	-	-	-	-	0.00%	98.14%	18,662.52	-0.04%	95.44%
Total	\$ 3,820,885.66	\$ (3,438.78)	\$ 156,441.22	\$ 175.17	\$ (38,176.19)	\$ -	\$ 3,859,632.83	98.14%	98.14%	\$ 3,618,859.84	95.44%	95.44%

Taxes Levied	% of Levied	Property Taxes Collected	% Collected to Amount Levied
--------------	-------------	--------------------------	------------------------------

Property Tax

General Fund	11.342	\$ 2,573,576.00	66.16%	\$ 2,525,812.75	98.14%
Debt Service Fund	5.800	1,316,059.00	33.84%	1,291,634.13	98.14%
	<u>17.142</u>	<u>\$ 3,889,635.00</u>	<u>100.00%</u>	<u>\$ 3,817,446.88</u>	<u>98.14%</u>

Specific Ownership Tax

General Fund	\$ 229,000.00	100.00%	\$ 156,441.22	68.31%
Debt Service Fund	-	0.00%	-	-
	<u>\$ 229,000.00</u>	<u>100.00%</u>	<u>\$ 156,441.22</u>	<u>68.31%</u>

Treasurer's Fees

General Fund	\$ 23,138.00	66.16%	\$ 25,259.27	109.17%
Debt Service Fund	11,904.00	33.84%	12,916.92	108.51%
	<u>\$ 35,042.00</u>	<u>100.00%</u>	<u>\$ 38,176.19</u>	<u>108.94%</u>

Interest

General Fund	66.16%	115.90
Debt Service Fund	33.84%	59.27
	<u>100.00%</u>	<u>\$ 175.17</u>



2017 OPERATING PLAN AND EXPLANATION

(NONE)



**PUBLIC NOTICE
PUBLICATION**

AND

2018 DRAFT BUDGET

The Denver Post, LLC

PUBLISHER'S AFFIDAVIT

**City and County of Denver)
State of Colorado)
)**

The undersigned Nicole Maestas
being first duly sworn under oath, states
and affirms as follows:

1. He/she is the legal Advertising Reviewer of The Denver Post, LLC, publisher of *The Denver Post* and *Your Hub*.
2. *The Denver Post* and *Your Hub* are newspapers of general circulation that have been published continuously and without interruption for at least fifty-two weeks in Denver County and meet the legal requisites for a legal newspaper under Colo. Rev. Stat. 24-70-103.
3. The notice that is attached hereto is a true copy, published in *The Denver Post* on the following date(s):

September 18, 2017

Nicole Maestas
Signature

Subscribed and sworn to before me this 18
day of September , 2017.

Cheryl L Schmid
Notary Public

Cheryl L Schmid
Notary Public
State of Colorado
Notary ID 20094029973
My Commission Expires 9/14/2021

(SEAL)

NOTICE AS TO PROPOSED 2018 BUDGET

Proposed 2018 Budget for the Cherry Creek North Business Improvement District No. 1 will be submitted to the City and County of Denver. A copy of such proposed budget will be filed in the office of Cherry Creek North Business Improvement District, 299 Milwaukee Street, Suite 201, Denver, CO 80206, where same will be open for public inspection. The proposed budget will be considered at the regular monthly meeting of the Board of Directors, to be held at the Cherry Creek North Business Improvement District office, on September 20, 2017 at 8:30 a.m. Any interested elector within such Cherry Creek North Business Improvement District may inspect the proposed budget and file or register any objection thereto at any time before the final adoption of the budget. Dated: September 15, 2017 CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT No. 1 By: Roy Kline, Chair of the Board of Directors.



CliftonLarsonAllen

CliftonLarsonAllen LLP
CLAconnect.com

Accountant's Compilation Report

Board of Directors
Cherry Creek North Business Improvement District No. 1
Denver County, Colorado

Management is responsible for the accompanying budget of revenues, expenditures, and fund balances of Cherry Creek North Business Improvement District No.1 for the year ending December 31, 2018, including the estimate of comparative information for the year ending December 31, 2017, and the actual comparative information for the year ending December 31, 2016, in the format prescribed by Colorado Revised Statutes (C.R.S.) 29-1-105. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. We did not audit or review the budget nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on the accompanying budget.

We draw attention to the summary of significant assumptions which describe that the budget is presented in accordance with the requirements of C.R.S. 29-1-105, and is not intended to be a presentation in accordance with accounting principles generally accepted in the United States of America.

We are not independent with respect to Cherry Creek North Business Improvement District No. 1.

Greenwood Village, Colorado
_____, 2017



An independent member of Nexia International

PRELIMINARY DRAFT – SUBJECT TO REVISION

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
SUMMARY**

**FORECASTED 2018 BUDGET AS DRAFTED
WITH 2016 ACTUAL AND 2017 ESTIMATED
For the Years Ended and Ending December 31,**

9/18/2017

	ACTUAL 2016	BUDGET 2017	ACTUAL 7/31/2017	ESTIMATED 2017	DRAFTED 2018
BEGINNING FUND BALANCES	\$ 1,109,276	\$ 1,002,822	\$ 1,137,932	\$ 1,137,932	\$ 1,196,083
REVENUES					
1 Property taxes	3,357,813	3,889,635	3,817,447	3,797,614	4,525,979
2 Specific ownership taxes	232,879	253,000	156,441	267,925	294,000
3 Net investment income	2,216	5,000	2,480	4,124	4,000
4 Events income	71,194	75,000	46,645	75,000	75,000
5 Gift card sales	50,185	55,000	14,389	50,000	50,000
6 Parking garage income	194,309	196,200	127,720	210,000	210,000
7 Management fees - Parking	40,000	40,000	40,000	40,000	40,000
8 Marketing income	11,800	10,000	13,700	14,000	10,000
Total revenues	<u>3,960,396</u>	<u>4,523,835</u>	<u>4,218,822</u>	<u>4,458,663</u>	<u>5,208,979</u>
Total funds available	<u>5,069,672</u>	<u>5,526,657</u>	<u>5,356,754</u>	<u>5,596,595</u>	<u>6,405,062</u>
EXPENDITURES					
9 General					
10 Internal Operations	512,753	543,036	309,108	566,666	647,618
11 Marketing, Communications & Events	968,234	1,150,000	470,216	1,135,248	1,305,400
12 Physical Environment	951,648	1,212,000	658,323	1,220,910	1,413,300
13 Economic Vitality	362,700	334,000	103,773	334,000	499,400
14 Improvements	-	-	-	-	200,000
15 Debt Service					
16 Bond interest 2015 Series	419,639	409,760	204,880	409,760	391,170
17 Bond principal 2015 Series	700,000	715,000	-	715,000	755,000
18 County Treasurer's fees	11,312	13,161	12,917	12,849	12,442
19 Paying agent fees	450	1,000	300	500	500
20 Undesignated contingencies	5,004	16,079	442	5,579	15,872
Total expenditures	<u>3,931,740</u>	<u>4,394,036</u>	<u>1,759,959</u>	<u>4,400,512</u>	<u>5,240,702</u>
Total expenditures and transfers out requiring appropriation	<u>3,931,740</u>	<u>4,394,036</u>	<u>1,759,959</u>	<u>4,400,512</u>	<u>5,240,702</u>
ENDING FUND BALANCES	\$ 1,137,932	\$ 1,132,621	\$ 3,596,795	\$ 1,196,083	\$ 1,164,360

PRELIMINARY DRAFT - SUBJECT TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
PROPERTY TAX SUMMARY INFORMATION
For the Years Ended and Ending December 31,

9/18/2017

	ACTUAL 2016	BUDGET 2017	ACTUAL 7/31/2017	ESTIMATED 2017	DRAFTED 2018
ASSESSED VALUATION - DENVER					
Commercial	\$ 200,055,210	\$ 219,752,900	\$ 219,752,900	\$ 219,752,900	\$ -
Industrial	1,953,990	2,316,780	2,316,780	2,316,780	-
Vacant Land	1,411,550	2,722,380	2,722,380	2,722,380	-
Personal Property	14,090	107,810	107,810	107,810	-
State Assessed	1,513,600	1,569,800	1,569,800	1,569,800	-
Other	285,160	437,090	437,090	437,090	-
Total AV	-	-	-	-	295,740,900
Certified Assessed Value	<u>\$ 205,233,600</u>	<u>\$ 226,906,760</u>	<u>\$ 226,906,760</u>	<u>\$ 226,906,760</u>	<u>\$ 295,740,900</u>
MILL LEVY					
GENERAL FUND	17.642	17.642	17.642	17.642	19.142
DEBT SERVICE FUND	5.800	5.800	5.800	5.800	4.300
TEMPORARY MILL LEVY REDUCTION	(6.300)	(6.300)	(6.300)	(6.300)	(7.800)
Total Mill Levy	<u>17.142</u>	<u>17.142</u>	<u>17.142</u>	<u>17.142</u>	<u>15.642</u>
PROPERTY TAXES					
GENERAL FUND	\$ 3,620,731	\$ 4,003,089	\$ 4,003,089	\$ 4,003,089	\$ 5,661,072
DEBT SERVICE FUND	1,190,355	1,316,059	1,316,059	1,316,059	1,271,686
TEMPORARY MILL LEVY REDUCTION	(1,292,972)	(1,429,513)	(1,429,513)	(1,429,513)	(2,306,779)
Levied property taxes	3,518,114	3,889,635	3,889,635	3,889,636	4,625,979
Adjustments to actual/rounding	-	-	(72,188)	-	-
Refund and abatements	(160,301)	-	-	(92,021)	(100,000)
Budgeted Property Taxes	<u>\$ 3,357,813</u>	<u>\$ 3,889,635</u>	<u>\$ 3,817,447</u>	<u>\$ 3,797,614</u>	<u>\$ 4,525,979</u>
BUDGETED PROPERTY TAXES					
GENERAL FUND	\$ 2,221,696	\$ 2,573,576	\$ 2,525,813	\$ 2,512,690	\$ 3,281,783
DEBT SERVICE FUND	1,136,117	1,316,059	1,291,634	1,284,924	1,244,196
	<u>\$ 3,357,813</u>	<u>\$ 3,889,635</u>	<u>\$ 3,817,447</u>	<u>\$ 3,797,614</u>	<u>\$ 4,525,979</u>

PRELIMINARY DRAFT - SUBJECT TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
GENERAL FUND
FORECASTED 2018 BUDGET AS DRAFTED
WITH 2016 ACTUAL AND 2017 ESTIMATED
For the Years Ended and Ending December 31,

9/18/2017

	ACTUAL 2016	BUDGET 2017	ACTUAL 7/31/2017	ESTIMATED 2017	DRAFTED 2018
BEGINNING FUND BALANCES	\$ 1,098,256	\$ 968,025	\$ 1,126,708	\$ 1,126,708	\$ 1,042,623
REVENUES					
1 Property taxes	2,221,696	2,573,576	2,525,813	2,512,690	3,281,783
2 Specific ownership taxes	232,879	253,000	156,441	267,925	294,000
3 Net investment income	1,724	4,500	1,805	3,124	3,000
4 Events income	71,194	75,000	46,645	75,000	75,000
5 Gift card sales	50,185	55,000	14,389	50,000	50,000
6 Parking garage income	194,309	196,200	127,720	210,000	210,000
7 Management fees - Parking	40,000	40,000	40,000	40,000	40,000
8 Marketing income	11,800	10,000	13,700	14,000	10,000
Total revenues	<u>2,823,787</u>	<u>3,207,276</u>	<u>2,926,513</u>	<u>3,172,739</u>	<u>3,963,783</u>
Total funds available	<u>3,922,043</u>	<u>4,175,301</u>	<u>4,053,221</u>	<u>4,299,447</u>	<u>5,006,406</u>
EXPENDITURES					
General					
9 Internal Operations	512,753	543,036	309,108	566,666	647,618
10 Marketing, Communications & Events	968,234	1,150,000	470,216	1,135,248	1,305,400
11 Physical Environment	951,648	1,212,000	658,323	1,220,910	1,413,300
12 Economic Vitality	362,700	334,000	103,773	334,000	499,400
13 Improvements	-	-	-	-	200,000
Total expenditures	<u>2,795,335</u>	<u>3,239,036</u>	<u>1,541,420</u>	<u>3,256,824</u>	<u>4,065,718</u>
Total expenditures and transfers out requiring appropriation	<u>2,795,335</u>	<u>3,239,036</u>	<u>1,541,420</u>	<u>3,256,824</u>	<u>4,065,718</u>
ENDING FUND BALANCES	<u>\$ 1,126,708</u>	<u>\$ 936,265</u>	<u>\$ 2,511,801</u>	<u>\$ 1,042,623</u>	<u>\$ 940,688</u>
EMERGENCY RESERVE	\$ 68,600	\$ 96,200	\$ 87,800	\$ 95,200	\$ 119,000
BOARD RESERVE	630,234	713,559	713,559	719,006	831,680
UNDESIGNATED	427,874	126,506	1,710,442	228,417	(9,992)
TOTAL RESERVE	<u>\$ 1,126,708</u>	<u>\$ 936,265</u>	<u>\$ 2,511,801</u>	<u>\$ 1,042,623</u>	<u>\$ 940,688</u>

PRELIMINARY DRAFT - SUBJECT TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
GENERAL FUND EXPENDITURE DETAILS
FORECASTED 2018 BUDGET AS DRAFTED
WITH 2016 ACTUAL AND 2017 ESTIMATED
For the Years Ended and Ending December 31,

9/18/2017

	ACTUAL 2016	BUDGET 2017	ACTUAL 7/31/2017	ESTIMATED 2017	DRAFTED 2018
Internal Operations					
Internal Office					
1 Bank charges	\$ 1,520	\$ 1,600	\$ 659	\$ 1,600	\$ 1,700
2 Board and committee meeting expenses	3,355	3,000	583	3,000	3,200
3 Computer expenses	22,323	18,000	17,072	23,000	30,300
4 Copier expenses	14,430	14,000	7,273	14,000	16,000
5 County Treasurer's fees	22,120	25,736	25,259	25,736	32,818
6 Delivery expenses	465	1,000	-	1,000	1,000
7 Education/travel expenses/seminars	17,421	16,000	10,614	22,000	25,000
8 Memberships	5,988	5,000	5,554	7,000	7,000
9 Office furniture and equipment	6,732	7,000	4,471	7,000	8,000
10 Occupancy costs	142,121	142,000	76,235	142,000	155,000
11 Office supplies	5,957	7,000	4,948	7,000	8,000
12 Office relocation	-	-	-	30,000	30,000
13 Other admin/director's expenses	4,262	13,000	2,808	13,000	15,500
14 Postage and meter expenses	1,931	2,000	1,517	2,600	2,000
15 Telephone/fax/communications	13,886	20,000	8,390	20,000	20,000
Total Internal Office	262,511	275,336	165,383	318,936	355,518
Internal Operations - Professional Services					
16 Accounting & payroll	78,246	82,000	53,254	90,000	78,000
17 Audit fee	7,000	7,000	7,030	7,030	7,500
18 Contingency	9,786	7,000	3,697	7,000	10,000
19 HR & Strategic planning	29,670	27,000	23,318	33,000	37,000
20 Legal expenses	4,416	15,000	83	5,000	15,000
Total Internal Operations - Professional Services	129,118	138,000	87,382	142,030	147,500
Internal Operations - Benefits/Salaries/Taxes					
21 Employee benefits	32,702	31,000	9,484	21,000	31,900
22 Employee salaries	86,889	97,000	45,948	83,000	110,500
23 Employee taxes	1,533	1,700	911	1,700	2,200
Total Internal Operations - Benefits/Salaries/Taxes	121,124	129,700	56,343	105,700	144,600
Total Internal Operations	\$ 512,753	\$ 543,036	\$ 309,108	\$ 566,666	\$ 647,618
Marketing, Communications & Events					
Events					
1 Printing	6,729	10,500	3,087	11,835	12,000
2 Marketing outreach	12,166	10,500	4,460	8,660	15,000
3 Operations	9,000	10,000	3,050	19,600	20,000
4 Production	42,483	35,000	6,727	55,412	60,000
5 Food and beverage	7,434	10,500	-	10,400	12,000
6 Supplies	12,899	1,500	8,467	12,957	3,000
7 Contingency	225	2,000	28	28	10,000
Total Events	90,936	80,000	25,819	118,892	132,000
Marketing					
8 Advertising - local	209,739	250,000	82,878	289,539	250,000
9 Advertising - tourism	86,024	88,000	44,095	73,225	135,000
10 Business development	5,333	5,000	1,238	1,879	5,000
11 Contingency	-	9,000	-	-	10,000
12 Creative / Design	117,011	130,000	29,556	85,765	130,000
13 Marketing - printing	37,927	65,000	22,807	45,372	75,000
14 Digital	10,895	24,000	13,585	16,390	30,000
15 Marketing services	63,914	75,000	37,848	89,686	80,000
16 Marketing / Communications	-	60,000	(5,000)	21,000	100,000
Total Marketing	530,843	706,000	227,007	622,856	815,000
Marketing, Comm & Events - Benefits/Salaries/Taxes					
17 Employee benefits	66,440	73,000	42,002	77,500	72,400
18 Employee salaries	275,371	286,000	172,472	310,500	280,700
19 Employee taxes	4,644	5,000	2,916	5,500	5,300
Total Marketing, Comm & Events - Benefits/Salaries/Taxes	346,455	364,000	217,390	393,500	358,400
Total Marketing, Communications & Events	\$ 968,234	\$ 1,150,000	\$ 470,216	\$ 1,135,248	\$ 1,305,400

PRELIMINARY DRAFT - SUBJECT TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
GENERAL FUND EXPENDITURE DETAILS
FORECASTED 2018 BUDGET AS DRAFTED
WITH 2016 ACTUAL AND 2017 ESTIMATED
For the Years Ended and Ending December 31,

9/18/2017

	ACTUAL 2016	BUDGET 2017	ACTUAL 7/31/2017	ESTIMATED 2017	DRAFTED 2018
Physical Environment					
Physical Environment					
1 General maintenance	\$ 99,290	\$ 150,000	\$ 124,223	\$ 218,273	\$ -
2 Holiday lights and décor	118,283	90,000	17,600	102,600	-
3 Maintenance vehicles and equipment	47,097	40,000	15,894	26,279	-
4 Seasonal plantings and landscape	181,729	175,000	126,256	183,974	-
5 Utilities	46,415	65,000	20,469	47,191	-
6 Professional services	17,890	20,000	10,100	17,750	55,000
7 Public Realm	-	74,000	30,077	54,177	-
8 Contingency	197	8,000	-	-	20,000
9 Maintenance reserve	5,681	45,000	-	15,000	-
10 District insurance	36,106	40,000	43,775	43,775	45,000
11 Fillmore plaza maintenance	14,810	15,000	63	13,163	-
12 First Ave median maintenance	10,103	17,000	5,890	10,228	15,500
13 Streetscape maintenance	-	-	-	-	395,200
14 Hardscape repair / replacement	-	-	-	-	200,000
15 Landscape replacement	-	-	-	-	175,000
16 Environment (safety)	-	-	-	-	55,000
Total Physical Environment	577,601	739,000	394,347	732,410	960,700
Staffing					
17 Employee benefits	76,784	94,000	42,985	89,500	90,200
18 Employee salaries	291,782	372,000	217,019	391,500	355,900
19 Employee taxes	5,481	7,000	3,972	7,500	6,500
Total Staffing	374,047	473,000	263,976	488,500	452,600
Total Physical Environment	\$ 951,648	\$ 1,212,000	\$ 658,323	\$ 1,220,910	\$ 1,413,300
Economic Vitality					
Parking Program					
1 Contingency	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 6,000
2 Parking operations (Clayton garage)	120,233	150,000	59,060	150,000	150,000
3 Parking program implementation	45,377	50,000	2,900	50,000	50,000
4 Mobility / Parking	-	6,000	-	6,000	6,000
Total Parking Program	165,610	212,000	61,960	212,000	212,000
Outreach					
5 Contingency	890	7,000	-	5,075	7,000
6 Community organization support	21,645	22,000	16,395	22,325	23,000
7 Area research	11,125	13,000	7,588	20,600	20,000
8 General outreach	2,502	12,000	50	6,000	6,000
9 Special projects	101,303	-	-	-	-
Total Outreach	137,465	54,000	24,033	54,000	56,000
Retail Retention and Recruitment					
10 Contingency	-	-	-	-	7,000
11 Retail services	-	-	-	-	10,000
12 Recruitment strategy	-	-	-	-	18,000
13 Retention strategy	-	-	-	-	10,000
Total Retail Retention and Recruitment	-	-	-	-	45,000
Technology & Innovation					
Total Technology & Innovation	-	-	-	-	12,000
Gift Card Program					
14 Gift card program	50,088	55,000	14,232	55,000	55,000
15 Gift card fees	3,202	4,000	2,698	4,000	4,000
16 Gift card promotion	6,335	9,000	850	9,000	11,000
Total Gift Card Program	59,625	68,000	17,780	68,000	70,000
Staffing					
17 Employee benefits	-	-	-	-	19,300
18 Employee salaries	-	-	-	-	83,500
19 Employee taxes	-	-	-	-	1,600
Total Staffing	-	-	-	-	104,400
Total Economic Vitality	\$ 362,700	\$ 334,000	\$ 103,773	\$ 334,000	\$ 499,400
Improvements					
1 Short term capital projects	\$ -	\$ -	\$ -	\$ -	\$ -
2 Long term capital projects	-	-	-	-	200,000
Total Improvements	\$ -	\$ -	\$ -	\$ -	\$ 200,000

PRELIMINARY DRAFT - SUBJECT TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
DEBT SERVICE FUND
FORECASTED 2018 BUDGET AS DRAFTED
WITH 2016 ACTUAL AND 2017 ESTIMATED
For the Years Ended and Ending December 31,

9/18/2017

	ACTUAL 2016	BUDGET 2017	ACTUAL 7/31/2017	ESTIMATED 2017	DRAFTED 2018
BEGINNING FUND BALANCES	\$ 11,020	\$ 34,797	\$ 11,224	\$ 11,224	\$ 153,460
REVENUES					
1 Property taxes	1,136,117	1,316,059	1,291,634	1,284,924	1,244,196
2 Net investment income	492	500	675	1,000	1,000
Total revenues	<u>1,136,609</u>	<u>1,316,559</u>	<u>1,292,309</u>	<u>1,285,924</u>	<u>1,245,196</u>
Total funds available	<u>1,147,629</u>	<u>1,351,356</u>	<u>1,303,533</u>	<u>1,297,148</u>	<u>1,398,656</u>
EXPENDITURES					
Debt Service					
3 Bond interest 2015 Series	419,639	409,760	204,880	409,760	391,170
4 Bond principal 2015 Series	700,000	715,000	-	715,000	755,000
5 County Treasurer's fees	11,312	13,161	12,917	12,849	12,442
6 Paying agent fees	450	1,000	300	500	500
7 Undesignated contingencies	5,004	16,079	442	5,579	15,872
Total expenditures	<u>1,136,405</u>	<u>1,155,000</u>	<u>218,539</u>	<u>1,143,688</u>	<u>1,174,984</u>
Total expenditures and transfers out requiring appropriation	<u>1,136,405</u>	<u>1,155,000</u>	<u>218,539</u>	<u>1,143,688</u>	<u>1,174,984</u>
ENDING FUND BALANCES	<u>\$ 11,224</u>	<u>\$ 196,356</u>	<u>\$ 1,084,994</u>	<u>\$ 153,460</u>	<u>\$ 223,672</u>

PRELIMINARY DRAFT - SUBJECT TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
2018 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Services Provided

Cherry Creek North Business Improvement District No. 1 (the “District”) is a quasi-municipal corporation and political subdivision of the State of Colorado. The District was organized on November 28, 1988, and is governed according to the provisions of the Colorado Business Improvement Act (C.R.S. 31-25 part 12). The District’s service area is located in Denver County, Colorado.

The District was established for the purpose of maintaining public improvements and planning developmental activities; promotion and marketing of District activity; organization, promotion, marketing, and management of public events; activities supporting business recruitment, management, and development; security for businesses and public areas located within the District; snow removal and refuse collection; and providing design assistance.

The District prepares its budget on the modified accrual basis of accounting in accordance with the requirements of Colorado Revised Statutes C.R.S. 29-1-105.

Revenues

Property Taxes

Property taxes are levied by the District’s Board of Directors. The levy is based on assessed valuations determined by the County Assessor generally as of January 1 of each year. The levy is normally set by December 15 by certification to the County Commissioners to put the tax lien on the individual properties as of January 1 of the following year. The County Treasurer collects the determined taxes during the ensuing calendar year. The taxes are payable by April or, if in equal installments, at the taxpayer’s election, in February and June. Delinquent taxpayers are notified in August and generally sales of the tax liens on delinquent properties are held in November or December. The County Treasurer remits the taxes collected monthly to the District.

The calculation of the taxes levied is displayed on the Property Tax Summary page of the budget using the mill levy adopted by the District.

Specific Ownership Taxes

Specific ownership taxes are set by the State and collected by the County Treasurer, primarily on vehicle licensing within the County as a whole. The specific ownership taxes are allocated by the County Treasurer to all taxing entities within the County. The budget assumes that the District’s share will be equal to approximately 7% of the property taxes collected.

Net Investment Income

Interest earned on the District’s available funds has been estimated based on an average interest rate of approximately 0.50%.

Parking Garage Income and Management Fees – Parking

In 2003, the District entered into an intergovernmental agreement with the City and County of Denver for the operation and maintenance of an off-street parking facility and promotion of on-street parking facilities. The District collects and retains all parking fees.

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
2018 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Revenues - (continued)

The District also receives a fee of \$40,000 per year from the City and County of Denver for the management of the parking services.

Gift Card Income

The District receives income from the sale of gift cards. As received, cash is used to purchase gift cards, appearing also as part of gift card program expense for the period.

Events Income

This includes any funds that may be received from corporations and other organizations in exchange for marketing and advertising in conjunction with a specific event. For example, the District produces the Cherry Creek North Food & Wine event (F&W) and received income in exchange for promotion of a corporation's support of F&W, the community and the District.

Marketing Income

This includes any fees that may be received from retailers and other organizations in exchange for advertising. For example, the District publishes a directory of businesses within the District (the Directory) and receives sponsorship income in exchange for advertising in the Directory.

Expenditures

Administrative and Operating Expenditures

Administrative and operating expenditures include the estimated services necessary to maintain the District's administrative viability such as legal, accounting, insurance, rent, utilities, and salaries of administrative personnel and management.

Marketing Expenditures

Marketing expenditures include the estimated services necessary to promote the District's shopping and special events. This includes advertising, community and tourism outreach programs, special events, and salaries of marketing personnel.

Marketing Services fund programs such as summer internship, photography services, PR firm management and fees, and communications consulting services.

Special Projects fund non-recurring strategic projects that support the District's programs such as public realm, marketing, mobility/parking and outreach.

Physical Environment Expenditures

Physical environment expenditures include the estimated services necessary to maintain the District's grounds and to provide security for patrons, and salaries of physical environment personnel.

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
2018 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Revenues - (continued)

The District also receives a fee of \$40,000 per year from the City and County of Denver for the management of the parking services.

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This includes any fees that may be received from retailers and other organizations in exchange for advertising. For example, the District publishes a directory of businesses within the District (the Directory) and receives sponsorship income in exchange for advertising in the Directory.

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Administrative and Operating Expenditures

Administrative and operating expenditures include the estimated services necessary to maintain the District's administrative viability such as legal, accounting, insurance, rent, utilities, and salaries of administrative personnel and management.

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Marketing expenditures include the estimated services necessary to promote the District's shopping and special events. This includes advertising, community and tourism outreach programs, special events, and salaries of marketing personnel.

Marketing Services fund programs such as summer internship, photography services, PR firm management and fees, and communications consulting services.

Special Projects fund non-recurring strategic projects that support the District's programs such as public realm, marketing, mobility/parking and outreach.

Physical Environment Expenditures

Physical environment expenditures include the estimated services necessary to maintain the District's grounds and to provide security for patrons, and salaries of physical environment personnel.

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
2018 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Expenditures - (continued)

PE Services fund programs such as consulting fees for GIS streetscape asset management, landscape consultation, and maintenance team support.

Parking Operations Expenditures

Parking operations expenditures include the estimated services necessary to provide parking for patrons. This includes Owners Association dues on parking spaces and salaries of personnel associated with the parking operations. Management of parking operations is currently handled by Standard Parking.

Debt Service

The principal and interest payments are provided based on the debt amortization schedule from the District's General Obligation Refunding Bonds, Series 2015.

Capital Outlay

There are no anticipated expenditures in 2018.

Debt and Leases

Series 2008

On October 30, 2008, the District issued General Obligation Bonds, Series 2008, in the amount of \$9,250,000, with interest of 4.000% to 5.125%, consisting of serial bonds due annually through 2028. The Series 2008 Bonds maturing on and after December 1, 2019 are subject to redemption prior to maturity at the option of the District, in whole or in part in integral multiples of \$5,000, and if in part in such order of maturities as the District shall determine and by lot within a maturity, on December 1, 2018 and on any date thereafter, at a redemption price equal to the principal amount thereof (with no redemption premium), plus accrued interest to the redemption date. The principal and interest of these bonds are insured as to repayment by the District.

The 2008 Bonds are secured by and payable from revenue which consists of required mill levy revenues. The required mill levy is imposed upon all taxable property in the District each year in an amount, when combined with amounts on deposit in the Bond Fund, sufficient to pay the principal and interest of the 2008 Bonds, without limitation as to rate or amount.

Series 2009

On September 17, 2009, the District issued General Obligation Bonds, Series 2009, in the amount of \$9,250,000, with interest of 4.000% to 5.000%, consisting of serial bonds due annually through 2032. The Series 2009 Bonds maturing on and after December 1, 2020, are subject to redemption prior to maturity at the option of the District, in whole or in part in integral multiples of \$5,000, and if in part in such order of maturities as the District shall determine and by lot within a maturity, on December 1, 2019, and on any date thereafter, at a redemption price equal to the principal amount thereof (with no redemption premium), plus accrued interest to the redemption date. The Bonds are subject to mandatory sinking fund redemption by lot beginning December 1, 2030.

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
2018 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Debt and Leases - (continued)

The 2009 Bonds are secured by and payable from revenue which consists of required mill levy revenues. The required mill levy is imposed upon all taxable property in the District each year in an amount, when combined with amounts on deposit in the Bond Fund, sufficient to pay the principal and interest of the 2009 Bonds, without limitation as to rate or amount.

Series 2015

On December 2, 2015, the District issued \$16,460,000 in General Obligation Refunding Bonds, with interest of 2.600%. The Series 2015 Bonds are maturing on December 1, 2030. The proceeds from Series 2015 bonds are used to establish an irrevocable trust account (the "Refunding Escrow") to refund the 2008 and 2009 Bonds on the first date on which they may be redeemed prior to their maturities. The Refunding Escrow will be sufficient to pay the principal and interest on the 2008 Bonds up to and through the call date of December 1, 2018, and on the 2009 Bonds up to and through the call date of December 1, 2019.

The defeased bonds are not considered a liability of the District since sufficient funds were deposited in the Refunding Escrow and invested in U.S. government securities for the purpose of paying the principal and interest of the defeased bonds when due.

The District has no operating or capital leases.

Reserve Funds

The District has provided for an Emergency Reserve fund equal to at least 3% of fiscal year spending for 2018, as defined under TABOR.

This information is an integral part of the accompanying budget.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
SCHEDULE OF DEBT SERVICE REQUIREMENTS TO MATURITY
December 31, 2016

\$16,460,000					
General Obligation Refunding Bonds					
Series 2015					
Dated December 8, 2015					
Interest Rate of 2.600%					
Interest Payable					
June 1 and December 1					
Principal Payable December 1					
Bonds and Interest Maturing in the Year Ending December 31,	Principal		Interest		Annual Debt Service
December 31,	Principal	Interest	Principal	Interest	Service
2018	\$ 755,000	\$ 391,170	\$ 755,000	\$ 391,170	\$ 1,146,170
2019	795,000	371,540	795,000	371,540	1,166,540
2020	850,000	350,870	850,000	350,870	1,200,870
2021	910,000	328,770	910,000	328,770	1,238,770
2022	975,000	305,110	975,000	305,110	1,280,110
2023	1,040,000	279,760	1,040,000	279,760	1,319,760
2024	1,110,000	252,720	1,110,000	252,720	1,362,720
2025	1,180,000	223,860	1,180,000	223,860	1,403,860
2026	1,255,000	193,180	1,255,000	193,180	1,448,180
2027	1,325,000	160,550	1,325,000	160,550	1,485,550
2028	1,780,000	126,100	1,780,000	126,100	1,906,100
2029	1,495,000	79,820	1,495,000	79,820	1,574,820
2030	1,575,000	40,950	1,575,000	40,950	1,615,950
	<u>\$ 15,045,000</u>	<u>\$ 3,104,400</u>	<u>\$ 15,045,000</u>	<u>\$ 3,104,400</u>	<u>\$ 18,149,400</u>

PRELIMINARY DRAFT - SUBJECTION TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.



PLANNED OR OUTSTANDING INDEBTENDNESS

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
SCHEDULE OF DEBT SERVICE REQUIREMENTS TO MATURITY
December 31, 2016

\$16,460,000					
General Obligation Refunding Bonds					
Series 2015					
Dated December 8, 2015					
Interest Rate of 2.600%					
Interest Payable					
June 1 and December 1					
Principal Payable December 1					
Bonds and Interest Maturing in the Year Ending December 31,	Principal		Interest		Annual Debt Service
December 31,	Principal	Interest	Principal	Interest	Service
2018	\$ 755,000	\$ 391,170	\$ 755,000	\$ 391,170	\$ 1,146,170
2019	795,000	371,540	795,000	371,540	1,166,540
2020	850,000	350,870	850,000	350,870	1,200,870
2021	910,000	328,770	910,000	328,770	1,238,770
2022	975,000	305,110	975,000	305,110	1,280,110
2023	1,040,000	279,760	1,040,000	279,760	1,319,760
2024	1,110,000	252,720	1,110,000	252,720	1,362,720
2025	1,180,000	223,860	1,180,000	223,860	1,403,860
2026	1,255,000	193,180	1,255,000	193,180	1,448,180
2027	1,325,000	160,550	1,325,000	160,550	1,485,550
2028	1,780,000	126,100	1,780,000	126,100	1,906,100
2029	1,495,000	79,820	1,495,000	79,820	1,574,820
2030	1,575,000	40,950	1,575,000	40,950	1,615,950
	<u>\$ 15,045,000</u>	<u>\$ 3,104,400</u>	<u>\$ 15,045,000</u>	<u>\$ 3,104,400</u>	<u>\$ 18,149,400</u>

PRELIMINARY DRAFT - SUBJECTION TO REVISION

This financial information should be read only in connection with the accompanying accountant's compilation report and summary of significant assumptions.



AUDITS

**CHERRY CREEK NORTH
BUSINESS IMPROVEMENT DISTRICT NO. 1
City and County of Denver, Colorado**

**FINANCIAL STATEMENTS
December 31, 2016**

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Certified Public Accountants and Business Consultants

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Cherry Creek North Business Improvement District
City and County of Denver, Colorado

We have audited the accompanying financial statements of the governmental activities and each major fund of Cherry Creek North Business Improvement District (the District), a component unit of the City and County of Denver, as of and for the year ended December 31, 2016, and the related notes to the financial statements, which collectively comprise the District'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 opinions.

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 District as of December 31, 2016, and the respective changes in financial position thereof, and the budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Management has omitted management's discussion and analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing 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. Our opinion on the basic financial statements is not affected by this missing information.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The supplementary information as listed in the table of contents is presented for purposes of legal compliance and additional analysis and is not a required part of the basic financial statements. The supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Danner Higgins & Associates, PC

Lakewood, Colorado
March 7, 2017

BASIC FINANCIAL STATEMENTS

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
STATEMENT OF NET POSITION
December 31, 2016

	<u>Governmental Activities</u>
ASSETS	
Cash and investments	\$ 1,200,449
Cash and investments - Restricted	121,975
Accounts receivable	18,593
Prepaid expenses	26,975
Receivable - County Treasurer	18,663
Property taxes receivable	3,889,635
Capital assets:	
Depreciable, net	<u>12,829,569</u>
Total assets	<u>18,105,859</u>
DEFERRED OUTFLOWS OF RESOURCES	
Loss on refunding	<u>1,747,504</u>
Total deferred outflows of resources	<u>1,747,504</u>
LIABILITIES	
Accounts payable	66,560
Payable - County Treasurer	76,254
Accrued liabilities	105,909
Accrued interest payable	34,147
Noncurrent liabilities	
Due within one year	715,000
Due in more than one year	<u>15,045,000</u>
Total liabilities	<u>16,042,870</u>
DEFERRED INFLOWS OF RESOURCES	
Property tax revenue	<u>3,889,635</u>
Total deferred inflows of resources	<u>3,889,635</u>
NET POSITION	
Net investment in capital assets	(1,182,927)
Restricted for:	
Emergency reserves	84,800
Debt service	11,224
Unrestricted	<u>1,007,761</u>
Total net position	<u><u>\$ (79,142)</u></u>

These financial statements should be read only in connection with
the accompanying notes to financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
STATEMENT OF ACTIVITIES
Year Ended December 31, 2016

<u>Functions/Programs</u>	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expenses)</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	<u>Revenues and Changes in Net Position</u>
					<u>Governmental Activities</u>
Primary government:					
Government activities:					
General government	\$ 2,530,876	\$ 133,179	\$ -	\$ -	\$ (2,397,697)
Physical environment	911,006	-	-	-	(911,006)
Parking operations	165,610	234,309	-	-	68,699
Interest on long-term debt and related costs	612,206	-	-	-	(612,206)
	<u>\$ 4,219,698</u>	<u>\$ 367,488</u>	<u>\$ -</u>	<u>\$ -</u>	<u>(3,852,210)</u>
General revenues:					
Property taxes					3,357,813
Specific ownership taxes					232,879
Net investment income					2,216
Total general revenues					<u>3,592,908</u>
Change in net position					(259,302)
Net position - Beginning					180,160
Net position - Ending					<u>\$ (79,142)</u>

These financial statements should be read only in connection with
the accompanying notes to financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
BALANCE SHEET
GOVERNMENTAL FUNDS
December 31, 2016

	General	Debt Service	Governmental Funds
ASSETS			
Cash and investments	\$ 1,200,449	\$ -	\$ 1,200,449
Cash and investments - Restricted	84,800	37,175	121,975
Accounts receivable	18,593	-	18,593
Receivable - County Treasurer	18,663	-	18,663
Prepaid expenses	26,975	-	26,975
Property taxes receivable	2,573,576	1,316,059	3,889,635
TOTAL ASSETS	\$ 3,923,056	\$ 1,353,234	\$ 5,276,290
LIABILITIES			
Accounts payable	\$ 66,410	\$ 150	\$ 66,560
Payable - County Treasurer	50,453	25,801	76,254
Accrued liabilities	105,909	-	105,909
Total liabilities	222,772	25,951	248,723
DEFERRED INFLOWS OF RESOURCES			
Property tax revenue	2,573,576	1,316,059	3,889,635
Total deferred inflows of resources	2,573,576	1,316,059	3,889,635
FUND BALANCES			
Nonspendable:			
Prepaid amounts	26,975	-	26,975
Restricted for:			
Emergency reserves	84,800	-	84,800
Debt service	-	11,224	11,224
Assigned:			
Subsequent year's expenditures	31,760	-	31,760
Unassigned:			
General government	983,173	-	983,173
Total fund balances	1,126,708	11,224	1,137,932
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 3,923,056	\$ 1,353,234	
Reconciliation of Balance Sheet - Governmental Funds to Statement of Net Position			
Capital assets are reported as assets on the Statement of Net Position but are recorded as expenditures in the funds.			
Capital assets, net			12,829,569
Other long-term assets are not available to pay for current period expenditures and, therefore, are deferred in the funds.			
Loss on refunding			1,747,504
Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the funds.			
Bonds payable			(15,760,000)
Bond interest payable			(34,147)
Net position of governmental activities			\$ (79,142)

These financial statements should be read only in connection with
the accompanying notes to financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
Year Ended December 31, 2016

	<u>General</u>	<u>Debt Service</u>	<u>Total Governmental Funds</u>
REVENUES			
Property taxes	\$ 2,221,696	\$ 1,136,117	\$ 3,357,813
Specific ownership taxes	232,879	-	232,879
Interest income	1,724	492	2,216
Events income	71,194	-	71,194
Marketing income	11,800	-	11,800
Gift card sales	50,185	-	50,185
Parking garage income	194,309	-	194,309
Management fees - Parking	40,000	-	40,000
Total revenues	<u>2,823,787</u>	<u>1,136,609</u>	<u>3,960,396</u>
EXPENDITURES			
Current			
Administration	512,752	-	512,752
Marketing, communications, tourism and events	1,165,325	-	1,165,325
Physical environment	951,648	-	951,648
Parking operations	165,610	-	165,610
Debt service			
County Treasurer's fee	-	11,312	11,312
Bond principal - 2015 Series	-	700,000	700,000
Bond interest - 2015 Series	-	419,639	419,639
Paying agent fees	-	450	450
Undesignated Contingencies	-	5,004	5,004
Total expenditures	<u>2,795,335</u>	<u>1,136,405</u>	<u>3,931,740</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>28,452</u>	<u>204</u>	<u>28,656</u>
FUND BALANCES - BEGINNING OF YEAR	<u>1,098,256</u>	<u>11,020</u>	<u>1,109,276</u>
FUND BALANCES - END OF YEAR	<u>\$ 1,126,708</u>	<u>\$ 11,224</u>	<u>\$ 1,137,932</u>

These financial statements should be read only in connection with
the accompanying notes to financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
RECONCILIATION OF THE STATEMENT OF REVENUES,
EXPENDITURES AND CHANGES IN FUND BALANCES OF THE
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
Year Ended December 31, 2016

Net change in fund balances - Governmental funds \$ 28,656

Amounts reported for governmental activities in the statement of activities
are different because:

Governmental funds report capital outlays as expenditures. However, in the
statement of activities, the costs of these assets are depreciated over their
estimated useful lives.

Expenditures for capital assets	55,502
Current year depreciation	(867,659)

The issuance of long-term debt (e.g., bonds) provides current financial
resources to governmental funds, while the repayment of the principal
of long-term debt consumes the current financial resources of government
funds. Neither transaction, however, has any effect on net position. Also,
governmental funds report the effect of issuance costs, premiums, discounts,
and similar items when debt is first issued as expenditures, whereas these
amounts are deferred and amortized in the statement of activities.

Bond principal payment	700,000
Loss on refunding amortization	(168,097)

Some expenses reported in the statement of activities do not require the
use of current financial resources and, therefore, are not reported as
expenditures in governmental funds.

Accrued interest on bonds - Change in liability	(7,704)
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Change in net position of governmental activities	\$ (259,302)
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These financial statements should be read only in connection with
the accompanying notes to financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN
FUND BALANCES - BUDGET AND ACTUAL
Year Ended December 31, 2016

	Original and Final Budget	Actual Amounts	Variance with Final Budget Positive (Negative)
REVENUES			
Property taxes	\$ 2,327,759	\$ 2,221,696	\$ (106,063)
Specific ownership taxes	229,000	232,879	3,879
Interest income	2,000	1,724	(276)
Miscellaneous income	5,000	-	(5,000)
Events income	60,000	71,194	11,194
Marketing income	-	11,800	11,800
Gift card sales	65,000	50,185	(14,815)
Parking garage income	130,000	194,309	64,309
Management fees - Parking	40,000	40,000	-
Total revenues	2,858,759	2,823,787	(34,972)
EXPENDITURES			
Administration	504,138	512,752	(8,614)
Marketing, communications, tourism and events	1,242,000	1,165,325	76,675
Physical environment	1,071,400	951,648	119,752
Parking operations	206,000	165,610	40,390
Total expenditures	3,023,538	2,795,335	228,203
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(164,779)	28,452	193,231
FUND BALANCES - BEGINNING OF YEAR	1,017,113	1,098,256	81,143
FUND BALANCES - END OF YEAR	\$ 852,334	\$ 1,126,708	\$ 274,374

These financial statements should be read only in connection with
the accompanying notes to financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 1 - DEFINITION OF REPORTING ENTITY

Cherry Creek North Business Improvement District No. 1 (the District) is a quasi-municipal corporation and political subdivision of the State of Colorado. The District was organized on November 28, 1988, and is governed according to the provisions of the Colorado Business Improvement Act (C.R.S. 31-25 part 12). The District's service area is located in the City and County of Denver, Colorado (City). The District was established for the purpose of maintaining public improvements and planning developmental activities; promotion and marketing of District activity; organization, promotion, marketing, and management of public events; activities supporting business recruitment, management, and development; security for businesses and public areas located within the District; snow removal and refuse collection; and providing design assistance.

The District follows the Governmental Accounting Standards Board (GASB) accounting pronouncements, which provide guidance for determining which governmental activities, organizations and functions should be included within the financial reporting entity. GASB pronouncements set forth the financial accountability of a governmental organization's elected governing body as the basic criterion for including a possible component governmental organization in a primary government's legal entity. Financial accountability includes, but is not limited to, appointment of a voting majority of the organization's governing body, ability to impose its will on the organization, a potential for the organization to provide specific financial benefits or burdens and fiscal dependency.

The District's annual budget is required to be submitted to and approved by the City, thus enabling the City to impose its will on the District. Consequently, the District is considered to be a component unit of the City.

The District has a twelve member Board of Directors comprised of a chairperson, vice-chair person, secretary-treasurer, and eleven members. In evaluating the District as a reporting entity, the Board has addressed all potential component units for which the District may or may not be financially accountable, and as such, be includable within the District's financial statements. The District is not financially accountable for any other organization.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The more significant accounting policies of the District are described as follows:

Government-wide and Fund Financial Statements

The government-wide financial statements include the statement of net position and the statement of activities. These financial statements include all of the activities of the District. The effect of interfund activity has been removed from these statements. Governmental activities are normally supported by property taxes.

The statement of net position reports all financial and capital resources of the District. The difference between the assets, deferred outflows, liabilities and deferred inflows of the District is reported as net position.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The statement of activities demonstrates the degree to which the direct and indirect expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include: 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services or privileges provided by a given function or segment, and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds. Major individual governmental funds are reported as separate columns in the fund financial statements.

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Depreciation is computed and recorded as an operating expense. Expenditures for capital assets are recorded as a reduction in liabilities and are shown as: 1) increases in assets, and 2) redemption of bonds and notes.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the District considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. The major sources of revenue susceptible to accrual are property taxes and specific ownership taxes. All other revenue items are considered to be measurable and available only when cash is received by the District. Expenditures other than interest on long-term obligations are recorded when the liability is incurred or the long-term obligation is due.

The District reports the following major governmental funds:

The General Fund is the District's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The Debt Service Fund accounts for the resources accumulated and payments made for principal and interest on long-term debt of the governmental funds.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Budgets

In accordance with Local Government Budget Law of Colorado and the Business Improvement District Law, the District's Board of Directors prepares an annual operating plan and budget that is submitted no later than each September 30 to the City for approval. The District's Board of Directors conducts a public hearing prior to adopting the final budget for the ensuing year, setting the mill levy, and appropriating sums of money within the Budget. The District then certifies its mill levy to the Assessor and the Council of the City and County of Denver prior to the statutory certification date, December 15. The District may modify the budget and the appropriation of sums of money within the budget. The appropriation is at the total fund expenditures level and lapses at year-end. The District's Board of Directors can modify the budget by line item within the total appropriation without notification. The appropriation can only be modified upon completion of notification and publication requirements. The budget includes each fund on its basis of accounting unless otherwise indicated.

Pooled Cash and Investments

The District follows the practice of pooling cash and investments of all funds to maximize investment earnings. Except when required by trust or other agreements, all cash is deposited to and disbursed from a single bank account. Cash in excess of immediate operating requirements is pooled for deposit and investment flexibility. Investment earnings are allocated periodically to the participating funds based upon each fund's average equity balance in the total cash.

Investments are carried at fair value.

Property Taxes

Property taxes are levied by the District's Board of Directors. The levy is based on assessed valuations determined by the County Assessor generally as of January 1 of each year. The levy is normally set by December 15 by certification to the County Commissioners to put the tax lien on the individual properties as of January 1 of the following year. The County Treasurer collects the determined taxes during the ensuing calendar year. The taxes are payable by April or if in equal installments, at the taxpayer's election, in February and June. Delinquent taxpayers are notified in August and generally sales of the tax liens on delinquent properties are held in November or December. The County Treasurer remits the taxes collected monthly to the District.

Property taxes, net of estimated uncollectible taxes, are recorded initially as deferred inflows of resources in the year they are levied and measurable. The property tax revenues are recorded as revenue in the year they are available or collected.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g. roads, bridges, sidewalks, and similar items), are reported in the government-wide financial statements. Capital assets are defined by the District as assets with an initial, individual cost of more than \$500. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

Capital assets which are anticipated to be conveyed to other governmental entities are recorded as construction in progress, and are not included in the calculation of net investment in capital assets.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the life of the asset are not capitalized. Improvements are capitalized and depreciated over the remaining useful lives of the related fixed assets, as applicable.

Depreciation expense has been computed using the straight-line method over the following estimated economic useful lives:

Vehicles	5-7 years
Office furniture and equipment	5-7 years
Maintenance equipment	5-7 years
Leasehold improvements	7 years
Streets	20 years

Amortization

In the government-wide financial statements, the loss on bond refunding is being amortized using the interest method over the life of the refunded bonds. The amortization amount is a component of interest expense and the unamortized deferred loss is reflected as a deferred outflow of resources.

Compensated Absences

The District has a policy that allows employees to accumulate unused Personal Time Off (PTO) benefits based on length of service. Employees are encouraged to use all of their PTO benefits earned each year. However, at this time, there is no restriction on how much may be carried over to the next calendar year. Compensated absences are accrued when incurred in the financial statements.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Deferred Outflows/Inflows of Resources

In addition to assets, the statement of net position reports a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/expenditure) until then. The government has only one item that qualifies for reporting in this category. Accordingly, the item, *loss on refunding*, is deferred and recognized as an outflow of resources in the period that the amounts become available.

In addition to liabilities, the statement of financial position reports a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The government has only one item that qualifies for reporting in this category. Accordingly, the item, *property tax revenue*, is deferred and recognized as an inflow of resources in the period that the amounts become available.

Fund Equity

Net Position

For government-wide presentation purposes when both restricted and unrestricted resources are available for use, it is the government's practice to use restricted resources first, then unrestricted resources as they are needed.

Fund Balance

Fund balance for governmental funds should be reported in classifications that comprise a hierarchy based on the extent to which the government is bound to honor constraints on the specific purposes for which spending can occur. Governmental funds report up to five classifications of fund balance: nonspendable, restricted, committed, assigned, and unassigned. Because circumstances differ among governments, not every government or every governmental fund will present all of these components. The following classifications describe the relative strength of the spending constraints:

- *Nonspendable fund balance* – The portion of fund balance that cannot be spent because it is either not in spendable form (such as prepaid amounts or inventory) or legally or contractually required to be maintained intact.
- *Restricted fund balance* – The portion of fund balance that is constrained to being used for a specific purpose by external parties (such as bondholders), constitutional provisions, or enabling legislation.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- *Committed fund balance* – The portion of fund balance that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority, the Board of Directors. The constraint may be removed or changed only through formal action of the Board of Directors.
- *Assigned fund balance* – The portion of fund balance that is constrained by the government’s intent to be used for specific purposes, but is neither restricted nor committed. Intent is expressed by the Board of Directors to be used for a specific purpose. Constraints imposed on the use of assigned amounts are more easily removed or modified than those imposed on amounts that are classified as committed.
- *Unassigned fund balance* – The residual portion of fund balance that does not meet any of the criteria described above.

If more than one classification of fund balance is available for use when an expenditure is incurred, it is the District’s practice to use the most restrictive classification first.

NOTE 3 - CASH AND INVESTMENTS

Cash and investments as of December 31, 2016, are classified in the accompanying financial statements as follows:

Statement of net position:

Cash and investments	\$ 1,200,449
Cash and investments - Restricted	<u>121,975</u>
Total cash and investments	<u><u>\$ 1,322,424</u></u>

Cash and investments as of December 31, 2016, consist of the following:

Deposits with financial institutions	\$ 1,307,440
Investments	<u>14,984</u>
Total cash and investments	<u><u>\$ 1,322,424</u></u>

Deposits with Financial Institutions

The Colorado Public Deposit Protection Act (PDPA) requires that all units of local government deposit cash in eligible public depositories. Eligibility is determined by state regulators. Amounts on deposit in excess of federal insurance levels must be collateralized. The eligible collateral is determined by the PDPA. PDPA allows the institution to create a single collateral pool for all public funds. The pool for all the uninsured public deposits as a group is to be maintained by another institution or held in trust. The market value of the collateral must be at least 102% of the aggregate uninsured deposits.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 3 - CASH AND INVESTMENTS (CONTINUED)

The State Commissioners for banks and financial services are required by statute to monitor the naming of eligible depositories and reporting of the uninsured deposits and assets maintained in the collateral pools.

At December 31, 2016, the District's cash deposits had a bank of \$1,340,627 and carrying balance of \$1,307,440.

Investments

The District has adopted a formal investment policy, which includes following state statutes regarding investments. It sets out the following priorities for investments: 1) safety of principal is the primary objective, 2) portfolio shall retain sufficient liquidity to meet all reasonably anticipated operating cash needs, 3) investment purchases and sales shall be managed in a manner consistent with the BID's financial management goals, and 4) attaining a market rate of return throughout interest rate cycles. The District will only use security dealers who meet specific requirements detailed within the policy.

The District generally limits its concentration of investments to those noted with an asterisk (*) below, which are believed to have minimal credit risk, minimal interest rate risk and no foreign currency risk. Additionally, the District is not subject to concentration risk or investment custodial risk disclosure requirements for investments that are in the possession of another party.

Colorado revised statutes limit investment maturities to five years or less unless formally approved by the Board of Directors. Such actions are generally associated with a debt service reserve or sinking fund requirements.

Colorado statutes specify investment instruments meeting defined rating and risk criteria in which local governments may invest which include:

- . Obligations of the United States, certain U.S. government agency securities and securities of the World Bank
- . General obligation and revenue bonds of U.S. local government entities
- . Bankers' acceptances of certain banks
- . Commercial paper
- . Written repurchase agreements and certain reverse repurchase agreements collateralized by certain authorized securities
- . Certain money market funds
- . Guaranteed investment contracts
- * Local government investment pools

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 3 - CASH AND INVESTMENTS (CONTINUED)

Fair Value Measurement and Application

The District categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; and Level 3 inputs are significant unobservable inputs. Investments not measured at fair value and not categorized include governmental money market funds (PFM Funds Governmental Select series); money market funds (generally held by Bank Trust Departments in their role as paying agent or trustee); and CSAFE which record their investments at amortized cost.

The District has invested in COLOTRUST, an external investment pool that records its investments at fair value and measures fair value using Level 2 inputs.

As of December 31, 2016, the District had the following investments:

Investment	Maturity	Fair Value
Colorado Local Government Liquid Asset Trust (COLOTRUST)	Weighted average under 60 days	<u>\$ 14,984</u>

COLOTRUST

The District invested in the Colorado Local Government Liquid Asset Trust (COLOTRUST) (the Trust), an investment vehicle established for local government entities in Colorado to pool surplus funds. The State Securities Commissioner administers and enforces all State statutes governing the Trust. The Trust operates similarly to a money market fund and each share is equal in value to \$1.00. The Trust offers shares in two portfolios, COLOTRUST PRIME and COLOTRUST PLUS+. Both portfolios may invest in U.S. Treasury securities and repurchase agreements collateralized by U.S. Treasury securities. COLOTRUST PLUS+ may also invest in certain obligations of U.S. government agencies, highest rated commercial paper and any security allowed under CRS 24-75-601. A designated custodial bank serves as custodian for the Trust's portfolios pursuant to a custodian agreement. The custodian acts as safekeeping agent for the Trust's investment portfolios and provides services as the depository in connection with direct investments and withdrawals. The custodian's internal records segregate investments owned by the Trust. COLOTRUST is rated AAAM by Standard & Poor's.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 4 - CAPITAL ASSETS

Capital asset activity for the year-ended December 31, 2016, was as follows:

	<u>January 1, 2016</u>	<u>Additions</u>	<u>Retirements</u>	<u>December 31, 2016</u>
Depreciable assets				
Vehicles	\$ 31,021	\$ 35,826	\$ -	\$ 66,847
Office furniture and equipment	174,835	14,860	-	189,695
Maintenance equipment	76,846	4,816	-	81,662
Leasehold improvements	14,730	-	-	14,730
Street	17,002,538	-	-	17,002,538
Totals at historical cost	<u>17,299,970</u>	<u>55,502</u>	<u>-</u>	<u>17,355,472</u>
Less accumulated depreciation for:				
Vehicles	(31,021)	-	-	(31,021)
Office furniture and equipment	(151,264)	(12,702)	-	(163,966)
Maintenance equipment	(60,979)	(4,534)	-	(65,513)
Leasehold improvements	(14,730)	-	-	(14,730)
Streets	(3,400,250)	(850,423)	-	(4,250,673)
Total accumulated depreciation	<u>(3,658,244)</u>	<u>(867,659)</u>	<u>-</u>	<u>(4,525,903)</u>
Capital assets, net	<u>\$ 13,641,726</u>	<u>\$ (812,157)</u>	<u>\$ -</u>	<u>\$ 12,829,569</u>

Depreciation expenses were charged to functions/programs of the District as follows:

Governmental activities:
 General Government

\$ 867,659

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 5 - LONG-TERM DEBT

The following is an analysis of the changes in the District's long-term obligations for the year ended December 31, 2016:

	<u>Balance January 1, 2016</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance December 31, 2016</u>	<u>Amounts Due Within One Year</u>
Governmental Activities:					
General Obligation Bonds, Series 2015	\$ 16,460,000	\$ -	\$ (700,000)	\$ 15,760,000	\$ 715,000
	<u>\$ 16,460,000</u>	<u>\$ -</u>	<u>\$ (700,000)</u>	<u>\$ 15,760,000</u>	<u>\$ 715,000</u>

The details of the District's long-term obligations are as follows:

General Obligation Bonds

\$16,460,000 General Obligation Refunding Bonds, Series 2015

On December 8, 2015, the District issued \$16,460,000 in General Obligation Refunding Bonds, with an interest rate of 2.600%. The Bonds mature on December 1, 2030 and are not subject to redemption prior to maturity. The Bonds are subject to sinking fund redemption beginning on December 1, 2016. The proceeds were used to establish an irrevocable trust account (the "Refunding Escrow") to refund the Series 2008 and 2009 Bonds on the first date on which they may be redeemed prior to their maturities.

The defeased bonds are not considered a liability of the District since sufficient funds were deposited in the Refunding Escrow and invested in U.S. government securities for the purpose of paying the principal and interest of the defeased bonds when due.

The Bonds are secured by and payable from revenue which consists of required mill levy revenues. The required mill levy is imposed upon all taxable property within the District each year in an amount, when combined with amounts on deposit in the Bond Fund, sufficient to pay the principal and interest, without limitation to rate or amount.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 5 - LONG-TERM DEBT (CONTINUED)

The District's Series 2015 Bonds principal and interest will mature as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017	\$ 715,000	\$ 409,760	\$ 1,124,760
2018	755,000	391,170	1,146,170
2019	795,000	371,540	1,166,540
2020	850,000	350,870	1,200,870
2021	910,000	328,770	1,238,770
2022-2026	5,560,000	1,254,630	6,814,630
2027-2030	6,175,000	407,420	6,582,420
	<u>\$ 15,760,000</u>	<u>\$ 3,514,160</u>	<u>\$ 19,274,160</u>

At December 31, 2016, the District has issued all authorized indebtedness at a total of \$18,500,000.

NOTE 6 - NET POSITION

The District has net position consisting of three components - net investment in capital assets, restricted and unrestricted.

Net investment in capital assets consists of capital assets, net of accumulated depreciation and reduced by the outstanding balances of bonds, mortgages, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets. As of December 31, 2016, the District had net investment in capital assets calculated as follows:

	<u>Governmental Activities</u>
Net investment in capital assets	
Capital assets, net	\$ 12,829,569
Current portion of outstanding long-term obligations	(715,000)
Noncurrent portion of outstanding long-term obligations	(15,045,000)
Loss on refunding (net of accumulated amortization)	1,747,504
Net investment in capital assets	<u>\$ (1,182,927)</u>

The restricted component of net position includes assets that are restricted for use either externally imposed by creditors, grantors, contributors, or laws and regulations of other governments or imposed by law through constitutional provisions or enabling legislation. The District had restricted net position as of December 31, 2016, as follows:

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 6 - NET POSITION (CONTINUED)

	Governmental Activities
Restricted net position:	
Emergency reserves	\$ 84,800
Debt service	11,224
Total restricted net position	\$ 96,024

The District's unrestricted net position as of December 31, 2016, totaled \$1,007,761.

NOTE 7 - RISK MANAGEMENT

The District is exposed to various risks of loss related to torts; thefts of, damage to, or destruction of assets; errors or omissions; injuries to employees; or acts of God.

The District is a member of the Colorado Special Districts Property and Liability Pool (Pool). The Pool is an organization created by intergovernmental agreement to provide property, liability, public officials' liability, boiler and machinery and workers compensation coverage to its members. Settled claims have not exceeded this coverage in any of the past three fiscal years.

The District pays annual premiums to the Pool for liability, property and public officials' liability coverage. In the event aggregated losses incurred by the Pool exceed amounts recoverable from reinsurance contracts and funds accumulated by the Pool, the Pool may require additional contributions from the Pool members. Any excess funds which the Pool determines are not needed for purposes of the Pool may be returned to the members pursuant to a distribution formula.

NOTE 8 – DEFINED CONTRIBUTION PLANS

The District maintains the following defined contribution plans: The Social Security Replacement Plan and the District Retirement Plan. Both plans are in accordance with Internal Revenue Service Code Sections 457 and 401(a). The plans are administered by ICMA-RC:

1. Social Security Replacement Plan (required participation): The District has opted not to participate in the traditional federal Social Security program by providing a retirement program that privatizes the employee's and employer's social security deductions into individual accounts to be managed by the employee. Each pay period, 6.2% of the employee's check is deposited into a 457 individual retirement plan in conjunction with the District depositing an equal 6.2% contribution into an individual 401 retirement plan.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 8 - DEFINED CONTRIBUTION PLANS (CONTINUED)

2. District Retirement Plan (optional participation): The District offers an employer matching retirement plan for those full time employees electing to participate. Participation requires that the employee elects to have 4% of their check deducted and placed into an individual 457 retirement account. If the employee elects to participate in the optional program, the District will contribute a matching 4% of the employee's check into an individual 401 retirement plan.
3. On September 10, 2014, the District's Board of Directors adopted another employee benefit program. The program consists of a new employer contribution of up to 5% of each eligible employee's salary awarded at the end of each calendar year. The program requires three years of continuous employee service to receive 50% of the employer's contribution and five years of continuous service to receive 100%. Furthermore, the Board of Directors may elect at the end of each calendar year to partially or fully fund this program based on any reason they deem appropriate.

Employer contributions to the plans in 2015 and 2016 were \$81,642 and \$96,715, respectively. The funds are not available until termination, retirement, death, or unforeseen emergencies. The employer's portion of liability outstanding December 31, 2016 is \$6,999. There is no liability for benefits under the plan beyond the District's payments. Plan provisions and contribution requirements are established and may be amended by the District's Board of Director's.

NOTE 9 - INTERGOVERNMENTAL AGREEMENT

In 2003, the District entered into an intergovernmental agreement with the City and County of Denver for the operation and maintenance of an off-street parking facility and the promotion of on-street parking facilities. Management of parking operations is currently handled by SP Plus.

The District receives \$40,000 a year from the City and County of Denver for the management of the parking services.

NOTE 10 - TAX, SPENDING AND DEBT LIMITATIONS

Article X, Section 20 of the Colorado Constitution, commonly known as the Taxpayer's Bill of Rights (TABOR), contains tax, spending, revenue and debt limitations that apply to the State of Colorado and all local governments.

Spending and revenue limits are determined based on the prior year's Fiscal Year Spending adjusted for allowable increases based upon inflation and local growth. Fiscal Year Spending is generally defined as expenditures plus reserve increases with certain exceptions. Revenue in excess of the Fiscal Year Spending limit must be refunded unless the voters approve retention of such revenue.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2016

NOTE 10 - TAX, SPENDING AND DEBT LIMITATIONS (CONTINUED)

TABOR requires local governments to establish Emergency Reserves. These reserves must be at least 3% of Fiscal Year Spending (excluding bonded debt service). Local governments are not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases.

The District's management believes it is in compliance with the provisions of TABOR. However, TABOR is complex and subject to interpretation. Many of the provisions, including the interpretation of how to calculate Fiscal Year Spending limits and qualification as an Enterprise will require judicial interpretation. The District has made certain interpretations of the amendment's language in order to determine its compliance.

On November 5, 1996, a majority of the District's electors authorized the District to collect and spend or retain in a reserve all currently levied taxes and fees of the District without regard to any limitations under TABOR. In 1999, the Colorado Attorney General determined that the District was exempt from TABOR.

NOTE 11 - COMMITMENTS AND CONTINGENCIES

The District leases office and parking space under an operating lease. The original lease expired on December 31, 2010, and was extended to January 31, 2018. Total rental expense for the year ended December 31, 2016, was \$142,079.

The future minimum annual rental commitments under this lease are follows:

	<u>Minimum Lease Payments</u>
Year ending December 31,	
2017	\$ 63,431
2018	<u>5,298</u>
	<u>\$ 68,729</u>

This information is an integral part of the accompanying financial statements.

SUPPLEMENTARY INFORMATION

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
DEBT SERVICE FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN
FUND BALANCES - BUDGET AND ACTUAL
Year Ended December 31, 2016

	<u>Original and Final Budget</u>	<u>Actual Amounts</u>	<u>Variance with Final Budget Positive (Negative)</u>
REVENUES			
Property taxes	\$ 1,190,355	\$ 1,136,117	\$ (54,238)
Interest income	3,000	492	(2,508)
Total revenues	<u>1,193,355</u>	<u>1,136,609</u>	<u>(56,746)</u>
EXPENDITURES			
County Treasurer's fee	11,904	11,312	592
Bond principal - 2015 Series	700,000	700,000	-
Bond interest - 2015 Series	419,639	419,639	-
Paying agent fees	500	450	50
Undesignated Contingencies	17,957	5,004	12,953
Total expenditures	<u>1,150,000</u>	<u>1,136,405</u>	<u>13,595</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>43,355</u>	<u>204</u>	<u>(43,151)</u>
FUND BALANCES - BEGINNING OF YEAR	<u>774,233</u>	<u>11,020</u>	<u>(763,213)</u>
FUND BALANCES - END OF YEAR	<u>\$ 817,588</u>	<u>\$ 11,224</u>	<u>\$ (806,364)</u>

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
SCHEDULE OF DEBT SERVICE REQUIREMENTS TO MATURITY
December 31, 2016

\$16,460,000			
General Obligation Refunding Bonds			
Series 2015			
Dated December 8, 2015			
Interest Rate of 2.600%			
Interest Payable			
June 1 and December 1			
Bonds and Interest	Principal Payable December 1		Annual Debt
Maturing	Principal	Interest	Service
in the Year	December 1		Service
Ending	December 1		Service
December 31,	Principal	Interest	Service
December 31,	Principal	Interest	Service
2017	\$ 715,000	\$ 409,760	\$ 1,124,760
2018	755,000	391,170	1,146,170
2019	795,000	371,540	1,166,540
2020	850,000	350,870	1,200,870
2021	910,000	328,770	1,238,770
2022	975,000	305,110	1,280,110
2023	1,040,000	279,760	1,319,760
2024	1,110,000	252,720	1,362,720
2025	1,180,000	223,860	1,403,860
2026	1,255,000	193,180	1,448,180
2027	1,325,000	160,550	1,485,550
2028	1,780,000	126,100	1,906,100
2029	1,495,000	79,820	1,574,820
2030	1,575,000	40,950	1,615,950
	<u>\$ 15,760,000</u>	<u>\$ 3,514,160</u>	<u>\$ 19,274,160</u>

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
SCHEDULE OF ASSESSED VALUATION,
MILL LEVY AND PROPERTY TAXES COLLECTED
December 31, 2016

Year Ended December 31,	Prior Year Assessed Valuation for Current Year Tax Levy	Mills Levied	Total Property Taxes		Percent Collected to Levied
			Levied	Collected	
2012	\$ 155,166,940	17.642	\$ 2,737,455	\$ 2,719,684	99.35%
2013	\$ 154,649,440	17.642	\$ 2,728,325	\$ 2,739,111	100.40%
2014	\$ 160,662,450	17.642	\$ 2,834,407	\$ 2,783,444 (1)	98.20%
2015	\$ 159,219,860	17.642	\$ 2,808,957	\$ 2,735,105 (2)	97.37%
2016	\$ 205,233,600	17.142	\$ 3,518,114	\$ 3,357,813 (3)	95.44%
Estimated for the year ending December 31, 2017	\$ 226,906,760	17.142	\$ 3,889,635		

NOTE:

Property taxes collected in any one year include collection of delinquent property taxes levied in prior year.

- (1) Taxes were abated and refunded, amounting to \$37,409, in collection year ended 2014 per County.
- (2) Taxes were abated and refunded, amounting to \$59,579, in collection year ended 2015 per County.
- (3) Taxes were abated and refunded, amounting to \$121,903, in collection year ended 2016 per County.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)

GENERAL FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES - ACTUAL
Years Ended December 31,

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
REVENUES					
Property taxes	\$ 1,686,815	\$ 1,698,864	\$ 1,726,361	\$ 1,696,379	\$ 2,221,696
Specific ownership taxes	183,508	170,728	191,671	212,183	232,879
Interest income	1,871	3,270	2,890	3,377	1,724
Reimbursed expenditures	-	-	10,118	-	-
FNO income	-	-	19,173	-	-
Outreach support	-	-	-	35,000	-
Parking revenue	92,814	118,912	129,016	179,317	194,309
Events income	17,600	27,397	11,065	71,418	71,194
Marketing income	-	-	-	-	11,800
Management fees - Parking	40,000	40,000	40,000	40,000	40,000
Other income	17,554	-	-	-	-
Gift card sales	59,959	67,098	76,881	47,983	50,185
Total revenues	<u>2,100,121</u>	<u>2,126,269</u>	<u>2,207,175</u>	<u>2,285,657</u>	<u>2,823,787</u>
EXPENDITURES					
Current operating					
Administration	462,975	440,775	460,152	478,382	497,892
Operations	1,815,802	1,791,442	1,846,537	1,948,668	2,241,941
Capital outlay	14,242	17,581	2,151	22,413	55,502
Total expenditures	<u>2,293,019</u>	<u>2,249,798</u>	<u>2,308,840</u>	<u>2,449,463</u>	<u>2,795,335</u>
NET CHANGE IN FUND BALANCES	(192,898)	(123,529)	(101,665)	(163,806)	28,452
FUND BALANCES - BEGINNING OF YEAR	1,680,154	1,487,256	1,363,727	1,262,062	1,098,256
FUND BALANCES - END OF YEAR	<u>\$ 1,487,256</u>	<u>\$ 1,363,727</u>	<u>\$ 1,262,062</u>	<u>\$ 1,098,256</u>	<u>\$ 1,126,708</u>

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
TEN LARGEST TAXPAYERS OF TAXABLE PROPERTY
(Unaudited)
(Assessed Valuation for 2016 Taxes Due in 2017)

<u>Taxpayer</u>	<u>Assessed Valuation</u>	<u>Percent of Total Assessed Valuation</u>
100 SAINT PAUL LLC	\$ 19,246,310	8.48%
CLAYTON LANE INVESTORS LLC	14,828,860	6.54%
SE FILLMORE PLACE LLC	14,011,210	6.17%
151 DETROIT STREET CF LLC	12,484,300	5.50%
COLUMBINE STREET PROPERTIES	11,980,170	5.28%
SE BCC BUILDING LLC	9,644,530	4.25%
DIAMONDROCK CHERRY CREEK OWNER	9,450,120	4.16%
UPI 2ND JOSEPHINE LLC	9,280,000	4.09%
OFFICES AT UNIVERSITY LLC	7,755,900	3.42%
CLAYTON LANE OWNER LLC	6,522,790	2.87%
ALL OTHERS	111,702,570	49.24%
	<u>\$ 226,906,760</u>	<u>100.00%</u>



BY-LAWS

BYLAWS OF CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1

(A Business Improvement District created pursuant to the Colorado Business Improvement District Act, as amended, and Ordinance No. 741 (1988) of the Council of the City and County of Denver.)

**AS AMENDED BY THE BOARD OF DIRECTORS
February 12, 2014**

ARTICLE 1

Offices

The principal office of the Cherry Creek North Business Improvement District No. 1, hereafter known as the "District", shall be at a location in Denver, Colorado as the Board of Directors may determine or as the affairs of the District may require from time to time.

ARTICLE II

Board of Directors

1. General Powers. Except as otherwise provided by law or these bylaws, the affairs of the District shall be governed by its Board of Directors, hereinafter sometimes known as the "Board".
2. Number. In accordance with City and County of Denver Ordinance No. 153 (Series of 1999), the Board shall consist of no fewer than nine (9) to no more than fifteen (15) members. Within this range, a majority vote of the Board may set the number of directors by resolution or by amendment of the District's Number of Board Members Governing Policy.

3. Composition. Each member of the Board shall be an elector of the District, and no more than one-half of the members of the board may be affiliated with one owner or lessee of taxable real or personal property in the District.
4. Appointment and Term of Office. In accordance with C.R.S. § 31-25-1209(b), the directors shall be appointed by the Mayor and approved by the City Council of the City and County of Denver, and shall serve at the pleasure of the Mayor and the City Council. Each year at the regular meeting of the Board during the month of November, the Board shall nominate a successor for each director whose term shall expire that year, except that the Board may propose to adjust the number of directors to be appointed in a given year in order to achieve staggered terms, so that approximately one-third of directors' terms expire in a given year. The nominations process shall be described in the District's Governing Policies. A copy of the slate recommended by the nominating committee shall be included in the notice to each director of any regular or special meeting at which the nomination of a director for proposal to the Mayor will take place. In selecting a nominee, the Board shall give such consideration as it may deem appropriate to the need for representation of the variety of commercial property owners and businesses, both in terms of the nature of goods or service provided and the relative size of the businesses, within the District. The Board shall also give consideration to the expressed commitment of a nominee to fulfill the obligations and commitments inherent in participation on the Board, as enumerated within these bylaws or in governing policies adopted by the Board. The Board shall propose its nominees to the Mayor confirming the term of the continuing members of the Board and recommending each nominee to fill a vacancy created by an expiring term to serve for a term of three (3) years, for a maximum of two consecutive three year terms. Prospective directors recommended by the Board to the Mayor shall assume their role on January 1st, and shall have voting rights and be recognized as a formal Board member unless/until notification is received that they have not been approved by the City Council.
5. Vacancies. In the event that a vacancy created on the Board of Directors shall occur for any cause other than the expiration of the director's term, including removal, the Board of Directors shall nominate a succeeding director by a vote

of a majority of the remaining directors (even if such a majority is less than a quorum) at any regular or special meeting of the board held within 75 days of the occurrence of such vacancy. In selecting a nominee, the Board shall give such consideration as it may deem appropriate to the need for representation of the variety of commercial property owners and businesses, both in terms of the nature of goods or service provided and the relative size of the businesses, within the District. The Board of Directors shall nominate to the Mayor a succeeding director to fill the vacancy.

6. Consultation with Electors. Each year, no later than 5 days before the scheduled date for the regular meeting of the Board during the month of September, the Secretary shall cause notice to be given to the electors (as defined in C.R.S. § 31-25-1203(4)(a), as may be amended) of all openings on the Board, which will occur that year as a result of the expiration of directors' terms. Such notice shall describe the number of openings on the Board; describe the term to be filled; and state that the Board intends to propose to the Mayor nominees to succeed to the position of those directors whose terms are expiring, or to fill such vacancies, created by causes other than expiration of a director's term as may exist on the Board. Notice of any opening on the Board, whether created by expiration of a director's term or any other cause, shall be sent to each elector by first class mail at his or her last-known address, as disclosed by the tax records of the County of Denver, and shall be deemed to have been given 3 days after it is placed in the United States mail, postage prepaid. Such notice shall disclose the name of the members of the nominating committee as well as the mailing address of the District office and shall direct that the electors may mail any suggestions for potential nominees for directors to the members of the nominating committee. Such notice shall also state that the electors' suggestions must be received at the District office no later than 15 days from the date of such notice in order to be considered by the nominating committee.
7. Resignation. Any director may resign by submitting a written resignation to the Board. The Board will notify the City Council and the Mayor, and such resignation will take effect on the date specified therein.

8. Removal. The Board of Directors may, by an affirmative vote of three-quarters of the directors then in office, propose to the Mayor and City Council that a member of the Board be removed for cause, which for these purposes shall be defined as failure by the director, in the opinion of a majority of the Board, to abide by these Bylaws or the governing policies of the Board then in effect. Directors may also be removed in accordance with Colo. Rev. Stat. § 31-25-1209(1)(e) and (f), as such sections may be amended.
9. Compensation. The directors shall receive no compensation for services rendered in their capacity as directors, but may, under policies established by resolution of the Board, be reimbursed for their reasonable expenses incurred in the performance of their official duties as directors. Nothing herein shall be construed to preclude any director from providing services within the District area in some other capacity and receiving compensation therefore.
10. Regular Meetings. The Board shall hold regular meetings on the second Wednesday of every month, at a time and location to be determined by the Board. The regular meeting of the Board during the month of January shall be deemed the annual meeting of the Board of Directors. At each annual meeting the Board shall designate the public place at which public notice of meetings of the Board or its committees will be posted; and may transact such other business as may properly come before the meeting.
11. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the Chair or the written demand of any three (3) directors. Such special meeting shall be held at such date, place and time as may be determined by the person or persons authorized to call the special meeting. Notice of such special meeting shall state the purpose of the meeting.
12. Notice. Notice of any meeting of the Board, whether regular or special, shall be given to each director at least five (5) days prior to the meeting. Such notice may be given by personal telephone or e-mail communication to a director; by personal delivery of written notice to a director; by transmittal of a cable or telegram to a director; or by deposit of a written notice to a director in the United States mail, postage prepaid. When notice to a director is given by mail,

such notice shall be deemed to be given three (3) days after it is placed in the United States mail, postage prepaid.

13. Quorum. A majority of those actually serving on the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board; but if less than a majority of the directors are present at such meeting, a majority of the directors present may adjourn the meeting to a later date, provided that notice of the meeting shall be given in the manner provided in section 12 of this Article II to each director not present at the adjourned meeting.
14. Manner of Acting. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or these bylaws.
15. Proxies. Voting by proxies is prohibited.
16. Attendance/Absences. The Board may establish an attendance requirement, which will be articulated in governing policies. A director absent from more regularly scheduled meetings of the Board than is allowed for in the attendance requirement set forth in the Governing Policies will be deemed to have resigned from the Board. Such resignation shall be effective as of the date of the last regularly scheduled Board meeting missed by the Director.

ARTICLE III

Elected Officers

1. Officers. The officers of the District shall be a Chair, a Vice-Chair, Treasurer and a Secretary. The offices of Chair, Vice-Chair, Treasurer and Secretary shall be elected from among the members of the Board of Directors; and, resignation or removal from the Board of the Chair, Vice-Chair, Treasurer or Secretary shall constitute resignation or removal from such office as well. The office of both Secretary and Treasurer may be filled by one person.
2. Election and Term of Office. The elected officers of the District shall be elected by the Board of Directors at the annual meeting of the Board and shall serve terms of one year, until the next annual meeting of the Board, or until such

officer's successors has been elected. No individual may serve more than two consecutive one-year terms in a particular officer position.

3. Vacancies. A vacancy in any office due to death, resignation, removal, disqualification or other cause may be filled by the Board of Directors for the unexpired portion of the term.
4. Resignation. Any officer may resign at any time by giving written notice thereof to the Board of Directors. Such resignation shall take effect on the date specified therein and no acceptance of such resignation shall be necessary to render the same effective.
5. Removal. Any officer elected or appointed by the Board of Directors may be removed, by an affirmative vote of a majority of the remaining voting members of the Board, whenever in the Board's judgment the best interests of the District would be served thereby.
6. Chair. The Chair of the Board of Directors shall be the chief governing officer of the District. The Chair shall preside at all meetings of the Board of Directors and shall have other authority and responsibilities as may be designated by the Board of Directors in its governing policies.
7. Vice-Chair. In the absence, disability or refusal to act by the Chair, the Vice-Chair shall perform all the duties of the Chair, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chair.
8. Secretary. The Secretary shall keep, or cause to be kept, a record of all proceedings, minutes of meetings, current governing policies, certificates, contracts, and corporate acts of the Board, which shall be open to inspection by the electors of the District and other interested parties. The Secretary shall see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; be custodian of the District records and of the seal of the District and see that the seal of the District is affixed to all documents as may be required or appropriate from time to time; and in general, shall perform all other duties as may be assigned to the Secretary by the President or by the Board of Directors from time to time.
9. Treasurer. In accordance with C.R.S. § 31-25-1209(2), as may be amended, the Treasurer shall keep permanent records containing accurate accounts of all

money received by and distributed for and on behalf of the District and shall make such annual or other reports to the City and County of Denver as it may require. The Treasurer may work with District staff and consultants in fulfilling this obligation. The Treasurer shall make financial information available to the directors as necessary. The Treasurer shall perform all acts incident to the position of Treasurer subject to the control of the Board of Directors. The Treasurer shall report on the progress of his/her duties as necessary at each Board meeting.

ARTICLE IV

Chief Executive Officer

1. Employment. The Board of Directors shall employ a professional manager who will be known as the President and Chief Executive Officer (President/CEO), with such duties, for such a length of time, and at such compensation as may be determined by the Board of Directors.
2. Duties. The President/CEO shall manage the day to day affairs of the District in accordance with these Bylaws, the Board's governing policies, and, as the Board may deem appropriate, an employment contract. The President/CEO shall be a non-voting, ex officio member of the Board of Directors. The President/CEO shall be responsible for the employment of any additional staff in a manner consistent with the Board's governing policies and budget. The President/CEO may establish operating committees comprised of Board members, his/her staff and/or other interested parties for purposes he/she may deem necessary or beneficial in the performance of his/her duties.

ARTICLE V

Board Committees

1. Establishment. The Board may establish committees from time to time in order to assist it in the fulfillment of its governance role. Committees established by the Board of Directors may be established by majority vote, with specific purposes, authority and time lines to be included in the resolution establishing such

committees, to be recorded in the governing policies then in effect. When these bylaws or the resolution of the board does not specify the composition of a given committee, the Chair is empowered to appoint individuals to the committee. The designation of any Committee and the delegation of authority thereto shall not relieve the Board, or any member thereof, of any responsibility imposed by law. Each member of a committee shall continue as such until the next annual meeting of the Board of Directors of the District and until a successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee.

2. Term of Office. Each member of a committee shall continue as such until the next annual meeting of the Board of Directors of the District and until a successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee.
3. Chairman. One member of each committee shall be appointed chairman by the person or persons authorized to appoint the members thereof.
4. Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.
5. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

ARTICLE VI

Open Meetings

Any meeting of the Board of Directors, or of any committee having and exercising any authority of the Board of Directors, shall be subject to the open meetings provisions of the Colorado Open Meetings Law, Colo. Rev. Stat. § 24-6-401 *et seq.*, as it may be amended from time to time.

ARTICLE VII

Indemnification

The District shall indemnify its directors, officers, and employees to the fullest extent permitted by the laws of Colorado against all reasonable expenses incurred in connection with the defense of any litigation to which the individual may have been made a party because he or she is or was a director, officer or employee of the District.

ARTICLE VIII

Conflicts of Interest

Each member of the Board of Directors shall comply with the provisions of Colo. Rev. Stat. §§ 31-25-1209(3), 18-8-308, 24-18-108.5, 24-18-109(2), 24-18-109(3)(a), 24-18-201, and 24-18-202, as each may be amended. Without limiting the foregoing, each member of the Board of Directors shall disclose any potential conflicting interest in any transaction of the District pursuant to C.R.S. § 18-8-308. A member of the Board with a potential conflicting interest in a District transaction shall not participate in the consideration of or vote on the transaction, shall not attempt to influence any of the contracting parties, and shall not act directly or indirectly for the Board in the inspection, operation, administration, or performance of any contract related to the transaction. Ownership, in and of itself, by a Board member of property within the District shall not be considered a potential conflicting interest. In addition, the Board must comply with the District's Governance Policy 4.5 regarding Board Members' Code of Conduct, as the same may be amended from time to time.

ARTICLE IX

Contracts, Checks and Deposits

1. Contracts. The Board of Directors may authorize any officer or officers, agent or agents of the District, to enter into any contract which the Board itself is authorized to make pursuant to Part 12 of Article 25 of Title 21 of the Colorado Revised Statutes; to execute and deliver any instrument in the name of and on

behalf of the District, and such authority may be general or confined to specific instances.

2. Checks, Drafts, Etc. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the District, shall be signed in the manner provided by the statute or, in the absence of any applicable statute, shall be executed in accordance with internal controls as established in the Board's then-effective governing policies.
3. Deposits. All funds of the District shall be deposited from time to time to the credit of the District in such banks, trust companies or other depositories as the Board of Directors may select.

ARTICLE X

Books and Records

The District shall keep correct and complete books and records of account as well as minutes of the proceedings of its Boards of Directors at the principal office of the District, all in accordance with State law. Records of all proceedings, minutes of meetings, certificates, contracts, and corporate acts of the Board shall be open to inspection by the electors of the Districts and other interested parties, in accordance with the Colorado Open Records Act.

ARTICLE XI

Waiver of Notice

Whenever any notice is required to be given to the member of the Board of Directors under the law or under the provisions of these bylaws, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XII

Corporate Seal

The corporate seal shall be in such form as has been or shall be approved by resolution of the Board of Directors. Such seal may be used by causing it or a facsimile thereof to be impressed or affixed or in any other manner reproduced. The impression of the seal may be made and attested by the Secretary for authentication of document, contracts or other papers requiring the seal.

ARTICLE XIII

Fiscal Year

The fiscal year of the District shall begin on the first day of January and shall end of the last day of December in each year.

ARTICLE XIV

Amendments to the Bylaws

To the extent permitted by applicable law, the Board of Directors shall have the power to alter, amend, or repeal the bylaws or to adopt new bylaws. Such action may be taken by the affirmative vote of all voting directors, if notice of the proposed alteration or amendment is included in the notice of the meeting. All bylaws of the District shall be automatically amended to conform to any changes in the statutes on which the bylaws are based.

ATTESTATION: These bylaws amended by vote of the Board of Directors on February 12, 2014:



Secretary



BOARD ACTIONS (MOTIONS)

Minutes and Resolutions



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order: Roy Kline, Board Chair, called the meeting to order at 8:00 a.m.

Members present: Eric Buchanan, Lynda Campbell, Karrie Fletcher, Katie Friedland, Roy Kline, Jan Lucas, Calley McCue, Marshall Miranda, Brett Pearson

Members absent: John Conway, Chris Manley

Staff present: Julie Underdahl, Jenny Starkey, Susan Fry, Marian Tuin, Caitlyn Dehn, Kate Lynch

Guests present: Jason Carroll; Clifton, Larson, Allen

Public Comment: (limited to 2 minutes per speaker): None

MONTHLY BUSINESS

Approval of Meeting Minutes: Motion by *Jan Lucas* to approve the meeting minutes of December 14, 2016. Second by *Eric Buchanan*. Vote: Unanimous in favor (9-0, John Conway and Chris Manley not present for vote), motion carries.

Chair Report: Roy Kline introduced the new Board members to the Board and staff.

President & CEO Report: Julie Underdahl reviewed with the Board the Board Fact Sheet detailing the Board Committees and Task Forces as well as the meeting schedule for 2017.

Julie also presented to the Board the District's 2020 Strategic Plan and 2017 Operating Plan.

Parking Task Force: Jenny Starkey presented to the Board updates on the parking program in the District for 2017. She reviewed the holiday parking results for garage use, hired flaggers, etc.

Susan Fry reviewed the City's request regarding an ordinance for mobile vendors in which meters are bagged to sell product/services by trucks curbside. She requested the Board's opinion on the issue.

Strategic Marketing Committee: Jenny presented to the Board the 2017 Marketing Committee plans and reviewed the success of the holiday marketing committee outreach and events.

Audit & Finance Committee: Jason Carroll discussed with the Board the 2016 audit process that will be conducted for the District's financials.



Board of Directors
Meeting Minutes for January 11, 2017
Approved by the Board March 08, 2017

Old Business: None

New Business: None

Adjourn: Motion by *Karrie Fletcher* to adjourn the Board meeting. Second by *Marshall Miranda*. Vote: Unanimous in favor (p-0, John Conway and Chris Manley not present for vote), motion carries.

The meeting was adjourned at 8:51 a.m.



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order: Roy Kline, Board Chair, called the meeting to order at 8:02 a.m.

Members present: Eric Buchanan, Lynda Campbell, John Conway, Karrie Fletcher, Roy Kline, Chris Manley, Calley McCue, Brett Pearson

Members absent: Katie Friedland, Jan Lucas and Marshall Miranda

Staff present: Julie Underdahl, Jenny Starkey, Susan Fry, Brian Phetteplace, Marian Tuin, Caitlyn Dehn, Kate Lynch

Guests present: Jason Carroll; Clifton, Larson, Allen, Raylene Decatur; Decatur & Company; Chris Dunn, Kiley + Dunn; Lisa Tyler, Cherry Creek Framing & Gallery Rouge

Public Comment: (limited to 2 minutes per speaker): Lisa Tyler commented on the construction impacts in the District, specifically parking challenges for retailers. She also stated that she considers this the number one issue in the neighborhood for the BID.

MONTHLY BUSINESS

Presentation: Chris Dunn of Kiley + Dunn presented to the Board a proposed outline for CCN Streetscape Design and Construction Standards. He emphasized that the standards are to minimize construction impacts on retailers on the visitor experience and on the BID's streetscape.

Approval of Meeting Minutes: Motion by *John Conway* to approve the meeting minutes of January 11, 2017. Second by *Eric Buchanan*. Vote: Unanimous in favor (8-0, Katie Friedland, Jan Lucas and Marshall Miranda not present for vote), motion carries.

Chair Report: Roy Kline announced the District's intent to work with the City to establish a full-time ROW Liaison position in the District. The City's Director of Public Works has committed \$30,000.

President & CEO Report: Julie discussed the District requesting authority to review/approve meter bagging to lessen mobile vending and construction impacts. She requested approval by the board to pursue a proposal with the City.

Motion by *John Conway* to approve/recommend the BID pursue a proposal with the City and County of Denver regarding parking meter bagging in the Cherry Creek North Business Improvement District (CCNBID). Requesting:

1. Notification, review and approval authority to bag a parking meter within the BID's 16 block boundaries for a non-retail or consumer use. (i.e., construction, mobile vending, commercial film production, sampling and other uses/reasons).



2. Requirement of additional/special review and management of bagged meters by the BID on Saturday & Sunday.

Second by *Lynda Campbell*. Vote: Unanimous in favor (8-0, Katie Friedland, Jan Lucas and Marshall Miranda not present for vote), motion carries.

Julie presented the format being used to report on the BID's implementation of the 2017 Operating Plan.

Parking Task Force: Roy Kline reported on the Parking Task Force including the effects of paid parking at the Cherry Creek Shopping Center.

Strategic Marketing Committee: Jenny Starkey reviewed the Marketing Committee and Communications program

Audit & Finance Committee: Jason Carroll presented the January 2017 financial statements.

Motion by *Brett Pearson* to approve the monthly financials. Second by *Roy Kline*. Vote: Unanimous in favor (8-0, Katie Friedland, Jan Lucas and Marshall Miranda not present for vote), motion carries.

Jason reviewed the draft 2016 audit with the Board.

Motion by *Karrie Fletcher* to approve the annual Audit. Second by *Callie McCue*. Vote: Unanimous in favor (8-0, Katie Friedland, Jan Lucas and Marshall Miranda not present for vote), motion carries.

Old Business: None

New Business: None

Adjourn: Motion by *Callie McCue* to adjourn the Board meeting. Second by *Lynda Campbell*. Vote: Unanimous in favor (8-0, Katie Friedland, Jan Lucas and Marshall Miranda not present for vote), motion carries.

The meeting was adjourned at 9:16 a.m.



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order: Roy Kline, Board Chair, called the meeting to order at 8:02 a.m.

Members present: Eric Buchanan, Karrie Fletcher, Katie Friedland, Roy Kline, Chris Manley, Marshall Miranda, Calley McCue

Members absent: Lynda Campbell, John Conway, Jan Lucas and Brett Pearson

Staff present: Julie Underdahl, Jenny Starkey, Susan Fry, Brian Phetteplace, Marian Tuin, Caitlyn Dehn, Kate Lynch

Guests present: Jason Carroll - Clifton, Larson, Allen, Raylene Decatur - Decatur & Company, Richard Scharf - Visit Denver, Christy Fitzpatrick – Antoine Du Chez, Nick Anderson – Antione Du Chez

Public Comment: (limited to 2 minutes per speaker): Christy Fitzpatrick introduced Nick Anderson, the new owner of Antoine Du Chez Cherry Creek, to the Board.

MONTHLY BUSINESS

Presentation: Richard Scharf presented the Denver Tourism Road Map, highlighting the goals and strategic initiatives set as a result of their research.

Approval of Meeting Minutes: Motion by *Eric Buchanan* to approve the meeting minutes of March 08, 2017. Second by *Marshall Miranda*. Vote: Unanimous in favor (7-0, Lynda Campbell, John Conway, Jan Lucas and Brett Pearson not present for vote), motion carries.

Chair Report: Roy Kline updated the Board on Streetscape Task Force.

President & CEO Report: Julie Underdahl reported on the 2017 City General Obligation (GO) bond which includes a proposal for 1st Avenue Improvements project that would include CCN.

She also presented the District's Capital Improvement Project submittals to the City for their consideration. The projects are for more HALO cameras, enhanced pedestrian crossings and a feasibility analysis exploring the establishment of special districts in the areas in and around the BID.

Julie discussed the District's request to the City for a ROW Liaison. The BID will fund a part-time Communications Liaison.



Board of Directors

Meeting Minutes for May 10, 2017
Approved by the Board September 20, 2017

Parking Task Force: Roy Kline reported on the Parking Task Force initiatives in 2017 and our goal to make parking in the District more visitor friendly.

Strategic Marketing Committee: Callie McCue updated the Board on the Strategic Marketing Committee meeting, which focused on the District's signature events.

Audit & Finance Committee: Jason Carroll presented the March 2017 financial statements.

Motion by *Chris Manley* to approve the monthly financials. Second by *Marshall Miranda*.

Vote: Unanimous in favor (7-0, Lynda Campbell, John Conway, Jan Lucas and Brett Pearson not present for vote), motion carries.

Jason reviewed with the Board the District's updated PTO policy and how it will be implemented with existing staff members.

He discussed the BID's five-year revenue projections and possible scenarios that were shared with the BID Audit Committee at their last meeting..

Old Business: None

New Business: Jenny presented the 2016 Annual Report.

Adjourn: Motion by *Eric Buchanan* to adjourn the Board meeting. Second by *Chris Manley*.

Vote: Unanimous in favor (7-0, Lynda Campbell, John Conway, Jan Lucas and Brett Pearson not present for vote), motion carries.

The meeting was adjourned at 9:21 a.m.



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order: Roy Kline, Board Chair, called the meeting to order at 8:15 a.m.

Members present: Lynda Campbell, John Conway, Karrie Fletcher, Katie Friedland, Roy Kline, Chris Manley, Marshall Miranda, Calley McCue

Members absent: Eric Buchanan, Jan Lucas and Brett Pearson

Staff present: Julie Underdahl, Jenny Starkey, Susan Fry, Brian Phetteplace, Marian Tuin

Guests present: Raylene Decatur - Decatur & Company, Chris Dunn – Dunn + Kiley, Dave Hadsell – Centennial Realty Advisors, Sean Mackin – ABM, Cindy Patton – City and County of Denver

MONTHLY BUSINESS

Presentation: Julie began the planning session by reporting on the mid-year staff update for the District.

Presentation: Brian Phetteplace reported on retail trends and statistics in the District.

Roy Kline emphasized the need to maintain the presence of the local independent retailers in Cherry Creek North.

Lynda Campbell suggested working with developers to create space to accommodate the smaller independent retailers.

Katie Friedland suggested the BID partner with independent retailers when looking for available retail space to renew their leases.

Parking In CCN Panel: Roy Kline introduced the Parking Panel: Sean Mackin, Cindy Patton and John Conway. Each panelist discussed their roles in parking within the public and private sectors.

Each panelist discussed the trends they see in parking.

John Conway said that parking inventory is being reduced but that the demand for parking has not declined.

Sean Mackin noted the need for parking/transportation to be recognized and that communication must be prioritized between all entities involved.



Board of Directors

Meeting Minutes for June 14, 2017
Approved by the Board September 20, 2017

Cindy Patton discussed the increased demand for curbside parking use between service providers, delivery vehicles, bike lanes, etc. She emphasized using information to have data-driven decision making.

Each panelist discussed the parking industry technology needs/trends and what has been effective in their respective sectors.

The Board discussed addressing the optics/perceptions of parking in the District and what steps to take to enhance the visitor parking experience.

Presentation: Dave Hadsell, Chair of the District's Streetscape Task Force, reviewed a Task Force initiative to complete District wide standards for streetscape design and building construction. He introduced Chris Dunn who has been working on the project.

Chris Dunn presented the draft BID Streetscape Design & Contractor Standards, explaining the difference between the two documents. The Streetscape Design Standards will ideally be adopted by the City/Design Advisory Board and become the standard for redevelopment approval. The Contractor Standards will become a BID document outlining the expectations and requirements for completing a major construction project in the District.

Chris reviewed the key elements in both the Streetscape Design and Contractor Standards.

Next Steps: Roy Kline discussed next steps, noting all discussions surrounding retail, parking and the design and construction standards will be ongoing.

Adjourn: The meeting was adjourned at 11:06 a.m.



BOARD MEMBERS

Roster

Term Appointments

Attendance Records



BOARD OF DIRECTORS
ROSTER
2017

<p>Roy Kline Chair</p> <p><i>Western Development Group</i> 200 Fillmore St, #400 Denver, CO 80206</p> <p>P: 303.321.5700 RKline@westdevgrp.com</p>	<p>Jan Lucas Vice Chair</p> <p><i>Sage Hospitality</i> 1575 Welton St Denver, CO 80206</p> <p>P: 303.595.7200 x 7294 jan.lucas@sagehospitality.com</p>	<p>Brett Pearson Secretary/Treasurer</p> <p><i>Janus Capital Group</i> 151 Detroit St Denver, CO 80206</p> <p>P: 720.201.4866 brett.pearson@janus.com</p>
<p>Eric Buchanan</p> <p><i>Oliver McMillan</i> 733 8th Ave. San Diego, CA 92101</p> <p>P: 619-321-1111 ebuchanan@olivermcmillan.com</p>	<p>Lynda Campbell</p> <p><i>Stonebridge Companies</i> 9100 E Panorama Dr. Englewood, CO 80112</p> <p>P: 303.862.9074 Lkc1219.campbell@gmail.com</p>	<p>John Conway</p> <p><i>Parking Forward</i> 12386 E. Cornell Avenue Aurora, CO 80014</p> <p>P: 303.962.7908 jconway@parkingforward.com</p>
<p>Karrie Fletcher</p> <p><i>Alpine Bank</i> 215 St. Paul St. Denver, CO 80206</p> <p>P: 303.270.4293 KarrieFletcher@alpinebank.com</p>	<p>Katie Friedland</p> <p><i>Show of Hands</i> 210 Clayton St. Denver, CO 80206</p> <p>P: 303.399.0201 katief@showofhands.com</p>	<p>Chris Manley</p> <p><i>Stonebridge Companies</i> 9100 E Panorama Dr. Englewood, CO 80112</p> <p>P: 303.785.3100 cmanley@sbcos.com</p>
<p>Calley McCue</p> <p><i>Breckenridge-Wynkoop</i> 155 S Madison St, #226 Denver, CO 80209</p> <p>P: 303.595.3500 x 27 cmccue@breckenridge-wynkoop.com</p>	<p>Marshall Miranda</p> <p><i>Bombay Clay Oven</i> 165 Steele St. Denver, CO 80206</p> <p>P: 303.377.4454 marshall.miranda@gmail.com</p>	



BOARD OF DIRECTORS
BOARD TERMS
 2017

	MEMBER	PROFESSIONAL REPRESENTATION	TERM	YEAR
1.	Buchanan, Eric	Commercial Real Estate	1 st Term	2017-2019
2.	Campbell, Lynda	Retail	1 st Term	2016 - 2018
3.	Conway, John	Parking	1 st Term	2016 - 2018
4.	Fletcher, Karrie	Office Employer, Financial Services	1 st Term	2017-2019
5.	Friedland, Katie	Retail, Restaurant	1 st Term	2017-2019
6.	Kline, Roy	Commercial Real Estate	1 st Term	2013 – 2015
			2 nd Term	2016 - 2018
7.	Lucas, Jan	Hotel Industry	1 st Term	2013 – 2015
			2 nd Term	2016 - 2018
8.	Manley, Chris	Hotel Industry	1 st Term	2016 - 2018
9.	McCue, Calley	Retail, Restaurant	1 st Term	2016-2018
10.	Miranda, Marshall	Retail, Restaurant	1 st Term	2016-2018
11.	Pearson, Brett	Office Employer, Financial Services	1 st Term	2015 - 2017

Note: Eleven is maximum number of BID Board members per by-laws.



BOARD OF DIRECTORS
ATTENDANCE
2017

Board Members:

- Roy Kline - Chair
- Jan Lucas – Vice Chair
- Brett Pearson – Secretary/Treasurer
- Eric Buchanan
- Lynda Campbell
- John Conway
- Karrie Fletcher
- Katie Friedland
- Chris Manley
- Calley McCue
- Marshall Miranda

Board Meeting Date	Members Absent
January 11, 2017	John Conway, Chris Manley
March 8, 2017	Katie Friedland, Jan Lucas, Marshall Miranda
May 10, 2017	Lynda Campbell, John Conway, Jan Lucas, Brett Pearson
June 14, 2017	Eric Buchanan, Jan Lucas, Brett Pearson
September 20, 2017	Lynda Campbell, Karrie Fletcher, Chris Manley, Marshall Miranda
October 11, 2017	
December 13, 2017	



BOARD AGENDAS



BOARD OF DIRECTORS
AGENDA

January 11, 2017 | 8:00 a.m. – 9:30 a.m.

LOCATION: 299 Milwaukee Street, #201, Denver, CO 80206

Board Members: Eric Buchanan, Lynda Campbell, John Conway, Karrie Fletcher, Katie Freidland, Roy Kline, Jan Lucas, Chris Manley, Calley McCue, Marshall Miranda, Brett Pearson
BID Staff: Julie Underdahl, Jenny Starkey, Susan Fry, Marian Tuin
Members Absent:

CALL TO ORDER | OPEN FORUM

Call to Order - Roy Kline
Open Forum - Roy Kline

MONTHLY BUSINESS

Approve Minutes – Roy Kline

- Board minutes – December 14, 2016, (Board action requested)
Motion: "I move to approve the December 14, 2016 Board Minutes."

Chair Report - Roy Kline

- Welcome and introduction of new board members

President & CEO Report - Julie Underdahl

- 2017 Committees and Task Forces
- 2017 Operating Plan

COMMITTEES | TASK FORCE REPORTS

Parking Task Force - Roy Kline

Strategic Marketing Committee – Jenny Starkey

Audit & Finance Committee - Lynda Campbell/Jason Carroll

ADJOURN | EXECUTIVE SESSION - Roy Kline



BOARD OF DIRECTORS

AGENDA

March 8, 2017 | 8:00 a.m. – 9:30 a.m.

LOCATION: 299 Milwaukee Street, #201, Denver, CO 80206

Board Members: Eric Buchanan, Lynda Campbell, John Conway, Karrie Fletcher, Katie Freidland, Roy Kline, Jan Lucas, Chris Manley, Calley McCue, Marshall Miranda, Brett Pearson
BID Staff: Julie Underdahl, Jenny Starkey, Susan Fry, Brian Phetteplace, Marian Tuin
Members Absent: John Conway (Jan.), Chris Manley (Jan.)

CALL TO ORDER | OPEN FORUM

Call to Order - Roy Kline
Open Forum - Roy Kline

PRESENTATION

- Proposal to develop CCN Streetscape Design and Construction Standards – Chris Dunn, Kiley + Dunn

MONTHLY BUSINESS

Approve Minutes – Roy Kline

- Board minutes – (Board action requested)
Motion: "I move to approve the Board Minutes."

Chair Report - Roy Kline

- ROW Liaison

President & CEO Report - Julie Underdahl

- City Parking Meter Bagging – (Board action requested)
Motion: "I move to approve/recommend the BID pursue a proposal with the City and County of Denver regarding parking meter bagging in the Cherry Creek North Business Improvement District (CCNBID). Requesting:
 1. *Notification, review and approval authority to bag a parking meter within the BID's 16 block boundaries for a non-retail or consumer use. (i.e., construction, mobile vending, commercial film production, sampling and other uses/reasons).*
 2. *Requirement of additional/special review and management of bagged meters by the BID on Saturday & Sunday.*



BOARD OF DIRECTORS

AGENDA

March 8, 2017 | 8:00 a.m. – 9:30 a.m.

COMMITTEES | TASK FORCE REPORTS

Parking & Mobility Task Force - Roy Kline

- CCABA Transportation Committee Projects

Strategic Marketing Committee – Callie McCue

Audit & Finance Committee - Lynda Campbell/Jason Carroll

- Monthly Financials – (Board Action Requested)
Motion: "I move to approve the monthly financials."
- 2016 Audit Review – (Board Action Requested)
Motion: "I move to approve the annual Audit."

ADJOURN | EXECUTIVE SESSION - Roy Kline

UPCOMING EVENT DATES:

- May 10, 2017 – Board of Directors Meeting, 8:00-9:30 am
- June 14, 2017 – Board of Directors Meeting – Extended Session, 8:00-11:00 am
- July 1-3, 2017 – Cherry Creek Arts Festival
- July 12, 2017 – Board of Directors Meeting, 8:00-9:30 am
- July 13-16, 2017 – Sidewalk Sale
- August 12, 2017 – 9th Annual Food & Wine



BOARD OF DIRECTORS

AGENDA

May 10, 2017 | 8:00 a.m. – 9:30 a.m.

LOCATION: 299 Milwaukee Street, #201, Denver, CO 80206

Board Members: Eric Buchanan, Lynda Campbell, John Conway, Karrie Fletcher, Katie Freidland, Roy Kline, Jan Lucas, Chris Manley, Calley McCue, Marshall Miranda, Brett Pearson
BID Staff: Julie Underdahl, Jenny Starkey, Susan Fry, Brian Phetteplace, Marian Tuin
Members Absent: John Conway (Jan.), Katie Freidland (March), Jan Lucas (March), Chris Manley (Jan.), Marshall Miranda (March)

CALL TO ORDER | OPEN FORUM

Call to Order - Roy Kline
Open Forum - Roy Kline

PRESENTATION

- Denver Tourism Road Map – Richard Scharf, Visit Denver

MONTHLY BUSINESS

Approve Minutes – Roy Kline

- Board minutes – (Board action requested)
Motion: "I move to approve the Board Minutes."

Chair Report - Roy Kline

- Streetscape Task Force Report

President & CEO Report - Julie Underdahl

- 2017 GO Bond
- 2018 CIP Requests
- Right of Way Liaison Update

COMMITTEES | TASK FORCE REPORTS

Parking & Mobility Task Force - Roy Kline

Strategic Marketing Committee – Callie McCue

Audit & Finance Committee - Lynda Campbell/Jason Carroll



BOARD OF DIRECTORS

AGENDA

May 10, 2017 | 8:00 a.m. – 9:30 a.m.

- Monthly Financials – (Board Action Requested)
Motion: "I move to approve the monthly financials."

ADJOURN | EXECUTIVE SESSION - Roy Kline

UPCOMING EVENT DATES:

- June 14, 2017 – Board of Directors Meeting – Extended Session, 8:00-11:00 am
- July 1-3, 2017 – Cherry Creek Arts Festival
- July 12, 2017 – Board of Directors Meeting, 8:00-9:30 am
- July 13-16, 2017 – Sidewalk Sale
- August 12, 2017 – 9th Annual Food & Wine

Cherry Creek North BID Board Extended Session

AGENDA

June 14, 2017

Janus Henderson Investors Board Room

8:00 am – 11:00 am

Goal: The CCN BID Board periodically has extended sessions to allow for presentations and discussion related to topics of strategic importance to the District.

Time	Topic	Responsible
8:00	Welcome and Introductions	Roy Kline
8:10	Mid-Year Summary Report	Julie Underdahl/Jenny Starkey
8:30	Retail Update	Brian Phetteplace
9:00	Parking in CCN Panel	Roy Kline, Moderating; John Conway, Parking Forward; Cindy Patton, Denver Public Works; Sean Mackin, ABM
10:15	BID Streetscape Design and Construction Standards	Chris Dunn
10:45	Next Steps and Adjournment	Roy Kline



BOARD OF DIRECTORS

AGENDA

September 20, 2017 | 8:00 a.m. – 9:30 a.m.

LOCATION: 299 Milwaukee Street, #201, Denver, CO 80206

Board Members: Eric Buchanan, Lynda Campbell, John Conway, Karrie Fletcher, Katie Freidland, Roy Kline, Jan Lucas, Chris Manley, Calley McCue, Marshall Miranda, Brett Pearson

BID Staff: Julie Underdahl, Jenny Starkey, Brian Phetteplace, Susan Fry, Marian Tuin

Members Absent: John Conway (Jan.), Katie Freidland (March), Jan Lucas (March, June), Chris Manley (Jan.), Marshall Miranda (March)

CALL TO ORDER | OPEN FORUM

Call to Order - Roy Kline

Open Forum - Roy Kline

MONTHLY BUSINESS

Approve Minutes – Roy Kline

- Board minutes – May 10, 2017, and June 14, 2017 (Board action requested)
Motion: "I move to approve the Board minutes for May and June 2017."

Chair Report - Roy Kline

President & CEO Report - Julie Underdahl

COMMITTEES | TASK FORCE REPORTS

Parking Task Force - Roy Kline

Strategic Marketing Committee – Calley McCue

Audit & Finance Committee - Lynda Campbell/Jason Carroll

- Monthly Financial Statements (Board action requested)
Motion: "I move to approve the monthly Financial Statements."
- 2018 Budget and Operating Plan (Board action requested)
Motion: "I move to approve the 2018 Budget and Operating Plan."

ADJOURN | EXECUTIVE SESSION - Roy Kline

- *Motion: "I move to adjourn to Executive Session for the purpose of discussing the office lease."*



BOARD OF DIRECTORS

AGENDA

September 20, 2017 | 8:00 a.m. – 9:30 a.m.

UPCOMING MEETING DATES:

- October 11, 2017 – Board of Directors meeting
- November – No Meeting
- December 13, 2017 – Board of Directors meeting

UPCOMING BID DATES:

- October 7, 2017 – Art Feast
- October 24, 2017 – Live + Work Reception at Sol Cocina
- November 25, 2017 – Small Business Saturday
- December 9, 2017 – Winter Fest



**PLANNED AND PERFORMED
ACTIVITIES
2017 and 2018**

EVENT CALENDAR 2017

January

01.23 – 01.28.2017 **Cherry Creek North InSidewalk Sale**

February

Fridays

02.03.2017

02.24 – 03.05.2017

I Heart Fridays in Cherry Creek North

National Wear Red Day & Chef Cook-off (*American Heart Association*)

Denver Restaurant Week (*Visit Denver Event/BID Promotion*)

April

04.30.2017

Cherry Creek Sneak (*Food Bank of the Rockies*)

May

05.29.2017

Memorial Day

June

06.08.2017

Grapes and Galleries (*Homebuilder's Foundation*)

July

07.01 – 07.03.2017

07.13 – 07.16.2017

Cherry Creek Arts Festival (*Cherry Arts Foundation Event/BID Hosted*)*

Cherry Creek North Sidewalk Sale*

August

08.12.2017

Cherry Creek North Food & Wine*

September

09.04.2017

Labor Day

October

10.07.17

Art Feast*

November

11.01.2017

11.01 – Jan 2018

11.06 – 11.10.2017

11.23.2017

11.25.2017

Cherry Creek North Holiday Décor begins

Mile High Holidays (*Visit Denver Event/BID Promotion*)

Denver Arts Week (*Visit Denver Event/BID Promotion*)

Thanksgiving

Small Business Saturday*

December

12.09.2017

12.12 – 12.20.2017

12.25.2017

Winter Fest*

Hanukkah

Christmas

*Denotes Potential Fillmore Plaza Closure

Denotes CCN BID Signature Event

EVENT CALENDAR 2018

January

TBD Cherry Creek North InSidewalk Sale

February

Fridays
02.02.2018 **I Heart Fridays in Cherry Creek North**
National Wear Red Day & Chef Cook-off (*American Heart Association/BID Promotion*)
02.23 – 03.04.2018 Denver Restaurant Week (*Visit Denver Event/BID Promotion*)

April

04.22.2018 Cherry Creek Sneak (*Food Bank of the Rockies*)

May

05.28.2018 Memorial Day

June

TBD Grapes and Galleries (*Homebuilder's Foundation*)

July

07.06 – 07.08.2018 Cherry Creek Arts Festival (*Cherry Arts Foundation Event/BID Hosted*)*
07.19 – 07.22.2018 **Cherry Creek North Sidewalk Sale***

August

08.11.2018 **Cherry Creek North Food & Wine***

September

09.03.2018 Labor Day

October

TBD **Art Feast***

November

TBD Parade Partners Card (*Zane Beadles Foundation/BID Promotion*)
11.01.2018 Cherry Creek North Holiday Décor begins
11.01 – Jan 2018 Mile High Holidays (*Visit Denver Event/BID Promotion*)
11.03 – 11.11.2018 Denver Arts Week (*Visit Denver Event/BID Promotion*)
11.22.2018 Thanksgiving
11.24.2018 **Small Business Saturday***

December

12.08.2018 **Winter Fest***
12.02 – 12.10.2018 Hanukkah *Denotes CCN BID Signature Event*
12.25.2018 Christmas **Denotes Potential Fillmore Plaza Closure*

IMPACTS AND PERFORMANCE MEASURES

- Occupancy rates
- Business or citizen surveys
- Crime rates
- Lease rates
- Taxable retail sales
- Number of jobs created
- Pedestrian / visitor counts
- Business license revenues

CHERRY CREEK NORTH
BUSINESS IMPROVEMENT DISTRICT

2016

ANNUAL REPORT



DEAR CHERRY CREEK NORTH CONSTITUENTS:

Since 1989, the Cherry Creek North Business Improvement District (BID) has been working to plan, manage and promote Cherry Creek North (CCN) as a premier retail, restaurant, office, hotel and residential destination. Today, the BID represents nearly 600 businesses and invests in the vitality of CCN by funding maintenance services, marketing programs, outreach initiatives, economic development services, and parking and mobility improvements.

The landscape of CCN is quickly evolving. In 2016, we saw the completion of major development projects, including the first new hotel in more than a decade and more than one hundred new residential units. To capitalize on this momentum in 2016, the BID:

- Enhanced consumer marketing efforts through local, regional and national advertising campaigns that reinforced the brand of CCN;
- Actively engaged CCN businesses in BID initiatives, events and programs and continued targeted outreach efforts;
- Ensured a vibrant, attractive and well-maintained streetscape throughout the District, including reincorporating streetscape elements around completed construction projects;
- Worked to provide parking and mobility options in CCN; and

- Collaborated with area organizations on advocacy, outreach and research that enhance the business environment in CCN.

As CCN evolves, it is critical to address how residents, visitors and employees experience the area. In 2017, the BID will:

- Strengthen the CCN brand as a place to live, work, play and stay;
- Advocate for improvements in CCN with key partners;
- Expand stakeholder engagement and communications;
- Support commercial property owners in their retail recruitment and retention efforts;
- Activate the District through BID and partner events;
- Enhance the visitor experience; and
- Adopt national best practices for the BID.

It's an exciting time to be in Cherry Creek North. On behalf of the Board and the BID team, thank you for your continued support and investment in the BID.

Sincerely,



Roy Kline

2016-2017 BID Chairman

Julie Underdahl

BID President & CEO





ABOUT THE BID

The Cherry Creek North Business Improvement District (BID) is a public organization primarily funded by private commercial taxpayers. The BID's mission is to actively plan, manage and promote Cherry Creek North as a premier destination for shopping, dining, living, working and visiting.

The BID was established in 1989 as the first business improvement district in the state of Colorado. The BID's boundaries extend 16 blocks from 1st Avenue to 3rd Avenue, and from University Boulevard to Steele Street.

The BID ensures that Cherry Creek North is a premier destination through day-to-day maintenance and operations, annual local and tourism marketing and advertising, constituent outreach, signature events and other initiatives.

2016 BID BOARD OF DIRECTORS

Roy Kline
Western Development Group (Chair)

Jan Lucas
Sage Hospitality (Vice Chair)

Charlie Kercheval
Alpine Bank (Secretary/Treasurer)

Lynda Campbell
Stonebridge Companies

John Conway
Parking Forward

Chris Dunn
Dunn + Kiley

Bob Flynn
Crestone Partners, LLC

Chris Manley
Stonebridge Companies

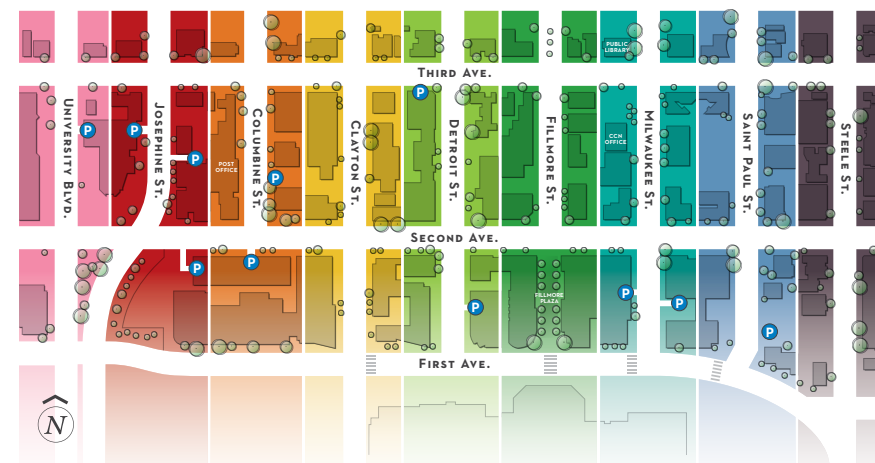
Marshall Miranda
Bombay Clay Oven

Brett Pearson
Janus Capital Group

Calley McCue
Breckenridge-Wynkoop, LLC

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2016 ACCOMPLISHMENTS

CONSUMER MARKETING

THE BID WORKS TO GENERATE AWARENESS AND DRIVE TRAFFIC TO THE 16-BLOCK AREA. THROUGH A COMPREHENSIVE MARKETING, COMMUNICATIONS AND SPECIAL EVENTS PROGRAM, THE BID PROMOTES CHERRY CREEK NORTH AS A PREMIER DESTINATION FOR SHOPPING, DINING, VISITING AND STAYING.

CONSUMER MARKETING

Strategy

- Collaborated with CCN Strategic Marketing Committee members throughout the year to enhance the BID's marketing, outreach, events and business development efforts

Advertising

- Produced a total of **22 MILLION** impressions through paid advertising:

Digital: **9,446,064** impressions

Print: **4,604,245** impressions

TV: **7,949,000** impressions

Digital Engagement

- Launched the new Cherry Creek North website with responsive design, enhanced content and more user-friendly features for BID businesses and visitors alike
- Reached a social media audience of **9,317** followers across Facebook, Instagram and Twitter
- Provided monthly communications about CCN events, promotions and news to more than **11,000** CCN customers via *News From the North* e-newsletter

Events and Activation

- Attracted visitors to **SIX** CCN Signature Events, including I Heart Fridays, Sidewalk Sale, Food and Wine, Art Feast, Small Business Saturday and Winter Fest on Fillmore
- Launched the inaugural Winter Fest on Fillmore, which drew over **750** visitors to the area during the holiday shopping season
- Activated the District with elves and carolers to enhance the visitor experience and provide holiday entertainment



2016 ACCOMPLISHMENTS: CONSUMER MARKETING

Business Services

- Sold more than **\$56,000** in CCN gift cards
- Printed and distributed **65,000** copies of the CCN Shopping and Dining Guide to over **90** locations throughout the Denver metro area

Tourism Marketing

- Invested in Visit Denver's **\$5 MILLION+** tourism advertising campaign with CCN placements in regional newspaper inserts, official visitor guides, destination planning guides, in-room hotel TV, online and LED screens at Downtown Tourist Information Center and Colorado Convention Center
- Partnered with Visit Denver on co-operative marketing campaigns throughout the year, including Denver Restaurant Week, Denver Arts Week and Mile High Holidays

BID Signage

- Marketed CCN events and businesses through BID outdoor signage, including **27** wayfinding kiosks and over **60** banners



SPOTLIGHT: WELCOME TO THE NEW CHERRYCREEKNORTH.COM



IN JUNE OF 2016, THE BID LAUNCHED THE **NEW CHERRY CREEK NORTH WEBSITE**. BUILT WITH USERS IN MIND, THE BID STRATEGICALLY FOCUSED ON GIVING THE SITE A FRESH LOOK WITH REDESIGNED NAVIGATION FOR SIMPLER EASE OF USE, MOBILE RESPONSIVENESS AND A PLETHORA OF TOOLS THAT ALLOW CHERRY CREEK NORTH BUSINESSES AND PROPERTY OWNERS TO ENGAGE WITH SITE VISITORS ON A VARIETY OF LEVELS. HERE IS AN OVERVIEW OF THE MOST UTILIZED FEATURES SO FAR:

DIGITAL DIRECTORY AND INTERACTIVE MAPPING:

Individual business listing pages now include social media information, an interactive map of locations and links to other businesses nearby.

DIRECT SUBMISSIONS:

By implementing direct submissions to the website, businesses are no longer required to log in through a user portal to post information, such as an event on the CCN calendar (which received over **175** submissions in the first six months alone).

The BID also broadened the opportunities for businesses to connect with customers, employees and other businesses through submitting commercial leasing availability and employment openings.

SMALL BUSINESS SPOTLIGHT:

Cherry Creek North's retail mix is unlike any other district in the region, with **70%** of businesses locally owned. Through the new Small Business Spotlight series, readers get an in-depth introduction to a different CCN business every other week. In 2016, the BID highlighted **13** small businesses.

NEW & NOTEWORTHY:

New & Noteworthy allows the BID to share constituents' news and successes with consumers. As a main feature on the CCN homepage, this section is updated consistently to help shape the story of the District.

2016 ACCOMPLISHMENTS



ECONOMIC VITALITY

THROUGH THE COLLECTION AND ANALYSIS OF ECONOMIC DATA, THE BID CREATES REPORTS TO HELP BUSINESSES AND COMMUNITY LEADERS MAKE INFORMED DECISIONS. THE BID ALSO PARTNERS WITH KEY LOCAL ORGANIZATIONS TO ENSURE CHERRY CREEK NORTH AND ITS CONSTITUENTS ARE REPRESENTED IN DECISIONS THAT COULD IMPACT THE ECONOMIC VITALITY OF THE AREA.

ECONOMIC VITALITY



Strategy

- Conducted first Retail Tenant Mix Study for CCN, which included conducting focus groups and stakeholder interviews with **30** CCN constituents, analyzing competitive trade areas and developing retail recommendations for the District
- Published inaugural Cherry Creek Area Development Report, which highlighted active, completed and announced development projects between 2011 - 2016
- Produced 2015 - 2016 Economic Indicators Report to gauge and forecast business conditions, property values and employment trends in CCN
- Welcomed **27** new businesses to CCN through one-on-one introductory meetings
- Visited **130** ground floor retailers through the CEO's door-to-door initiative
- Maintained an **88%** redemption rate of CCN gift cards, redeemable at **178** participating businesses
- Supported the Cherry Creek Arts District through partnerships, marketing efforts and event promotions

Retail Outreach

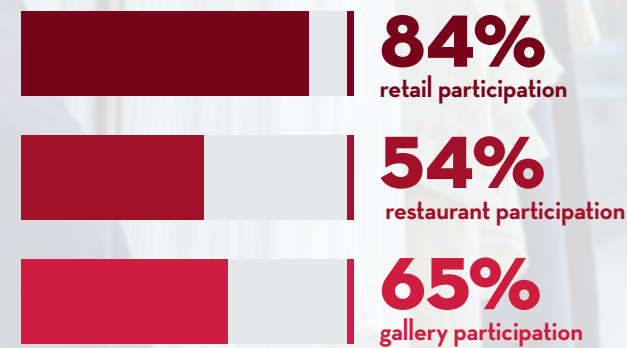
- Communicated CCN news, events and updates biweekly to BID businesses, property owners and property managers through *BID News*, an e-newsletter that achieved an average open rate of **35%** (10% above the industry average)
- Convened **150** CCN retailers at two Live + Work receptions to connect businesses with office HR representatives and managers of multifamily residences in the Cherry Creek area





Retail Outreach

- Engaged a total of **148** CCN businesses as participants in one or more BID Signature Events:



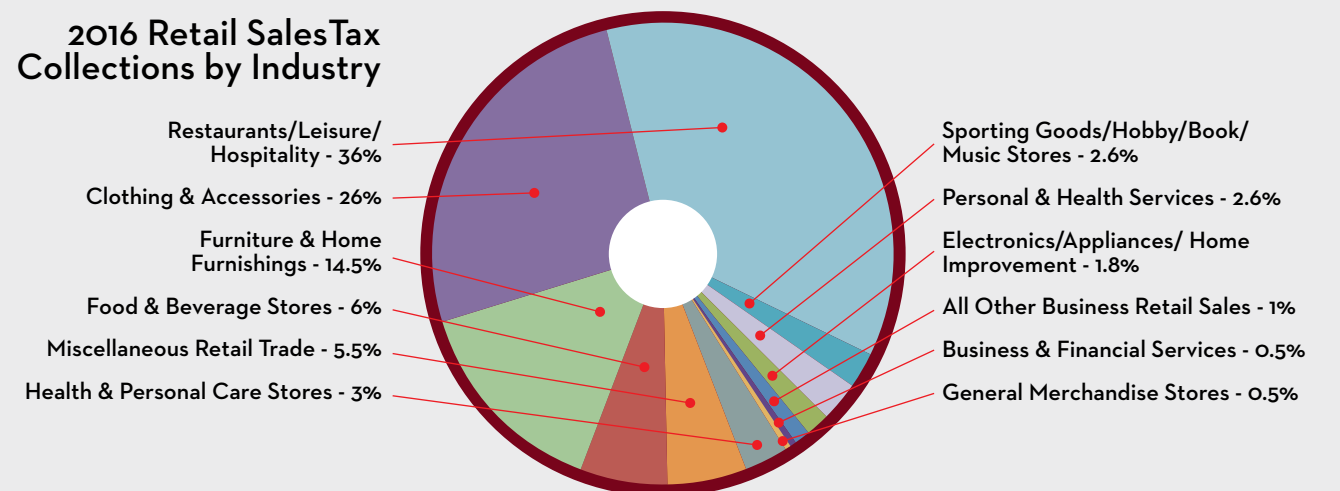
SPOTLIGHT: RETAIL TENANT MIX STUDY

IN AUGUST 2016, THE BID COMPLETED THE FIRST **CHERRY CREEK NORTH RETAIL TENANT MIX STUDY**. THIS ANALYSIS HIGHLIGHTED KEY RETAIL TRENDS AND MARKET CONDITIONS IN THE DISTRICT THAT WILL PROVIDE INSIGHT IN FORMULATING THE BID'S RETAIL RETENTION AND RECRUITMENT STRATEGY GOING FORWARD. THE RESEARCH AND DATA GATHERED SUMMARIZED EXISTING RETAIL CONDITIONS, DEMOGRAPHICS, NON-RESIDENTIAL DEMAND GENERATORS AND TRANSPORTATION.

Key findings from the analysis included:

- There are over **250** retailers in CCN, **70%** of which are local independents.
- BID retailers account for approximately **30%** of sales tax revenue in the Cherry Creek area.
- The three largest retail categories in CCN by retail sales tax collected remain: 1) clothing & accessories, 2) restaurants/leisure/hospitality and 3) furniture & home furnishings. Combined, these "big three" account for over **76%** of all sales tax collections in CCN.
- The population of the Cherry Creek area has increased **14%** since 2010 and is now **6,700** residents with another **1,000** projected by 2021.
- With the addition of three new hotels by 2018, the number of hotel rooms in CCN will increase by **524** rooms, a **228%** increase.
- An estimated **18,000** employees work in the Cherry Creek area with **40%** of them working within CCN's 16 blocks. About one-third of Cherry Creek area employees are under the age of 30, showing a strong workday millennial presence.
- A Walk Score of **95** shows that CCN is one of the most walkable shopping destinations in the city, scoring higher than any of its regional competitors.

2016 Retail Sales Tax Collections by Industry



2016 ACCOMPLISHMENTS

PHYSICAL ENVIRONMENT

THE BID WORKS YEAR-ROUND TO KEEP CHERRY CREEK NORTH CLEAN, ACCESSIBLE AND GREEN. SERVICES LIKE LITTER AND TRASH REMOVAL, SNOW REMOVAL, IRRIGATION, LIGHTING, INFRASTRUCTURE MAINTENANCE AND TREE AND FLOWER CARE ENSURE THAT CHERRY CREEK NORTH IS A DESTINATION THAT PEOPLE LOVE COMING TO.

PHYSICAL ENVIRONMENT

Strategy

- Developed Cherry Creek Safety Working Group comprising BID staff, Denver Police Department, Denver City Council, Cherry Creek Shopping Center and BID property owners and managers to share information and take steps toward developing an overall safety plan for the Cherry Creek area
- Expanded partnership with Denver Police Department District 3 to enhance safety and security in CCN, including the installation of three HALO cameras, increased presence of off-duty officers at BID events and crime prevention resources for retailers
- Initiated monthly construction coordination meetings with construction site managers, Denver Public Works and BID staff to facilitate communication among groups, provide resources and ultimately mitigate the impact of construction on CCN constituents

Maintenance and Operations

- Implemented geographic information system (G.I.S.) software GeoLens to better manage and maintain **1,309** BID-owned streetscape elements
- Devoted approximately **9,000** hours to cleaning and maintaining the BID's **92** block faces



- Spent **272** hours performing electrical inspections/maintenance and **288** hours performing snow removal
- Removed **8,400** bags of trash and recycling and nearly **29,000** bags of dog waste
- Worked with Cherry Creek Shopping Center on ongoing maintenance on 1st Avenue median
- Tended to special landscaping, lighting and street furniture on Fillmore Plaza, CCN's public event space

2016 ACCOMPLISHMENTS: PHYSICAL ENVIRONMENT



Photo: Ryan Dravitz

Landscaping and Seasonal Decor

- Planted **8,500** flowers and plants in **138** pots and flower beds
- Maintained healthy canopy of **744** trees in collaboration with Denver Forestry Department, including pruning **180** trees
- Elevated holiday décor with **21** miles of LED lights and more than **300** seasonal decorations throughout CCN, including on Fillmore Plaza

Construction Coordination

- Monitored **10** active construction and renovation projects requiring BID coordination and streetscape services
- Made over **300** personal contacts with BID constituents regarding construction and utility projects
- Initiated process to create and enforce CCN Streetscape Design and Construction Standards for all redevelopment projects in the BID

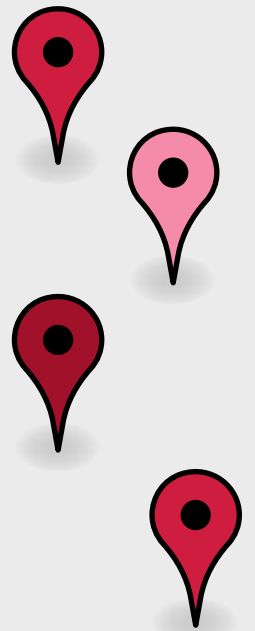


SPOTLIGHT: GEOLENS IMPLEMENTATION

IN 2016, THE BID IMPLEMENTED **GEOLENS**, A G.I.S. TOOL THAT ENABLES STAFF TO CAPTURE AND MANAGE DATA RELATED TO ALL STREETScape ELEMENTS THROUGHOUT CCN, SUCH AS BENCHES, TRASH CANS, BANNER POLES AND MORE. THE DIGITAL DATABASE IS A MORE EFFICIENT APPROACH IN MONITORING INVENTORY CONDITIONS, MAINTENANCE COST ANALYSIS AND PROJECTED NEEDS. GOING FORWARD, GEOLENS WILL BE USED TO DEVELOP A COMPREHENSIVE MAINTENANCE PLAN FOR CCN'S PHYSICAL ENVIRONMENT TO ENSURE QUALITY CONTROL, CARE AND RESTORATION OF ALL BID-OWNED ASSETS.

GeoLens has the following capabilities:

- Provides a base map to record property parcels, lots, blocks and right-of-way and provides ownership information from the city assessment office.
- Identifies and tracks conditions of elements throughout the physical environment, including lights, benches, signs, trash bins, banners, directories, planters, artwork, trees, bike racks, landscape and other elements maintained by the BID.
- Maps and tracks irrigation system components and electrical system components.
- Facilitates open dialogue between BID staff and contractors for maintenance requests, work order updates, emergency repairs and more.



2016 ACCOMPLISHMENTS



PARKING & MOBILITY

THE BID COLLECTS DATA ON THE AREA'S ACCESSIBILITY, ADVOCATES FOR IMPROVEMENTS AND BUILDS PUBLIC-PRIVATE PARTNERSHIPS TO ADDRESS UNMET NEEDS WHEN IT COMES TO PARKING AND TRANSPORTATION.

PARKING & MOBILITY

Strategy

- Held monthly Parking & Mobility Task Force meetings with representatives from CCN parking garage operators, Denver Public Works and BID constituents to develop initiatives aimed at improving the perception of parking and expanding mobility options in and through CCN

Parking

- Provided reduced-rate monthly parking utilized by over **300** CCN retail employees
- Promoted CCN parking options via public information campaign advertised on TV, website, newsletters and on-site signage and parking flaggers
- Partnered with SP+ to develop a parking incentive program for salon customers in conjunction with

the installation of ParkMobile technology in three District parking garages

- Distributed **2,920** parking tokens to CCN merchants and customers
- Completed assessment phase of parking garage wayfinding signage to improve garage visibility and accessibility for drivers

Mobility

- Completed first phase of Transportation Solutions' Access Cherry Creek North Survey, which resulted in interviews with **300** Cherry Creek North retail employees regarding their commuting habits
- Partnered with Cherry Creek Area Business Alliance and Transportation Solutions on the development of a virtual mobility hub, an

on-demand shared-ride transit service based in the Cherry Creek area.

- Served on stakeholder working group of the city's Go Speer-Leetsdale study to evaluate the feasibility of infrastructure improvements on First Avenue
- Partnered with Lyft to offer discounted rides for visitors traveling to or from CCN during the holidays
- Tracked pedestrian and bike activity at nine intersections in CCN to gauge the impact of the new development on walking and biking patterns



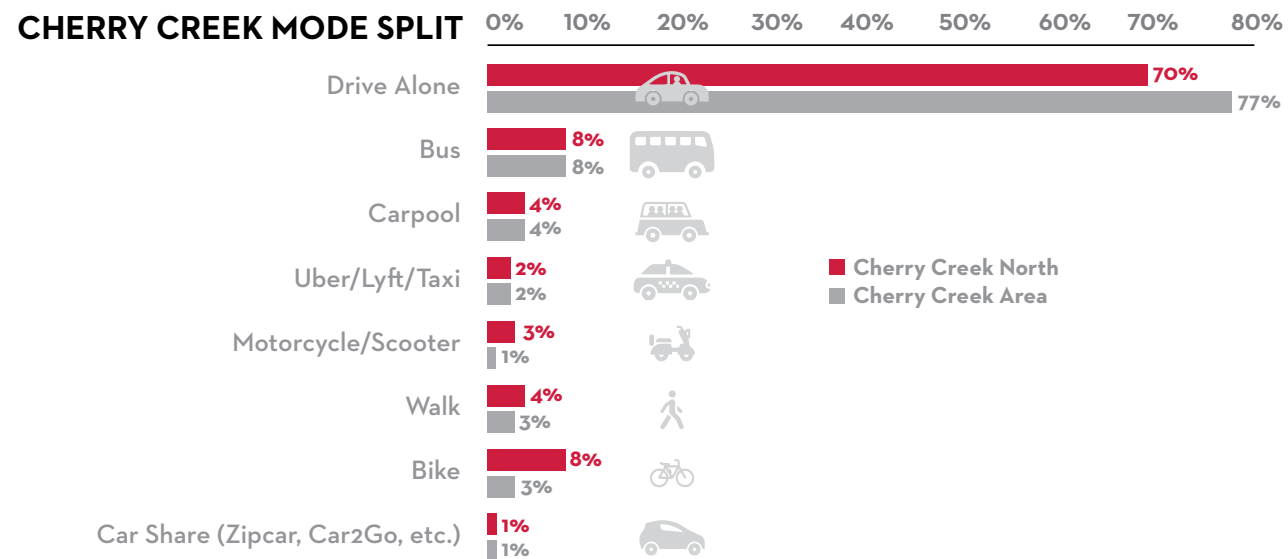
SPOTLIGHT: ACCESS CHERRY CREEK NORTH

TO IMPROVE THE COMMUTING EXPERIENCE FOR CCN EMPLOYEES, THE BID PARTNERED WITH TRANSPORTATION SOLUTIONS ON THE ACCESS CHERRY CREEK PROGRAM. THE FIRST PHASE OF THIS PROJECT WAS COMPLETED IN 2016 WITH THE SURVEYING OF OVER 250 RETAIL & SERVICE EMPLOYEES IN THE BID ABOUT THEIR COMMUTING HABITS.

Key takeaways from the Access Cherry Creek North survey included:

- **70%** of employees drive alone with the remaining **30%** using other modes, such as bus, carpool, Uber, bike, etc.
- **70%** of employees are commuting 10 miles or less to and from work
- **55%** of employees do not receive free parking from their employer
- **31%** of employees said they would be willing to take the bus if it was cheaper than driving

In 2017, the survey results will be used to develop transportation options to make commuting to work in CCN more convenient and economical.



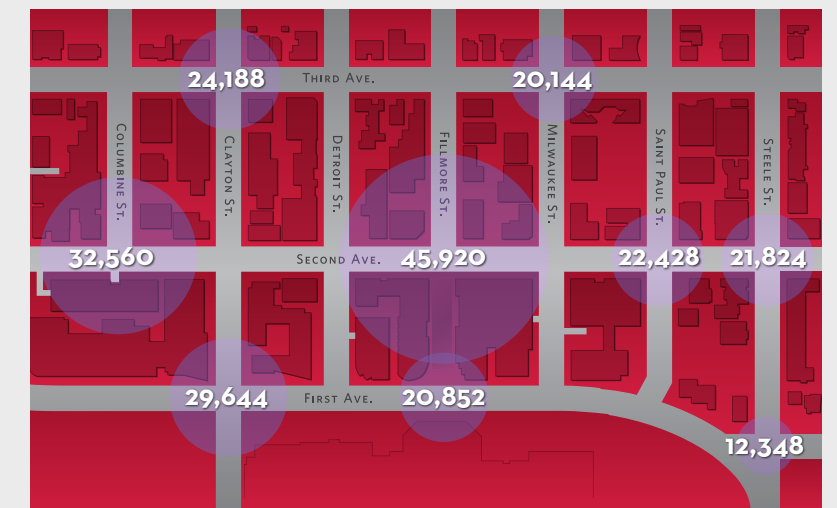
SPOTLIGHT: PEDESTRIAN HOT SPOTS



CHERRY CREEK NORTH HAS SEEN SUBSTANTIALLY MORE DEVELOPMENT ACTIVITY IN THE PAST SEVERAL YEARS, RESULTING IN HIGHER DENSITY AND A GREATER MIX OF USES, INCLUDING MORE MULTIFAMILY RESIDENCES, HOTEL ROOMS AND OFFICE AND RETAIL SPACE. IN RESPONSE, THE BID BEGAN TRACKING **PEDESTRIAN COUNTS** ANNUALLY TO UNDERSTAND THE IMPACT OF THE NEW DEVELOPMENT AND ACTIVE CONSTRUCTION ON PEDESTRIAN ACTIVITY AND PATTERNS.

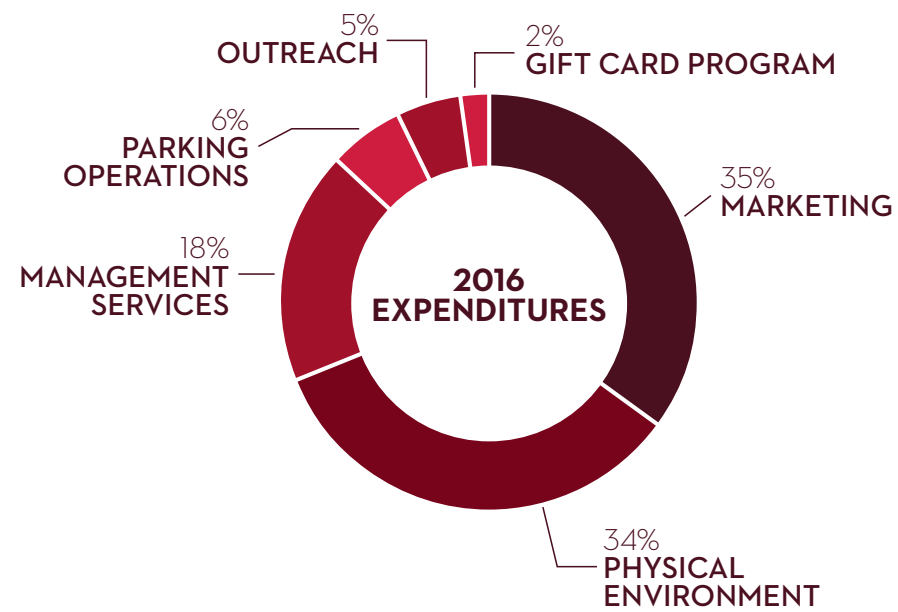
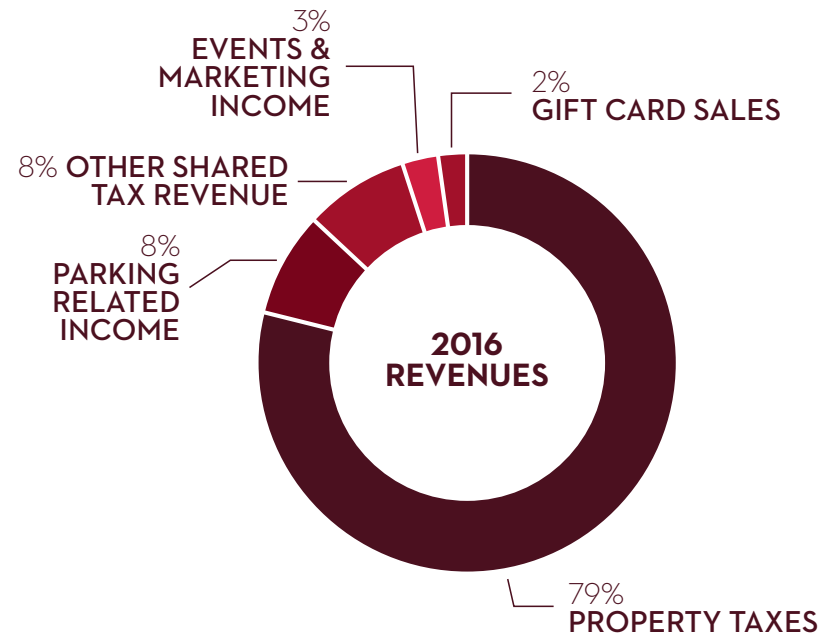
Nine count locations were strategically selected to intercept pedestrians entering and leaving the District, as well as measure the activity at key interior intersections. The heat map displays the 2016 monthly average of pedestrians counted at each intersection. The BID will continue to conduct pedestrian counts and analyze foot traffic trends year-over-year.

2016 PEDESTRIAN HOT SPOTS (PER MONTH)



2016 FINANCIALS

GENERAL FUND



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