

Sutton, Cathee

Subject: FW: [External] Fwd: Cherry Creek North Business Improvement District

From: Kerrigan, Michael C. - DOF CV1920 Financial Analyst Specialist <Michael.Kerrigan@denvergov.org>

Sent: Tuesday, July 31, 2018 1:41:25 PM

To: Julie Underdahl

Cc: Kelly, Brendan J. - PW Engineer and Architect Splst

Subject: Cherry Creek North Business Improvement District

Dear Ms. Underdahl,

It's annual operating plan and budget season again, below is a letter that was sent out via US mail today regarding your business improvement district, I am providing the letter via email as an alternative to US mail. Per my records, I have you indicated as the primary contact for the above mentioned business improvement district.

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

Dear Julie,

1989-0909-AE

This letter is to remind you to submit your District's **2019 Operating Plan and Budget (OP&B)** for review and approval as required by State Statute (C.R.S. 31-25-1211) **by September 30, 2018**. 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 2019. In order for the Denver City Council to approve your OP&B for 2019 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. 2018 year-to-date "budget to actual" financial reports, including projected 2018 year-end budget.
2. Any material departures from the 2018 Operating Plan, and an explanation.
3. A copy of your Public Notice publication for the 2019 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 during 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 2018 and planned for in 2019;
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
Financial Analyst Specialist



Michael Kerrigan | Financial Analyst Specialist
Department of Finance | Capital Planning and Programming
(720)-913-5550 phone | michael.kerrigan@denvergov.org



LETTER OF SUBMITTAL



September 29, 2018

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 the first letter of each word being capitalized and prominent.

Julie Underdahl | **President and CEO**
Cherry Creek North BID
2401 E. 2nd Ave., Suite 150 | 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



**2018 YEAR TO DATE
“BUDGET TO ACTUAL”
FINANCIAL REPORTS
INCLUDING
PROJECTED 2018
YEAR END BUDGET**

Cherry Creek North Business Improvement District
BALANCE SHEET - GOVERNMENTAL FUNDS
July 31, 2018

	General Fund	Debt Service	All Funds
ASSETS			
Cash	\$ 240,968.26	\$ 0.00	\$ 240,968.26
Investments - Colotrust	14,527.06	740.15	15,267.21
Investments - 1st Bank	2,951,452.51	1,194,899.49	4,146,352.00
Accounts Receivable	40,278.26	0.00	40,278.26
Receivable from County Treasurer	38,543.41	1,523.22	40,066.63
Prepaid Expenses	25,333.20	0.00	25,333.20
TOTAL ASSETS	\$ 3,311,102.70	\$ 1,197,162.86	\$ 4,508,265.56
LIABILITIES AND FUND BALANCES			
LIABILITIES			
Accounts Payable	\$ 203,033.16	\$ 0.00	\$ 203,033.16
Deferred Comp-Employee Contr	7,994.10	0.00	7,994.10
Deferred Comp-Employer Contr	6,510.45	0.00	6,510.45
Accrued PTO	37,992.31	0.00	37,992.31
Total liabilities	255,530.02	0.00	255,530.02
FUND BALANCES			
Fund Balance	2,252,741.68	1,197,162.86	3,449,904.54
Board-designated ending fund balance	802,831.00	0.00	802,831.00
Total fund balance	3,055,572.68	1,197,162.86	4,252,735.54
TOTAL LIABILITIES AND FUND BALANCES	\$ 3,311,102.70	\$ 1,197,162.86	\$ 4,508,265.56

Cherry Creek North Business Improvement District
STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE MONTH ENDED July 31, 2018

	Current Month			Year to Date			Year To Date	Annual
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance	%	
REVENUE								
Property Taxes	\$ 11,605.68	\$ 17,862.29	(6,256.61)	\$ 3,280,147.25	\$ 3,231,569.92	48,577.33	1.50 %	\$ 3,262,776.00
Specific Ownership Taxes	24,349.26	24,333.33	15.93	166,987.50	170,333.31	(3,345.81)	(1.96) %	292,000.00
Interest Income	3,204.48	250.00	2,954.48	11,547.75	1,750.00	9,797.75	559.87 %	3,000.00
Events income	49,368.83	6,250.00	43,118.83	66,393.67	43,750.00	22,643.67	51.76 %	75,000.00
Marketing Income	0.00	833.33	(833.33)	5,400.00	5,833.31	(433.31)	(7.43) %	10,000.00
Gift Card Sales	1,567.04	4,166.67	(2,599.63)	15,550.67	29,166.69	(13,616.02)	(46.68) %	50,000.00
Parking Garage Income	11,425.00	17,500.00	(6,075.00)	97,987.00	122,500.00	(24,513.00)	(20.01) %	210,000.00
Managment Fees - Parking	0.00	0.00	0.00	25,000.00	20,000.00	5,000.00	25.00 %	40,000.00
Total revenue	<u>101,520.29</u>	<u>71,195.62</u>	<u>30,324.67</u>	<u>3,669,013.84</u>	<u>3,624,903.23</u>	<u>44,110.61</u>	<u>1.22 %</u>	<u>3,942,776.00</u>
EXPENDITURES								
Internal operations	36,499.25	47,024.19	(10,524.94)	353,785.93	375,438.27	(21,652.34)	(5.77) %	601,328.00
Marketing, Communications & Events	138,689.98	150,729.88	(12,039.90)	569,402.11	605,832.84	(36,430.73)	(6.01) %	1,361,700.00
Physical Environment	124,986.71	101,492.32	23,494.39	715,468.86	768,025.13	(52,556.27)	(6.84) %	1,318,700.00
Economic Vitality	18,701.99	30,083.29	(11,381.30)	170,821.10	208,434.63	(37,613.53)	(18.05) %	503,800.00
Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	280,000.00
Total expenditures	<u>318,877.93</u>	<u>329,329.68</u>	<u>(10,451.75)</u>	<u>1,809,478.00</u>	<u>1,957,730.87</u>	<u>(148,252.87)</u>	<u>(7.57) %</u>	<u>4,065,528.00</u>
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	(217,357.64)	(258,134.06)	40,776.42	1,859,535.84	1,667,172.36	192,363.48	11.54 %	(122,752.00)
OTHER FINANCING SOURCES (USES)								
Total other financing sources (uses)	<u>\$ 0.00</u>	<u>\$ 0.00</u>	<u>0.00</u>	<u>\$ 0.00</u>	<u>\$ 0.00</u>	<u>0.00</u>	<u>0.00 %</u>	<u>\$ 0.00</u>
EXCESS OF REVENUE & OTHER FINANCING SOURCES OVER EXPENDITURES & OTHER USES	(217,357.64)	(258,134.06)	40,776.42	1,859,535.84	1,667,172.36	192,363.48	11.54 %	(122,752.00)
FUND BALANCE - BEGINNING				1,196,036.84	1,043,883.00	152,153.84	14.58 %	1,043,883.00
FUND BALANCE - ENDING				<u>\$ 3,055,572.68</u>	<u>\$ 2,711,055.36</u>	<u>344,517.32</u>	<u>12.71 %</u>	<u>\$ 921,131.00</u>

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted

Cherry Creek North Business Improvement District
**STATEMENT OF REVENUE, EXPENDITURES AND
 CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
 FOR THE MONTH ENDED July 31, 2018**

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance	Annual
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance	%	Annual Budget
Internal Operations								
Internal Office								
Bank Charges	\$ 85.11	\$ 98.00	12.89	\$ 646.40	\$ 981.00	334.60	34.11 %	\$ 1,700.00
Copier Expense	923.14	53.00	(870.14)	7,016.23	10,250.99	3,234.76	31.56 %	16,000.00
Computer Expense	1,520.44	1,177.01	(343.43)	17,703.11	17,709.18	6.07	0.03 %	30,300.00
Postage and Meter Rental	84.99	5.24	(79.75)	831.62	795.26	(36.36)	(4.57) %	2,000.00
Telephone/Fax/Communications	2,203.22	1,135.89	(1,067.33)	10,911.37	11,888.36	976.99	8.22 %	20,000.00
Office Furniture and Equipment	0.00	0.00	0.00	1,784.95	8,000.00	6,215.05	77.69 %	8,000.00
Delivery Service	0.00	83.33	83.33	64.98	583.31	518.33	88.86 %	1,000.00
Office Supplies	631.56	308.00	(323.56)	8,532.31	6,091.28	(2,441.03)	(40.07) %	8,000.00
Other admin/director's expense	1,621.06	316.03	(1,305.03)	3,777.57	3,509.39	(268.18)	(7.64) %	15,500.00
Memberships	970.00	0.00	(970.00)	9,917.50	6,003.00	(3,914.50)	(65.21) %	7,000.00
Board and committee meeting expenses	22.00	0.00	(22.00)	4,948.19	3,200.00	(1,748.19)	(54.63) %	3,200.00
Education/travel expenses/seminars	2,610.18	768.00	(1,842.18)	12,613.22	15,428.00	2,814.78	18.24 %	25,000.00
Occupancy costs	(83.50)	13,249.00	13,332.50	19,741.77	89,084.00	69,342.23	77.84 %	155,000.00
County Treasurer's Fee	115.12	179.00	63.88	32,796.03	32,316.00	(480.03)	(1.49) %	32,628.00
Office relocation	0.00	0.00	0.00	39,118.55	30,000.00	(9,118.55)	(30.40) %	30,000.00
Total Internal Office	10,703.32	17,372.50	6,669.18	170,403.80	235,839.77	65,435.97	27.75 %	355,328.00
Internal Operations - Professional Services								
Accounting & payroll	8,774.71	6,895.26	(1,879.45)	61,400.34	50,287.45	(11,112.89)	(22.10) %	78,000.00
Audit	0.00	0.00	0.00	7,319.34	7,500.00	180.66	2.41 %	7,500.00
Legal Services	0.00	1,250.00	1,250.00	24,386.00	8,750.00	(15,636.00)	(178.70) %	15,000.00
HR & Strategic planning	6,250.00	5,898.10	(351.90)	38,568.85	24,802.74	(13,766.11)	(55.50) %	37,000.00
Contingency	29.99	5,000.00	4,970.01	6,126.54	5,000.00	(1,126.54)	(22.53) %	10,000.00
Total Internal Operations - Professional Services	15,054.70	19,043.36	3,988.66	137,801.07	96,340.19	(41,460.88)	(43.04) %	147,500.00
Internal Operations - Benefits/Salaries/Taxes								
Admin - Employee salaries	9,542.18	8,125.00	(1,417.18)	38,042.18	34,875.00	(3,167.18)	(9.08) %	75,500.00
Admin - Employee taxes	132.32	175.00	42.68	559.77	625.00	65.23	10.44 %	1,500.00
Admin - Employee benefits	1,066.73	2,308.33	1,241.60	6,979.11	7,758.31	779.20	10.04 %	21,500.00
Total Internal Operations - Benefits/Salaries/Taxes	10,741.23	10,608.33	(132.90)	45,581.06	43,258.31	(2,322.75)	(5.37) %	98,500.00
Total expenditures	\$ 36,499.25	\$ 47,024.19	10,524.94	\$ 353,785.93	\$ 375,438.27	21,652.34	5.77 %	\$ 601,328.00

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted

Cherry Creek North Business Improvement District
STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE MONTH ENDED July 31, 2018

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance	Annual
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance	%	Annual Budget
Marketing, Communications & Events								
Events								
Event Printing	3,014.97	2,200.00	(814.97)	3,937.82	5,200.00	1,262.18	24.27 %	12,000.00
Event Marketing Outreach	1,000.00	3,800.00	2,800.00	1,000.00	5,156.38	4,156.38	80.61 %	15,000.00
Event Operations	300.00	2,500.00	2,200.00	2,555.00	2,500.00	(55.00)	(2.20) %	20,000.00
Event Production	0.00	451.00	451.00	166.43	646.10	479.67	74.24 %	60,000.00
Food & Beverage	0.00	1,000.00	1,000.00	650.88	1,000.00	349.12	34.91 %	12,000.00
Event Supplies	7,166.89	858.92	(6,307.97)	7,166.89	3,000.00	(4,166.89)	(138.90) %	3,000.00
Event Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	10,000.00
Total Events	11,481.86	10,809.92	(671.94)	15,477.02	17,502.48	2,025.46	11.57 %	132,000.00
Marketing								
Advertising - local	39,430.18	40,083.00	652.82	125,618.35	113,541.00	(12,077.35)	(10.64) %	250,000.00
Creative/Design	11,659.38	11,300.00	(359.38)	34,178.14	35,119.00	940.86	2.68 %	130,000.00
Printing	438.70	600.00	161.30	34,552.40	48,962.00	14,409.60	29.43 %	75,000.00
Digital	6,886.77	6,875.00	(11.77)	17,245.11	18,409.34	1,164.23	6.32 %	30,000.00
Marketing services	11,379.80	15,030.00	3,650.20	63,309.41	66,669.00	3,359.59	5.04 %	80,000.00
Advertising - tourism	13,489.45	23,499.45	10,010.00	47,532.90	56,742.45	9,209.55	16.23 %	135,000.00
Business Development	239.05	195.00	(44.05)	1,681.17	1,525.00	(156.17)	(10.24) %	5,000.00
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	10,000.00
Marketing/Communications Special Project	12,086.25	10,000.00	(2,086.25)	12,086.25	10,000.00	(2,086.25)	(20.86) %	100,000.00
Total Marketing	95,609.58	107,582.45	11,972.87	336,203.73	350,967.79	14,764.06	4.21 %	815,000.00
Marketing - Benefits/Salaries/Taxes								
Marketing - Employee salaries	25,333.32	26,041.67	708.35	177,824.16	193,291.69	15,467.53	8.00 %	323,500.00
Marketing - Employee taxes	494.80	516.67	21.87	3,300.92	3,616.69	315.77	8.73 %	6,200.00
Marketing - Employee benefits	5,770.42	5,779.17	8.75	36,596.28	40,454.19	3,857.91	9.54 %	85,000.00
Total Marketing - Benefits/Salaries/Taxes	31,598.54	32,337.51	738.97	217,721.36	237,362.57	19,641.21	8.27 %	414,700.00
Total expenditures	\$ 138,689.98	\$ 150,729.88	12,039.90	\$ 569,402.11	\$ 605,832.84	36,430.73	6.01 %	\$ 1,361,700.00

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted

Cherry Creek North Business Improvement District
STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE MONTH ENDED July 31, 2018

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance	Annual
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance	%	Annual Budget
Physical Environment								
Physical Environment								
Professional Services	\$ 11,480.00	\$ 9,613.24	(1,866.76)	\$ 37,674.00	\$ 39,091.12	1,417.12	3.63 %	\$ 55,000.00
Environment (Safety)	1,912.47	7,380.00	5,467.53	9,642.15	22,740.00	13,097.85	57.60 %	55,000.00
Maintenance - First Ave Median	4,800.00	0.00	(4,800.00)	8,400.00	5,954.45	(2,445.55)	(41.07) %	15,500.00
Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	20,000.00
District Insurance	0.00	0.00	0.00	42,107.69	45,000.00	2,892.31	6.43 %	45,000.00
Streetscape Maintenance	36,903.13	21,500.00	(15,403.13)	193,724.40	162,550.00	(31,174.40)	(19.18) %	395,200.00
Landscape Replacement	14,697.56	15,923.00	1,225.44	142,379.14	119,085.00	(23,294.14)	(19.56) %	175,000.00
Hardscape Repair/Replacement	28,765.95	19,204.00	(9,561.95)	73,551.41	168,500.00	94,948.59	56.35 %	200,000.00
Total Physical Environment	98,559.11	73,620.24	(24,938.87)	507,478.79	562,920.57	55,441.78	9.85 %	960,700.00
PE - Benefits/Salaries/Taxes								
PE - Employee salaries	22,558.34	23,250.00	691.66	175,760.13	172,750.00	(3,010.13)	(1.74) %	289,000.00
PE - Employee taxes	404.66	458.33	53.67	3,153.14	3,208.31	55.17	1.72 %	5,500.00
PE - Employee benefits	3,464.60	4,163.75	699.15	29,076.80	29,146.25	69.45	0.24 %	63,500.00
Total PE - Benefits/Salaries/Taxes	26,427.60	27,872.08	1,444.48	207,990.07	205,104.56	(2,885.51)	(1.41) %	358,000.00
Total expenditures	\$ 124,986.71	\$ 101,492.32	(23,494.39)	\$ 715,468.86	\$ 768,025.13	52,556.27	6.84 %	\$ 1,318,700.00

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted

Cherry Creek North Business Improvement District
STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE MONTH ENDED July 31, 2018

EXPENDITURE DETAILS

	Current Month			Year to Date			Variance	Annual
	Actual	Annual Budget	Variance	Actual	Annual Budget	Variance	%	Annual Budget
Economic Vitality								
Parking Program								
Parking Operations	5,796.74	7,920.71	2,123.97	49,580.82	83,706.20	34,125.38	40.77 %	150,000.00
Parking program implementation	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	50,000.00
Mobility/Parking	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	6,000.00
Contingency - parking	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	6,000.00
Total Parking Program	5,796.74	7,920.71	2,123.97	49,580.82	83,706.20	34,125.38	40.77 %	212,000.00
Outreach								
Community organization support	2,235.00	455.40	(1,779.60)	22,610.00	13,988.85	(8,621.15)	(61.63) %	23,000.00
Area research	0.00	5,776.70	5,776.70	8,062.50	9,822.01	1,759.51	17.91 %	20,000.00
General outreach	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	6,000.00
Contingency - outreach	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	7,000.00
Total Outreach	2,235.00	6,232.10	3,997.10	30,672.50	23,810.86	(6,861.64)	(28.82) %	56,000.00
Retail Retention and Recruitment								
Contingency - retail/recruitment	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	7,000.00
Retail Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	10,000.00
Recruitment Strategy	379.00	4,000.00	3,621.00	3,575.26	4,000.00	424.74	10.62 %	18,000.00
Retention Strategy	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	10,000.00
Total Retail Retention and Recruitment	379.00	4,000.00	3,621.00	3,575.26	4,000.00	424.74	10.62 %	45,000.00
Technology and Innovation								
Technology & Innovation	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	12,000.00
Total Technology and Innovation	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	12,000.00
Gift Card Program								
Gift Card Program	850.00	2,418.85	1,568.85	16,278.50	24,902.64	8,624.14	34.63 %	55,000.00
Gift Card Fees	334.71	272.47	(62.24)	2,417.27	2,340.81	(76.46)	(3.27) %	4,000.00
Gift Card Promotion/Donation	900.00	916.66	16.66	4,055.00	6,416.62	2,361.62	36.80 %	11,000.00
Total Gift Card Program	2,084.71	3,607.98	1,523.27	22,750.77	33,660.07	10,909.30	32.41 %	70,000.00
Staffing								
Economic Vitality - Salaries	6,550.00	6,833.33	283.33	53,725.75	52,833.31	(892.44)	(1.69) %	87,000.00
Economic Vitality - Employee Taxes	117.93	150.00	32.07	1,084.42	1,050.00	(34.42)	(3.28) %	1,800.00
Economic Vitality - Employee benefits	1,538.61	1,339.17	(199.44)	9,431.58	9,374.19	(57.39)	(0.61) %	20,000.00
Total Staffing	8,206.54	8,322.50	115.96	64,241.75	63,257.50	(984.25)	(1.56) %	108,800.00
Total expenditures	18,701.99	30,083.29	11,381.30	170,821.10	208,434.63	37,613.53	18.05 %	503,800.00
Improvements								
Long term capital projects	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	280,000.00
Total expenditures	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	280,000.00

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted

Cherry Creek North Business Improvement District
STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE MONTH ENDED July 31, 2018

	Current Month			Year to Date			Variance	Annual
	Actual	Annual Budget	Summary	Actual	Annual Budget	Variance	%	Annual Budget
REVENUE								
Property Taxes	\$ 4,399.97	\$ 6,771.98	(2,372.01)	\$ 1,243,575.75	\$ 1,225,159.09	18,416.66	1.50 %	\$ 1,236,990.00
Interest Income	1,124.67	83.33	1,041.34	3,572.94	583.31	2,989.63	512.53 %	1,000.00
Total revenue	5,524.64	6,855.31	(1,330.67)	1,247,148.69	1,225,742.40	21,406.29	1.75 %	1,237,990.00
EXPENDITURES								
Bond Principal - 2015 Series	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	755,000.00
Bond Interest - 2015 Series	0.00	0.00	0.00	195,585.00	195,585.00	0.00	0.00 %	391,170.00
Paying Agent Fees	0.00	0.00	0.00	750.00	500.00	250.00	50.00 %	500.00
Undesignated Contingencies	0.00	0.00	0.00	0.00	0.00	0.00	0.00 %	15,872.00
County Treasurer's fees	43.65	68.00	(24.35)	12,433.69	12,252.00	181.69	1.48 %	12,370.00
Total expenditures	43.65	68.00	(24.35)	208,768.69	208,337.00	431.69	0.21 %	1,174,912.00
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	5,480.99	6,787.31	(1,306.32)	1,038,380.00	1,017,405.40	20,974.60	2.06 %	63,078.00
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	5,480.99	6,787.31	(1,306.32)	1,038,380.00	1,017,405.40	20,974.60	2.06 %	63,078.00
FUND BALANCE - BEGINNING				158,782.86	154,097.00	4,685.86	3.04 %	154,097.00
FUND BALANCE - ENDING				\$ 1,197,162.86	\$ 1,171,502.40	25,660.46	2.19 %	\$ 217,175.00

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
Property Taxes Reconciliation
2018

	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	
						\$ 58,317.98							
January	\$ 55,009.96	\$ -	\$ 24,266.25	\$ -	\$ (550.09)	(54,459.87)	\$ 24,266.25	1.20%	1.20%	\$ 21,270.16	0.59%	0.59%	
February	1,216,089.37	-	22,536.87	-	(12,160.90)	(3,858.11)	1,222,607.23	26.44%	27.63%	1,116,651.38	29.82%	30.41%	
March	352,744.37	-	24,678.56	0.58	(3,527.45)	-	373,896.06	7.67%	35.30%	172,433.33	3.87%	34.28%	
April	1,553,359.21	(1,236.16)	22,942.90	(374.11)	(15,517.51)	-	1,559,174.33	33.74%	69.05%	1,098,768.86	28.01%	62.28%	
May	406,282.29	-	25,023.97	(436.48)	(4,058.46)	-	426,811.32	8.83%	77.88%	560,612.82	14.02%	76.31%	
June	925,468.31	-	23,189.69	185.52	(9,256.54)	-	939,586.98	20.12%	98.00%	844,951.09	21.30%	97.60%	
July	16,005.65	-	24,349.26	(129.51)	(158.77)	-	40,066.63	0.35%	98.35%	44,945.19	0.54%	98.14%	
August	-	-	-	-	-	-	-	0.00%	98.35%	51,277.46	0.53%	98.68%	
September	-	-	-	-	-	-	-	0.00%	98.35%	32,567.95	0.11%	98.79%	
October	-	-	-	-	-	-	-	0.00%	98.35%	31,389.74	0.10%	98.90%	
November	-	-	-	-	-	-	-	0.00%	98.35%	33,113.55	0.18%	99.08%	
December	-	-	-	-	-	-	-	0.00%	98.35%	19,992.16	-1.40%	97.68%	
	\$ 4,524,959.16	\$ (1,236.16)	\$ 166,987.50	\$ (754.00)	\$ (45,229.72)	\$ 0.00	\$ 4,586,408.80	98.35%	98.35%	\$ 4,027,973.69	97.68%	97.68%	

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

Property Tax

General Fund	11.342	\$ 3,335,286.00	72.51%	\$ 3,280,147.29	98.35%
Debt Service Fund	4.300	1,264,480.00	27.49%	1,243,575.71	98.35%
	15.642	\$ 4,599,766.00	100.00%	\$ 4,523,723.00	98.35%

Specific Ownership Tax

General Fund	\$ 292,000.00	100.00%	\$ 166,987.50	57.19%
Debt Service Fund	-	0.00%	-	-
	\$ 292,000.00	100.00%	\$ 166,987.50	57.19%

Treasurer's Fees

General Fund	\$ 32,628.00	72.51%	\$ 32,796.03	100.51%
Debt Service Fund	12,370.00	27.49%	12,433.69	100.51%
	\$ 44,998.00	100.00%	\$ 45,229.72	100.51%

Interest

General Fund	72.51%	\$ (546.72)
Debt Service Fund	27.49%	\$ (207.28)
	100.00%	\$ (754.00)

No assurance is provided on these financial statements. Substantially all required disclosures, the government-wide financial statements, and the statements of revenues, expenditures and changes in fund balances - governmental funds have been omitted



2018 OPERATING PLAN AND EXPLANATION

(NONE)



PUBLIC NOTICE PUBLICATION

AND

2019 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 10, 2018

Nicole Maestas
Signature

Subscribed and sworn to before me this 10
day of September, 2018.

Jamie Lynn Kittelson
Notary Public

Jamie Lynn Kittelson
Notary Public
State of Colorado
Notary ID 20054026395
My Commission Expires July 6, 2021

(SEAL)

**NOTICE AS TO PROPOSED BUDGET
AND
NOTICE CONCERNING BUDGET AMENDMENT**

NOTICE IS HEREBY GIVEN that the proposed budget for the ensuing year of 2019 has been submitted to the Cherry Creek North Business Improvement District ("District"). Such proposed budget will be considered at a regular meeting and public hearing of the Board of Directors of the District to be held at 2401 E. 2nd Avenue, Denver, Colorado 80206, at 8:00 a.m. on Wednesday, September 12, 2018.

NOTICE IS FURTHER GIVEN that an amendment to the 2018 budget of the District may also be considered at the above-referenced meeting and public hearing of the Board of Directors of the District. A copy of the proposed 2019 budget and the amended 2018 budget, if required, are available for public inspection at the offices of CliftonLarsonAllen LLP 8390 E. Crescent Parkway, Ste. 300, Greenwood Village, Colorado. Any interested elector within the District may, at any time prior to final adoption of the 2019 budget and the amended 2018 budget, if required, file or register any objections thereto.

Dated: September 6, 2018

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
By: /s/ Julie Underdahl
President/CEO

Published In: *The Denver Post*
On: September 10, 2018



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, 2019, including the estimate of comparative information for the year ending December 31, 2018, and the actual comparative information for the year ended December 31, 2017, 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
_____, 2019

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

**FORECASTED 2019 BUDGET AS DRAFTED
WITH 2017 ACTUAL AND 2018 ESTIMATED
For the Years Ended and Ending December 31,**

9/11/2018

	ACTUAL 2017	BUDGET 2018	ACTUAL 7/31/2018	ESTIMATED 2018	DRAFTED 2019
BEGINNING FUND BALANCES	\$ 1,137,932	\$ 1,197,980	\$ 1,354,820	\$ 1,354,820	\$ 1,443,065
REVENUES					
1 Property taxes	3,799,519	4,499,766	4,523,723	4,549,766	4,641,767
2 Specific ownership taxes	287,345	292,000	166,988	287,000	302,000
3 Net investment income	6,513	4,000	15,120	26,000	22,000
4 Events income	92,842	75,000	66,394	75,000	75,000
5 Gift card sales	32,209	50,000	15,551	50,000	40,000
6 Parking garage income	206,188	210,000	97,987	170,000	180,000
7 Management fees - Parking	40,000	40,000	25,000	50,000	50,000
8 Marketing income	15,900	10,000	5,400	10,000	15,000
Total revenues	4,480,516	5,180,766	4,916,163	5,217,766	5,325,767
Total funds available	5,618,448	6,378,746	6,270,983	6,572,586	6,768,832
EXPENDITURES					
9 General					
10 Internal Operations	647,321	647,428	353,786	660,309	661,636
11 Marketing, Communications & Events	1,106,731	1,305,400	569,402	1,368,700	1,400,500
12 Physical Environment	1,179,171	1,413,300	715,469	1,319,400	1,413,700
13 Economic Vitality	190,488	499,400	170,821	510,600	530,500
14 Infrastructure Improvements	-	200,000	-	95,600	334,400
15 Debt Service					
16 Bond interest 2015 Series	409,760	391,170	195,585	391,170	371,540
17 Bond principal 2015 Series	715,000	755,000	-	755,000	795,000
18 County Treasurer's fees	12,846	12,370	12,434	12,507	13,182
19 Paying agent fees	300	500	750	750	750
20 Undesignated contingencies	2,011	15,872	-	15,485	14,528
Total expenditures	4,263,628	5,240,440	2,018,247	5,129,521	5,535,736
Total expenditures and transfers out requiring appropriation	4,263,628	5,240,440	2,018,247	5,129,521	5,535,736
ENDING FUND BALANCES	\$ 1,354,820	\$ 1,138,306	\$ 4,252,736	\$ 1,443,065	\$ 1,233,096

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,

9/11/2018

	ACTUAL 2017	BUDGET 2018	ACTUAL 7/31/2018	ESTIMATED 2018	DRAFTED 2019
ASSESSED VALUATION - DENVER					
Commercial	\$ 219,752,900	\$ 284,707,320	\$ 284,707,320	\$ 284,707,320	\$ -
Industrial	2,316,780	2,612,780	2,612,780	2,612,780	-
Vacant Land	2,722,380	5,140,390	5,140,390	5,140,390	-
Personal Property	107,810	102,500	102,500	102,500	-
State Assessed	1,569,800	1,502,100	1,502,100	1,502,100	-
Other	437,090	-	-	-	-
Total AV	-	-	-	-	309,851,230
Certified Assessed Value	<u>\$ 226,906,760</u>	<u>\$ 294,065,090</u>	<u>\$ 294,065,090</u>	<u>\$ 294,065,090</u>	<u>\$ 309,851,230</u>
MILL LEVY					
GENERAL FUND	17.642	19.142	19.142	19.142	19.142
DEBT SERVICE FUND	5.800	4.300	4.300	4.300	4.300
TEMPORARY MILL LEVY REDUCTION	(6.300)	(7.800)	(7.800)	(7.800)	(8.300)
Total Mill Levy	<u>17.142</u>	<u>15.642</u>	<u>15.642</u>	<u>15.642</u>	<u>15.142</u>
PROPERTY TAXES					
GENERAL FUND	\$ 4,003,089	\$ 5,628,994	\$ 5,628,994	\$ 5,628,994	\$ 5,931,172
DEBT SERVICE FUND	1,316,059	1,264,480	1,264,480	1,264,480	1,332,360
TEMPORARY MILL LEVY REDUCTION	(1,429,513)	(2,293,708)	(2,293,708)	(2,293,708)	(2,571,765)
Levied property taxes	3,889,635	4,599,766	4,599,766	4,599,766	4,691,767
Adjustments to actual/rounding	(31,853)	-	(74,807)	-	-
Refund and abatements	(58,263)	(100,000)	(1,236)	(50,000)	(50,000)
Budgeted Property Taxes	<u>\$ 3,799,519</u>	<u>\$ 4,499,766</u>	<u>\$ 4,523,723</u>	<u>\$ 4,549,766</u>	<u>\$ 4,641,767</u>
BUDGETED PROPERTY TAXES					
GENERAL FUND	\$ 2,513,951	\$ 3,262,776	\$ 3,280,147	\$ 3,299,031	\$ 3,323,606
DEBT SERVICE FUND	1,285,568	1,236,990	1,243,576	1,250,735	1,318,161
	<u>\$ 3,799,519</u>	<u>\$ 4,499,766</u>	<u>\$ 4,523,723</u>	<u>\$ 4,549,766</u>	<u>\$ 4,641,767</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 2019 BUDGET AS DRAFTED
WITH 2017 ACTUAL AND 2018 ESTIMATED
For the Years Ended and Ending December 31,

9/11/2018

	ACTUAL 2017	BUDGET 2018	ACTUAL 7/31/2018	ESTIMATED 2018	DRAFTED 2019
BEGINNING FUND BALANCES	\$ 1,126,708	\$ 1,043,883	\$ 1,196,037	\$ 1,196,037	\$ 1,202,459
REVENUES					
1 Property taxes	2,513,951	3,262,776	3,280,147	3,299,031	3,323,606
2 Specific ownership taxes	287,345	292,000	166,988	287,000	302,000
3 Net investment income	4,605	3,000	11,547	20,000	14,000
4 Events income	92,842	75,000	66,394	75,000	75,000
5 Gift card sales	32,209	50,000	15,551	50,000	40,000
6 Parking garage income	206,188	210,000	97,987	170,000	180,000
7 Management fees - Parking	40,000	40,000	25,000	50,000	50,000
8 Marketing income	15,900	10,000	5,400	10,000	15,000
Total revenues	3,193,040	3,942,776	3,669,014	3,961,031	3,999,606
Total funds available	4,319,748	4,986,659	4,865,051	5,157,068	5,202,065
EXPENDITURES					
General					
9 Internal Operations	647,321	647,428	353,786	660,309	661,636
10 Marketing, Communications & Events	1,106,731	1,305,400	569,402	1,368,700	1,400,500
11 Physical Environment	1,179,171	1,413,300	715,469	1,319,400	1,413,700
12 Economic Vitality	190,488	499,400	170,821	510,600	530,500
13 Infrastructure Improvements	-	200,000	-	95,600	334,400
Total expenditures	3,123,711	4,065,528	1,809,478	3,954,609	4,340,736
Total expenditures and transfers out requiring appropriation	3,123,711	4,065,528	1,809,478	3,954,609	4,340,736
ENDING FUND BALANCES	\$ 1,196,037	\$ 921,131	\$ 3,055,573	\$ 1,202,459	\$ 861,329
EMERGENCY RESERVE	\$ 95,800	\$ 118,300	\$ 110,100	\$ 118,900	\$ 120,000
BOARD RESERVE	685,128	802,831	802,831	869,752	881,584
UNDESIGNATED	415,109	-	2,142,642	213,807	(140,255)
TOTAL FUND BALANCES	\$ 1,196,037	\$ 921,131	\$ 3,055,573	\$ 1,202,459	\$ 861,329

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 2019 BUDGET AS DRAFTED
WITH 2017 ACTUAL AND 2018 ESTIMATED
For the Years Ended and Ending December 31,

9/11/2018

	ACTUAL 2017	BUDGET 2018	ACTUAL 7/31/2018	ESTIMATED 2018	DRAFTED 2019
<u>Internal Operations</u>					
Internal Office					
1 Bank charges	\$ 1,141	\$ 1,700	\$ 647	\$ 1,700	\$ 1,700
2 Board and committee meeting expenses	3,098	3,200	4,948	8,000	5,000
3 Computer expenses	29,967	30,300	17,703	30,300	35,000
4 Copier expenses	11,352	16,000	7,016	16,000	16,000
5 County Treasurer's fees	25,120	32,628	32,796	32,990	33,236
6 Delivery expenses	-	1,000	65	1,000	1,000
7 Education/travel expenses/seminars	17,539	25,000	12,613	25,000	25,000
8 Memberships	6,469	7,000	9,918	10,000	10,000
9 Office furniture and equipment	4,471	8,000	1,785	8,000	8,000
10 Occupancy costs	132,926	155,000	19,742	155,000	170,000
11 Office supplies	6,604	8,000	8,532	11,000	10,000
12 Office relocation	125,843	30,000	39,118	35,000	-
13 Other admin/director's expenses	13,761	15,500	3,778	15,500	15,500
14 Postage and meter expenses	3,815	2,000	832	2,000	2,000
15 Telephone/fax/communications	15,975	20,000	10,911	20,000	22,000
Total Internal Office	398,081	355,328	170,404	371,490	354,436
Internal Operations - Professional Services					
16 Accounting & payroll	89,878	78,000	61,400	98,000	90,000
17 Audit fee	7,030	7,500	7,319	7,319	7,500
18 Contingency	24,705	10,000	6,127	10,000	10,000
19 HR & Strategic planning	39,093	37,000	38,569	45,000	42,000
20 Legal expenses	2,075	15,000	24,386	30,000	17,000
Total Internal Operations - Professional Services	162,781	147,500	137,801	190,319	166,500
Internal Operations - Benefits/Salaries/Taxes					
21 Employee benefits	17,629	31,900	6,979	21,500	30,000
22 Employee salaries	67,455	110,500	38,042	75,500	108,500
23 Employee taxes	1,375	2,200	560	1,500	2,200
Total Internal Operations - Benefits/Salaries/Taxes	86,459	144,600	45,581	98,500	140,700
Total Internal Operations	\$ 647,321	\$ 647,428	\$ 353,786	\$ 660,309	\$ 661,636
<u>Marketing, Communications & Events</u>					
Events					
1 Printing	\$ 19,108	12,000	3,938	\$ 12,000	\$ 12,000
2 Marketing outreach	9,694	15,000	1,000	15,000	10,000
3 Operations	16,711	20,000	2,555	20,000	22,000
4 Production	44,926	60,000	166	60,000	65,000
5 Food and beverage	10,397	12,000	651	12,000	12,000
6 Supplies	9,656	3,000	7,167	10,000	10,000
7 Contingency	28	10,000	-	10,000	1,000
Total Events	110,520	132,000	15,477	139,000	132,000
Marketing					
8 Advertising - local	276,173	250,000	125,618	250,000	265,000
9 Advertising - tourism	89,226	135,000	47,533	135,000	100,000
10 Business development	9,162	5,000	1,681	5,000	5,000
11 Contingency	-	10,000	-	10,000	5,000
12 Creative / Design	80,201	130,000	34,178	130,000	140,000
13 Marketing - printing	31,611	75,000	34,553	75,000	75,000
14 Digital	22,434	30,000	17,245	30,000	35,000
15 Marketing services	87,648	80,000	63,310	80,000	90,000
16 Marketing / Communications	16,000	100,000	12,086	100,000	100,000
Total Marketing	612,455	815,000	336,204	815,000	815,000
Marketing, Comm & Events - Benefits/Salaries/Taxes					
17 Employee benefits	84,993	72,400	36,596	85,000	93,200
18 Employee salaries	293,557	280,700	177,824	323,500	353,500
19 Employee taxes	5,206	5,300	3,301	6,200	6,800
Total Marketing, Comm & Events - Benefits/Salaries/Taxes	383,756	358,400	217,721	414,700	453,500
Total Marketing, Communications & Events	\$ 1,106,731	\$ 1,305,400	\$ 569,402	\$ 1,368,700	\$ 1,400,500

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 2019 BUDGET AS DRAFTED
WITH 2017 ACTUAL AND 2018 ESTIMATED
For the Years Ended and Ending December 31,

9/11/2018

	ACTUAL 2017	BUDGET 2018	ACTUAL 7/31/2018	ESTIMATED 2018	DRAFTED 2019
<u>Physical Environment</u>					
Physical Environment					
1 General maintenance	\$ 225,235	\$ -	\$ -	\$ -	\$ -
2 Holiday lights and décor	111,428	-	-	-	-
3 Maintenance vehicles and equipment	16,067	-	-	-	-
4 Seasonal plantings and landscape	197,907	-	-	-	-
5 Utilities	45,860	-	-	-	-
6 Professional services	14,573	55,000	37,674	55,000	55,000
7 Public Realm	52,141	-	-	-	-
8 Contingency	8,547	20,000	-	5,000	10,000
9 District insurance	43,877	45,000	42,108	45,000	48,000
10 Fillmore plaza maintenance	63	-	-	-	-
11 First Ave median maintenance	9,248	15,500	8,400	15,500	15,500
12 Streetscape maintenance	-	395,200	193,725	395,200	432,200
13 Hardscape repair / replacement	-	200,000	73,551	200,000	115,000
14 Landscape replacement	-	175,000	142,379	175,000	230,000
15 Environment (safety)	-	55,000	9,642	55,000	55,000
Total Physical Environment	724,946	960,700	507,479	945,700	960,700
Staffing					
16 Employee benefits	84,616	90,200	29,077	67,000	82,000
17 Employee salaries	362,879	355,900	175,760	301,000	364,000
18 Employee taxes	6,730	6,500	3,153	5,700	7,000
Total Staffing	454,225	452,600	207,990	373,700	453,000
Total Physical Environment	\$ 1,179,171	\$ 1,413,300	\$ 715,469	\$ 1,319,400	\$ 1,413,700
<u>Economic Vitality</u>					
Parking Program					
1 Contingency	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 6,000
2 Parking operations (Clayton garage)	105,429	150,000	49,581	150,000	150,000
3 Parking program implementation	4,350	50,000	-	50,000	50,000
4 Mobility / Parking	-	6,000	-	6,000	6,000
Total Parking Program	109,779	212,000	49,581	212,000	212,000
Outreach					
5 Contingency	-	7,000	-	7,000	7,000
6 Community organization support	24,695	23,000	22,610	30,000	25,000
7 Area research	15,450	20,000	8,062	20,000	45,000
8 General outreach	50	6,000	-	6,000	6,000
Total Outreach	40,195	56,000	30,672	63,000	83,000
Retail Retention and Recruitment					
9 Contingency	-	7,000	-	7,000	7,000
10 Retail services	-	10,000	-	10,000	10,000
11 Recruitment strategy	-	18,000	3,575	18,000	18,000
12 Retention strategy	-	10,000	-	10,000	10,000
Total Retail Retention and Recruitment	-	45,000	3,575	45,000	45,000
Technology & Innovation	-	12,000	-	12,000	12,000
Total Technology & Innovation	-	12,000	-	12,000	12,000
Gift Card Program					
13 Gift card program	31,378	55,000	16,279	55,000	55,000
14 Gift card fees	4,611	4,000	2,417	4,000	4,000
15 Gift card promotion	4,525	11,000	4,055	11,000	11,000
Total Gift Card Program	40,514	70,000	22,751	70,000	70,000
Staffing					
16 Employee benefits	-	19,300	9,432	20,000	19,800
17 Employee salaries	-	83,500	53,726	87,000	87,000
18 Employee taxes	-	1,600	1,084	1,600	1,700
Total Staffing	-	104,400	64,242	108,600	108,500
Total Economic Vitality	\$ 190,488	\$ 499,400	\$ 170,821	\$ 510,600	\$ 530,500
<u>Infrastructure Improvements</u>					
1 Long term capital projects	\$ -	\$ 200,000	\$ -	\$ 95,600	\$ 334,400
Total Infrastructure Improvements	\$ -	\$ 200,000	\$ -	\$ 95,600	\$ 334,400

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
DEBT SERVICE FUND
FORECASTED 2019 BUDGET AS DRAFTED
WITH 2017 ACTUAL AND 2018 ESTIMATED
For the Years Ended and Ending December 31,

9/11/2018

	ACTUAL 2017	BUDGET 2018	ACTUAL 7/31/2018	ESTIMATED 2018	DRAFTED 2019
BEGINNING FUND BALANCES	\$ 11,224	\$ 154,097	\$ 158,783	\$ 158,783	\$ 240,606
REVENUES					
1 Property taxes	1,285,568	1,236,990	1,243,576	1,250,735	1,318,161
2 Net investment income	1,908	1,000	3,573	6,000	8,000
Total revenues	1,287,476	1,237,990	1,247,149	1,256,735	1,326,161
Total funds available	1,298,700	1,392,087	1,405,932	1,415,518	1,566,767
EXPENDITURES					
Debt Service					
3 Bond interest 2015 Series	409,760	391,170	195,585	391,170	371,540
4 Bond principal 2015 Series	715,000	755,000	-	755,000	795,000
5 County Treasurer's fees	12,846	12,370	12,434	12,507	13,182
6 Paying agent fees	300	500	750	750	750
7 Undesignated contingencies	2,011	15,872	-	15,485	14,528
Total expenditures	1,139,917	1,174,912	208,769	1,174,912	1,195,000
Total expenditures and transfers out requiring appropriation	1,139,917	1,174,912	208,769	1,174,912	1,195,000
ENDING FUND BALANCES	\$ 158,783	\$ 217,175	\$ 1,197,163	\$ 240,606	\$ 371,767

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
2019 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 6.5% of the property taxes collected.

Net Investment Income

Interest earned on the District’s available funds has been estimated based on historical interest earnings.

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
2019 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Revenues - (continued)

The District also receives a fee of \$50,000 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

Events income 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

Marketing income 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

Internal Operations

These are administrative and operating expenditures which include the estimated services necessary to maintain the District's administrative viability such as legal, accounting, rent, office equipment, and salaries of administrative personnel and management.

Marketing, Communications and Events

These 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.

Physical Environment

Physical environment expenditures include the estimated services necessary to maintain the District's grounds and to promote a safe environment, and salaries of physical environment personnel.

**CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT
2019 BUDGET
SUMMARY OF SIGNIFICANT ASSUMPTIONS**

Expenditures - (continued)

Economic Vitality

Economic vitality includes estimated services necessary to provide parking for patrons and expenses related to other functions of the District such as outreach, retail retention and recruitment, technology and innovation, gift card program, and salaries of personnel associated with these functions.

Infrastructure Improvements

One of the District's strategic plans is to budget for long-term improvements and reserve funds to cover future replacement costs on its current assets.

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.

Debt and Leases

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, 2017. 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.

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 2019, 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

\$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 Maturing in the Year Ending December 31,	Principal Payable December 1		Annual Debt
	Principal	Interest	Service
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
	\$ 14,290,000	\$ 2,713,230	\$ 17,003,230



PLANNED OR OUTSTANDING INDEBTENDNESS

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

\$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 Maturing in the Year Ending December 31,	Principal Payable December 1		Annual Debt Service
	Principal	Interest	
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>\$ 14,290,000</u>	<u>\$ 2,713,230</u>	<u>\$ 17,003,230</u>



AUDITS

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

**FINANCIAL STATEMENTS
December 31, 2017**

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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, 2017, 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, 2017, 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.

I

Fiscal Focus Partners, LLC

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.

Fiscal Focus Partners, LLC

Lakewood, Colorado
March 5, 2018

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, 2017

	<u>Governmental Activities</u>
ASSETS	
Cash and investments	\$ 1,476,515
Cash and investments - Restricted	274,315
Accounts receivable	12,338
Prepaid expenses	1,414
Receivable - County Treasurer	19,992
Property taxes receivable	4,599,766
Capital assets:	
Depreciable, net	<u>12,061,811</u>
Total assets	<u>18,446,151</u>
DEFERRED OUTFLOWS OF RESOURCES	
Cost of refunding	<u>1,583,184</u>
Total deferred outflows of resources	<u>1,583,184</u>
LIABILITIES	
Accounts payable	288,547
Payable - County Treasurer	58,318
Accrued liabilities	82,889
Accrued interest payable	32,598
Noncurrent liabilities	
Due within one year	755,000
Due in more than one year	<u>14,290,000</u>
Total liabilities	<u>15,507,352</u>
DEFERRED INFLOWS OF RESOURCES	
Property tax revenue	<u>4,599,766</u>
Total deferred inflows of resources	<u>4,599,766</u>
NET POSITION	
Net investment in capital assets	(1,400,005)
Restricted for:	
Emergency reserves	95,800
Debt service	158,783
Unrestricted	<u>1,067,639</u>
Total net position	<u><u>\$ (77,783)</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, 2017

<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	\$ 2,610,369	\$ 140,951	\$ -	\$ -	\$ (2,469,418)
Physical environment	1,171,321	-	-	-	(1,171,321)
Parking operations	109,779	246,188	-	-	136,409
Interest on long-term debt and related costs	587,688	-	-	-	(587,688)
	<u>\$ 4,479,157</u>	<u>\$ 387,139</u>	<u>\$ -</u>	<u>\$ -</u>	<u>(4,092,018)</u>
General revenues:					
Property taxes					3,799,519
Specific ownership taxes					287,345
Net investment income					6,513
Total general revenues					<u>4,093,377</u>
Change in net position					1,359
Net position - Beginning					(79,142)
Net position - Ending					<u>\$ (77,783)</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, 2017

	<u>General</u>	<u>Debt Service</u>	<u>Governmental Funds</u>
ASSETS			
Cash and investments	\$ 1,476,515	\$ -	\$ 1,476,515
Cash and investments - Restricted	95,800	178,515	274,315
Accounts receivable	12,338	-	12,338
Receivable - County Treasurer	19,992	-	19,992
Prepaid expenses	1,414	-	1,414
Property taxes receivable	3,335,286	1,264,480	4,599,766
TOTAL ASSETS	<u><u>\$ 4,941,345</u></u>	<u><u>\$1,442,995</u></u>	<u><u>\$ 6,384,340</u></u>
LIABILITIES			
Accounts payable	\$ 288,547	\$ -	\$ 288,547
Payable - County Treasurer	38,586	19,732	58,318
Accrued liabilities	82,889	-	82,889
Total liabilities	<u>410,022</u>	<u>19,732</u>	<u>429,754</u>
DEFERRED INFLOWS OF RESOURCES			
Property tax revenue	3,335,286	1,264,480	4,599,766
Total deferred inflows of resources	<u>3,335,286</u>	<u>1,264,480</u>	<u>4,599,766</u>
FUND BALANCES			
Nonspendable:			
Prepaid amounts	1,414	-	1,414
Restricted for:			
Emergency reserves	95,800	-	95,800
Debt service	-	158,783	158,783
Assigned:			
Subsequent year's expenditures	122,752	-	122,752
Unassigned:			
General government	976,071	-	976,071
Total fund balances	<u>1,196,037</u>	<u>158,783</u>	<u>1,354,820</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	<u><u>\$ 4,941,345</u></u>	<u><u>\$1,442,995</u></u>	
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			12,061,811
Other long-term assets are not available to pay for current period expenditures			
and, therefore, are deferred in the funds.			
Cost of refunding			1,583,184
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			(15,045,000)
Bond interest payable			(32,598)
Net position of governmental activities			<u><u>\$ (77,783)</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 REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
Year Ended December 31, 2017

	<u>General</u>	<u>Debt Service</u>	<u>Total Governmental Funds</u>
REVENUES			
Property taxes	\$ 2,513,951	\$ 1,285,568	\$ 3,799,519
Specific ownership taxes	287,345	-	287,345
Net investment income	4,605	1,908	6,513
Events income	92,842	-	92,842
Marketing income	15,900	-	15,900
Gift card sales	32,209	-	32,209
Parking garage income	206,188	-	206,188
Management fees - Parking	40,000	-	40,000
Total revenues	<u>3,193,040</u>	<u>1,287,476</u>	<u>4,480,516</u>
EXPENDITURES			
Current			
Administration	647,321	-	647,321
Marketing, communications, tourism and events	1,187,440	-	1,187,440
Physical environment	1,179,171	-	1,179,171
Parking operations	109,779	-	109,779
Debt service			
County Treasurer's fee	-	12,846	12,846
Bond principal - 2015 Series	-	715,000	715,000
Bond interest - 2015 Series	-	409,760	409,760
Paying agent fees	-	300	300
Undesignated contingencies	-	2,011	2,011
Total expenditures	<u>3,123,711</u>	<u>1,139,917</u>	<u>4,263,628</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>69,329</u>	<u>147,559</u>	<u>216,888</u>
FUND BALANCES - BEGINNING OF YEAR	<u>1,126,708</u>	<u>11,224</u>	<u>1,137,932</u>
FUND BALANCES - END OF YEAR	<u><u>\$ 1,196,037</u></u>	<u><u>\$ 158,783</u></u>	<u><u>\$ 1,354,820</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)
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, 2017

Net change in fund balances - Governmental funds	\$ 216,888
--	------------

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	106,181
Current year depreciation	(873,939)

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	715,000
Cost of refunding amortization	(164,320)

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	1,549
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Change in net position of governmental activities	\$ 1,359
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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, 2017

	Original and Final Budget	Actual Amounts	Variance with Final Budget Positive (Negative)
REVENUES			
Property taxes	\$ 2,573,576	\$ 2,513,951	\$ (59,625)
Specific ownership taxes	253,000	287,345	34,345
Net investment income	4,500	4,605	105
Events income	75,000	92,842	17,842
Marketing income	10,000	15,900	5,900
Gift card sales	55,000	32,209	(22,791)
Parking garage income	196,200	206,188	9,988
Management fees - Parking	40,000	40,000	-
Total revenues	<u>3,207,276</u>	<u>3,193,040</u>	<u>(14,236)</u>
EXPENDITURES			
Administration	543,036	647,321	(104,285)
Marketing, communications, tourism and events	1,272,000	1,187,440	84,560
Physical environment	1,212,000	1,179,171	32,829
Parking operations	212,000	109,779	102,221
Total expenditures	<u>3,239,036</u>	<u>3,123,711</u>	<u>115,325</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(31,760)	69,329	101,089
FUND BALANCES - BEGINNING OF YEAR	<u>968,025</u>	<u>1,126,708</u>	<u>158,683</u>
FUND BALANCES - END OF YEAR	<u><u>\$ 936,265</u></u>	<u><u>\$ 1,196,037</u></u>	<u><u>\$ 259,772</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)
NOTES TO FINANCIAL STATEMENTS
December 31, 2017

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 an eleven member Board of Directors comprised of a chairperson, vice-chair person, secretary-treasurer, and eight additional 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, 2017

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.

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, 2017

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.

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, 2017

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 \$2,500. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition 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. PTO carryover hours are limited per year based on the length of employment with the District, as specified in the Employee Handbook.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2017

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Deferred Inflow/Outflow 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 and so will not be recognized as an outflow of resources (expense/expenditure) until that time. The District has 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 amount is incurred.

In addition to liabilities, the statement of net 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 and so will not be recognized as an inflow of resources (revenue) until that time. The District has one item that qualifies for reporting in this category. Accordingly, the item, *deferred property tax revenue*, is deferred and recognized as an inflow of resources in the period that the amount becomes 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, 2017

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, 2017, are classified in the accompanying financial statements as follows:

Statement of net position:

Cash and investments	\$ 1,476,515
Cash and investments - Restricted	<u>274,315</u>
Total cash and investments	<u><u>\$ 1,750,830</u></u>

Cash and investments as of December 31, 2017, consist of the following:

Deposits with financial institutions	\$ 1,735,710
Investments	<u>15,120</u>
Total cash and investments	<u><u>\$ 1,750,830</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, 2017

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, 2017, the District's cash deposits had a bank of \$1,737,225 and carrying balance of \$1,735,710.

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, 2017

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), CSAFE which are recorded at amortized cost, and COLOTRUST which are recorded at net asset value.

As of December 31, 2017, the District had the following investments:

Investment	Maturity	Amount
Colorado Local Government Liquid Asset Trust (COLOTRUST)	Weighted average under 60 days	<u>\$ 15,120</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. COLOTRUST records its investments at fair value and the District records its investment in COLOTRUST using the net asset value method. There are no unfunded commitments, the redemption frequency is daily and there is no redemption notice period.

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2017

NOTE 4 - CAPITAL ASSETS

An analysis of the changes in capital assets for the year-ended December 31, 2017 follows:

	<u>December 31,</u> <u>2016</u>	<u>Additions</u>	<u>Retirements</u>	<u>December 31,</u> <u>2017</u>
Governmental Activities:				
Capital assets, not being depreciated:				
Leasehold improvements	\$ -	\$ 93,069	\$ -	\$ 93,069
Totals capital assets not being depreciated	<u>-</u>	<u>93,069</u>	<u>-</u>	<u>93,069</u>
Capital assets, being depreciated:				
Vehicles	66,847	-	-	66,847
Office furniture and equipment	189,695	5,262	-	194,957
Maintenance equipment	81,662	7,850	-	89,512
Leasehold improvements	14,730	-	-	14,730
Street	17,002,538	-	-	17,002,538
Totals capital assets being depreciated	<u>17,355,472</u>	<u>13,112</u>	<u>-</u>	<u>17,368,584</u>
Less accumulated depreciation for:				
Vehicles	(31,021)	(7,165)	-	(38,186)
Office furniture and equipment	(163,966)	(11,159)	-	(175,125)
Maintenance equipment	(65,513)	(5,192)	-	(70,705)
Leasehold improvements	(14,730)	-	-	(14,730)
Streets	(4,250,673)	(850,423)	-	(5,101,096)
Total accumulated depreciation	<u>(4,525,903)</u>	<u>(873,939)</u>	<u>-</u>	<u>(5,399,842)</u>
Capital assets, net	<u>\$ 12,829,569</u>	<u>\$ (767,758)</u>	<u>\$ -</u>	<u>\$ 12,061,811</u>

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

Governmental activities:	
General Government	<u>\$ 873,939</u>

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
(a component unit of the City and County of Denver)
NOTES TO FINANCIAL STATEMENTS
December 31, 2017

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, 2017:

	Balance at December 31, 2016	Additions	Reductions	Balance at December 31, 2017	Amounts Due Within One Year
Governmental Activities:					
General Obligation Bonds, Series 2015	\$ 15,760,000	\$ -	\$ (715,000)	\$ 15,045,000	\$ 755,000
	<u>\$ 15,760,000</u>	<u>\$ -</u>	<u>\$ (715,000)</u>	<u>\$ 15,045,000</u>	<u>\$ 755,000</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, 2017. 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, 2017

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>
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
2023-2027	5,910,000	1,110,070	7,020,070
2028-2030	4,850,000	246,870	5,096,870
	<u>\$ 15,045,000</u>	<u>\$ 3,104,400</u>	<u>\$ 18,149,400</u>

At December 31, 2017, 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, 2017, the District had net investment in capital assets calculated as follows:

	<u>Governmental Activities</u>
Net investment in capital assets	
Capital assets, net	\$ 12,061,811
Current portion of outstanding long-term obligations	(755,000)
Noncurrent portion of outstanding long-term obligations	(14,290,000)
Cost of refunding (net of accumulated amortization)	1,583,184
Net investment in capital assets	<u>\$ (1,400,005)</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, 2017, 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, 2017

NOTE 6 - NET POSITION (CONTINUED)

	<u>Governmental Activities</u>
Restricted net position:	
Emergency reserves	\$ 95,800
Debt service	<u>158,783</u>
Total restricted net position	<u><u>\$ 254,583</u></u>

The District's unrestricted net position as of December 31, 2017, totaled \$1,067,639.

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, 2017

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 2016 and 2017 were \$96,715 and \$108,578, respectively. The funds are not available until termination, retirement, death, or unforeseen emergencies. The employer's portion of liability outstanding December 31, 2017 is \$5,614. 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, 2017

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 spaces under an operating lease. The original lease expired on January 31, 2018. The District entered into a new lease with UPI 2nd & Josephine LLC which will expire June 1, 2028. Total rental expense for the year ended December 31, 2017, was \$126,013.

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

	<u>Minimum Lease Payments</u>
Year ending December 31,	
2018	\$ 143,447
2019	145,244
2020	148,837
2021	152,429
2022	156,023
2023 and thereafter	<u>921,899</u>
	<u><u>\$ 1,667,879</u></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, 2017

	Original and Final Budget	Actual Amounts	Variance with Final Budget Positive (Negative)
REVENUES			
Property taxes	\$ 1,316,059	\$ 1,285,568	\$ (30,491)
Net investment income	500	1,908	1,408
Total revenues	<u>1,316,559</u>	<u>1,287,476</u>	<u>(29,083)</u>
EXPENDITURES			
County Treasurer's fee	13,161	12,846	315
Bond principal - 2015 Series	715,000	715,000	-
Bond interest - 2015 Series	409,760	409,760	-
Paying agent fees	1,000	300	700
Undesignated contingencies	16,079	2,011	14,068
Total expenditures	<u>1,155,000</u>	<u>1,139,917</u>	<u>15,083</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	<u>161,559</u>	<u>147,559</u>	<u>(14,000)</u>
FUND BALANCES - BEGINNING OF YEAR	<u>34,797</u>	<u>11,224</u>	<u>(23,573)</u>
FUND BALANCES - END OF YEAR	<u><u>\$ 196,356</u></u>	<u><u>\$ 158,783</u></u>	<u><u>\$ (37,573)</u></u>

CHERRY CREEK NORTH BUSINESS IMPROVEMENT DISTRICT NO. 1
SCHEDULE OF DEBT SERVICE REQUIREMENTS TO MATURITY
December 31, 2017

\$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 Maturing in the Year Ending December 31,	Principal Payable December 1		Annual Debt Service
	Principal	Interest	
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>\$ 15,045,000</u>	<u>\$ 3,104,400</u>	<u>\$ 18,149,400</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, 2017

Year Ended December 31,	Prior Year Assessed Valuation for Current Year Tax Levy	Mills Levied	Total Property Taxes		Percent Collected to Levied
			Levied	Collected	
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%
2017	\$ 226,906,760	17.142	\$ 3,889,635	\$ 3,799,519 (4)	97.68%
Estimated for the year ending December 31, 2018	\$ 294,065,090	15.642	\$ 4,599,766		

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.
- (4) Taxes were abated and refunded, amounting to \$58,263, in collection year ended 2017 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>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
REVENUES					
Property taxes	\$ 1,698,864	\$ 1,726,361	\$ 1,696,379	\$ 2,221,696	\$ 2,513,951
Specific ownership taxes	170,728	191,671	212,183	232,879	287,345
Net investment income	3,270	2,890	3,377	1,724	4,605
Reimbursed expenditures	-	10,118	-	-	-
FNO income	-	19,173	-	-	-
Outreach support	-	-	35,000	-	-
Parking garage income	118,912	129,016	179,317	194,309	206,188
Events income	27,397	11,065	71,418	71,194	92,842
Marketing income	-	-	-	11,800	15,900
Management fees - Parking	40,000	40,000	40,000	40,000	40,000
Gift card sales	67,098	76,881	47,983	50,185	32,209
Total revenues	<u>2,126,269</u>	<u>2,207,175</u>	<u>2,285,657</u>	<u>2,823,787</u>	<u>3,193,040</u>
EXPENDITURES					
Current operating					
Administration	440,775	460,152	478,382	497,892	548,990
Operations	1,791,442	1,846,537	1,948,668	2,241,941	2,468,540
Capital outlay	17,581	2,151	22,413	55,502	106,181
Total expenditures	<u>2,249,798</u>	<u>2,308,840</u>	<u>2,449,463</u>	<u>2,795,335</u>	<u>3,123,711</u>
NET CHANGE IN FUND BALANCES	(123,529)	(101,665)	(163,806)	28,452	69,329
FUND BALANCES - BEGINNING 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>
FUND BALANCES - END OF YEAR	<u>\$ 1,363,727</u>	<u>\$ 1,262,062</u>	<u>\$ 1,098,256</u>	<u>\$ 1,126,708</u>	<u>\$ 1,196,037</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 2017 Taxes Due in 2018)

Taxpayer	Assessed Valuation	Percent of Total Assessed Valuation
100 SAINT PAUL LLC	\$ 20,043,990	6.80%
151 DETROIT STREET CF LLC	15,696,100	5.30%
DIAMONDROCK CHERRY CREEK OWNER	13,853,040	4.70%
SE FILLMORE PLACE LLC	11,852,070	4.00%
UPI 2ND JOSEPHINE LLC	11,495,390	3.90%
OFFICES AT UNIVERSITY LLC	11,321,980	3.90%
COLUMBINE DEVELOPMENT PARTNERS	11,107,000	3.80%
COLUMBINE STREET PROPERTIES	10,458,940	3.60%
SE BCC BUILDING LLC	10,083,820	3.40%
CLAYTON LANE OWNER LLC	5,658,250	1.90%
ALL OTHERS	172,494,510	58.70%
	<u><u>\$ 294,065,090</u></u>	<u><u>100.00%</u></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:

Eric Buchanan, Board Chair, called the meeting to order at 8:02 a.m.

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

Members absent: Chris Manley, Lynda Campbell, John Conway and Jan Lucas

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

Guests present: Thuy Dam, Matthew Urkoski & Anna Jones – Clifton Larson Allen, Raylene Decatur - Decatur & Company

Public Comment:

- Emzy Veazy III

MONTHLY BUSINESS

Approval of Meeting Minutes: Motion by Roy Kline to approve the meeting minutes of December 13, 2017. Second by Karrie Fletcher. Vote: Unanimous in favor (8-0, Lynda Campbell, Chris Manley, John Conway and Jan Lucas not present), motion carries.

Chair Report: Eric Buchanan reported this is the final board meeting in this location; the next meeting will be held in the new office at 2401 E. 2nd Avenue, Denver, Colorado.

President & CEO Report: Julie Underdahl provided updates in the following areas:

- Reviewed the 2018 BID Operating Plan that was approved at the December board meeting.
- Introduced the idea of developing an Action Plan (inspired by the Washington DC BID Action Plan) and circulated an example for the board to review.
- Reported on the 2017 Community Workshops held in the following categories:
 - Big Ideas & Innovation
 - City Permitting
 - Parking and Transportation
 - Consumer perceptions (Strengthening CCN brand, increase visitor awareness, etc.,)
- Discussed ideas regarding best ways to keep community workshop participants active and engaged in 2018.
- Discussed a letter to Mayor Hancock regarding gun incidents in CCN, highlighting the letter enclosed in the packet. Susan Fry provided specifics on recent steps taken to increase police patrol presence in the BID, as well as coordination with DPD.



Additional discussion surrounding the 2018 plan of action as well as recent incidents in the BID took place.

Communications and Outreach Report:

Jenny Starkey reviewed the 2018 comprehensive communications and outreach plan and action plan, highlighting the following:

- Media outreach – goal is to promote positive and proactive outreach (beyond special events)
- Project development map is being produced to illustrate where new projects are underway and those planned to be distributed throughout the District.
- Providing ground floor businesses with information to be “ambassadors” for constituent communications regarding tenant changes, parking issues, development and other topics as needed.

Office Move:

Brian Phetteplace reviewed the BID office move plan, noting that the current office will close on 1/31 and the new office will be open on 2/5. Staff will work remotely during the intervening week. The next board meeting (3/14/18) will be in the new office.

General Discussion Items:

Katie Friedland asked about initiating business block captains to disseminate info re BID activities.

Streetscape Standards for Contractors:

Chris Dunn presented “*Streetscape Task Force Standards for Contractors – Prior and During Construction*”, guidelines for contractors and subs for projects under construction in CCN.

- BID will review standards with contractors prior to construction
- Contractor compliance will be voluntary but strongly encouraged
- Developed in order to maintain a livable, vibrant community during construction, and specifically to:
 1. Minimize construction impacts – especially to ground floor businesses
 2. Minimize impacts on the hardscape and landscape
 3. Ensure pedestrian safety
- Board discussion regarding the document with suggestions to add language to address common concerns: holiday/weekend construction activities, noise, dust, etc., Document will be revised and sent to board.

Motion to approve document made contingent upon changes discussed. Motion by Marshall Miranda, second, Roy Kline. (8-0, Lynda Campbell, Chris Manley, John Conway and Jan Lucas not present), motion carries.



First and Steele Intersection Updates:

Refer to letters included in the board packet: BID Letter to Acting Director of Public Works, Public Works Response to BID Letter

Julie Underdahl indicated the City's plans eliminates northbound traffic on Steele, which will have adverse impacts on area businesses; and that the 1st and Steele crosswalk (eliminated under current plan) needs to be maintained; CCN BID has scheduled a meeting with the Mayor to discuss.

Visit Denver & IPW Event:

Jenny Starkey discussed the IPW event, which will bring 6,000 travel planners to Denver on May 19-23, 2018. This provides national visibility and opportunities to showcase CCN to delegates from around the country.

Adjourn: Motion by Eric Buchanan to adjourn the Board meeting. Second by Marshall Miranda. Vote: Unanimous in favor (8-0, Lynda Campbell, Chris Manley, John Conway and Jan Lucas not present), motion carries.

The meeting was adjourned at 9:18 a.m.



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order:

Eric Buchanan, Board Chair, called the meeting to order at 8:06 a.m.

Members present: Eric Buchanan, Roy Kline, Marshall Miranda, Katie Friedland, Lynda Campbell, Brett Pearson, Chris Manley, Calley McCue

Members absent: John Conway, Karrie Fletcher and Jan Lucas

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

Guests present: Jason Carroll, Sandy Brandenburger & Anna Jones – Clifton Larson Allen LLP
Raylene Decatur - Decatur & Company
Pocky Marranzino, Tracy Broderick, David Stewart, Mary Dean and Lauren Corona - Karsh Hagan
Jayne Buck - VP Tourism, Visit Denver
Julia Penland - Western Development Group
Mandy Moscatelli – Show of Hands
Lisa Tyler – Business Owner

Presentation: 2018 BID Strategic Communication Overview

Jenny Starkey gave an update of the BID's 2018 strategic marketing initiative. Jenny outlined Karsh Hagan's scope, emphasizing their branding approach and implementation strategy. Julie Underdahl introduced the Karsh Hagan team. Each member of the Karsh Hagan team provided an overview of their specific role on the project.

2018 IPW Update: Visit Denver, Jayne Buck, VP Tourism

Ms. Buck provided an overview of the May 19 - 23 IPW Conference to be held in Denver. She noted there will be 1,300 international buyers from 70 countries, 600 international journalists and 4,000 travel industry professionals. She stated that the District is a sponsor of this event, and will have several opportunities to market have to the group. There will be 13 options for CCN tours associated with the conference. Jenny Starkey indicated CCN will be putting together a press kit and visitor booklet.

MONTHLY BUSINESS

Approval of Meeting Minutes: Motion by *Lynda Campbell* to approve the meeting minutes of January 10, 2018. Second by *Roy Kline*. Vote: Unanimous in favor (8-0, Karrie Fletcher, John Conway and Jan Lucas not present), motion carries.

Chair Report:

- **2018 CCN BID Scheduled Meetings** – Eric Buchanan provided an update on the Block Captain Program and stated it would be solidified within the next week. Julie Underdahl announced there were volunteer opportunities to participate.



- **Committee & Task Force Rosters** – Julie Underdahl stated that CCN BID has requested funding for additional security cameras per DPD District 3 suggestion. Councilman New has committed to identifying funding.

President & CEO Report: Julie Underdahl

- **2018 CCN BID Year End Report**

Jenny Starkey stated the annual report is final and will be released this month.

- **1st & Steele Update**

The BID has submitted a letter to the Director of Denver Public Works opposing their preferred alternative at 1st and Steele. Miranda Marshall indicated the proposed northbound one-way at Steele will limit business traffic and negatively impact revenues for adjacent businesses.

Julie Underdahl indicated the Steele crosswalk (eliminated under current plan) needs to be maintained; CCN BID is scheduling a meeting with the Mayor to discuss.

- **Construction Standards Update**

Julie Underdahl indicated the BID will work with construction companies and developers to have covered sidewalks on both sides of streets when construction projects warrant increased pedestrian safety. Eric Buchanan concurred that this seems like the right solution.

Board Comments:

Eric Buchanan opened meeting for Board comments.

- Chris Manley asked about the budget for Karsh Hagan
- Jenny Starkey was then asked to revisit the slide presentation and review again the budget for the two facets of the Karsh Hagan contract.
- Lynda Campbell stated that there needs to be financial caution in the re-branding.
- Katie Friedland shared customer feedback she has received and it was time to re-brand.
- Raylene Decatur expressed the increasing role of technology in consumer behavior and that Karsh Hagan's digital audit would upgrade CCN BID's digital presence.
- Chris Manley suggested that the CCN BID encourage businesses to post window signs welcoming IPW delegates.

COMMITTEES / TASK FORCE REPORTS

Audit Committee – Lynda Campbell, Chair

Lynda Campbell stated that the Audit Committee had reviewed and recommended approval of the 2017 Audit by the Board. Jason Carroll stated that his office will submit the Audit with the City and County of Denver and file the report with the Auditor's office.



Board of Directors
Meeting Minutes
March 14, 2018

Motion by *Brett Pearson* to approve the 2017 Audit and filing, Second by *Roy Kline*. Vote: Unanimous in favor (8-0, Karrie Fletcher, John Conway and Jan Lucas not present), motion carries.

Strategic Marketing Committee:

Jenny Starkey reported that the last meeting was canceled due to weather.

Adjourn: Motion by *Katie Friedland* to adjourn the Board meeting. Second by Roy Kline. Vote: Unanimous in favor (8-0, Karrie Fletcher, John Conway and Jan Lucas not present), motion carries.

The meeting was adjourned at 9:35 a.m.



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order / Open Forum

Eric Buchanan, Board Chair, called the meeting to order at 8:04 a.m. There was no quorum.

Members present: Eric Buchanan, John Conway, Roy Kline, Brett Pearson & Jan Lucas

Members absent: Karrie Fletcher, Katie Friedland, Chris Manley, Calley McCue, Lynda Campbell, Marshall Miranda

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

Guests present:

Emzy Veasy II;
Patty Silverstein; Development Research Partners
Thuy Dam & Anna Jones; CliftonLarsonAllen LLP
Raylene Decatur – Decatur & Co.

Presentation: 2017-2018 Economic Indicators Overview – Patty Silverstein, Development Research Partners

Ms. Silverstein presented an economic indicators overview to the Board citing data available through Q4 2017. Retail sales have increased 6.9% in Cherry Creek North. She stated the overall indicators are very favorable for Cherry Creek North.

MONTHLY BUSINESS

Approval of Meeting Minutes: Because there was no quorum present at the meeting, the March 14th Board meeting minutes were tabled until the July 11th meeting.

Chair Report:

- **Board Development Committee:** Director Buchanan discussed Board development ideas, and requested Board member participation to recruit new members.

President & CEO Report: Julie Underdahl

- **Street Ambassadors/Block Captains:** Julie Underdahl and Sue Fry provided an update on strategies and shared marketing collateral. Julie reviewed safety action items.
- **1st & Steel Working Group:** Julie advised a working group has been formed to take a comprehensive approach to this issue. The group has plans to meet with the offices of Public Works, Community Planning and Development and the Mayor's Office to address streetscape standards and the 1st & Steel intersection.

COMMITTEES / TASK FORCE REPORTS



Board of Directors
Meeting Minutes
May 9, 2018

- **Parking & Mobility Task Force – Roy Kline, Chair**
Roy Kline reported on parking task force. Discussion of curb lane management consisted of three components:
 - 1) Eco-ride bus stops within a fixed bus route in CCN; buses are electric vehicles; launches next Monday, May 14th.
 - 2) Identifying potential mobility zones, stop locations for shared vehicles, valet and others.
 - 3) Working with hotels and others regarding employee parking needs, and how they can be addressed more strategically.
- **Strategic Marketing Committee – Jenny Starkey:** Jenny Starkey reported on the Marketing Committee and provided the following updates:
 - . The Live, Stay, Work Reception was a success
 - . Community Workshop – Four ideas were discussed: consumer perception, parking, big ideas and innovation
- **IPW Overview:** The event will take place May 19 -23. 300-600 delegates expected in CCN. Details Jenny outlined were:
 - . The BID will host media tour with International Media
 - . 25 International Media will come to CCN
 - . Media kit will be distributed to CCN visitors
 - . A Welcome IPW Poster will be given to ground floor retailers
 - . Passport kits will be given to hotel guests throughout the year; 2,500 going out to visitors
 - . CCN is advertising with the airport; 1 ½ months in Concourse B wrap

Julie outlined the next meeting dates and upcoming CCN events.

Adjourn: The meeting was adjourned at 9:17 a.m.



CALL TO ORDER | OPEN FORUM | PRESENTATIONS

Call to Order / Open Forum

Eric Buchanan, Board Chair, called the meeting to order at 8:00 a.m. A quorum was confirmed.

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

Members absent: John Conway, Karrie Fletcher

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

Guests present:

Chris Dunn, Principal – Dunn & Kiley
Jason Carroll & Anna Jones; CliftonLarsonAllen LLP
Lisa Tyler; Business Owner
Raylene Decatur – Decatur & Co.

Presentation: Streetscape Design Standards – Dunn & Kiley, Chris Dunn, Principal

Mr. Dunn reviewed the new streetscape design standards prepared by his firm. He also discussed the process for City approval through Denver Public Works and Community Planning & Development.

Motion by Roy Kline to approve Streetscape Design Standards. Seconded by Marshall Miranda. Vote: Unanimous in favor. (9– 0, not present: John Conway & Karrie Fletcher), motion carries.

MONTHLY BUSINESS

Approval of Meeting Minutes: Motion by Calley McCue to approve the meeting minutes of March 14, 2018, May 9, 2018 and July 11, 2018. Second by Marshall Miranda. Vote: Unanimous in favor (9– 0, not present: John Conway & Karrie Fletcher), motion carries.

Chair Report:

- **Board Term Roster and Board Development Committee:** Director Buchanan discussed upcoming board vacancies and encouraged the Board to consider possible nominations.

President & CEO Report: Julie Underdahl

- **Draft 2019 Strategic Operating Plan**

The 2019 Strategic Operating Plan was presented to the Board. Motion by Lynda Campbell to approve. Second by Marshall Miranda. Vote (9-0, not present John Conway & Karrie Fletcher), motion carries.



- **Construction Mitigation**

Julie Underdahl discussed the efforts underway, and indicated Councilman New Denver Public Works have been helpful in establishing some solutions.

- **Public Art Donation Policy**

Raylene Decatur discussed the policy with the Board. Brett Pearson asked for clarification regarding art maintenance budget. Motion by Brett Pearson to approve the Public Art Donation Policy. Second by Marshall Miranda. Vote: (9-0, not present: John Conway & Karrie Fletcher), motion carries.

- **501c3 Update**

Brian Phetteplace discussed the process to establish the entity. He indicated it is expected to be up and running the first quarter of 2019. The non-profit Board will be the same as the CCNBID Board.

COMMITTEES / TASK FORCE REPORTS

- **Strategic Marketing Committee – Calley McCue and Jenny Starkey:** Calley McCue and Jenny Starkey reported the branding results study from Karsh Hagan will be finalized by the end of the year.

- **Audit Committee – Lynda Campbell, Chair**

Monthly Financial Statements – Mr. Carroll reviewed with the Board. Motion by Eric Buchanan to accept the Monthly Financial Statements. Second by Roy Kline. Vote: (9-0, not present: John Conway & Karrie Fletcher), motion carries.

Draft 2019 Budget – Brian Phetteplace outlined infrastructure improvements and phasing. He indicated a lighting study will begin in early 2019. Members of the Board requested the lighting study be fast tracked and strategies to implement identified expeditiously. Also requested to consider supplemental appropriation as/if needed to speed up the process. Motion by Roy Kline to approve 2019 Budget. Second by Lynda Campbell. Vote (9-0, not present: John Conway & Karrie Fletcher), motion carries.

- **Parking & Mobility Task Force – Roy Kline, Chair**

Roy Kline provided updated report on current status of parking management study and other mobility issues impacting the District, including:

Dockless Mobility Vehicle Permits
Chariot Service
Curb Lane Management
Parking Management

Adjourn: The meeting was adjourned at 9:43 a.m.



BOARD MEMBERS

Roster

Term Appointments

Attendance Records



BOARD OF DIRECTORS
ROSTER
2018

<p>Eric Buchanan Chair</p> <p><i>Oliver McMillan</i> 733 8th Ave. San Diego, CA 92101</p> <p>P: 720.883.2332 ebuchanan@olivermcmillan.com</p>	<p>Roy Kline Vice 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>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@janushenderson.com</p>
<p>Jan Lucas</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>Lynda Campbell</p> <p><i>Stonebridge Companies</i> 9100 E Panorama Dr. Englewood, CO 80112</p> <p>P: 303.862.9074 lcampbell@sbcos.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@showofhandsdenver.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
 2018

	MEMBER	PROFESSIONAL REPRESENTATION	TERM	YEAR
1.	Buchanan, Eric	Oliver McMillan	1 st Term	2017 – 2019
2.	Campbell, Lynda	Stonebridge Companies	1 st Term	2016 – 2018
3.	Conway, John	Parking Forward	1 st Term	2016 – 2018
4.	Fletcher, Karie	Alpine Bank	1 st Term	2017 – 2019
5.	Friedland, Katie	Show of Hands	1 st Term	2017 – 2019
6.	Kline, Roy	Western Development Group	1 st Term	2013 – 2015
			2 nd Term	2016 – 2018
7.	Lucas, Jan	Sage Hospitality	1 st Term	2013 – 2015
			2 nd Term	2016 – 2018
8.	Manley, Chris	Stonebridge Companies	1 st Term	2016 – 2018
9.	McCue, Calley	Breckenridge Wynkoop	1 st Term	2016 – 2018
10.	Miranda, Marshall	Bombay Clay Oven	1 st Term	2016 – 2018
11.	Pearson, Brett	Janus Capital Group	1 st Term	2015 – 2017
			2 nd Term	2018 – 2020

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



BOARD OF DIRECTORS
ATTENDANCE
2018

Board Members:

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

Board Meeting Date

January 10, 2018
March 14, 2018
May 9, 2018

July 11, 2018
September 12, 2018
November 14, 2018
December 12, 2018

Members Absent

John Conway, Chris Manley, Jan Lucas, Lynda Campbell
John Conway, Karrie Fletcher, Jan Lucas
Karrie Fletcher, Katie Friedland, Chris Manley, Lynda Campbell,
Marshall Miranda, Calley McCue
Chris Manley, Calley McCue, Lynda Campbell
Karrie Fletcher, Chris Manley, John Conway



BOARD AGENDAS



BOARD OF DIRECTORS

AGENDA

January 10, 2018 | 8:00 a.m. – 9:30 a.m.

LOCATION: 299 Milwaukee Street, Basement Conference Room, 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

CALL TO ORDER | OPEN FORUM

Call to Order – Eric Buchanan
Open Forum – Eric Buchanan

MONTHLY BUSINESS

Approve Minutes – Eric Buchanan

- Board minutes – December 13, 2017 (Board action requested)

Motion: "I move to approve the Board minutes for December 2017."

Chair Report – Eric Buchanan

- 2018 BID Meeting Schedule

President & CEO Report - Julie Underdahl

- 2018 Operating Plan
- Community Workshop Update
- Letter to the Mayor – Safety Concerns

2018 Strategic Communications & Outreach Plan – Jenny Starkey

Office Relocation Update – Brian Phetteplace

Streetscape Standards for Contractors – Chris Dunn

- BID Streetscape Standards for Contractors, (Board action requested)

Motion: "I move to approve the Streetscape Standards for Contractors."

ADJOURN – Eric Buchanan

UPCOMING BOARD MEETING DATES (AT NEW BID OFFICE):

- March 14, 2018 – Board of Directors meeting – 2401 E. Second Ave.
- May 9, 2018 – Board of Directors meeting – 2401 E. Second Ave.

UPCOMING EVENT DATES:

- January 15 – 20, 2018 – InSidewalk Sale
- February 23 – March 4, 2018 – Denver Restaurant Week



BOARD OF DIRECTORS

AGENDA

March 14, 2018 | 8:00 a.m. – 9:30 a.m.

LOCATION: 2401 E. 2nd Ave., Garden Level Board Room, 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

CALL TO ORDER | OPEN FORUM

Call to Order – Eric Buchanan, Chair
Open Forum – Eric Buchanan

PRESENTATIONS

2018 BID Strategic Communication Overview

- Karsh Hagan, Pasquale "Pocky" Marranzino, Co-CEO
- Karsh Hagan, Tracy Broderick, President
- Karsh Hagan, David Stewart, VP, Creative Technology Director
- Karsh Hagan, Mary Dean, VP Strategy
- Karsh Hagan, Lauren Corona, Account Supervisor

2018 IPW Update

- Visit Denver, Jayne Buck, VP Tourism

MONTHLY BUSINESS

Approve Minutes – Eric Buchanan

- Board minutes – January 10, 2018 (Board action requested)

Motion: "I move to approve the Board minutes for January 2018."

Chair Report – Eric Buchanan

- 2018 CCN BID Scheduled Meetings
- Committee & Task Force Rosters

President & CEO Report – Julie Underdahl

- 2018 CCN BID Year End Report
- 1st & Steel Update
- Construction Standards Update

COMMITTEES | TASK FORCE REPORTS

Audit Committee – Lynda Campbell, Chair

- 2017 Audit Review – (Board Action Requested)

Motion: "I move to approve the annual Audit."



BOARD OF DIRECTORS

AGENDA

March 14, 2018 | 8:00 a.m. – 9:30 a.m.

Strategic Marketing Committee – Karrie Fletcher, Co-Chair

ADJOURN – Eric Buchanan

UPCOMING BOARD MEETING DATES:

- May 9, 2018 – Board of Directors Meeting – 2401 E. Second Ave.
- July 11, 2018 – Board of Directors Meeting – 2401 E. Second Ave.
- September 12, 2018 – Board of Directors Meeting – 2401 E. Second Ave.

UPCOMING EVENT DATES:

- Community Workshop on IPW, Date TBD
- Spring Live + Work Reception, Social Fare – JW Marriott – May 1, 2018
- IPW Denver – May 19 – May 26, 2018
- Cherry Creek North Sidewalk Sale – July 19 – July 22, 2018
- Cherry Creek North Food & Wine Festival – August 11, 2018



BOARD OF DIRECTORS
AGENDA
May 9, 2018 | 8:00 a.m. – 9:30 a.m.

LOCATION: 2401 E. 2nd Ave., Garden Level Board Room, 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

CALL TO ORDER | OPEN FORUM

Call to Order – Eric Buchanan, Chair
Open Forum – Eric Buchanan

PRESENTATIONS

2017-2018 Economic Indicators Overview

- Development Research Partners, Patty Silverstein, Principal

BUSINESS

Approve Minutes – Eric Buchanan

- Board minutes – March 14, 2018 (Board action requested)

Motion: "I move to approve the Board minutes for March 2018."

Chair Report – Eric Buchanan

- Board Development Committee

President & CEO Report – Julie Underdahl

- Street Ambassadors
- 1st & Steele Working Group
- IPW Overview

COMMITTEES | TASK FORCE REPORTS

Parking & Mobility Task Force – Roy Kline, Chair

Strategic Marketing Committee – Karrie Fletcher, Co-Chair

ADJOURN – Eric Buchanan



BOARD OF DIRECTORS

AGENDA

May 9, 2018 | 8:00 a.m. – 9:30 a.m.

UPCOMING BOARD MEETING DATES:

- July 11, 2018 – 2401 E. Second Ave.
- September 12, 2018 – 2401 E. Second Ave.
- November 14, 2018 – 2401 E. Second Ave.
- December 12, 2018 – 2401 E. Second Ave.

UPCOMING EVENT DATES:

- IPW Denver – May 19 – May 23, 2018
- CCABA/CCN BID Board – Summer Social with the Mayor – June 7, 2018
- Cherry Creek Arts Festival – July 6 – July 8
- Cherry Creek North Sidewalk Sale – July 19 – July 22, 2018
- Cherry Creek North Food & Wine Festival – August 11, 2018 (10th Year Anniversary)
- Art Feast – October 6, 2018



BOARD OF DIRECTORS

AGENDA

September 12, 2018 | 8:00 a.m. – 9:30 a.m.

LOCATION: 2401 E. 2nd Ave., Garden Level Board Room, 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

CALL TO ORDER | OPEN FORUM

Call to Order – Eric Buchanan, Chair

Open Forum – Eric Buchanan

PRESENTATIONS

Streetscape Design Standards (Board action requested)

- Dunn & Kiley, Chris Dunn, Principal

Motion: "I move to approve the Streetscape Design Standards."

BUSINESS

Approve Minutes – Eric Buchanan

- Board minutes – March 14, 2018, May 9, 2018 & July 11, 2018 (Board action requested)

Motion: "I move to approve the Board minutes for March, May & July 2018."

Chair Report – Eric Buchanan

- Board Term Roster
- Board Development Committee

President & CEO Report – Julie Underdahl

- Draft 2019 Strategic Operating Plan (Board action requested)

Motion: "I move to approve the draft 2019 Strategic Operating Plan."

- Construction Mitigation
- Public Art Donation Policy – board action requested

Motion: "I move to approve the Public Art Donation Policy."

- 501c3 update



BOARD OF DIRECTORS

AGENDA

September 12, 2018 | 8:00 a.m. – 9:30 a.m.

COMMITTEES | TASK FORCE REPORTS

Strategic Marketing Committee – Calley McCue

Audit Committee – Lynda Campbell, Chair

- Monthly Financial Statements (Board action requested)

Motion: "I move to approve the July 31st, 2018 financial statements."

- Draft 2019 Budget (Board action requested)

Motion: "I move to approve the draft 2019 Budget."

Parking & Mobility Task Force – Roy Kline, Chair

- Dockless Mobility Vehicle Permits
- Chariot Service
- Curb Lane Management
- Parking Management

ADJOURN – Eric Buchanan

UPCOMING BOARD MEETING DATES:

- November 14, 2018 – 2401 E. Second Ave.
- December 12, 2018 – 2401 E. Second Ave.

UPCOMING EVENT DATES:

- Art Feast – October 6, 2018
- Live/Work/Stay Reception – October 20, 2018
- Small Business Saturday – November 24, 2018
- Winter Fest – December 8, 2018



PLANNED AND PERFORMED ACTIVITIES 2018 and 2019

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

12.25.2018

Christmas

Denotes CCN BID Signature Event

**Denotes Potential Fillmore Plaza Closure*



EVENT CALENDAR 2019

January

TBD

Cherry Creek North InSidewalk Sale

February

2/23 – 3/4/19

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

April

4/28/2019

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

May

5/27/2019

Memorial Day

June

TBD

Grapes and Galleries (*Homebuilder's Foundation*)

July

7/5 – 7/7/19

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

7/19 – 7/22/19

Cherry Creek North Sidewalk Sale*

August

8/11/19

Cherry Creek North Food & Wine*

September

9/2/2019

Labor Day

October

TBD

Art Feast*

November

TBD

Parade Partners Card (*Zane Beadles Foundation/BID Promotion*)

11/1/19

Cherry Creek North Holiday Décor begins

11/1 – Jan 2020

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

11/3 – 11/11/19

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

11/28/19

Thanksgiving

11/20/19

Small Business Saturday*

December

12/8/19

Winter Fest*

12/22 – 12/30/19

Hanukkah

12/25/19

Christmas

Denotes CCN BID Signature Event

**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

2017 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 shopping and dining destination. Today, the BID represents 600 businesses that invest in the vitality of CCN by funding maintenance services, marketing programs, outreach initiatives, economic development services, and parking and mobility improvements.

When we look back on 2017, we may think about it as one of the most catalytic years of development in Cherry Creek North's history. With seven active construction projects, CCN's evolution from a shopping and dining district into a mixed-use destination is well underway. Visitors are no longer just coming to the District to shop or dine; today, they are also coming to their place of residence, employment, or to stay at one of many hotels. CCN is an urban district attracting a variety of audiences and serving multiple different uses. The District is busier more months/days/hours of the year than ever before.

As CCN has evolved, so has the role of the BID. Today, the BID's services are multifaceted and offer a wide range of services in the areas of district marketing and management, economic development, and place-making. The BID's accomplishments in 2017 are as follows:

- Strengthened the CCN brand as a place to live, work and play;
- Advocated for improvements in CCN with key partners;
- Expanded stakeholder engagement and communications;
- Supported commercial property owners in retail recruitment and retention efforts;

- Activated the District through BID and partner events;
- Enhanced the visitor experience; and
- Adopted national best practices for the BID.

As CCN continues to transform and attract more people, it is critical to address how residents, visitors and employees experience the area. Between now and the end of 2020, we will focus our highest level of attention and resources on these four priorities:

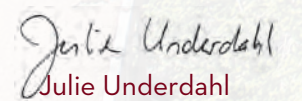
- Creating and maintaining a live, work, play and stay experience that is unique in the Denver Metro Area and competitive globally;
- Fostering the ideal retail mix in Cherry Creek North;
- Communicating the unique stories that strengthen the CCN brand; and
- Advocating for improvements in CCN with key partners.

It's an exciting time to be in Cherry Creek North, and 2018 is shaping up to be another great year. We are fortunate to work with a talented and dedicated board of directors, staff and constituent group. We look forward to working with each of you this year!

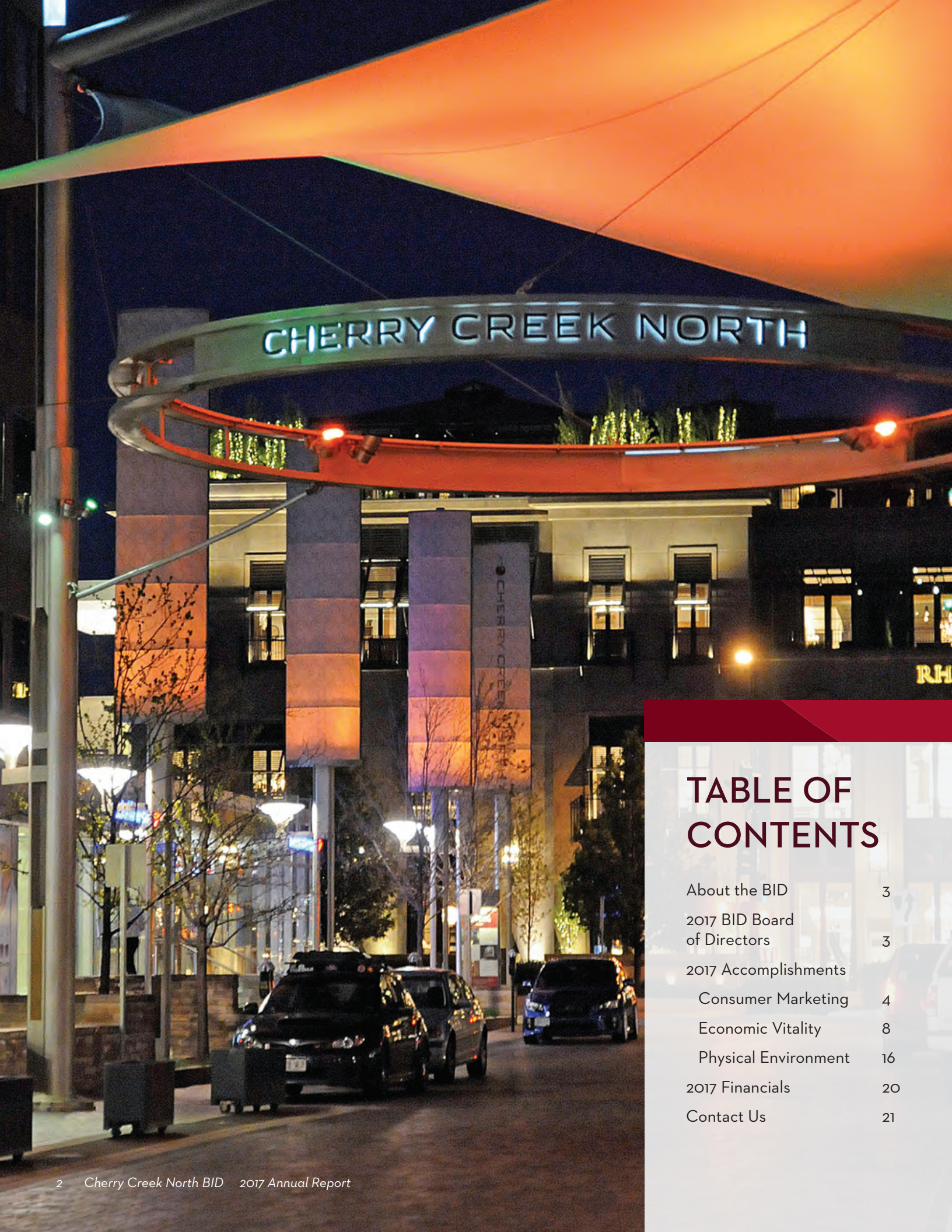
Sincerely,


Roy Kline
2016-2017 BID
Board Chairman


Eric Buchanan
2018 BID Board
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, marketing and advertising, constituent outreach, signature events and other initiatives.

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2017 BID BOARD OF DIRECTORS

Roy Kline
Western Development Group
(2017 Chair)

Eric Buchanan
Oliver McMillan (2018 Chair)

Jan Lucas
Sage Hospitality (Vice Chair)

Brett Pearson
Janus Capital Group
(Secretary/Treasurer)

Lynda Campbell
Stonebridge Companies

John Conway
Parking Forward

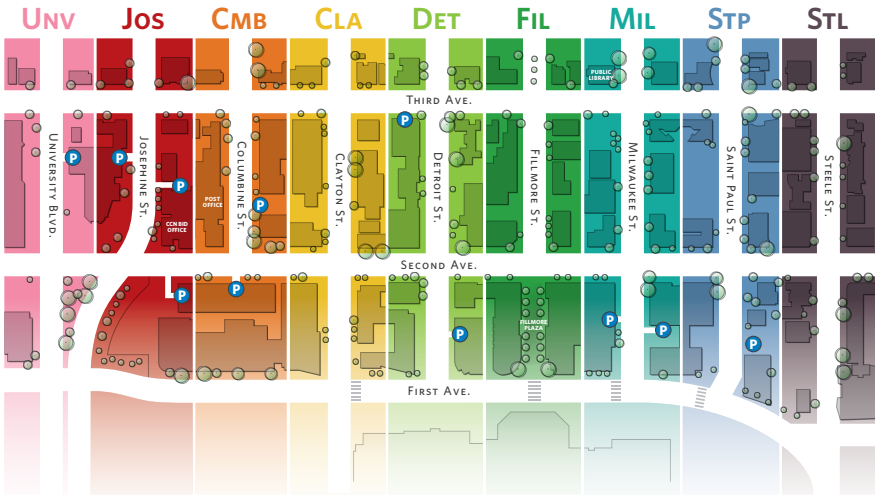
Karrie Fletcher
Alpine Bank

Katie Friedland
Show of Hands

Chris Manley
Stonebridge Companies

Calley McCue
Breckenridge-Wynkoop

Marshall Miranda
Bombay Clay Oven



2017 ACCOMPLISHMENTS

CONSUMER MARKETING AND EVENTS

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 AND EVENTS

Strategy

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

Advertising

- **NEW** Increased advertising efforts focused on promoting **small businesses**
- Produced a total of **27 million impressions** through paid advertising

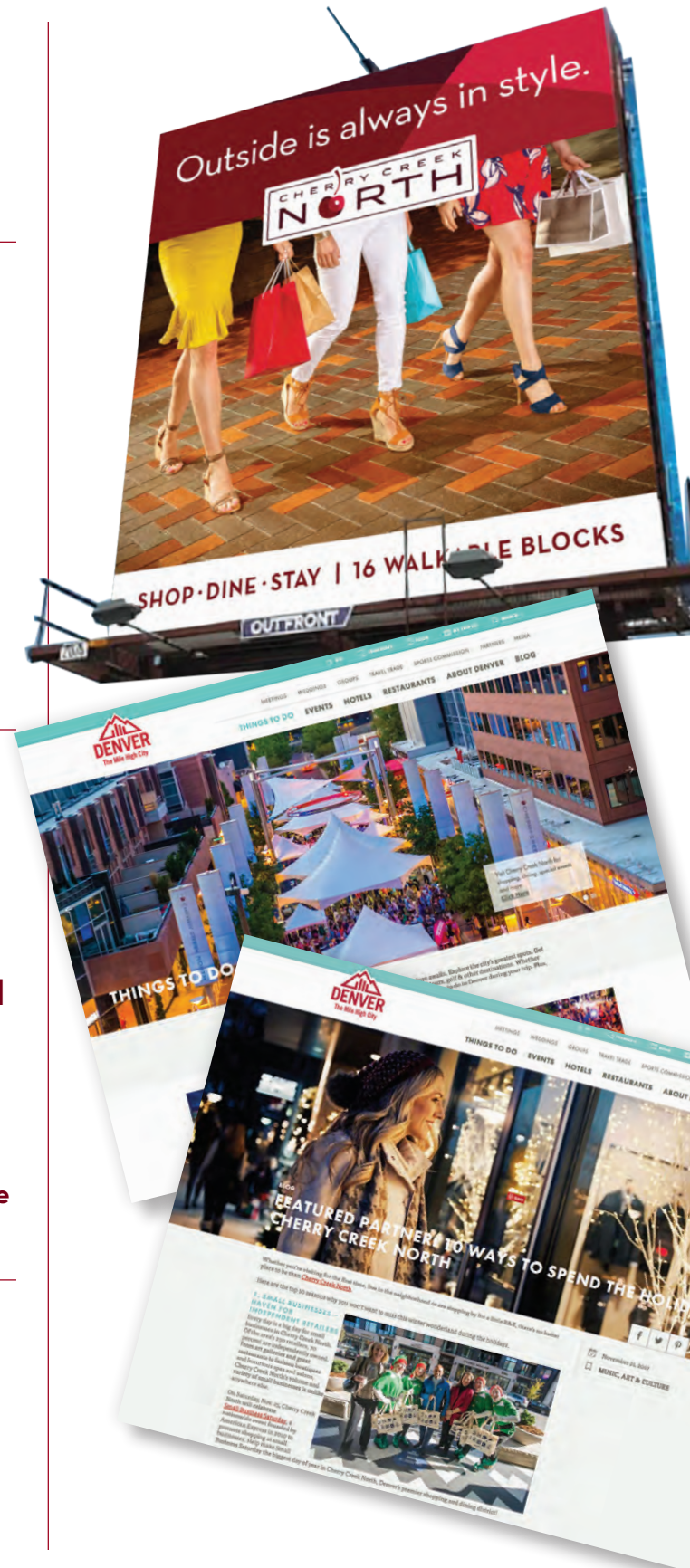
NEW Billboards:	9M impressions
NEW Online Radio:	3M impressions
Digital:	8M impressions
TV:	6M impressions
Social Media:	1M impressions

Public Relations and Community Outreach

- Generated positive **media mentions** covering CCN signature events, CCN development, small business and retail trends
- Presented to all surrounding **Registered Neighborhood Organizations** at year-end membership meetings to discuss holidays, events and development; presentations included Cherry Creek East, Cherry Creek North and Country Club
- Presented to seven Denver-based **residential brokerage offices** on CCN events and development

Digital Engagement

- Increased user traffic to **CherryCreekNorth.com** website by 20%
- Grew **social media** audience by 13% to nearly 11,000 followers across Facebook, Instagram and Twitter



2017 ACCOMPLISHMENTS: CONSUMER MARKETING AND EVENTS

- Communicated CCN events, promotions and news to more than 11,000 consumers monthly via **News From the North** e-newsletter

Events and Activation

- Attracted visitors to seven **CCN Signature Events**, including InSidewalk Sale, I Heart Fridays, Sidewalk Sale, Food and Wine, Art Feast, Small Business Saturday and Winter Fest
- Activated the District with **holiday entertainment**, including elves and carolers, to enhance the visitor experience

Tourism and Visitor Marketing

- As one of its top partners and tourist destinations, CCN was featured in **Visit Denver's \$5 million tourism marketing campaign**. The campaign reached key target markets in Houston, Dallas, Chicago and San Diego as well as

other regional cities and generated 408 million impressions

- Hosted **Mile High Holidays** press conference featuring Denver Mayor Michael B. Hancock on Fillmore Plaza as part of partnership with Visit Denver
- Printed and distributed 65,000 copies of the **CCN Shopping and**

Dining Guide to over 90 locations throughout the Denver metro area, including Denver International Airport and Tourist Information Centers downtown

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



SPOTLIGHT: MARKETING SMALL BUSINESSES

CHERRY CREEK NORTH BOASTS ONE OF THE CITY'S HIGHEST CONCENTRATIONS OF SMALL BUSINESSES - OF 250 RETAILERS IN THE AREA, 70 PERCENT ARE LOCALLY OWNED AND OPERATED. WITH UNPARALLELED CUSTOMER SERVICE, UNIQUE PRODUCT LINES AND AN UNMATCHED COOL FACTOR, SMALL BUSINESSES HAVE BEEN THE BACKBONE OF CCN, EVEN INITIATING THE CREATION OF THE BID NEARLY 30 YEARS AGO.



In 2017, the BID continued to focus consumer marketing efforts on small businesses. Through a variety of mediums, including website, digital advertisements, e-newsletters, social media, events and more, the BID was able to generate awareness about the local business community in CCN. Here are some examples:

- Published 23 Small Business Spotlights on the CCN website and shared via e-newsletters and social media

- Highlighted 20 new businesses on CCN website and in CCN consumer e-newsletter *News From the North*
- Posted 225 retail and restaurant promotions on the CCN website calendar
- Produced nearly 23,000 follower engagements on CCN social media posts promoting CCN small business news and events
- Created over 1.8 million impressions from Small Business Saturday advertisements, including video, digital and print

- Generated over 65 positive media mentions featuring CCN small businesses and events
- Engaged 130 consumers in Small Business Saturday Giveaway, which required shoppers to present a receipt from CCN small businesses for contest entry

Small businesses continue to be an integral part of CCN's past, present and future. In 2018, the BID will continue to enhance consumer marketing efforts focused on local businesses.

2017 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

- **NEW** Hired **Director of Economic Development** to lead research efforts, property owner and manager outreach and implement Retail Recruitment and Retention Program
- Held monthly **Parking & Mobility Task Force** meetings with representatives from CCN parking garage operators, the parking industry, City of Denver Department of Public Works and other BID constituents to work on parking communications and expanding mobility options

Business Development

- **NEW** Conducted meetings with property owners, developers and retailers to share the results from the **2016 Retail Tenant Mix Study** and discuss retail recruitment and retention efforts
- **NEW** Developed target list of 35+ **prospective retailers**
- **NEW** Created **retailer tool kit** and met with key representatives on prospective retailer list, including attending 2017 **International Council of Shopping Centers Conference**

Data and Resources

- **NEW** Produced the **2017 Visitor Intercept Survey**, which interviewed over 700 visitors on their reasons for visiting, satisfaction with CCN, as well as recorded data on visitor demographics
- Published the 2011 - 2016 **Cherry Creek Area Development Report**, which highlighted residential, commercial and hospitality development projects that are under construction, recently completed and/or planned over a five-year period
- Produced the 2016 - 2017 **Economic Indicators Report** to gauge and forecast business conditions, commercial real estate market, property values and employment trends in CCN



2017 ACCOMPLISHMENTS: ECONOMIC VITALITY



Retail Outreach and Engagement

- **NEW** Initiated quarterly **CCN Hotel Group meetings** with all five hotels in CCN
- Engaged over 200 CCN businesses as participants in one or more **BID Signature Events**:
 - **61%** retailer participation
 - **43%** restaurant participation
- Communicated CCN news, events and updates biweekly to BID businesses and property owners/managers through the e-newsletter **BID News**, achieving an average open rate of 38% (13% above industry average)
- Convened 130 BID constituents at two **Live + Work** receptions to connect businesses with office employee representatives, hotel professionals and managers of multifamily residences in the Cherry Creek area



ECONOMIC VITALITY



Featured: Division West

Business Services

- **NEW** Connected small businesses with property owners to aid in the establishment of **pop-up shops**
- **NEW** Focused advertising efforts specifically on **promoting small businesses**
- Published 20 **Small Business Spotlights** featuring CCN small businesses
- Welcomed 18 new businesses through one-on-one **merchant introductory meetings**
- Visited CCN ground floor retailers through **CEO door-to-door initiative**
- Assisted small businesses with **information** about real estate, retail industry trends and data/research
- Supported the **Cherry Creek Arts District** through partnerships, marketing efforts and production of Art Feast and new Winter Fest participation
- Processed over \$50,000 in **CCN Gift Card** transactions accepted at 180 participating businesses

2017 ACCOMPLISHMENTS: ECONOMIC VITALITY



Parking and Mobility

- **NEW** Published and distributed 10,000 CCN **Parking Guides** as a resource for businesses and customers to communicate parking options, including public parking garages, customer parking spaces, valet and meters
- **NEW** Worked with Cherry Creek Shopping Center and Councilman Wayne New to secure **monthly parking spaces** for construction workers
- **NEW** Worked with Denver Public Works to implement the removal of **meter bags** during peak shopping and dining times
- **NEW** Worked with Cherry Creek Area Business Alliance on new design for RTD **bus stops** in Cherry Creek Area and signage at the newly renovated **Civic Center Station**

ECONOMIC VITALITY

- **NEW** Brought free passenger shuttle service, **Eco-Rides USA**, to Cherry Creek and secured its ride services for CCN Signature Events attendees
- Advocated for increased **parking meter enforcement** by the City
- Extended **Clayton Lane Parking Garage agreement** with the City to continue offering reduced-rate monthly parking to over 300 CCN retail employees
- Promoted **\$5 evening and weekend parking** in eight public garages via CCN website, newsletters, social media and TV commercial
- Distributed \$3,000 in **parking cards and tokens** to CCN merchants and customers
- Worked with **ride-share** providers to improve service and transportation options for visitors and employees
- Served on Stakeholder Working Group of the City's **Go Speer-Leetsdale** study to provide input on multi-modal travel improvements for the corridor
- Counted **pedestrian and bike activity** at nine intersections in CCN to measure the number of visitors



SPOTLIGHT: VISITOR INTERCEPT STUDY

IN SUMMER 2017, THE BID CONDUCTED THE VISITOR INTERCEPT SURVEY TO PROVIDE NEW INSIGHTS INTO THE CHERRY CREEK NORTH CONSUMER OF TODAY. THE SURVEY, WHICH WAS ALSO CONDUCTED IN 2006 AND 2011, EXPLORED THE DEMOGRAPHICS AND ACTIVITIES OF VISITORS, THEIR THOUGHTS ABOUT THE DISTRICT, AND THEIR OVERALL SATISFACTION WITH THE CCN VISITOR EXPERIENCE. FROM JULY THROUGH EARLY SEPTEMBER, SURVEYORS WERE POSITIONED ACROSS THE DISTRICT DURING THE VARIOUS TIMES OF THE DAY TO INTERVIEW 720+ VISITORS.

- Demographics:** In 2017, 43% of respondents reported having an annual household income of \$100,000-\$250,000. In addition, nearly ¾ of respondents indicated obtaining a college degree or higher. Overall, the age of visitors is trending younger. In 2017, the largest group of respondents was between the ages of 31 to 35 years old, compared to 2011, when the largest group of respondents was between 51 to 55 years old.
- Tourism:** CCN is seeing more out-of-state visitors with an overall 2% increase since 2011.
- Transportation:** The way visitors are getting to CCN has shifted since 2011. The percentage of respondents driving their own vehicles has decreased from 72% in 2011 to 67% in 2017. The percentage of visitors walking to CCN has remained constant at 20%. New in 2017, visitors were asked if they arrived to the District using Uber/Lyft, 4% said yes.
- Monthly Spending:** In 2017, CCN residents spent \$680 per month on average during their visits to the District versus \$329 per month in 2011. Overall, CCN residents spend more per month than non-resident visitors, who spent \$313 per month on average in 2017.
- Reasons for Visiting:** The primary reasons for visiting CCN have remained consistent over the years. In 2011, 46% of respondents indicated shopping and dining as their primary reasons for visiting; in 2017, that percentage increased to 53%.
- Satisfaction Ratings:** In general, visitor satisfaction has shown significant gains over the course of the decade in areas such as security, safety, landscaping, shopping/dining options and directory signage since the original study in 2006.

CCN VISITORS' SURVEY: PLACE OF RESIDENCE Do you live in the Denver Metro Area? If so, what neighborhood?



THE RESULTS OF THE 2017 VISITOR INTERCEPT SURVEY HELP INFORM STRATEGIC EFFORTS IN BID PROGRAM AREAS IN ADDITION TO INFORMING CONSTITUENTS AS THEY CONTINUE TO DO BUSINESS IN CCN. THE BID WILL CONDUCT THE VISITOR INTERCEPT SURVEY EVERY TWO YEARS; THE NEXT SURVEY WILL BE CONDUCTED IN 2019.

2017 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

- **NEW** Launched **Streetscape Task Force**, consisting of district retailers, planners, developers, property managers and owners who completed work on:

- Streetscape Design and Construction Standards
- Inventory and assessment of BID's Art and Garden places
- Partnership with Denver Botanic Gardens

- **NEW** Extended **CCN branding** to BID vehicles, dog bag dispensers and Physical Environment uniforms

- Held monthly meetings for **Cherry Creek North Safety Working Group**, consisting of BID Staff, Denver Police Department District 3, Denver City Council, Cherry Creek Shopping Center, and BID property owners and managers. Topics of discussion included:

- Retailer safety education, communication and crime prevention
- Enhanced safety measures at BID events
- Security cameras
- Crime statistics in Cherry Creek North
- District Safety Plan

- Convened monthly **construction coordination meetings** with construction site superintendents and the City to facilitate communication among projects and mitigate impacts to CCN constituents

Streetscape Services

- **NEW** Implemented a sidewalk **power-washing program**
- **NEW** Enhanced **holiday lighting and décor** with an additional 9 miles of LED lights, totaling 30 miles of lighting on over 500 trees and more than 200 decorative plantings and garlands throughout CCN
- **NEW** Assessed the condition and discussed potential upgrades to the 18 **Art and Garden spaces**
- Devoted approximately 5,300 hours to daily **cleaning and maintenance**



2017 ACCOMPLISHMENTS: PHYSICAL ENVIRONMENT



- Used GIS mapping system **GeoLens** to better manage and maintain over 1,300 BID-owned streetscape elements, art and landscaped spaces
- Performed 200 hours of **snow and ice removal** over four snow days
- Removed 3,900 bags of **trash and recycling** and 26,400 bags of dog waste
- Managed special landscaping, lighting and street furniture on **Fillmore Plaza**

Landscape Maintenance

- **NEW** Hired **Physical Environment Specialist** to focus on CCN landscaping
- Planted over 5,000 **seasonal flowers and plants** in 140 pots and planters, including the addition of 1,000 fall plantings
- Maintained a healthy **tree canopy** of 540 trees in collaboration with Denver Forestry Department, including pruning nearly 200 trees
- Installed nearly 70 yards of **mulch** in plant beds
- Contracted/monitored **turf management program** for approximately one acre of turf
- Evaluated District-wide **irrigation system** to improve efficiency
- Inventoried all **corner planting beds** and developed plant replacement plan
- Maintained landscaping on **1st Avenue median** from Steele Street to University Boulevard

PHYSICAL ENVIRONMENT

Hardscape Maintenance

- **NEW** Hired a **Physical Environment Assistant Coordinator** to focus on CCN hardscape
- **NEW** Expanded inspections to include **alleyways**
- Repaired/replaced 50 out of 1,300 BID-owned **streetscape elements**
- Refinished 40 **custom corner benches**
- Doubled number of **dog waste bag dispensers**
- Repaired/replaced **pedestrian pavers** to increase pedestrian safety

Safety

- **NEW** Hired off-duty Denver Police Department (DPD) officers to provide 100 hours of **walking patrol**
- **NEW** Provided staff training on “**see something, say something**” to improve District safety monitoring
- Strengthened partnership with DPD District 3 and increased engagement with retailers, including **store visits**
- Continued safety measures at **CCN Signature Events** by hiring off-duty DPD officers and bringing in horse-mounted patrol unit
- Participated on the International Downtown Association’s **Top Issues Safety Council**, resulting in Publication of “Planning for Safety and Security”

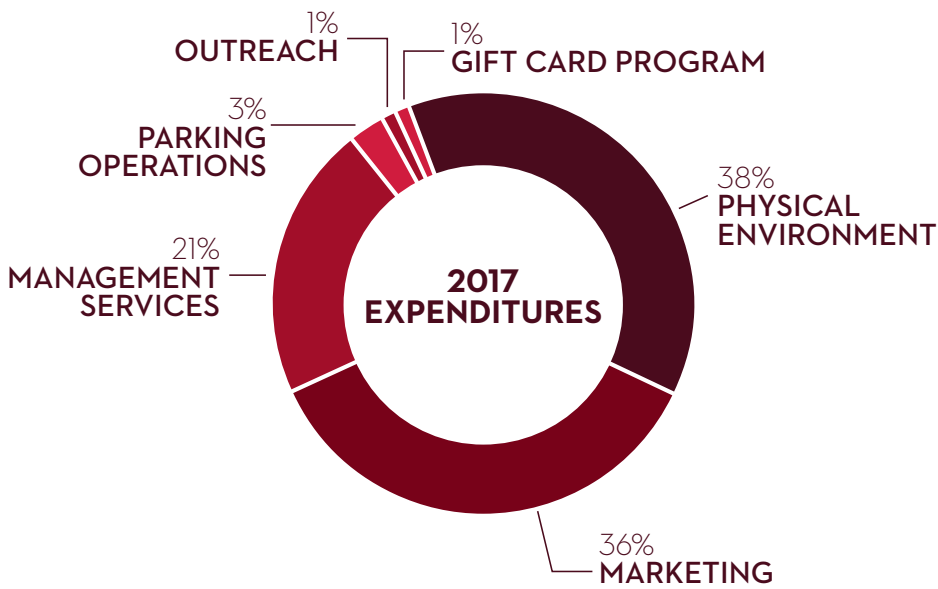
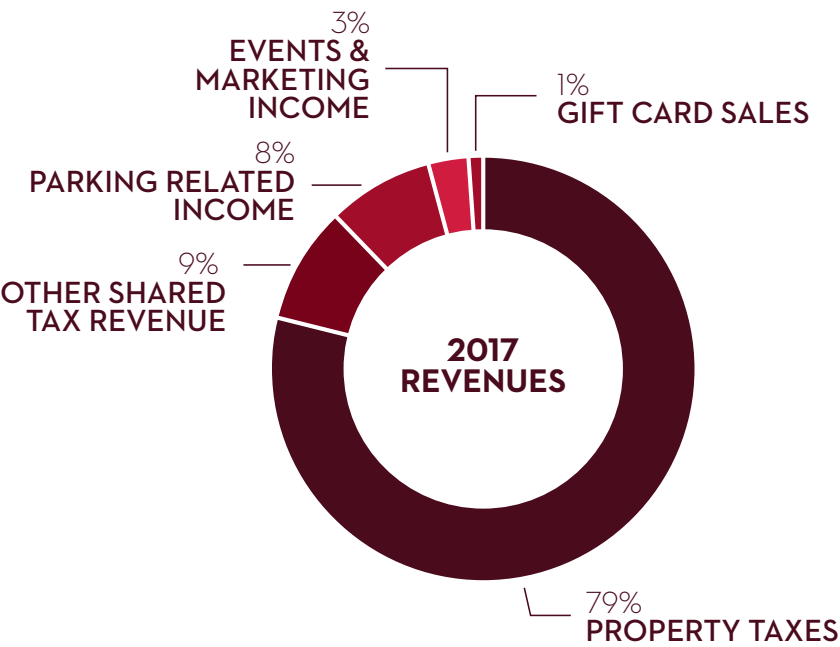
Construction-Related Services

- **NEW** Developed **CCN Construction Standards** for major redevelopment projects to reduce construction impacts; met with nine active projects to communicate standards
- **NEW** Creating **CCN Streetscape Design Standards** for all redevelopment projects in the BID
- **NEW** Placed nine “**Pardon our dust, all shops are open**” banners at construction sites
- **NEW** Provided **off-street parking options** postcards to construction companies and workers
- Made over 350 **personal contacts** with BID constituents regarding construction and utility projects
- Worked with **utility locate companies** to identify and protect BID-owned infrastructure during construction



2017 FINANCIALS

GENERAL FUND



CONTACT US

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BUSINESS IMPROVEMENT DISTRICT

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