What was true then, remains the foundation today.

At its core, CBCA realizes that a healthy arts community fosters a healthy business economy; that innovative approaches from different perspectives stimulate growth; that arts not only enhance our economic development, but are the very fabric of our community; and, above all, that the arts are for all Coloradans.

Fiscal year 2017 was both a time to reflect on CBCA’s past success as well as embrace new ideas. We bade a fond farewell to long-time Executive Director Deborah Jordy just as we welcomed incoming Executive Director Christin Crampton Day.

We celebrated 16 years of our popular “Night At…” member events, 20 years of our distinct Leadership Arts board training program and 30 years of our Business for the Arts Awards luncheon.

We embarked on a listening tour to learn from our members and key stakeholders about what they value and where we need to improve. This has led to growth in our Board of Directors, reevaluation of our awards luncheon, creation of our core values and expansion of our goals and priorities.

In FY18, you will begin to see these strategic improvements. We’re developing more ways to engage, more tools to advocate, more partnerships statewide and more opportunities for you — our valuable members, partners and sponsors — to pair your appreciation of our thriving arts scene with one of the strongest business communities in the nation.

We hope you will enjoy what we have in store.

Thirty-two years ago, John Madden, Jr. brought together a group of corporate leaders who knew the value of the intersection between business and the arts. Their forward-thinking commitment to corporate social responsibility defined CBCA.
MISSION

CBCA works to advance Colorado’s creative economy by connecting business and the arts. We accomplish our mission through year-round advocacy, research, training and arts engagement efforts.

VISION

Colorado’s business community recognizes and values the integration of arts and business. We will know we’ve achieved this when...

> Businesses recognize that the arts are an essential element of economic development and vitality.
> The private sector supports the arts through increased philanthropy and active involvement.
> Businesses integrate the arts and creativity into their everyday operations and fundamental policies.

VALUES

COLLABORATION

Arts and business enhance one another. Fostering partnerships between them helps strengthen our communities.

CREATIVITY

Encouraging new, different and innovative ideas is necessary for our community to grow.

EDUCATION

Civic and business leaders, as well as the people they serve, should understand and advocate for the importance of the arts.

INCLUSIVENESS

The arts are for all Coloradans. All forms of creative expression are valuable.

CULTURAL VITALITY

The arts are an indispensable part of our community and economic development, as well as our day-to-day lives.
“CBCA helps facilitate conversations and identify corporations that are friendly to the arts. Having an organization directly advocating for the arts in the business community helps builds relationships and is a resource that helps us solve problems and move forward.”

MALIK ROBINSON
EXECUTIVE DIRECTOR, CLEO PARKER ROBINSON DANCE

“CBCA cultivates future arts leaders through its Leadership Arts program. It advances employees’ skills on the job and increases their influence.”

CHRIS ROSS
VICE PRESIDENT, COMMERCIAL BANKING RELATIONSHIP MANAGER, U.S. BANK

CBCA.ORG
Night At... events provide complimentary admission to CBCA members' employees who are invited to enjoy the area's vast array of cultural opportunities.

Night At... offers a unique employee benefit, while helping to build new audiences for local arts organizations. CBCA distributed a record-breaking 2,100 complimentary tickets to member companies, their employees and guests in 2017.

In 2017, employees of 76 unique companies took advantage of this valuable employee benefit. Since the program's inception 16 years ago, CBCA and its partner organizations have provided 14,000 free tickets to our members and their employees.

“I want to thank you for another amazing night of culture with the CBCA. I am so grateful to have had the opportunity to attend such an inspiring performance... I've gone to many CBCA events, and you never fail to introduce me to wonderful things going on in this amazing state we call home.”

LAURA GRANT
FINANCIAL ANALYST, UNITED LAUNCH ALLIANCE

CBCA Patron Members were also treated to a special pre-show reception and performance of Central City Opera's Carmen at the historic Tabor Opera House.
“CBCA engages those businesses that have a value system of more than just the bottom line, but also value contributing and helping create a healthy creative community. CBCA helps create business champions for the arts.”

JOSH COMFORT  JOSH COMFORT DEVELOPMENT SERVICES

BUSINESS FOR THE ARTS AWARDS LUNCHEON

CBCA’s Business for the Arts Awards returned for its 30th year, entertaining a sold-out crowd of 700 arts, business and civic leaders and recognizing five individuals and businesses for their exemplary support of arts in our community.

Since its inception, the Business for the Arts Awards have recognized more than 130 companies and individuals for their inspiring arts and business partnerships.

CREATE AWARD
Create Award acknowledges an outstanding, for-profit creative business that has made a significant impact on Colorado’s creative economy.

› TRG Arts / WINNER /
› Odell Brewing Company / FINALIST /
› Songbird Cellars / FINALIST /

EY NEXT WAVE LEADERSHIP AWARD
EY Next Wave Leadership Award honors rising professionals who are leading the future of our cultural community.

› Jackson Stevens / WINNER /
› Kayvan S. T. Khalatbari / FINALIST /

IMPACT AWARD
Impact Award highlights the innovative use of the arts to propel business success, programs that engage employees with creativity and other community activities that support arts and business partnerships.

› Sage Hospitality / WINNER /
› Denver Metro Chamber of Commerce / FINALIST /
› New Belgium Brewing / FINALIST /

JOHN MADDEN, JR. LEADERSHIP AWARD
John Madden, Jr. Leadership Award recognizes a business sector individual who has made significant contributions to advancing arts and culture in Colorado.

› Tim Schultz / WINNER /
› Merry Logan / FINALIST /
› Doug Tueller / FINALIST /

PHILANTHROPY AWARD
Philanthropy Award honors exemplary corporate citizenship and generosity to arts and cultural projects and organizations.

› Noble Energy / WINNER /
› Denver Toyota Dealers Association / FINALIST /
› Elevations Credit Union / FINALIST
2017 BUSINESS FOR THE ARTS AWARDS JUDGING PANEL

Wayne Barrett
Vice President & Market Officer, Prologis

Will Chan
Services to New Immigrants Program Administrator, Denver Public Library

Beth Johnson
Attorney, Moye White

Mary Leston
Director of Special Projects, PRV Family Office

2017 BUSINESS FOR THE ARTS AWARDS SPONSORS

Arrow Electronics
Arts Brookfield
CBS4
Coloradoliz Magazine
Delta Dental of Colorado
EY
John Madden Company
Kaiser Permanente Colorado
Ligature Creative Group
The Publishing House
Snell & Wilmer

IMPACT OF BUSINESS FOR THE ARTS AWARDS

Awards Luncheon guests were greeted with welcome entertainment: Vikings from Denver Museum of Nature & Science’s (DMNS) exhibit, Vikings: Beyond the Legend; Polar Bears from the Scientific & Cultural Facilities District (SCFD); and student musicians from El Mariachi Juvenil de Bryant Webster. Live performances from Denver Center for the Performing Arts and the Broadway touring production of “An American in Paris,” Buntport Theater Company, Denver Young Artists Orchestra and Mudra Dance Studio provided lively and unique entertainment during the event.

Students with El Mariachi Juvenil de Bryant Webster performing at the 2017 Business for the Arts Awards Luncheon. Photo Credit: Steve Peterson

Gil Boggs, Christin Crampton Day and Jayne Buck with Vikings from Denver Museum of Nature & Science. Photo Credit: Steve Peterson

Tim Schultz accepting the 2017 John Madden, Jr. Leadership Award. Photo Credit: Steve Peterson

Musicians with Denver Young Artists Orchestra performing at the 2017 Business for the Arts Awards Luncheon. Photo Credit: Steve Peterson

12 13

ANNUALREPORT 2017
ARTS FOR BUSINESS BUSINESS FOR ARTS

CBCA.ORG
Over 20 years, Leadership Arts has prepared more than 750 individuals to serve on nonprofit Boards of Directors and increase their civic engagement in the arts.

As the only program of its kind in the region to focus on arts and culture, it is a critical way in which CBCA elevates the business community’s appreciation of and understanding that the arts are essential to Colorado’s economic development and vitality. The 2016-2017 class was the largest cohort in the program’s history and included 54 individuals who participated in the nine-month training program, which covers governance, strategic planning, advocacy, fundraising, legal issues and current topics in the arts. Over 50 cultural nonprofits attended the annual Leadership Arts Board Fair at the conclusion of the program, eager to meet the latest graduates and start the conversation about volunteer service.
Leadership Arts Alumni Network
CBCA hosts regular events that connect Leadership Arts graduates to each other and various aspects of the arts community. In 2017, the Leadership Arts Alumni Network (LAAN) toured street art in Denver’s River North Arts District (RiNo), attended a rehearsal of The Drowning Girls at the Arvada Center for the Arts and Humanities, participated in creative activities at the Denver Public Library and enjoyed a behind-the-scenes night at the Denver Museum of Nature & Science, including a docent tour of the priceless Konovalenko gem sculptures.

Cultural Leadership Award
CBCA annually recognizes a Leadership Arts graduate for their continuing impact on arts and culture. In 2017, the CBCA Cultural Leadership Award was presented to Matt Meier (Leadership Arts 2015) of Ligature Creative Group. Matt not only provided pro bono graphic design and marketing support to rebrand the Denver Philharmonic Orchestra, but he also co-founded the Happy Hour Foundation, which combines craft beer and philanthropy to support local nonprofits.

Deborah Jordy Leadership Arts Scholarship
To honor Deborah Jordy, executive director of CBCA from 2004 to 2016, the Board of Directors established the Deborah Jordy Leadership Arts Scholarship. This scholarship is intended to ensure that cultural nonprofits are led by diverse, effective and inspired board members. In its inaugural year, the scholarship was awarded to two individuals who are actively involved in Colorado’s creative arts industry.

“I thoroughly enjoyed the structure of the Leadership Arts program and came out of it feeling much more prepared to take on a role on a non-profit arts board. As a result, I’ve joined two boards and feel that I will be able to make a meaningful impact on both of these organizations. I look forward to engaging much more deeply into the Denver arts scene through these organizations. Thanks again for offering such a great program to train us, but also connect us directly with such great organizations through the Board fair.”

STEVE BIRCHFIELD
EVP & CHIEF FINANCIAL OFFICER, SUMMIT UTILITIES

2016-2017 LEADERSHIP ARTS SPONSORS
Colorado Creative Industries
Ligature Creative Group
Regis University
Starbucks Coffee

2017 LEADERSHIP ARTS ALUMNI NETWORK SPONSORS
Footers Catering
University of Denver’s University College

IMpact of Leadership arts
20 YEARS
750 TOTAL ALUMNI
54 GRADUATES IN 2017
650 VOLUNTEER SERVICE POSITIONS
(BOARDS, COMMITTEES, PRO BONO SERVICE)
Colorado Attorneys for the Arts (CAFTA) hit the two-year mark of connecting artists and creative entities with pro bono legal services statewide.

In 2017, CAFTA facilitated 29 referrals for income-qualified artists, cultural nonprofits and creative entities to receive pro bono legal assistance from Colorado attorneys. With a growing roster of volunteer attorneys (up to 76 by the end of 2017), CAFTA has been able to assist with issues including copyright and trademark registrations, freelance design contracts, formation of a nonprofit theater company, real estate contracts for a mural festival and estate planning for an elderly visual artist.

Additionally, participating attorneys have toured the state to provide arts-related legal presentations and workshops for more than 170 individuals. CAFTA also offered its first Continuing Legal Education (CLE) credits in 2017.

CAFTA is truly a statewide program, as one-quarter of CAFTA’s applications came from outside the Denver metro area, such as Colorado Springs, Georgetown, Fort Collins and Durango, and workshops were held from Buena Vista to Loveland.

Thank you to our CAFTA volunteer attorneys for making this program possible!
Every other year, CBCA publishes an Economic Activity Study of Metro Denver Culture, which quantifies the financial and social impact of nonprofit arts organizations in the seven-county region (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson).

The data is compiled in partnership with the Scientific & Cultural Facilities District (SCFD). The report translates the relevance of the arts into “business terms,” such as operating costs, capital spending, job growth, payroll and philanthropy. The arts generate billions in economic activity and employing tens of thousands of individuals in Denver’s nonprofit cultural sector alone.

In 2017, CBCA continued to ensure this important data was in the hands and heads of business leaders, arts advocates, media and elected officials. For example, staff made presentations to the Denver Metro Chamber of Commerce, Asian Chamber of Commerce, the Leadership Jefferson County Class and the Board of Directors of Central City Opera and Arts Students’ League of Denver, to name a few.

The next Economic Activity Study will be released on November 1, 2018.
On My Own Time (OMOT) promotes and celebrates workforce creativity.

In the last 12 years, CBCA has showcased 4,000 works of art from 2,500 employees at 27 unique companies and agencies. Every other year, OMOT provides an opportunity to recognize and encourage employee creativity, stimulate dialogue and connections, and enhance company culture.

In 2017, three companies participated in OMOT visual arts exhibitions: Kaiser Permanente Colorado, Pinnacol Assurance and Prologis. Combined, there were 140 participants (employees and family members) who created and displayed 215 unique artworks. Kaiser also included a poetry competition with 10 entries.

CBCA has decided to retire this program after 2017 and is in the process of developing an online tool kit for member companies.

In the last 12 years, CBCA has showcased 4,000 works of art from 2,500 employees at 27 unique companies and agencies. Every other year, OMOT provides an opportunity to recognize and encourage employee creativity, stimulate dialogue and connections, and enhance company culture.

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CBCA has decided to retire this program after 2017 and is in the process of developing an online tool kit for member companies.

At a full-day facilitated retreat in spring 2017, the Board of Directors identified seven strategic priorities for the organization: Advocacy, Connector/Convener, Fundraising/Sustainability, Governance, Marketing, Membership and Statewide.

Looking Forward...

<table>
<thead>
<tr>
<th>Participants</th>
<th>Original Artworks</th>
<th>Unique Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>140 in 2017</td>
<td>215 displayed in 2017</td>
<td>27 since 2003</td>
</tr>
<tr>
<td>2,500 since 2003</td>
<td>4,000 displayed since 2003</td>
<td></td>
</tr>
</tbody>
</table>

Here are just some 2017 accomplishments and new initiatives as a result of these strategic priorities:

- Conducted over 50 stakeholder and member interviews to help determine new strategic priorities
- Formed an ad hoc committee to explore CBCA’s statewide impact
- Formed an ad hoc committee to define CBCA’s role in advocacy
- Added a cultural advocacy component to our monthly e-newsletter for members, Inside Track
- Sent CBCA’s Economic Activity Study to federal and state elected officials in support of continued funding for the National Endowment for the Arts (NEA)
- Developed a comprehensive two-year marketing plan
- Refreshed our brand’s look and feel, as well as consistent messaging
- Hosted a full-day CAPTA workshop in Buena Vista, include Continuing Legal Education credits for attorneys (three more are planned for 2018 at various creative districts outside the metro area)
- Facilitated an internal Board Corps program for Jackson National Life Insurance, based on CBCA’s signature Leadership Arts program
- Provided data analytics services for Denver Theater District
- Designed new Arts + Industry Forum Series, exploring issues at the intersection of the arts and specific industry sectors, to be launched in 2018
- Created new format for Business for the Arts Awards Luncheon, introduced in 2018
- Developed new membership structure to encourage increased participation from cultural nonprofits, introduced in 2018
MEMBERSHIP

2017 PATRON MEMBERS

MEMBERSHIP

2017 MEMBERS

40 West Arts
Anadarko Petroleum Corporation
ANB Bank
The Ansutz Corporation
Amanda Armstrong
Artspace Projects
Art Students League of Denver
Arvada Center for the Arts and Humanities
Asian Chamber of Commerce
Aurora Chamber of Commerce
Bank of the West
Rarefoot PR
Bellco Credit Union
Boulder Office of Arts + Culture
Caitlin Brennan-Flavin
Katherine Bridges
Brookfield Commercial Properties
Stacie Carter
Children’s Hospital of Colorado
Colorado Circuli Associates
City Year Denver
Cleo Parker Robinson Dance
Coldwell Banker Residential Brokerage
Colorado Ballet
Colorado Creative Industries
Colorado Educational & Cultural Facilities Authority (CECFA)
CherryArts
Children’s Hospital of Colorado
Colorado Circuli Associates
City Year Denver
Cleo Parker Robinson Dance
Coldwell Banker Residential Brokerage
Colorado Ballet
Colorado Creative Industries
Colorado Educational & Cultural Facilities Authority (CECFA)

FTI Consulting
Hyatt Regency Denver
Inside the Orchestra
Interconnected Technologies
Jackson National Life Insurance
Greenberg Tsarieg
Greenwood Gulch Ventures
Grey Wolf Architecture
GroundFloor Media
Randall Hampton
Liz Tillotson Hartsel
High Noon Entertainment
Howard Lorton Furniture & Design
Andrew Howland

Hyatt Regency Denver
Inside the Orchestra
Interconnected Technologies
Jackson National Life Insurance
Greenberg Tsarieg
Greenwood Gulch Ventures
Grey Wolf Architecture
GroundFloor Media
Randall Hampton
Liz Tillotson Hartsel
High Noon Entertainment
Howard Lorton Furniture & Design
Andrew Howland

As of 12.31.2017 • Bold indicates new members in 2017

IMPACT OF MEMBERSHIP

NEW MEMBERS
161 MEMBERS
23% INCREASE OVER FY2016
## SPONSORS AND DONORS

<table>
<thead>
<tr>
<th>Amount</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000+</td>
<td>Eye, John Madden Company, U.S. Bank, Arrow Electronics, Arts Brookfield</td>
</tr>
<tr>
<td>$5,000 - $9,999</td>
<td>Delta Dental of Colorado, Denver Arts &amp; Venues, Denver Metro Chamber of Commerce, Kaiser Permanente Colorado, Pinnacol Assurance, Doug Scheetz, Snell &amp; Wilmer, United Launch Alliance</td>
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<tr>
<td>$1,000 - $4,999</td>
<td>Wayne Barrett, Colorado Bar Foundation, Mark Davidson, Liz Tillotson Hartsel, Larry Kaptain, Bob Keatinge, Kathy Kranz, Cheryl Lerner, DMD, Barbara Lewis, Shadiha Mahany, Maureen McDonald, Brent Pickett, Dan Prather, Morris Price, Chris Ross, Meg Strydom, Allison Scheck, University College, University of Denver, Nancy Walsh, Dustin Whistler, Dan Wittenberg</td>
</tr>
<tr>
<td>$100 - $999</td>
<td>Community First Foundation, Beth Cooper, Christin Crampton Day, Meredith Hutson, Hermine Kallman, Sacha Millstone, James Neely, Malik Robinson, Ira Sulkovitz, Dierdre Wilson</td>
</tr>
<tr>
<td>&lt; $100</td>
<td>Geri Badler, Steve Birchfield, Joan Brown, Marianna D’Vetro, Sarah Hogan, Ligature Creative Group, Dixie Malone, Maura O’Neal, Pauline Herrera, Serianni, Diane Stahl, Suzanne Yoe</td>
</tr>
</tbody>
</table>

## IN-KIND AND OUTREACH PARTNERS

- 40 West Arts
- Art Students League of Denver
- Arvada Center for the Arts and Humanities
- Asian Chamber of Commerce
- Association of Fundraising Professionals - Colorado Chapter
- BV Create
- Central City Opera
- Charney Associates
- Cherry Creek Arts Festival
- Children’s Hospital Colorado
- Cleo Parker Robinson Dance
- Clyfford Still Museum
- Colorado Ballet
- Colorado Díaz Magazine
- Colorado Creative Industries
- Colorado Data Mail
- Denver Art Museum
- Denver Botanic Gardens
- Denver Center for the Performing Arts
- Denver Film Society
- Denver Metro Chamber of Commerce
- Denver Museum of Nature & Science
- Denver Post Community
- Denver Public Library
- Denver School of the Arts
- Denver Theater District
- Elde Bailly Consulting
- Egan Printing
- Emily Davis Consulting
- Erica Barash Consulting
- Firehouse Art Center
- Footers Catering
- Grace Concepts Inside the Orchestra
- Interconnected Technologies
- Kansas City Performing Arts
- Leadership Jefferson County
- Ligature Creative Group
- Lone Tree Arts Center
- Loveland Artist Collective
- Mendez Consulting
- Museum of Outdoor Arts
- Ripple Creek Business Solutions
- River North Arts District
- Rocky Mountain Collage of Arts + Design
- Rocky Mountain PBS
- Snell & Wilmer
- Starbucks Coffee
- Swallow Hill Music
- The Publishing House
- U.S. Bank
- Union Station
- Up with People
- Workbound
- Workplace ELEMENTS
2017 COMMITTEES AND VOLUNTEERS

EXECUTIVE COMMITTEE
- Mark Davidson
- Kathy Kranz
- Chris Ross
- Allison Scheck
- Doug Scheetz

EVENTS COMMITTEE
- Allison Scheck, Chair
- Barbara Lewis
- Cheryl Lerner, DMD
- Brent Pickett
- Dan Prather

FINANCE COMMITTEE
- Doug Scheetz, Chair
- Dan Prather

MARKETING & COMMUNICATIONS COMMITTEE
- Meg Satrom, Chair
- Wayne Barrett
- Larry Kaptain
- Bob Keatinge

RESOURCE DEVELOPMENT COMMITTEE
- Maureen McDonald, Co-Chair
- Chris Ross, Co-Chair
- Barbara Lewis
- Morris Price
- Malik Robinson
- Dustin Whistler

ADVOCACY COMMITTEE (AD HOC)
- Suzanne Yoe, Chair
- Morris Price
- Malik Robinson
- Dustin Whistler

LEADERSHIP ARTS ALUMNI NETWORK ADVISORY COMMITTEE
- Meredith Hutson, Chair
- Hilary Cantor
- Liz Tillotson Hartsel
- Bob Keatinge
- Theresa Keatinge
- Dixie Malone

COLORADO ATTORNEYS FOR THE ARTS ADVISORY COMMITTEE
- Dave Ratner, Chair
- Cecily Cullen
- Mark Davidson
- Lisa Gedgadas
- Forrest J. Morrison

COLORADO ATTORNEYS FOR THE ARTS VETTING COMMITTEE
- Dave Ratner, Chair
- Michael Stratton, Co-Chair
- Tala Ballinger
- Peter Dearth
- Sarah Hogan

LAAN CULTURAL LEADERSHIP AWARD COMMITTEE
- Bethany Gorlin, Co-Chair
- Chip Mitchell
- Heidi Glance
- Jennifer Tansey

LAON CULTURAL LEADERSHIP AWARD COMMITTEE
- Talia Ballinger
- Peter Dearth

STATEWIDE COMMITTEE (AD HOC)
- Maureen McDonald, Chair
- Allison Scheck

POLICY & GOVERNANCE COMMITTEE
- Kathy Kranz, Chair
- Bob Keatinge
- Pauline Herrera Serianni (through April 2017)
- Sacha Millstone (through April 2017)
- Nancy Walsh

P -暂时性限制下资产
- 永久性限制下资产

SACHA MILLSTONE (THROUGH APRIL 2017)
- Allison Scheck

LEADERSHIP ARTS ALUMNI NETWORK EVENTS COMMITTEE
- Meredith Hutson
- Hilary Cantor
- Christy Costello
- Peter Dearth
- Nadia Gedeon
- Hermine Kallman

AUDIT HIGHLIGHTS

Statement of Financial Position

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>$165,137</td>
<td>$163,577</td>
</tr>
<tr>
<td>Accounts &amp; grant receivable</td>
<td>$6,050</td>
<td>$34,335</td>
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<tr>
<td>Prepaid expenses</td>
<td>$10,126</td>
<td>$10,882</td>
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<tr>
<td>Deposits</td>
<td>$796</td>
<td>$927</td>
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<tr>
<td>Property &amp; equipment, net</td>
<td>$398</td>
<td>$636</td>
</tr>
<tr>
<td>Intangible asset net of amortization</td>
<td>$18,750</td>
<td>$23,750</td>
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</table>

TOTAL ASSETS

- Unrestricted: $201,257
- Temporarily Restricted: $214,107
- Total: $18,993
- Total Net Assets: $220,250
- Total: $237,606

LIABILITIES & NET ASSETS

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable &amp; accrued liabilities</td>
<td>$6,030</td>
<td>$3,812</td>
</tr>
<tr>
<td>Deferred membership &amp; program revenue</td>
<td>$83,700</td>
<td>$132,081</td>
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<tr>
<td>Total Liabilities</td>
<td>$89,730</td>
<td>$135,893</td>
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<tr>
<td>Temporarily restricted net assets</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>$111,527</td>
<td>$98,214</td>
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</table>

TOTAL NET ASSETS

- Unrestricted: $201,257
- Temporarily Restricted: $234,107
- Total: $18,993
- Total: $220,250
- Total: $237,606
### Statement of Activities

#### Revenues

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<tr>
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<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Grants</td>
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<td>$7,558</td>
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<td>$16,000</td>
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<tr>
<td>Program fees</td>
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<td>$98,780</td>
<td>—</td>
<td>—</td>
<td>$83,215</td>
<td>$98,780</td>
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<tr>
<td>Memberships</td>
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<td>$117,538</td>
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<td>—</td>
<td>$130,740</td>
<td>$117,538</td>
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<tr>
<td>Contributions</td>
<td>$91,457</td>
<td>$87,850</td>
<td>$96,039</td>
<td>$92,994</td>
<td>$187,496</td>
<td>$180,844</td>
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<tr>
<td>Special events</td>
<td>$86,575</td>
<td>$82,625</td>
<td>—</td>
<td>—</td>
<td>$86,575</td>
<td>$82,625</td>
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<tr>
<td>Interest &amp; miscellaneous</td>
<td>$1,114</td>
<td>$32</td>
<td>—</td>
<td>—</td>
<td>$1,114</td>
<td>$32</td>
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<tr>
<td><strong>Total</strong></td>
<td>$393,101</td>
<td>$394,383</td>
<td>$112,039</td>
<td>$150,944</td>
<td>$505,140</td>
<td>$545,377</td>
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<tr>
<td><strong>Temporarily Restricted</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Net Assets Released from Restrictions</strong></td>
<td>$96,545</td>
<td>$160,303</td>
<td>($96,545)</td>
<td>($160,303)</td>
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#### Expenses

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<td><strong>Unrestricted</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Program services</td>
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<td>—</td>
<td>$343,784</td>
<td>$381,437</td>
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<tr>
<td>Support services</td>
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<td>$71,647</td>
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<td>—</td>
<td>$88,402</td>
<td>$71,647</td>
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<tr>
<td>Fundraising</td>
<td>$44,147</td>
<td>$46,204</td>
<td>—</td>
<td>—</td>
<td>$44,147</td>
<td>$46,204</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$476,333</td>
<td>$499,288</td>
<td>—</td>
<td>—</td>
<td>$476,333</td>
<td>$499,288</td>
</tr>
</tbody>
</table>

#### Change in Net Assets

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Net Assets at the Beginning of the Year</strong></td>
<td>$98,214</td>
<td>$18,993</td>
<td>$3,499</td>
<td>$101,713</td>
<td>$55,624</td>
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<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>$111,527</td>
<td>$98,214</td>
<td>$18,993</td>
<td>$3,499</td>
<td>$130,520</td>
<td>$101,713</td>
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</tbody>
</table>

### 2017 CBCA Program Services Detail

#### Income

- **Grants** $16,000 (3%)
- **Program Fees** $83,215 (17%)
- **Contributions** $187,496 (37%)
- **Membeships** $130,740 (26%)
- **Special Events** $86,575 (17%)
- **Interest and Miscellaneous** $1,114 (0%)
- **Total** $489,646

#### Expenses

- **Advocacy / Public Policy** $7,816 (3%)
- **Research** $4,604 (2%)
- **Leadership Arts Alumni Network** $13,775 (6%)
- **Leadership Arts** $41,955 (17%)
- **CFATA** $22,022 (9%)

#### Awards Luncheon

- $119,229 (48%)

#### Fundraising

- $41,955 (17%)

#### Other

- $97,114 (20%)

### 2017 CBCA Program Services Summarized
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