



**Board of Director Meeting Notes
Board Planning Session
July 13, 2011 – 7:30 a.m. to 12:00 p.m.
JW Marriott, Salon II**

Date: July 13, 2011

Attendees: David Steel, Mike Case, Melissa Oster, Donald Sturm, Lee Driscoll, Chris Dunn, Charlie Kercheval, Norm Smith, Janelle Kenney, Bob Flynn, Christy Fitzpatrick

Absent: David Hadsell

Guests: Raylene Decatur, Decatur & Company; Jason Carroll, Clifton Gunderson; Bob Mattucci, The Sturm Group; David Kenney, The Kenney Group

BID Staff:

Julie Bender, Mike Blake, Kevin Wrede, Marcia Black

Call to Order:

David Steel called the session to order at 7:40 a.m.

Welcome and Board's Goals (Sections 1 – 6):

Raylene Decatur welcomed the Board members. She referred them to the notebooks containing information for today's session.

David Steel spoke about the continuous improvement of the District. He reviewed the two maps of Cherry Creek North, *Year of Construction* and *Parcels with Land Value Greater than Improvement Value (see notebook)*. David spoke about the importance of the Cherry Creek Area Plan and rezoning efforts and their impact on the District.

Accomplishments in 2010/2011

Assumptions for the next 18 Months

Julie presented the *Mid-Year Staff Report (see tab 6)*. Last year the board requested four specific areas of focus for the BID, including:

Durable relationships with customers using online tools:

We have a new relationship with Newmark Knight Frank Frederick Ross who is providing important real estate data. The final 2010 sales tax analysis and trends show positive information (*see handout on Economic Indicators*). The new Event Advisory Group (EAG) was established. The BID continues working on relationships/outreach with the City.



Events and promotions to provide compelling experiences:

Julie said the marketing department has established exceptional media coverage for the District. The metrics show an increase in gift cards, newsletters, media reports and press releases. The grand opening celebration for “The New North” project was quite successful. Future events include the 41st Annual Sidewalk Sale with Lemonade Stands (new feature) and the August Food & Wine event.

Strategic alliances to achieve CCN goals:

Julie distributed a handout from the Urban Land Magazine with a report on foot traffic and reviving retail. With the new Mayor’s cabinet, we have a great opportunity for Cherry Creek North to be at the table with the City and let them know our needs.

High standards for CCN physical environment:

Both the completion of the streetscape project and Fillmore Plaza has been well received. We are working with the City on a new IGA that will address vendors, among other issues.

Raylene said these are all foundational elements for the BID to be working on all the time.

5-Year Financial Overview (Section 7)

Jason Carroll of Clifton Gunderson discussed the May 2011 financials and the 5-year budget plan. The City provided the 2012 reassessment information and is indicating a decline in property and ownership taxes.

The Audit & Finance Committee, along with BID staff, have reviewed the 5-year forecast. Staff is monitoring 2011 expenses closely and anticipating a savings of \$200,000 from the planned budget. Moving forward, Staff is recommending flat budgets for administration, marketing and operating expenses in 2012 and 2013. The physical environment budget will increase by \$150,000 to \$175,000.

Raylene said that despite the change in the property values, the BID is in a good position with its funds so there is no need to radically reassess what we are doing. The valuations will always be a moving target so we need to know where to draw the line to remain consistent .

Small Group Discussions:

How/Where Should we Concentrate our Attention and Resources:

Raylene directed board members to break out into their assigned groups (see § 2 for list). The groups should determine the 3 most important things the BID wants to achieve in the next 2 years. Raylene encouraged review of the CCN BID Mission Statement and Statement of Strategic Direction, along with information obtained from the board committees over the past year.

Group 1:

1. Advocacy
 - Leadership in the area
 - Bigger voice and working with local areas (residents/Mall)
2. Actively support redevelopment
 - Increase AV
 - Maintain Character
3. Maintain physical Environment to continue image of CCN as world class environment

Board discussion included:

- We'll always be working on these things and we can monitor these items
- Last year our imaging and branding was the focus
- How do we elevate our brand management to achieve a better outcome
- Relationships, people skills, having higher expectations
- Physical streetscape-not merely maintenance issue. We now move up with zoning and new area plan.
- Is our foundation firm and are we making progress in these areas with the momentum we need?
- Critical to begin transportation planning now

Group 2:

1. Encourage economic growth and investment in CCN
 - Revise Zoning
 - More roof tops/office workers
 - Restaurants/bars
2. Strengthen CCN Branding
 - More events – OPE's
 - Gen Y (Cultural Attractions)
 - Stronger web presence
3. Improve Connectivity
 - Convention/tourism/Gaylord
 - Denver University
 - Private shuttle destination tours to CCN (Vail, etc.)

Board discussion included:

- Revise zoning to increase the density
- Encourage economic growth and investment
- With what we have, but create a "hip vibe" similar to lodo, etc.
- More restaurants/bars

- Host more events (Halloween/Fall Harvest; Mardi Gras; bicycle races, etc.)
- Improve connectivity

Group 3:

1. CCN needs to have a bigger “voice” (501C6) and relations with the City
2. Transportation
 - Convention/Tourism
 - Connect downtown to CCN
 - “Big” Solution

Advocacy Report

The Kenney Group, David Kenney

David Kenney showed a PowerPoint presentation on *“Enhancing the Civic and Political Influence of Cherry Creek North – Benefits of a 501C6”* (see presentation).

Board discussion included:

- Challenges
- Causes
- BID Limitations
- Potential Remedies
- Potential benefits of a membership entity
- Potential downsides to a membership entity
- DRAFT mission statement
- DRAFT Guiding Principles | organizational focus areas
 - Smart Growth
 - Connection
 - Jobs
- Membership Dues & Funding
- Start-up Considerations

Introduction: Board’s Outcomes

Small Group Discussions: Board’s Outcomes

General Discussion: Board’s Quantified Objectives for FY 2012

The second half of the planning session is for the Board to determine how it envisions doing its work for the next 2 years; and how will it measure success in moving ahead.

Board discussion included:

- “Clean and Safe” – what is the Board’s role?
- Brand, management, image of the district, community representation

- Connectivity and relationships
 - There will always be a need for relationships and communication
- Area Plan
- Economic Development
 - Ongoing vitality of the BID

Raylene requested the board members to break out into their assigned groups to determine how to handle these ideas, while asking the questions:

- Is it a different structure?
- Participating in a different way?
- What is the Boards' role to make this happen?
- The BID staffs' job to do logistics
- How will you know if you have done a good job?

Small groups should come up with 2 ways the Board will measure its success in the next two years.

Group 1:

1. Clean, Green and Safe (ongoing)
 - Staff implementation
 - Board oversight
2. Brand (1 year)
 - Retail Plan
 - Board Led
 - Staff Support
 - Publicity/Marketing
 - Staff
 - Committee
 - Events/Programming
 - Online/Web/Technology
3. Connections/Relationships (ongoing)
 - Transit
 - 501(c)(6) – Advocacy
 - Partnering with other organizations
4. Area Plan (6 months to 1 year)
 - Update
 - Rezoning
5. Economic Development
 - Retail Plan (1 year)
 - Liaison (ICSC/Tourism (2 years))

- 501(c)(6)

Group 2:

1. Provide perspective
2. Be involved with advocacy

Board discussion included:

- Board members have a better perspective of the merchants and consumers
- Positive use of our connections, relationships, planning
- Board members are a very powerful advocate of the District
- Awareness of other shopping districts in the State and what they are doing

Group 3:

1. Safe/Clean
 - Annual survey of constituents
 - Annual data from police/crime
 - Reports at Board meetings
 - Additional security needs/ambassadors
2. 501(c)(6)
 - Area Plan/Economic Development
 - Developing Communications
 - Why are we doing this?
 - Neighborhood involvement
3. Brand
 - Explore messaging to Gen Y
 - Partner with Mall

Board discussion included:

- Use surveys to help us measure what we are moving towards
- Review of trends
- Better data
- Involvement with the neighborhood
- Building the CCN case with the City of Denver
- Better branding and exposure i.e. Twitter, Facebook, etc.
- Partner with the mall

Next Steps and Actions

Raylene said she will begin working with Julie and the BID staff to create documents for the August 10th Board meeting, which will include more of the details behind the 501(c)(6). The September board meeting will include the 5 year plan and 2012 budget.

Adjournment

David Steel thanked everyone for participating and the meeting was adjourned at 11:54 a.m.