

CHERRY CREEK NORTH
BUSINESS IMPROVEMENT DISTRICT

2016

ANNUAL REPORT



DEAR CHERRY CREEK NORTH CONSTITUENTS:

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

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

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

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

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

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

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

Sincerely,

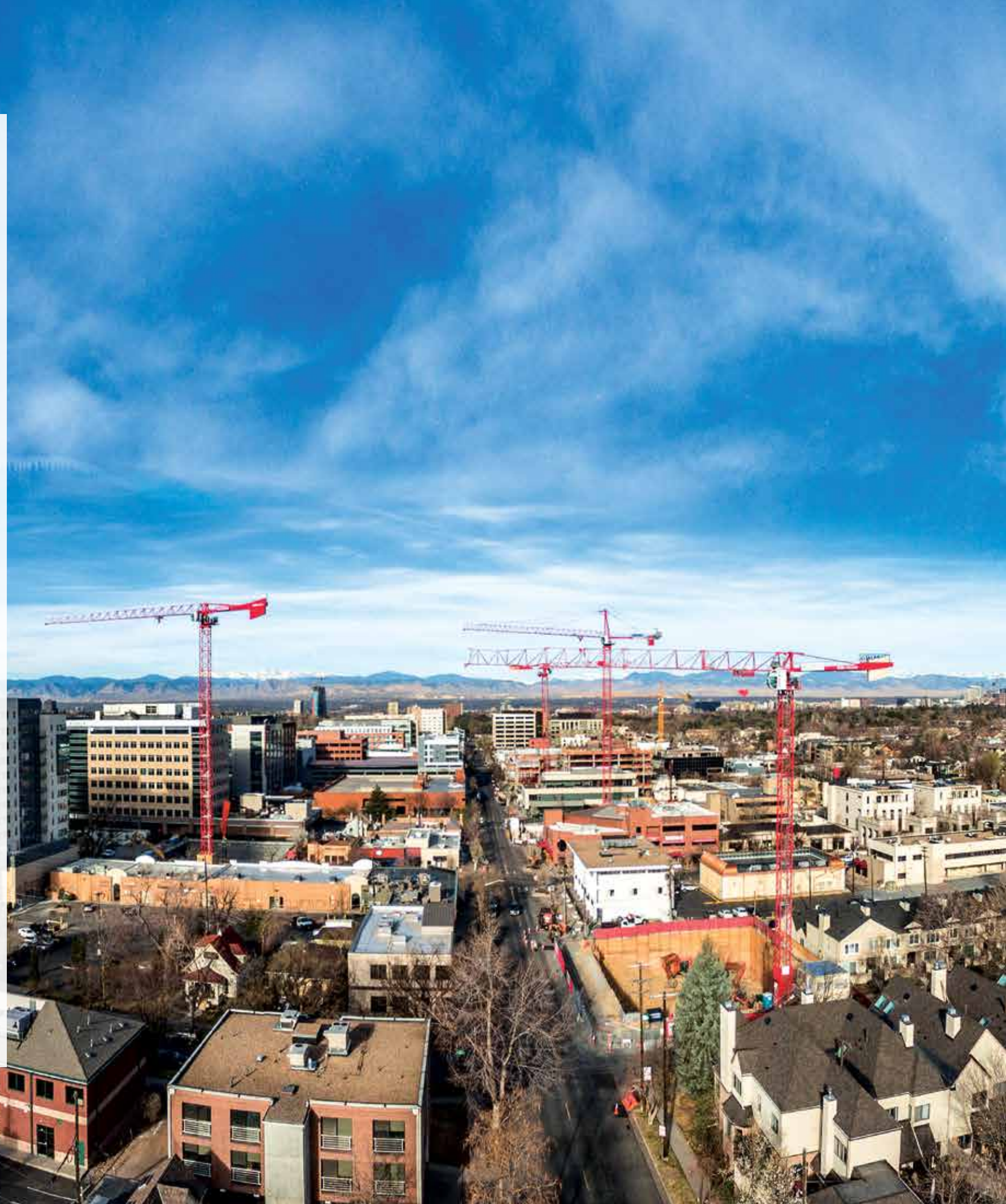
 

Roy Kline

2016-2017 BID Chairman

Julie Underdahl

BID President & CEO





ABOUT THE BID

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

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

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

2016 BID BOARD OF DIRECTORS

Roy Kline
Western Development Group (Chair)

Jan Lucas
Sage Hospitality (Vice Chair)

Charlie Kercheval
Alpine Bank (Secretary/Treasurer)

Lynda Campbell
Stonebridge Companies

John Conway
Parking Forward

Chris Dunn
Dunn + Kiley

Bob Flynn
Crestone Partners, LLC

Chris Manley
Stonebridge Companies

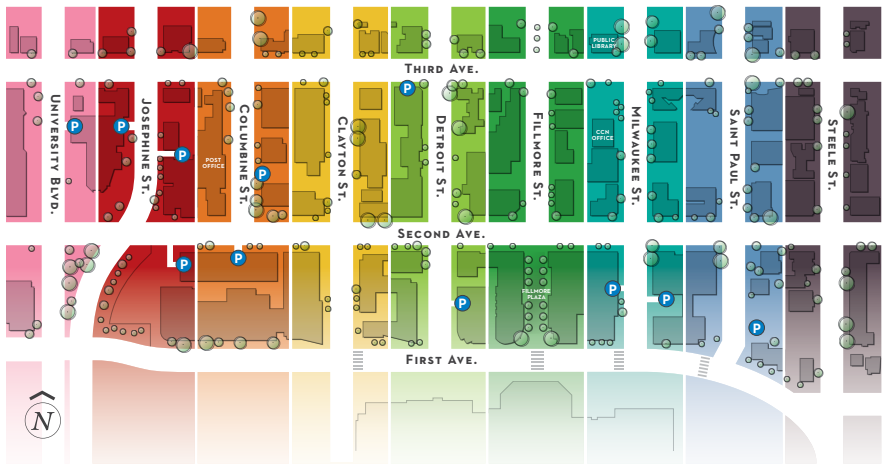
Marshall Miranda
Bombay Clay Oven

Brett Pearson
Janus Capital Group

Calley McCue
Breckenridge-Wynkoop, LLC

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2016 ACCOMPLISHMENTS

CONSUMER MARKETING

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

CONSUMER MARKETING

Strategy

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

Advertising

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

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

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

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

Digital Engagement

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

Events and Activation

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



2016 ACCOMPLISHMENTS: CONSUMER MARKETING

Business Services

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

Tourism Marketing

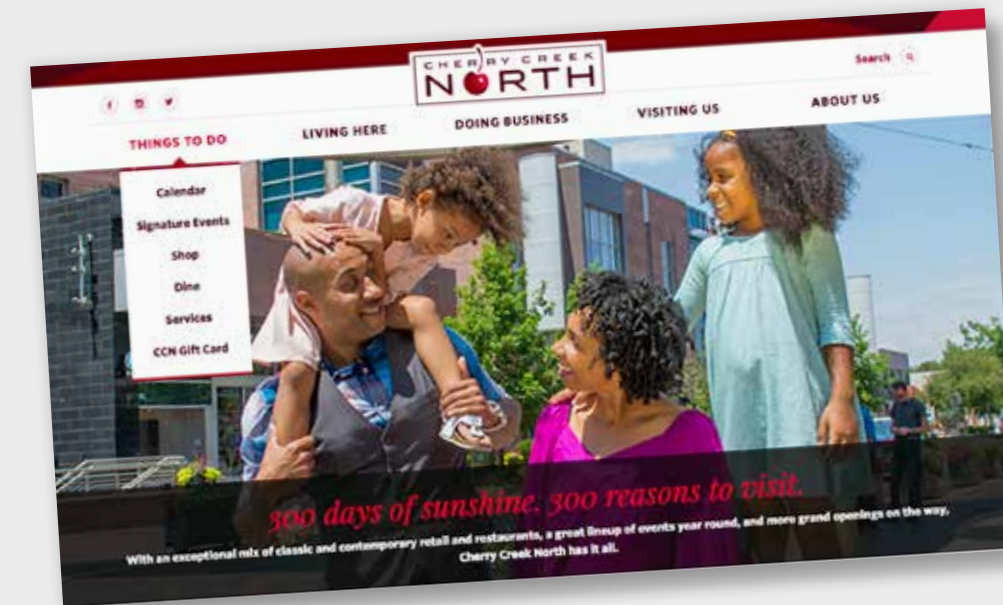
- Invested in Visit Denver's **\$5 MILLION+** tourism advertising campaign with CCN placements in regional newspaper inserts, official visitor guides, destination planning guides, in-room hotel TV, online and LED screens at Downtown Tourist Information Center and Colorado Convention Center
- Partnered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

BID Signage

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



SPOTLIGHT: WELCOME TO THE NEW CHERRYCREEKNORTH.COM



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

DIGITAL DIRECTORY AND INTERACTIVE MAPPING:

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

DIRECT SUBMISSIONS:

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

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

SMALL BUSINESS

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

NEW & NOTEWORTHY:

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

2016 ACCOMPLISHMENTS

ECONOMIC VITALITY

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

ECONOMIC VITALITY



Strategy

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

Retail Outreach

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





Retail Outreach

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



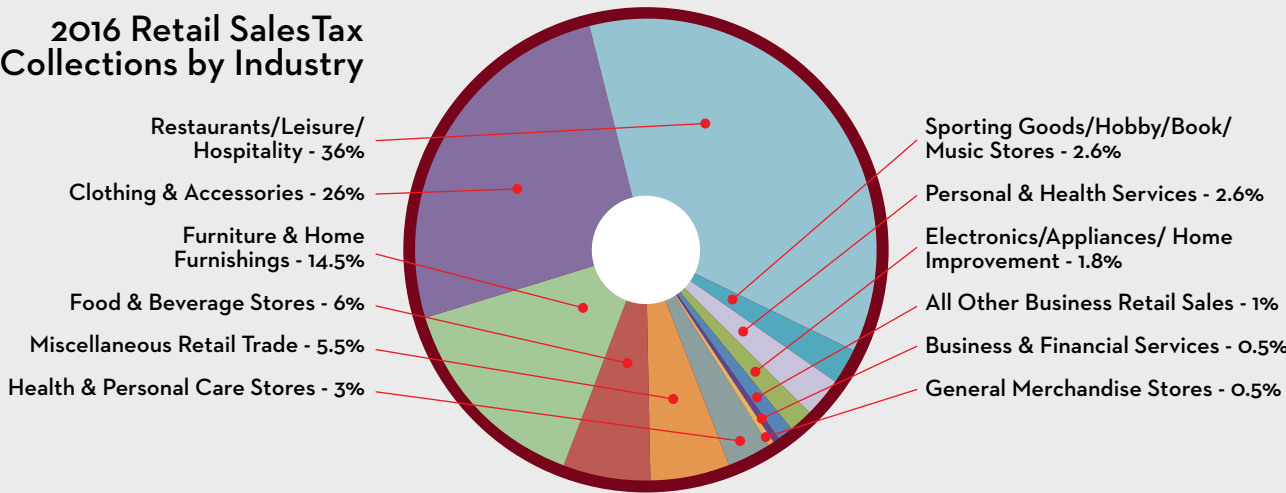
SPOTLIGHT: RETAIL TENANT MIX STUDY

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

Key findings from the analysis included:

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

2016 Retail Sales Tax Collections by Industry



2016 ACCOMPLISHMENTS

PHYSICAL ENVIRONMENT

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

PHYSICAL ENVIRONMENT

Strategy

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

Maintenance and Operations

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



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

2016 ACCOMPLISHMENTS: PHYSICAL ENVIRONMENT



Photo: Ryan Dravitz

Landscaping and Seasonal Decor

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

Construction Coordination

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

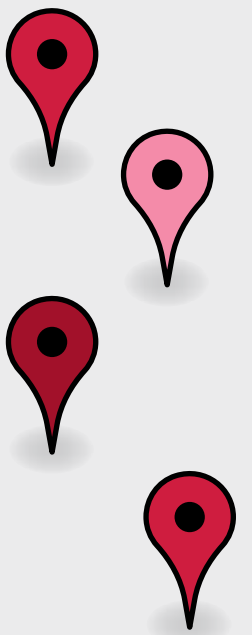


SPOTLIGHT: GEOLENS IMPLEMENTATION

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

GeoLens has the following capabilities:

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



2016 ACCOMPLISHMENTS

PARKING & MOBILITY

Strategy

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

Parking

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

the installation of ParkMobile technology in three District parking garages

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

Mobility

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

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

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

PARKING & MOBILITY

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



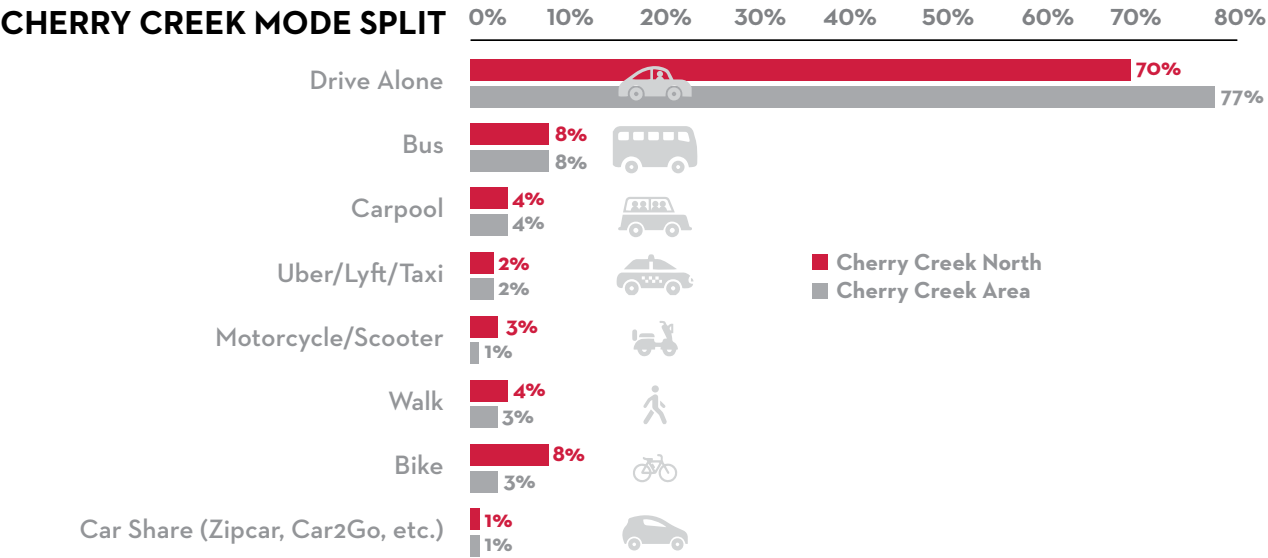
SPOTLIGHT: ACCESS CHERRY CREEK NORTH

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

Key takeaways from the Access Cherry Creek North survey included:

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

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



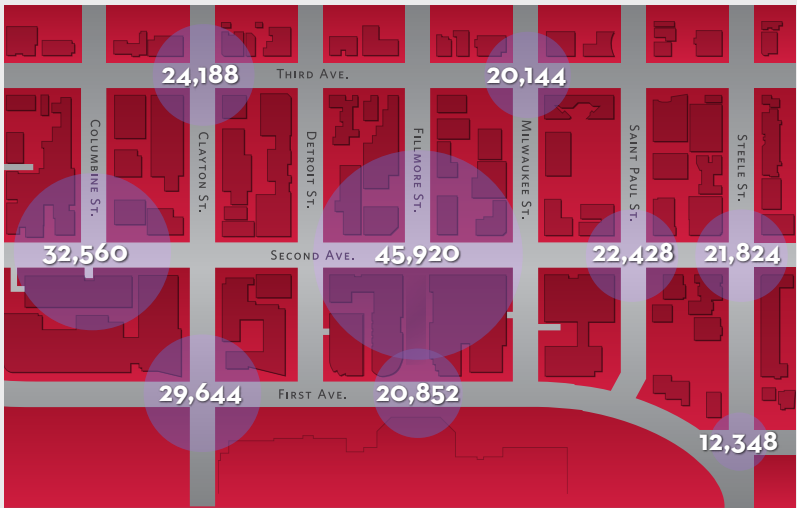
SPOTLIGHT: PEDESTRIAN HOT SPOTS



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

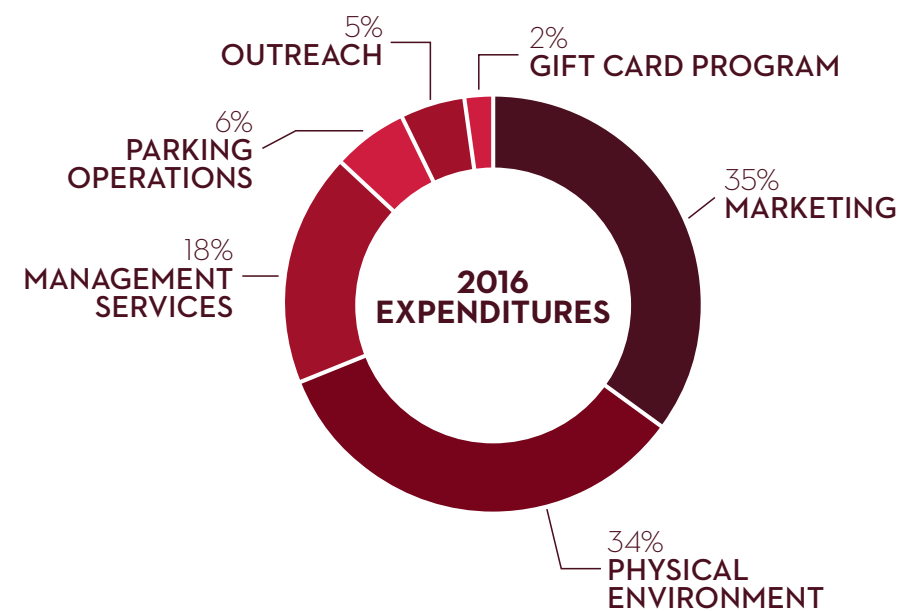
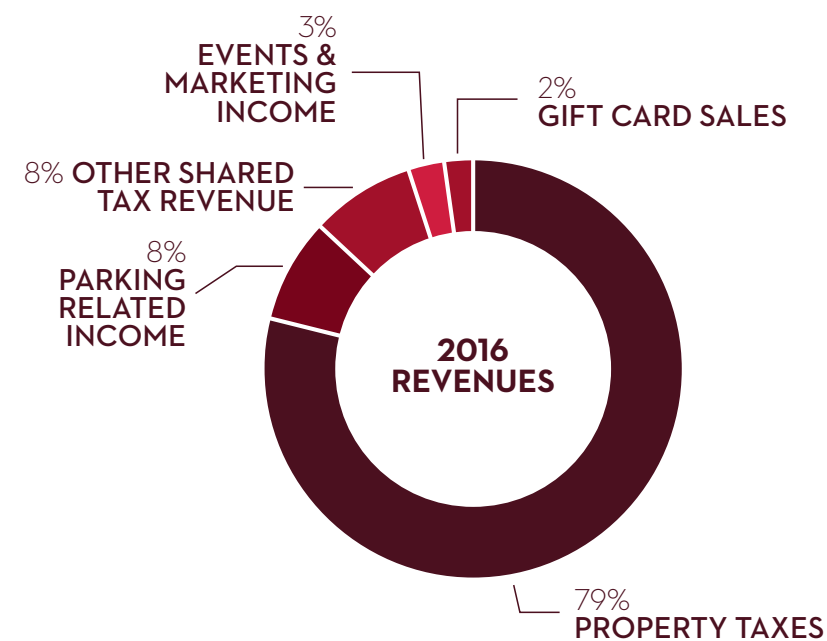
Nine count locations were strategically selected to intercept pedestrians entering and leaving the District, as well as measure the activity at key interior intersections. The heat map displays the 2016 monthly average of pedestrians counted at each intersection. The BID will continue to conduct pedestrian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

2016 PEDESTRIAN HOT SPOTS (PER MONTH)



2016 FINANCIALS

GENERAL FUND



CONTACT US

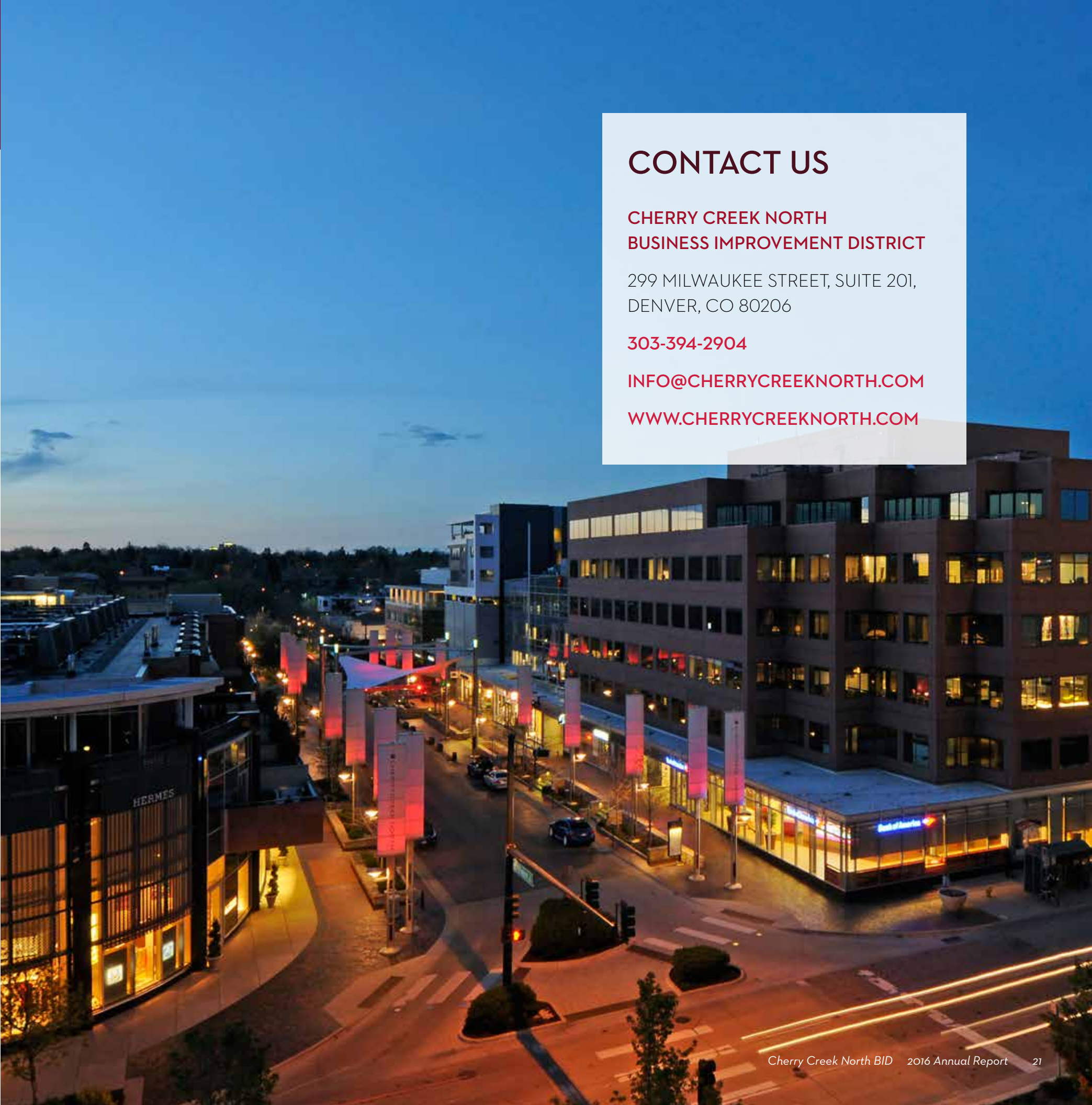
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