
CALL TO ORDER | OPEN FORUM

Call to Order / Open Forum

Dean Griffin, Board Chair, called the meeting to order at 8:05 a.m. A quorum was confirmed.

Members present: Jennifer Anderson, Lynda Campbell, Karrie Fletcher, Terri Garbarini, Sean Huggard, Matt Joblon, Rosella Louis, Bob Mattucci, Calley McCue, Lisa McInroy, Michael Moore, Lisa Tyler

Members absent: No board members were absent

Staff present: Nick LeMasters, Richard Barrett, Jeannie Johnson, Jeanne St. Onge, Kate Lynch, Megan Copenhaver, Patrick Allison

Representatives, Guests and/or Owners present:

CliftonLarsonAllen – Jason Carroll, Accountant

P.U.M.A. – Brad Segal, President and Erin Laetz, Associate Vice President

Public comment: There were no public attendees

MONTHLY BUSINESS

- Dean welcomed newly elected board members, Jennifer Anderson and Sean Huggard to the first board meeting of the year.

Approval of Meeting Minutes: Motion by Sean Huggard to approve the meeting minutes of December 17, 2020. Second by Terri Garbarini. Vote: Unanimous in favor.

- Dean reminded the board that Statute requires a vote at the first regular meeting of each calendar year for a designated public place to post meeting notices. The CCN BID's website was discussed to be the best location for public postings.

Approval of Public Meeting Notice Location: Motion by Rosella Louis to approve the CCN BID website as the public posting location. Second by Terri Garbarini. Vote: Unanimous in favor.

COMMITTEES & TASK FORCE REPORTS

- **Finance Committee** – Lynda Campbell, Chair
Lynda reported that December financials would not be available until February due to 2020 year-end audit purposes.

A two-year renewal contract for seasonal floral landscaping and holiday was discussed and put before the board for approval. The scope of work will also include new trees with a great deal of necessary replanting.

Approval of landscape contract renewal: Motion by Terri Garbarini to approve the renewal contract. Second by Lisa Tyler. Vote: Unanimous in favor.

More as a policy change, Lynda also discussed the practical need and day-to-day efficiencies for Nick as CEO to have the ability to approve individual contracts not exceeding \$100,000 or through recurrence.

- **Approval of contract authorization by CEO at \$100K or less:** Motion by Rosella Louis to approve. Second by Bob Mattucci. Vote: Unanimous in favor.
- **Marketing Advisory Committee – Michael Moore**
Dean thanked Michael for assisting and chairing the committee in 2021. Quarterly meetings are planned with the first to commence the end of February once dates are finalized.

P.U.M.A. PRESENTATION

A national leader in community planning and economic development, Brad Segal and Erin Laetz of Progressive Urban Management Associates (P.U.M.A.) presented an organizational strategic plan to guide the evolution of the CCN BID and its partner organizations including the Cherry Creek Area Business Alliance and the Cherry Creek Chamber of Commerce over the next five years.

The organizational strategic plan has four objectives:

- Assess the current and future market influences including pandemic recovery,
- Determine how the three organizations can best leverage their collective resources and influence to advance the area's prosperity and quality of life,
- Engage each organization's leadership, members, etc. in a participatory process, and
- Provide recommendations that guide the organization's evolution and enhance their value proposition over the next five+ years.

Brad and Erin discussed the plan timeline and outreach that was conducted from October 2020 through January 2021 that included 1:1 interviews and roundtables with various groups such as young professionals, East 1st Avenue businesses, 6th Avenue retailers and residents in the CCN community. Additional working group refinement sessions will take place in February and March at which time P.U.M.A. will

present updates to the board at the March meeting. A final working group will meet again in April.

The result of this outreach showed that awareness of the three organizations varied, that each plays a distinct role, there is the desire to come together as the larger Cherry Creek area, that Cherry Creek is multi-dimensional with a quick rebound post-COVID and has a competitive edge over downtown.

Some of the priority improvements that surfaced were:

- Stronger advocacy/clout with the City
- Improvements to 1st Avenue – traffic calming and pedestrian crossings (there is also a desire and need east of Steele Street for better connections and crossing opportunities)
- Enhance the Cherry Creek trail area (this is an asset and could be better utilized)
- Support for unique, small business retailers (an important part of the CC character and remains successful)
- Improve mobility to/from Cherry Creek (in support of hourly employees and service industries as a whole)
- More use of outdoor, pedestrian-only spaces
- More nightlife, live music (be mindful of residents in the area however there is some middle ground to be found)
- Gateways/identity throughout the Cherry Creek area (there is a strong desire for more potential key intersections i.e. 1st and Colorado Blvd. Nick indicated this is tied to improvements of 1st Avenue with aesthetics more in need of keeping with the CC brand)

The following represents what Brad and Erin heard as a result of the outreach:

- Those aware of the BID generally understood it supports a clean, safe and attractive business environment
- Does a good job of marketing, brand could be elevated nationally
- A source of support for businesses during COVID
- Creates a cohesive sense of place/identity that is desired in other areas of Cherry Creek
- Need to be mindful of the BID's distinct boundary and restrictions on use of assessments
- Assessments are high on top of rent – a deterrent for some businesses
- Some businesses outside the BID may want to “buy-in” for marketing/visibility

The following presents some of the benefits of contracting with a non-profit

- Best practice for larger BIDs
- Operating flexibility (relieves the BID from some of the quasi-government requirements and ability in how we deliver resources)

- Leverage resources (take and leverage other funds, contracts, and earned income)
- Streamline staffing and overhead – especially with combining 3 organizations (provides efficiency in scale)
- BID board retains accountability over BID monies/uses/annual budget
- Board culture focused on the bigger picture/policy vs. day-to-day services

Brad stated the CCN BID is a bit of an anomaly to be operating in a quasi-government structure with the BID board focused on guardians of money with fiduciary responsibility to property owners. At the highest level, Brad simplified the business plan as 3 organizations being collaborative and cohesive to be more effective with a number of ways to restructure and operate if the intent is to consolidate.

Brad and Erin concluded their presentation with next steps:

- 1) Launch and analyze a survey intended for the Cherry Creek community to include businesses, employees, property owners, business owners, and residents residing within the district;
- 2) complete best practice research by looking at 6 organizations (three in Colorado and three outside of the state);
- 3) Develop alternative organizational frameworks (vetting in February); and
- 4) Share preferred alternative/draft plan with the BID board at the March meeting as to how this all fits in by April or perhaps May.

Nick told the board that Brad is presenting this presentation and something similar to the two other board organizations in a related context and what was learned about each.

Rosella asked Brad if the idea of hiring a lobbyist for better city response is something we should consider, and Brad responded that benefit is already there through the alliance. It's potentially more effective and may become a staff position however Brad will provide a couple of options on how to do it. Nick indicated that if we move forward with the other two organizations, we could work with a group such as Kenney that have connections with City Hall to get ahead of the issues.

Discussion points from Matt and Rosella included recognizing the daily competitive factor of the CC mall and the need to prioritize CCN. Clout with the City was also important for improvements such as street repairs and other capital improvements, however, per Brad, there is definitely an opportunity for CCN to have an influential voice since now is the time to plan for the next administration, Jennifer also indicated mobility in/out of the CCN area was important for employees. While attracting different groups in addition to more millennials, Lynda suggested reactivating the CCN perception of the district as a new, young, thriving and interesting place to go.

Nick didn't disagree with anything that was said however emphasized the need to speak with one voice to accomplish these objectives.

Matt indicated one of the more important things was safety and Jennifer supported this by stating their employees felt safety was one of the huge benefits of the district along with cleanliness. The board discussed the perception of parking despite having 5,000 parking spaces available in the district. Brad stated he agreed with that impression however found it surprising and refreshing neither he or Erin heard about parking from the interviews.

CEO REPORT

With the Executive Committee voted on the prior month, Dean provided further clarity that the committee will consist of the past Chair, Chair, Vice-Chair, and Secretary/Treasurer for the year.

Marketing: Jeannie thanked Michael for stepping into the role of marketing Chair for 2021 meetings. Jeannie will be reaching out to several merchants and participants from last year's committee for their continued participation with calendar dates forthcoming regarding quarterly meetings.

Jeannie shared the tremendous advertising, marketing and design work over the past year that Karsh Hagan completed for the BID. Although that relationship has now concluded, she is looking at other organizations and asked the board to email or call with any suggestions for public relations agencies. A temporary agreement has already been arranged with a digital agency she previously worked with who will create a search engine marketing plan including paid placements for greater website visibility. Nick reiterated the cost considerations that led to the decision of working with a large organization having a tremendous overhead.

Jeannie has also been in conversations with other organizations around events and calendar placement for the Cherry Creek Arts Festival, Food & Wine and Sidewalk Sale. Discussion ensued around possible COVID considerations and a desired timeframe were the arts festival to occur. The arts festival was proposing a shift to a September event over Labor Day weekend rather than the historically held 4th of July holiday. The board was vocal in directing that the festival take place over the 4th of July weekend or not at all for this year. A five-day disruption at another time of year would be detrimental to CCN businesses if scheduled outside of the 4th of July weekend.

Due to the many unknowns around planned festival details, Lisa Tyler suggested inviting the arts festival representatives to the February board meeting. Nick agreed and reiterated wanting to work in a collaborative spirit with the festival team and

would not like to see the arts festival go away, however, our first obligation is to our CCN businesses. Richard also suggested gaining more clarity from the Office of Special Events for 2021 planning purposes.

SUMMARY

Due to running a bit over in meeting length, Richard will provide an Operations update in February and the BID will invite Tara Brickell and perhaps others from the Cherry Arts Festival team to engage in further conversation around this year's planned festival event. Dean thanked all board members, staff and guests for their participation in today's meeting.

ADJOURN

Adjourn: The meeting was adjourned at 9:44 a.m.

UPCOMING BOARD MEETING DATES:

- February 24, 2021 – Virtual Meeting
- March 24, 2021 – Virtual Meeting
- April 28, 2021 – Virtual Meeting

UPCOMING ACTIVATION DATES:

- Sidewalk Sale – July 15-18, 2021