

Design Workshop, Inc.
Landscape Architecture
Land Planning
Urban Design
Strategic Services

Meeting Record

To: Project Advisory Group (PAG)
From: Design Workshop/Nolte
Date: April 30, 2008
Project Name: Cherry Creek North Capital Improvements
Subject: Strategic Kick Off
Meeting Date: April 24, 2008
Start/End: 8:00 – 11:00am
Location: 299 Milwaukee St.
 BID conference room
Copy To: CCN BID Staff, Capital Improvements Committee, Board of Directors, Design Team

Meeting Telephone Conference Call

Following are the minutes of the above referenced meeting. The following people were present: FROM CHERRY CREEK NORTH BID: JULIE BENDER, CHRISTINA BRICKLEY, KEVIN WREDE, TONI ANDERSON. FROM DESIGN WORKSHOP: TODD JOHNSON, JIM MACRAE, ELIOT HOYT, KARTIKA RACHMAWATI, HEATH MIZER, ZHENZHOU HUO, HEATHER LARSON. FROM NOLTE: WILL COFFIELD, ROGER MILLER. FROM PBQA: PATRICK QUIGLEY, BOB ALEXANDER. FROM COMMARTS: HENRY BEER, GARY KUSHNER, ZACH LEE. FROM THE SZYNSKIE GROUP: CHARLOTTE SZYNSKIE, KEEDRAN THORPE. FROM DESMAN ASSOCIATES: PAUL KITSAKOS. FROM JVA: DENNIS BEAMIS. FROM FEHR & PEERS: JEREMY KLOP. PAG MEMBERS: RANDY SCHNICKER, DOUGLAS BRUGGER, CORKY DOUGLAS, SUSAN CANTWELL, JONATHAN SAIBER, DAVE HADSELL.

1. Welcome (Julie Bender, BID):
 - a. Introduction of Project Advisory Group (PAG) members, description of the PAG, and outline of the frequency of PAG meetings.
 - b. The team hopes PAG members will serve on the committee for the duration of the project.
 - c. Review of communications matrix and the roles and responsibilities of each group.
 - d. Review of Core Values for the capital improvements project for the district and the Core Values for the capital improvements project at Fillmore Plaza.
 - e. Review of the consultant selection process. Introduction of Nolte as Program Manager and the design team, lead by Design Workshop.

2. Process, Guidelines, and Communication (Roger Miller, Nolte):

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- a. Nolte's role will be to keep the project on task and on schedule. Detailed accountability of consultants and group members.
 - b. Review of program management process diagram and schedule.
 - i. June is a key milestone to work toward in making decisions on a concept alternative and an opinion of probably cost so that the bonding process can move forward on schedule.
 - ii. We are aiming to begin construction in Spring, 2009.
 - c. Review of upcoming meetings:
 - i. Tuesday, May 6 – 8:00 to 9:30 am and 6 to 7:30pm, Community Open House (flyer with times distributed)
 - ii. Thursday May 8 – 8:00am, PAG meeting
 - iii. Thursday May 22 – 8:00am, PAG meeting
 - d. Review of PAG guidelines
 - i. It is important for each member to attend the meetings to provide continuity. There will not be any substitutes or stand ins for PAG members, although the meeting is open to anyone who would like to attend as a guest.
 - ii. Meeting minutes will be distributed to the members of the PAG for each meeting; those who are not able to attend need to read them carefully and respond with questions promptly so we do not need to repeat information at the next meeting.
 - iii. Input will be gathered from representatives of the PAG. The public is welcome to come to meetings and listen, but input will not be collected from the public during the PAG meetings. The public needs to give input to PAG members and the PAG will pass that input on to the Project Management Group (PMG). There will be community meetings, such as the open house on May 6, to gather information from anyone who is interested in the project.
3. Vision, Values, and Goals (Eliot Hoyt, Design Workshop)
- a. The design team needs an entity that allows them understand all the needs of the various stakeholder groups. The PAG is made up of members of the key constituencies involved in this project. The design team has the opportunity to get direct feedback from the PAG members on design concepts. By having a consistent group to work with, we can move through the process more efficiently. One of the responsibilities the PAG members hold is to act as liaisons to their respective constituencies to help them understand the decisions that are made.
 - b. Introduction of design team:
 - i. Design Workshop – Leading the design team – Todd Johnson, Jim MacRae, Eliot Hoyt, Heath Mizer, Kartika Rachmawati, ZhenZhou Huo, and Heather Larson.
 - ii. CommArts – Wayfinding and Environmental Graphic Design – Henry Beer, Gary Kushner, and Zach Lee.
 - iii. PBQA – Lighting Design – Patrick Quigley and Bob Alexander.
 - iv. Desman Associates – Parking Consultants – Paul Kitsakos.
 - v. Fehr & Peers – Transportation Analysis – Jeremy Klop
 - vi. The Szynskie Group – Electrical Engineering – Charlotte Szynskie and Keedran Thorpe.
 - vii. JVA – Civil Engineering – Dennis Beamis
 - c. Review of Core Values – the packet handed out contains Guiding Principles and Project Ends, which are deeper descriptions of the Core Values presented by Julie. The design team needs to confirm that the PAG has embraced these values as the reference against which all design

concepts will be considered, and the team needs to understand what each of these words means to every member of the PAG – these are abstract terms that need to become concrete through the design process.

- d. The design team will bring a series of metrics into the project to measure if we are being successful in meeting the core values. The team will confirm with the PAG that these measures are the right ones to guide the project to its ultimate end.

4. Core Values (Todd Johnson, Design Workshop)

a. Authenticity

- i. We want to keep what's already great about Cherry Creek North.
- ii. The essence of this project is the same as what was done at Larimer Square (a project that Todd and Henry Beer worked on with Susan Cantwell).
- iii. We need to understand what is authentic about Cherry Creek North and sustain that, while fixing things that need to be fixed.
- iv. We want this renovation to last more than 22 years so that it has a timelessness.

b. Safety/Security, Connectivity, Vitality, Customer/User Friendly, Sustainability are all about making Cherry Creek North even better.

c. Fiscal Responsibility and Active Outreach are about using the group we've assembled here to build value into the future.

d. Conclusion: We will succeed if we understand the history and significance of this place while making it better.

e. Henry Beer added that the design team does not believe Cherry Creek North is broken. It's vital and thriving. The goal is to make it better than it already is and leverage what is already working. The design process will help us listen to you to understand what the diagnosis is. Everything we do needs to be traced back to one of the Core Values. They are our touchstones.

5. Visioning exercise

a. The PAG members were asked to record their Key Hopes , Fears, and Things Not to Overlook on different colored notecards.

b. The design team will compile the input from the notecards and bring a record of the input given to future meetings to help guide the design process. PAG will be able to review/refine them.

c. Eliot read some of the responses out loud:

i. Hopes:

1. Improve accessibility and appeal to every day visitor, occasional visitor, out of town visitor.
2. Increase security and have an annual maintenance budget to support the project.
3. Create a long-term sustainable environment that will meet the changing needs of the district into the future.
4. Promote & maintain a mix of local & national businesses. Keep the 'hood special.
5. That the improvements are comprehensive to the users, and that the area is respected.
6. Increased use by locals & tourists to sustain viable businesses. Improved wayfinding so people can get around. Improved night time activity.
7. Tie the BID closer to the residents. Great opportunity to find out what the residents are looking for and implement those hopes and desires.

- ii. Fears
 1. That we will end up with a project that does not work or function well for retailers, users, or the general public.
 2. Overdoing it. Lack of constituent cohesion during construction and with finished product.
 3. That the process will not include all stakeholders.
 4. That the project creates a lack of consensus.
 5. That it will change who we are.
 6. Don't want it to feel too separate from surrounding residential areas.
 7. Decisions will be made without truly getting the input of all residents.
 8. Unique, esoteric, native Denver shops will be priced out of Cherry Creek North. Too much density in shops & residential areas.
- iii. Don't Overlook
 1. The vitality that already exists in the district that is generated through variety and unique character of retailers here.
 2. The pedestrian orientation of Fillmore Plaza; customer friendly parking system and enforcement; connectivity between BID and shopping; the gateways.
 3. Growing residential component within district.
 4. The diversity of the neighborhood across the board.
 5. Simplicity in terms of maintenance.
 6. Beauty from the pedestrian level; small business owners.
 7. Needs and desires of neighborhood residents; fostering of independent shops vs. chains.
 8. Neighborhood residents; small business owners; children.
- d. Discussion:
 - i. What does "diversity" mean?
 1. Douglas Brugger: Believes that local businesses can co-exist with national businesses and that the mix is vital to the neighborhood. The art community in Cherry Creek North is unique, national and international. Other pockets of the city have more specific focuses.
 2. Corky Douglas: Believes that the visual appearance, flow, and functionality are very important. Hopefully we will be able to influence the City government as these parcels continue to be accumulated to be redeveloped, which takes away from unique, local businesses. We need to set up a scenario so that someone setting up to redevelop has a set of guidelines they need to follow.
 - (a) Eliot Hoyt: We will be able to influence that through the Design Guidelines so they are in parallel with the desires that come out of this process.
 - (b) Todd Johnson: Building on the idea of what happened last time money was spent here,, what we'll recommend relates to developer responsibility. The big issue is what to spend this money on and how will that last over a number of years.
 3. Susan Cantwell: Recently visited Keirland Commons. Thinks it is well-designed, but boring from a tenant standpoint because it's all of the same stores you'd see in Cherry Creek mall. We need to be careful about that because rents are going up in the mall and those tenants are going to come to Cherry Creek North. It's a big risk for us.

4. Douglas Brugger: People who stay at the Marriot comment on the stores in Cherry Creek North – it's a unique experience. It's so important to keep this special. The dressing the design team will apply will make the area even brighter (better).
 - (a) Henry Beer: We need to be mindful that our focus is on the public realm. We do not want to turn this into a lifestyle center like all the other lifestyle centers. Design solutions should be attractive to national tenants, but particularly to entrepreneurial, smaller scale tenants who want to be here. Our focused task is to make sure the final product is one that is attractive & sympathetic to a person with an idea, rather than a corporation. We need to balance those two things.
 - (b) Eliot Hoyt: In discussing how we'll measure success, we've discussed floating all boats – bringing up the small businesses as well as the national businesses. Everyone succeeds through the process. We want to increase revenues for everyone.
 - (c) Todd Johnson: We need to get people to the site, get them out of the car, and then keep them walking around. In Kierland Commons (which Todd and Henry worked on), misting the air was the key to keeping people there. There's extreme value in comfort. All of the individuals in a group need to have their needs met. We need to prioritize public needs and keep it simple.
 5. Dave Hadsell: We want diversity in retail, but also there are office workers, hotels, and residents that are part of the district as well. They also add to the wealth of the district.
 - (a) Wayne New: The top concerns are crime/safety and preserving the uniqueness of the area.
 6. Randy Schnicker: We have several components: National vs. independent. Commercial vs. residential. People who are here every day such as employees and residents. Occasionals and out of towners – we need to meet all of the different needs.
 - (a) Eliot Hoyt: We will do an exercise to examine who is around at different times of the day and week.
 7. Randy Schnicker: There is also diversity of building types. We have newer buildings and older/existing buildings.
6. Review of issues/challenges to the District (Eliot Hoyt):
- a. The design team started a list, to be refined and edited during the process:
 - b. Wayfinding
 - i. Lack of information for visitor
 - ii. Shops (small, local) are hard to find
 - iii. System needs to be flexible for changes in tenants
 - iv. Parking (parking garages)
 - c. District-wide Events
 - i. Not enough seating/shade
 - d. Conditions of sidewalks & tree lawn
 - e. Streetscape amenities limited (seating, trash cans)
 - f. Fillmore Plaza
 - i. Simplify
 - ii. Don't lose programming
 - g. Maintenance challenges

- i. Tree lawn
 - ii. Snow storage
 - iii. Lighting
 - iv. Condition of streets – working with City
 - h. Lighting
 - i. Pedestrian lights are old
 - 1. Charlotte Szynskie added that the infrastructure underneath is strong – it does not need to be ripped out.
 - 2. Henry Beer and Patrick Quigley mentioned the possibility of just refurbishing the current light fixtures.
 - i. Parking
 - i. Desire to park in front of shops
 - ii. Pay stations
 - iii. Employee parking
 - j. Identity
 - i. Henry Beer: It's hard to define, but there is a special feeling about this place. It's quirky and idiosyncratic. We don't want entry arches and things that ruin the uniqueness of the place. Some aspects do look outdated, but we need to make updates that show the cleverness instead of making updates that show how much money we had to make improvements.
 - k. Boundaries
 - i. Do they want to be more defined? More transparent?
 - l. Power supply
 - m. Irrigation Control
7. Discussion on other issues/challenges:
- a. Julie Bender: We need special small places in the district that create surprises. We also need a way to encourage patios. Outdoor seating is critical to the district. Don't overlook the alleys – they are an underutilized asset of the district.
 - b. Todd Johnson: We could incubate new businesses on alley locations. Lower rent – quirky shops.
 - c. Corky Douglas: It would be great to have alleys as retailers, but restaurants need trucks to have access.
 - d. Jonathan Saiber: That is a scheduling issue. So much of this feeds into the city – need to synchronize with zoning. How do you service these facilities after improvements are done and is it legislated that these things happen during certain hours? That way it wouldn't cost anything.
 - e. Kevin Wrede: We need places where pedestrians are sharing spaces with vehicles - midblock crossings and intersections. Improvements in shared travel.
 - f. Henry Beer: The relationship with Cherry Creek Mall is an asset. We need to make sure what we do is complimentary to the mall and get their customers to migrate north.
 - g. Todd Johnson: We need to look into pedestrian crossings on 1st and the speed of traffic on 1st. Paul had an idea of storing cars on 1st during off-peak times. Controversial ideas will come out of this process that we'll have to take back to the City. We're not hooking people on 1st – it's an underutilized asset. There are no awnings; no pedestrian areas.

- h. Paul Kitsakos: Didn't see a lot of advertising around the streets. That could be a source of revenue to support what we do. It could also be an opportunity for local shops to advertise and an opportunity for people outside of the district to advertise their businesses. It provides street furniture. Some areas use round kiosks.
 - i. Henry Beer: JC Decaux (a French company now working in several US cities) does high level graphic design of ads so you never get terrible looking ads.
 - ii. Gary Kushner: San Francisco is using the circular kiosks to activate spaces.
 - iii. Patrick Quigley: We should use these ideas, but make them uniquely responsive to this district.
 - iv. Todd Johnson: Recommends that we investigate this.
 - v. Henry Beer: We need to mix being world class & local.

- 8. Review of diagrams/preliminary analysis
 - a. Jeremy Klop – Fehr & Peers – Transportation Analysis
 - i. The area currently enjoys a good comfort level between pedestrians, bicycles, and motorists. We want to enhance the good behavior that's happening now, such as keeping the speed down, and try to apply some of those behaviors to 1st Avenue.
 - ii. How do we enliven the areas that do not have as much pedestrian volume?
 - 1. We don't have data about 1st Avenue crossings.
 - 2. Do we know enough about where pedestrian activity is or is it important for this effort to get some additional information during this process?
 - 3. There is a set of improvements we can make between building faces & curb as well as a set of improvements that could happen curb to curb. Are those high priorities for this effort? If so, we need to coordinate with the City & County of Denver to get more data.
 - 4. Corky Douglas said that it is a high priority.
 - 5. Jeremy Klop: We have a daily estimate of what traffic is on 1st Avenue.
 - 6. Todd Johnson: Agreed that we need that additional information. 1st Avenue is a huge priority. We need to do a count along 1st Avenue.
 - 7. Christina Brickley: The mall has some statistics & data that we could request from them.
 - iii. Corky Douglas: Concerned that good motorist behavior is deteriorating quickly along 2nd Avenue particularly along the West piece of it.
 - iv. Todd Johnson: We need to investigate how to re-establish that decorum and how to take some of that traffic off the street. The useless movement of cars looking for parking is congesting the district.
 - v. Jeremy talked to public works and they are planning to overlay streets this summer (in neighborhood, not in the BID).
 - vi. Dave Hadsell: We are not just figuring out what is on 1st Avenue today.
 - b. Paul Kitsakos – Desman Associates – Parking Consultant
 - i. The area is a great walking environment. We need to design places for people first, and secondly for cars. There needs to be tension in restaurant areas or it will become a strip mall situation. Not everyone can park in front of a restaurant – some people will have to walk.
 - ii. Reviewed BID phone survey parking questions. Negative comments: 42% do not like to pay for parking. 9% said there is a need for more/bigger spaces. 1% of people shopped less in

Cherry Creek because of parking problems. Is there a parking problem or a perceived parking problem?

- iii. The area has 4,100 parking spaces, but they are spread out. We want to have people park once and then walk to more than one shop.
 - iv. Do we provide more parking? If so, where? How do you pay for parking?
 - v. How do we best manage the parking supply we have now? Could we create more parking on the street? The number of spaces on street is in the minority, but those spaces are used the most.
 - vi. We want to try to make use of 1st Avenue. We could have parking between 10am & 4pm on 1st so we could get another 100 parking spaces on the street.
 - vii. Todd Johnson: Clayton Lane and Fillmore Plaza are currently the special places of the district. How do we use valet or access & drop off to start to reinforce some new special places that are internal to the district? Process will deepen the sense of destinations anchored by the distribution of people throughout the district.
 - viii. Paul Kitsakos: Community valet parking is an option as opposed to a specific restaurant having valet. This is being done in Nashville, LaJolla, and other cities. In Puerto Vallarta, Mexico you can drop your car off at one place and pick it up at another valet stand. Valet also makes better use of the space than parking a car in that space for 3 hours. The questions are: How do you run a program like that? Who runs it? BID? Private sector?
 - ix. Todd Johnson: Some people are purchasing extended memberships for valet. Some valet stations are using beeper or GPS valet systems. We need to take vehicles cycling off the street to open up congestion. One issue with kiosks, is that as soon as you put money into the parking kiosk, there's an end time to your visit that you're thinking about. There is a disincentive to staying longer or as long as you want in the area.
 - x. Henry Beer: There are new car washes where you slide your credit card, wash your car with the options you want, then pay at the end for whatever you used. That's what we want to do with parking (pay when you leave for the amount of time you parked there). It raises the quality of the experience people will have here and diminishes any anxiety. It makes people want to hang around longer – more dwell time.
 - xi. Gary Kushner: A lot of people don't know that the garages are public parking. We need to standardize signage for parking so people know how you get to parking facilities and what they cost.
 - xii. Wayne: It is important to synchronize parking enforcement with this whole effort.
- c. Charlotte Szynskie – The Szynskie Group – Electrical Engineering
- i. They have looked at original drawings: there 4 locations along 3rd Avenue where there are power panels and irrigation controllers for the District.
 - ii. Pedestrian scale lights and outlets and maintained by the District; the street lights are operated by Xcel through the standard franchise agreement with the City..
 - iii. Kevin Wrede: Why do the holiday lights blow out periodically?
 - iv. Charlotte Szynskie: The circuits are overloaded by that extra activity. Many people are using LEDs for holiday lighting now and having less power problems.
 - v. Todd Johnson: We need to get a download from BID about event expectations.
 - vi. Charlotte Szynskie: We need to explore what it would take to bring in generators to support Cherry Creek Arts festival. It is on our list of items to discuss.
- d. Patrick Quigley – PBQA – Lighting Consultant

- i. NOTE: Patrick held a night time walking tour of the district the night before. His remarks summarize what was discussed during the tour.
- ii. Benefits of the current lighting:
 - 1. There is good district identification. There is good separation between Cherry Creek North and neighboring districts. Around the perimeter of the district there is a cool, blue light source. Cherry Creek North has a warmer light source. It creates a sense of place.
 - 2. The pedestrian posts give the district a strong personality that is unique on a national basis because they are custom fixtures.
 - 3. There are also good contrast ratios due to the even field of illumination that allows the shopper's eyes to work better and see better in lower level of illumination, which means less energy while still seeing effectively (CCN is at the front edge of a long term trend in this regard).
 - 4. The number of pedestrian lights make the street feel occupied even if there is no one on the street.
- iii. Issues with the current lighting system:
 - 1. The quality of the light produced by the light sources is poor. The warmth of the light source is good, but it has a low color rendering index which means it doesn't render the spectrum of the rainbow well. All of the cool colors are obliterated which is not great in a retail district. We want people, plants, and art to look good. We need a light source that renders the whole spectrum of color.
 - 2. There are so many pedestrian lights – what do we do with them? If we replace all of them, it will take a huge share of the budget. We are thinking about possibly revitalizing, relamping, updating or enhancing the fixtures.
 - 3. Facades – landscape and art are huge assets currently underutilized. One option is to design façade lighting district guidelines and help building owners light their own facades, which can help the entire district.
 - 4. Art and garden have great opportunities at night. The pedestrian circulation diagram shows where people are not going. People are phototropic – they move toward the light. We can use that to manipulate how people experience the district by lighting an art piece to pull people to a particular zone.
- iv. Todd Johnson: Is light pollution an issue for residents?
- v. National starting points of Dark Sky movements have been in Colorado. The pedestrian posts have globes that distribute light to night sky, but they are small light sources, so it's not a huge problem contributing to dark sky. It would be more of a symbolic gesture that people recognize those as contributing to Dark Sky.
- e. Conclusion (Roger Miller)
 - i. The PMG will be sending out meeting minutes. The PAG should review the meeting notes and approve or comment on them.
 - ii. The members of the PAG should go to their respective constituents and talk about what they have heard and illicit more input and feedback.
 - iii. The design team will continue analysis and begin to put together initial design ideas.
 - iv. Methods of distributing information on the project:
 - 1. There will be a website specifically for the project
 - 2. There will be a project room for this project on the 2nd floor of 299 Milwaukee – materials will be posted there.

3. A hotline is being developed for project information.
 4. An email address where information and questions can be emailed will be made available.
 5. Newsletters will also go out containing information on the project.
- v. Jonathan Saiber would like to see examples of good urban lighting, past design projects – to be posted on the project website
1. Gardens of El Paseo is a good example of good lighting design.
 2. Design Workshop will post examples on the project website; others are welcome to add more.

END OF NOTES

The record herein is considered to be an accurate depiction of the discussion and/or decisions made during the meeting unless written clarification is received by Design Workshop within five (5) working days upon receipt of this meeting record.