

FIVE POINTS
BUSINESS IMPROVEMENT DISTRICT
FIVE POINTS BUSINESS IMPROVEMENT DISTRICT
BOARD OF DIRECTORS REGULAR MEETING
September 24, 2025

MINUTES

Meeting Invite by Zoom (General Public Invite)	General Public Registration Link
Web ID Meeting Passcode:	884 9538 9241
Zoom Cloud Recording Link	2025-09-24 Zoom Recording Link
Zoom Passcode:	2!bG65Y*

Summary:

- The board meeting began with introductions and technical discussions before addressing various business matters including an intergovernmental agreement for green infrastructure projects and event sponsorships. The group reviewed financial projections for 2025, noting that actual income exceeded expectations while expenses were higher than budgeted, and discussed marketing strategies and administrative expenses. The conversation ended with a review of future budgets and maintenance plans, including snow removal policies and utility costs, while emphasizing the need to find sustainable revenue sources to offset projected decreases in mill levy income.

Attendance:

The meeting of the Board of Directors of the Five Points Business Improvement District was called and held as shown above in accordance with the applicable statutes of the State of Colorado, with the following directors present and acting:

I. Call to order:

The meeting was called to order by President **Haroun Cowans** at **10:07 AM**

II. Introductions / Attendance:

Haroun Cowans	Board Chair	Present
Paul Books	Co-Vice Chair	Present
Nina Rupp	Board Member	No Present
Nathan Beal	Treasurer	Present
Fathima Dickerson	Board Member	Present
John Pirkopf	Board Member	Present
	Quorum Was Met	Yes

Absent:

Maedella Stiger	Co-Vice Chair (Excused)	Not Present

BID Staff:

Norman Harris	Executive Director	Present
Nova Elu El	Admin Assistant	Note Taker

III. Administrative Items / [Board Meeting Packet](#)

A. Disclosure of potential conflicts of Interest: **None to mention**

B. Board Meeting Minutes: There were no corrections to the **August 13, 2025** Board meetings minutes.

Paul Books moved to approve the **August 13, 2025 Board Meeting Minutes**.
John Pirkopf seconded to approve the minutes. **All** were in **favor of the Motion to approve the minutes**.

- C. Nathan Beal reported the Treasurer's Report for **2025 July and August will be covered in October.**

IV. Old Business

Norman Harris

A. DOTI Proposed Green Infrastructure Project Update (IGA)

The City wants to install 4 to 5 trees on the North corner of 26th and Welton in front of the Wise Harris Arms Building. The agreement clarifies it will be in perpetuity. As a result the city will be taking control of the backflow preventer. The agreement will be reviewed by the BID's attorney. The timeline for completion is before June 2025. With hopes of completion before the Juneteenth celebration. Construction would be right in the middle of the celebration. The board voted to approve this project in the last meeting while it awaits the final agreement from the Attorney.

V. New Business DOTI Proposed Green Infrastructure Project Update (IGA)

Norman Harris

B. High Point Festival - Sponsorship (ratify vote)

A presentation was shared with the board and everyone was excited for this event. The board must finalize the approval to sponsor the event. The event happened on September 13, 2025 (11 days ago). A recap will be shared in the next board meeting. The board agreed to sponsor the event with \$60,000.00. The event did fund-raise and sell tickets to the event. A full profit and loss will be shared in the next board meeting. All board members did approve this via email.

We arrived at this budget while staying within the proposed budget because the BID was successful in fundraising more than anticipated with an excess of \$168,000 which were specifically for events. This decision still allows the BID to come in under budget of the gross revenue set aside specifically for events.

Board Chairman Haroun Cowans wanted clarification if this budget would be used for the same event in years to come, and wanted clarification how they came to the decision of sponsoring 60k yet still remaining under budget.

Executive Director Norman Harris responded by sharing the \$60,000 sponsorship for the High Points Festival held on September 13, 2025 supported over 20 music performances across 8 to 9 stages and venues throughout the Five Points corridor. The event was designed to celebrate jazz and honor African American cultural contributions while attracting a diverse and younger demographic to the area through a wide range of musical genres. Although this year's investment was significant, future iterations are expected to rely more on sponsorships and alternative revenue sources. With approximately 800 to 900 tickets sold, the festival demonstrated strong potential to revitalize the corridor and broaden its appeal. A full recap will be provided once final numbers are in.

Fathima Dickerson moved to approve the **Sponsorship of 60,000.00 dollars to support the High Point Festival which occurred on September 13, 2025.**

John Pirkopf seconded to approve the motion. **All were in favor of the Motion to approve the sponsorship of \$60,000.00 dollars for the new High Point Festival.**

- C. Evan Dreyer - Presentation regarding five upcoming ballot issues
There are 5 questions in the Vibrant Denver Bond package measures 2A through 2E that will be on the November 4th ballot. City facilities include libraries and cultural organizations. There's a Denver Health clinic on the west side that proposes to scrape and replace the building, and then there's a few, housing and shelter related projects. Those in support are making presentations, meeting with community organizations. The Denver Bond Package digital ad recently launched. Norman shared one of the Tier 1 projects includes renovation to the Blair Caldwell Library. \$12.3 million is slated towards renovation and replacing some of the HVAC and electrical systems, particularly on the second and third floors.

A broad coalition of support is forming, with endorsements from key contracting organizations, cultural institutions, and civic leaders. Notable backers include the Metro Chamber, Downtown Denver Partnership, Colorado Concern, Visit Denver, Metro BOMA, Associated General Contractors, and the Colorado Contractors Association. The Police Union joined just yesterday, alongside Mile High United Way and the Rose Community Foundation—signaling strong momentum and growing alignment across sectors.

Paul Books shared he believes The board can support this bond, however simply can not support candidates, but thinks the BID can support issues similarly to how the BID supported the Denver Health Initiative in the last election. Norman suggested placing this on the Agenda for the October meeting and using an email vote to approve sending a letter of support.

D. 2025 Amended Budget Presentation

Executive Director Norman Harris shared that the 2025 Five Points BID budget, set in October 2024, had projected a starting cash reserve of \$338,909. However, the actual beginning balance was \$414,135—an increase driven by several factors. These included savings from the closure of Soul Street and the discontinuation of daily table and chair setups behind Five Points Plaza, as well as unexecuted test event activations. Additional savings came from unused security funds due to enhanced collaboration with the Denver Police Department, unexpected interest income, and deferred tree and landscape maintenance. Mill levy revenues remain a key component of the BID's financial foundation.

As of June 2025, the BID projected \$312,160 in mill levy income. By

September 17th, \$344,490 had been collected—\$272,448 initially, plus an additional unaudited deposit of \$72,041.

There appears to be a surplus in revenue. DURA payments for 2025 were projected at \$35,461 and are on track, with \$33,767 collected as of June 30th. The most notable increase came from sponsorships and grants: originally projected at \$5,000, year-end estimates now total \$190,389. This includes \$125,000 from Denver Arts and Venues, \$48,390 from the DURA Stand grant, \$15,000 from Denver Water, and \$2,000 from the Denver Foundation.

Revenue from sponsorships and grants was used to expand event programming and enhance landscaping efforts. Looking ahead to the 2026 budget, we plan to focus on growing these funding sources through strategic sponsorships and creative fundraising. Interest income for 2025 was initially projected at \$10,000; by June 30th, \$8,970 had been earned, with an additional \$2,857 accrued in July and August—bringing the year-end projection to \$15,877. Overall, total income for 2025 was projected at \$362,621, but actual revenue is expected to reach approximately \$553,887.

Norman Harris reported that the BID originally budgeted \$493,603 in total expenses for 2025. However, projected spending has increased to \$681,521. To cover the difference, the BID anticipated using \$130,982 from reserves, but actual reserve usage came in slightly lower at \$127,634.

I. Maintenance

Maintenance remains the BID's largest expense. For 2025, the original projection for the maintenance contract was \$81,492, but with a reduction in service from seven to five days per week, the revised annual cost is \$68,324. The contract covers weekday services including surface cleaning, graffiti and weed removal, wipe-downs, grate cleaning, trash pickup, plant watering, and seating setup at the Point. Additionally, pressure washing is performed monthly for ten months of the year.

II. Bid Lights and Misc Maintenance

Additional tasks completed by CSG include conducting weekly lighting audits and notifying Xcel Energy of any outages. They also perform an annual cleaning of BID-owned lights. For miscellaneous maintenance, the BID had projected \$2,000 for 2025, and that amount is expected to remain unchanged.

III. Snow Removal

As of year-to-date, expenditures for snow removal services total \$15,156.75. The approved budget for 2025 remains at \$40,000. We intend to maintain this budgeted amount moving forward, recognizing the inherent unpredictability of snowfall levels and the challenges in forecasting associated costs with precision.

IV. Maintenance and Repair of Street Lights

For 2025, the BID budget includes a projected \$2,000 allocation for

street light maintenance and repairs. As of now, there have been no charges against this budget. However, we've chosen to retain this line item as a precautionary measure—recalling a prior incident where a vehicle collided with one of our street lights. While such occurrences are rare, this reserve ensures we're prepared should unexpected repairs arise.

V. Historical Monuments and Murals

The other one that kind of jumps off the page here is the historic monuments and maintenance, repair. So, for 2025, the BID budgeted \$2,000 to replace historic markers located on various buildings at Sonny Lawson Park and at The Point. The actual incurred expense for those repairs and replacements was **\$2,316.58**.

The BID was awarded a grant from DURA to support the installation and refurbishment of public murals. Expenses related to these mural projects are being categorized under **Historic Monuments and Maintenance**.

As of 2025, total expenditures in this category amount to **\$38,317**. This reflects an **overage of \$316.58** beyond the allocated budget from the general fund. While modest, this variance highlights the importance of maintaining flexibility in funding for preservation and enhancement of our community's historic and cultural assets.

It's important to clarify that the **gap in expenses**—which you'll also notice on the event side—is being covered by the **DURA grant**. This grant is directed to the BID and subsequently disbursed to contractors providing services.

To recap, several historic monument maintenance initiatives are underway:

- **Historic markers** have already been replaced and installed.
- The **American Beauty Mural** at **3001 Welton Street** is scheduled for refurbishment.
- Two **new murals** will be installed at **3005 Welton Street**.
- An additional mural will be installed at **Queen City Coffee**.

These projects reflect our ongoing commitment to preserving and enhancing the cultural identity of the district.

VI. Tree and Landscape Maintenance

The 2025 budget for tree and landscape maintenance was set at **\$17,000**. Current projections indicate total expenses will reach **\$22,986**, resulting in an overage of approximately **\$5,986**. To cover this gap, the BID will utilize its allocated budget along with revenue from the **DURA Stand Grant**, which will help fund several associated projects.

Key initiatives include:

- **Removal of dead trees** from planters along Soul Street

- **Pruning** of trees throughout the corridor
- **Installation of flowers and tall grasses** in front of The Point and near Rosenberg Bagels
- **Encroachment application** submitted for flower planting near the parking garage at 20th & Welton
- **Purchase of water hoses** to support plant care at The Point
- **Installation of flower pots** at 20th & Welton this year, with seasonal planting planned for next spring
- Ongoing **seasonal tree maintenance and care**

These enhancements contribute to the district's visual appeal and environmental health, reinforcing our commitment to a vibrant and well-maintained public realm.

Board Chair Haroun Cowans asked: “So Norm, looking ahead to next year—do you anticipate DURA having additional funds available for things like signage or historic markers, or was that grant a one-time opportunity?”

Norman responded: “This year, we were the only Business Improvement District to receive funding through the STAND grant from DURA. At this point, I don't expect us to receive another grant from them next year. That said, we will continue to apply for funding for future projects along the corridor. However, as we'll discuss when reviewing the proposed budget, until we receive formal confirmation of any new funding, we need to operate under the assumption that those dollars won't be available.”

VII. Marketing Overview

In 2025, the BID approved an annual budget of **\$26,250** to employ a dedicated Marketing Manager, Harold, who has led the strategic planning and execution of all social media and digital marketing efforts—primarily focused on **Instagram** and **Facebook**.

Harold has filmed, edited, and designed all creative content, aligning campaigns with the BID's mission to **revitalize the Welton Corridor** and **support local businesses**. His work has significantly elevated the BID's digital presence, creating unified campaigns around **First Friday activations** and business promotions. He has also delivered detailed analytics reports that demonstrate a strong return on investment and has helped position the BID as a **trusted community voice**.

VIII. Social Media Performance (January 1 – August 10, 2025)

Instagram:

- **Views:** 293,322 (↑ **1,351%**)
- **Reach:** 97,648 (↑ **731%**)
- **Content Interactions:** 21,451 (↑ **311%**)
- **Link Clicks:** 1,357 (↑ **637%**)
- **Profile Visits:** 6,666 (↑ **438%**)
- **New Followers:** 2,164 (↑ **4,900%**)

Facebook:

- **Views: 84,727** (↑ 3,378%)
- **Reach: 30,054** (↑ 107%)
- **Content Interactions: 1,474** (↑ 60%)
- **Link Clicks: 807** (↑ 511%)
- **Profile Visits: 1,990** (↑ 18.7%) **New Followers: 144** (↑ 14.3%)

While most metrics show strong growth, we've identified areas for improvement—particularly in Facebook profile visits and follower growth. Harold is actively developing strategies to strengthen our social media presence and expand outreach, not only for events and corridor activations but also for **individual business promotions**.

IX. Advertising & Direct Mail

At the start of the year, the BID allocated **\$12,000** for ad spends and direct mailers. To date, we project spending approximately **\$3,000** of that budget. In January, we launched a coupon initiative through the **Curtis Park Neighbors newsletter**, but feedback from businesses indicated limited impact. As a result, we pivoted toward **digital advertising and business features**, which have shown greater engagement.

Looking ahead to 2026, we plan to develop a **more comprehensive marketing strategy** that builds on these insights and continues to support the corridor's visibility and vitality.

X. Additional Marketing Line Items

The BID had allocated **\$1,000** in the 2025 marketing budget for a listing on **My City Bikes**. After evaluating the opportunity, we opted **not to pursue the listing**, and therefore, the funds were **not spent**. This decision allowed us to reallocate focus toward more impactful digital marketing efforts.

XI. Banners and Pedestrian Lights

For 2025, the BID allocated **\$3,500** for the installation of banners on **pedestrian streetlights** and **\$5,000** for banners on Xcel light poles. However, banner replacements were not necessary this year, so these funds were **not utilized**. The existing banners remain in good condition, and no updates were required during this budget cycle.

XII. Constant Contact

The BID allocated \$600 for its Constant Contact email marketing service in 2025. As of now, this expense is on budget, with costs aligning as projected for the year.

XIII. Holiday Lighting

Last year, the BID allocated \$15,000 to install holiday lights on light poles owned between 25th and 28th Street. However, we received feedback from businesses—particularly those located south of Park Avenue—expressing interest in being included in the seasonal lighting program.

In response, we've increased the 2025 holiday lighting budget to \$20,000, with the goal of expanding coverage and creating a more impactful visual experience along the corridor. This includes plans to extend lighting to businesses near 22nd Street, while aiming to stay under budget through strategic planning and vendor coordination.

XIV. Website Redesign

As part of our year-end priorities, the BID will move forward with a **website redesign**, targeted for completion before the end of 2025. This initiative was originally planned as a **2024 project**, and funding will come from the **surplus in our cash account**.

The redesign is a critical step in enhancing our digital presence and improving accessibility for stakeholders. While the project is budgeted at **\$7,000**, we've received competitive quotes from several reputable local firms that fall **within or below** that budget range. We're optimistic about delivering a high-quality update while remaining cost-conscious.

XV. Marketing and Branding: Website and Message Development

As part of our broader marketing strategy, the BID has been in discussions with several PR firms to support **brand development and message refinement**. We recognize the importance of not only updating the **look and feel of our website**, but also ensuring that our **messaging is clear, consistent, and aligned** with our mission.

This effort is designed to:

- Establish a **professional and unified brand identity**
- Build **trust and credibility** with residents and stakeholders
- Strengthen **business recruitment efforts**
- Promote **cultural tourism** along the corridor
- Guard against **misperceptions** by presenting a cohesive public narrative

While this initiative represents a shift in focus, it remains **within our overall marketing budget**. Funds are being reallocated from other line items—such as banner installations on streetlights and poles—to support the website redesign and strategic messaging work.

XVI. Event Funding & Financial Flow

This year, the BID successfully raised **nearly \$200,000** through sponsorships and grants. These funds significantly enhanced the **events and activations** along the Welton Corridor, allowing us to expand programming and increase community engagement.

While the financial figures may appear substantial, it's important to understand how these funds flow:

- Sponsorships and grants increase our income,
- But when we execute events, they also increase our expenses.

This dynamic reflects a healthy investment cycle—where external support directly fuels impactful programming for the corridor.

XVII. Event Activations

Chalk Art Festival

The first event on our calendar was the **Chalk Art Festival**, for which the BID allocated **\$1,733**. However, the event was ultimately **not facilitated**, and as a result, **no funds were spent** on this activation.

Separately, we began the year with a budget of **\$2,195** for a **holiday-themed jazz celebration**. This event is scheduled to take place with a **projected total cost of \$10,000**. The **excess cost** beyond our initial allocation will be covered by a **sponsorship from Denver Arts & Venues**, which supports jazz-related programming produced by the Five Points BID.

First Friday Five Points Jazz Hop

The BID allocated **\$22,407** for the **First Friday Five Points Jazz Hop** event series in 2025. The **total projected cost** for the series is **\$92,446**, reflecting the scale and impact of these monthly activations.

The **excess cost** beyond the BID's allocation will be covered through **external sponsorships**, including support from **Denver Arts & Venues** for jazz-related programming, as well as contributions from **Denver Water** and the **Denver Foundation**. These partnerships have been instrumental in expanding the reach and quality of First Friday events throughout the corridor.

High Points Music Festival

Formerly known as the **Five Points Music Festival**, the event was rebranded this year as the **High Points Music Festival**. The BID initially allocated **\$7,461** toward this activation, while the **total event cost** came in at approximately **\$60,000**.

As noted earlier in the year, we had set aside **\$60,000** for overall event expenditures, and while next year's event strategy may look different, we remain **within budget** thanks to the substantial **sponsorship support** we've secured. These contributions have helped ensure that our event programming continues to thrive without exceeding our financial capacity.

High Points Festival – Key Accomplishments and Vision Forward

The inaugural High Points Festival delivered an impressive and vibrant experience, featuring over 20 live music performances across 8 to 9 stages and activating a similar number of venues throughout the Five Points corridor. This multi-location format brought energy and visibility to the area, engaging both longtime residents and new visitors.

Looking Ahead: We fully intend to host the festival again next year, with a more streamlined investment. We're confident that with the success of this year's event, we'll be able to secure sponsorships and additional revenue sources to support future iterations.

Core Outcomes and Cultural Impact: One of the most exciting outcomes was the realization of our broader vision: to attract new audiences to the corridor while honoring the rich legacy of jazz and the enduring contributions of the African American community. We believe that hosting music events that span multiple genres is essential to achieving this balance—and the High Points Festival was a strong example of that approach.

Engagement and Reach: Approximately 800 to 900 tickets were sold, and we anticipate sharing a more detailed recap next month once final numbers and sponsorship details are confirmed. Early indicators suggest strong interest from younger demographics and new visitors, reinforcing our belief that this type of programming is key to making the corridor more inclusive, dynamic, and culturally resonant.

Conclusion: The High Points Festival represents the kind of forward-thinking, community-rooted activation that aligns with our mission to celebrate heritage while inviting innovation. We look forward to building on this momentum and continuing to make Five Points a destination for all.

Jazz In the Park Series

For the **Jazz in the Park** series, the BID initially budgeted **\$13,860**. The **total program cost** came to **\$15,000**, with the **excess expense** covered by our **Denver Arts & Venues sponsorship**. This support allowed us to deliver a high-quality cultural experience while remaining within our overall event funding framework.

Jazz Roots

The BID allocated **\$3,904** at the beginning of the year for the **Jazz Roots** activation, which took place in **February during Black History Month**. The **total cost** of the event was **\$22,438**, with the **excess expenses** covered by our **Denver Arts & Venues sponsorship**. This support enabled us to deliver a culturally significant and high-impact celebration while maintaining fiscal balance within our overall event funding.

St. Patty's Day Celebration

For the **St. Paddy's Day celebration**, the BID initially budgeted **\$809**. However, **no BID funds were spent**, as the event was fully **financed**

through **sponsorship revenue** directed toward **Curtis Park Neighbors**. This partnership allowed the celebration to proceed without impacting the BID's event budget.

Juneteenth Celebration

For the **Juneteenth Music Festival**, the BID allocated **\$7,461** to support the celebration through a sponsorship. The event **successfully took place**, and the **full allocated amount** was paid as part of our commitment to honoring and uplifting cultural heritage in the community.

XVIII. Sponsorship Outlook

A question was raised regarding the **anticipated sponsorship and grant funding** for the upcoming year. In response, Norman Harris confirmed that **Denver Arts & Venues has committed \$125,000**, with the **commitment expected to extend over the next two years**. This continued support will play a vital role in sustaining and expanding our cultural programming and event activations.

XX. Next Zoom Board Meeting to discuss Amended 2025 BID Budget and 2026 Proposed Budget meeting.

A motion was made to make the next meeting on October 22nd, 2024. Fathima Dickerson motioned to approve the next Board Meeting for Wednesday, October 22nd, 2025. Nathan Beal seconded the motion. All other members present approved to host the next Board meeting via zoom on Wednesday, October 22nd, 2025.

XII. Proposed Budget – 2026 Outlook

As we begin planning for the 2026 budget, one key proposal under consideration is engaging a procurement firm to help identify and secure additional sponsorships and grant funding. This strategic move is aimed at expanding our capacity to deliver impactful programming and corridor improvements.

While this recommendation is open for discussion, it aligns with our broader goal of diversifying revenue streams and building on the momentum from 2025. Notably, Denver Arts & Venues has committed \$125,000 in funding for both 2026 and 2027, which will serve as a foundational resource for our cultural and event activations in the coming years.

XIII. Administrative Expenses – 2025 Budget Update

- **Office Space:** The BID allocated \$4,920 for office space at Adventure X. The projected year-end expense is \$4,985, reflecting a modest overage of \$65.
- **Executive Salary:** The BID budgeted \$90,370 for Norman Harris's salary in 2025. The projected cost is \$97,331, exceeding the original allocation due to additional employer tax obligations.

XIV. Executive Director Report – Norman Harris

During the board budget meeting, Norman Harris provided a summary of key accomplishments in his role as Executive Director of the Five Points Business Improvement District. At the forefront was the successful acquisition of nearly \$200,000 in sponsorships and grants from partners including Denver Water, DURA, the Denver Foundation, and Denver Arts & Venues. These funds have significantly expanded the BID's capacity to deliver impactful programming and corridor improvements.

Notable achievements include:

- **Landscape Enhancements:** Installation of historic markers, revitalization of tree planters, and expanded seasonal plantings throughout the corridor.
- **Community Engagement:** Strengthened outreach through monthly stakeholder meetings and the inaugural Five Points Stakeholder Summit, fostering deeper collaboration with residents and businesses.
- **Transit Advocacy:** Active engagement with RTD led to a delay in the planned light rail replacement and a commitment to further dialogue, with a formal conversation scheduled for October.
- **Urban Planning Inclusion:** The Welton Corridor was successfully incorporated into the Downtown Denver Area Plan, thanks in part to community feedback and coordinated advocacy.
- **Small Business Support:** In addition to BID grants, five Five Points businesses received STAND grants from DURA. The BID office played a key role in ensuring Five Points remained a priority in funding discussions.
- **Economic Development:** The corridor has seen new leases and storefront openings, including LaRougarou, Fifth Coffee House, Paddle House, and the upcoming Culture Bar.

Norman concluded by offering to provide further detail on these initiatives and emphasized the BID's continued commitment to revitalization, equity, and economic growth in Five Points.

XV. Accounting Services – 2025 Budget Update

At the start of 2025, the BID had not budgeted for accounting software. However, the BID subscribed to QuickBooks, resulting in a projected expense of \$1,246. In 2024, the QuickBooks account was managed and funded by the Downtown Denver Partnership, which is why it did not appear in last year's budget.

Similarly, payroll services were not initially budgeted. The BID began using Gusto for payroll, with projected costs totaling \$734 for the year.

For staffing, the BID allocated \$32,812 to support an on-staff CFO/bookkeeper/accountant, along with strategic management support. The projected cost for 2025 is \$39,852, exceeding the original budget due to employer tax obligations.

Key Contributions – Dilpreet Jammu (Accounting & Strategic Management)

In 2025, Dilpreet Jammu played a pivotal role in strengthening the BID's financial operations and strategic outreach. His contributions include:

- Managing invoices and preparing financial reports for board meetings
- Overseeing administrative accounting and payroll services
- Leading strategic planning and stakeholder engagement
- Streamlining the BID's QuickBooks system by implementing a new chart of accounts aligned with the 2025 operational budget
- Facilitating the BID's partnership with the University of Denver, resulting in a two-year commitment and engagement from over 400 business students
- Collaborating with DU faculty to co-design high-level coursework that integrates real-world BID initiatives and community impact

Dilpreet's efforts have not only improved internal financial systems but also expanded the BID's academic and community partnerships, reinforcing its role as a dynamic and forward-thinking organization.

XVI. Special Projects & Administrative Support – Nova Elu EI

In 2024, the BID approved separate allocations of \$2,362 for an Administrative Assistant and \$11,812 for a Special Projects Administrator. In 2025, these roles were consolidated into a single position held by Nova Elu EI, streamlining responsibilities and enhancing operational efficiency.

Nova has delivered consistent and high-impact support across both administrative and special project functions. Her contributions include:

- Recording and drafting minutes for monthly and special board meetings
- Managing incoming communications and assisting with general administrative tasks
- Participating in community stakeholder meetings and supporting engagement efforts
- Creating a streamlined system for document sharing to support accounting workflows
- Transferring all BID documents (dating back to 2016) from the Downtown Denver Partnership's Microsoft Teams drive to a BID-owned platform
- Coordinating logistics for the Five Points Stakeholder Summit
- Assisting with insurance claims and police reports related to theft incidents

Nova's work has strengthened internal operations, improved data management, and supported key community-facing initiatives, making her role a vital part of the BID's success in 2025.

XVII. Project Strategist – Jalaya Gilmore

In 2025, the BID allocated \$35,700 for a Project Strategist role focused on committee facilitation, community engagement, strategic planning support, and stakeholder collaboration. The projected year-end expense is \$14,000, reflecting a cost-effective deployment of resources.

Key Contributions – Jalaya Gilmore:

- Developed the comprehensive Five Points property owner database
- Coordinated the creation and installation of historic markers throughout the corridor

- Served as the primary liaison with DURA for STAND grant reporting and compliance
- Led mural planning and execution, acting as the main point of contact for artists and contractors

Jalaya's work has strengthened the BID's infrastructure, enhanced its cultural visibility, and deepened partnerships with key stakeholders, all while operating well within budget.

XIX. BID Renewal – 2026 Planning & Budget Update

The Five Points BID is scheduled for renewal in 2026. To prepare for this process, an initial budget of \$30,000 was allocated to support outreach efforts and professional services. After receiving quotes from two firms, it's clear that additional funding will be necessary to ensure a thorough and compliant renewal process.

The projected expense has been adjusted to \$45,000 to accommodate these costs. While the goal is to negotiate favorable terms and ideally come in under budget, setting the allocation at \$45,000 provides a responsible cushion and avoids the need for mid-year budget amendments.

This funding will support strategic outreach, stakeholder engagement, and coordination with a qualified firm to guide the BID through the renewal process with transparency and effectiveness.

Board Chair Haroun Cowans asked: “Regarding the BID renewal, have the firms you’re speaking with provided firm cost estimates for their services? And who are those groups currently under consideration?”

Norman Harris responded: “We’re currently in discussions with two firms—GBSM and Sidecar—both of which previously worked with the RiNo Business Improvement District. Based on RiNo’s model, we’re likely to follow a similar approach: GBSM would handle the technical components of the renewal process, such as mailing notices to property owners and managing procedural compliance, while Sidecar would focus on marketing, storytelling, and brand messaging.

This aligns with the budget line item I mentioned earlier under marketing and branding, which includes website redesign and message development. We’re planning to split that work between GBSM and Sidecar. I’ve received quotes from both firms and, while we’ve increased the projected budget to \$45,000 to accommodate their proposals,

Haroun Cowans responded by suggesting that the BID actively negotiate the best possible deal. Particularly with Sidecar, **Norman** believes their support in shaping our future messaging and fundraising strategy will be a valuable investment.

XX. Dues & Subscriptions – 2025 Budget Update

The BID initially budgeted \$700 for dues and subscriptions in 2025. However,

actual expenses significantly exceeded that amount due to the approval of a major data analytics subscription.

Key Subscription Expenses:

- **Placer AI:** A \$12,000 subscription was approved to enhance data-driven decision-making and corridor analysis.
- **Zoom:** Annual subscription costs came in just under \$1,000 to support virtual meetings and stakeholder engagement.
- **Visit Denver Membership:** The BID joined Visit Denver to strengthen regional visibility and tourism alignment.
- **GoDaddy & Intuit (QuickBooks):** Ongoing subscriptions for domain management and accounting software.

XXI. Insurance & Legal Expenses – 2025 Budget Update

- **Insurance:** The BID initially projected \$3,000 in insurance costs for 2025. Actual expenses are now expected to reach approximately \$3,939, reflecting a modest increase due to updated coverage needs.
- **Legal Fees:** Legal services were budgeted at \$4,000, but projected costs are closer to \$5,000. The increase is attributed to expanded use of legal counsel for contract review and compliance. Key agreements reviewed include:
 - The DURA STAND Grant Agreement
 - The Denver Arts & Venues Statement of Work
 - The Denver Arts & Venues Sponsorship Agreement
 - The Denver Water Sponsorship Agreement

These legal reviews have ensured that the BID's partnerships and funding arrangements are properly structured and compliant with city and grant requirements.

XXII. Bank Fees – 2025 Budget Update

The BID initially projected \$255 in bank charges and fees for 2025. Based on current activity, year-end expenses are expected to total approximately \$354, reflecting a modest increase of \$99. This adjustment accounts for routine transaction fees and service charges incurred throughout the year.

B. Proposed 2026 Budget – Income Overview

As we look ahead to 2026, the BID is projecting a beginning cash fund balance of **\$286,000**.

One of the more challenging aspects of the upcoming budget is the anticipated decline in **mill levy income**, driven by lower property assessments within the corridor. In 2025, the BID received **\$312,160** from the mill levy. For 2026, the City has projected that figure to decrease to **\$276,101**, representing an **11% reduction**.

Other income projections include:

- **DURA Support:** Expected to remain steady at **\$35,835**.
- **Sponsorships & Grants:** Confirmed commitments from Denver Arts & Venues total **\$125,000**.
- **Interest Income:** A conservative estimate of **\$10,000**, reflecting a declining interest rate environment.

Total Projected Income for 2026: \$446,937, compared to **\$553,000** in 2025 — a **19% year-over-year decrease**.

This income outlook underscores the importance of strategic planning and continued efforts to diversify funding sources as we move into the BID renewal year.

I. Snow Removal & Maintenance – 2026 Budget Overview

- **Monthly Maintenance Contract:** The BID is projecting a total of **\$71,000** for its monthly maintenance agreement in 2026. While this appears lower than the 2025 projection of \$81,000, the reduction reflects a shift from 7-day to 5-day service and a one-time discount issued in 2025 due to missed services.
- **General Maintenance:** The budget for other maintenance activities will remain at **\$2,000**, correcting a previous reporting error.
- **Snow Removal:** The BID will maintain its snow removal budget at **\$40,000** for 2026. However, a recent policy change by CSG—our contracted provider—may impact future costs. Previously, CSG only deployed crews when snow accumulation reached 2 inches. Under their new **zero-tolerance policy**, crews will be dispatched proactively based on forecasted snowfall, even if accumulation is less than 2 inches. Salt application and removal services will begin earlier and more frequently.

II. Snow Removal Budget Strategy – Board Discussion

During the board meeting, Vice Chair Paul Books suggested that the BID consider setting a fixed snow removal budget—such as \$40,000—and clearly communicating to the contractor that this is the total available for services, regardless of snowfall frequency. This approach would help manage expectations and avoid mid-season cost escalations. Paul noted that in his experience, particularly in mountain communities like Silverthorne, shifting from a 2-inch threshold to a lower one can dramatically increase service frequency and costs.

Norman Harris responded: He welcomed Paul’s involvement in future negotiations with CSG, noting that no contract has been signed yet. Norman shared that last season, there were instances where snow arrived unexpectedly without a forecast, and the BID’s 2-inch threshold delayed response. Business owners expressed frustration when crews weren’t dispatched promptly, highlighting the need for a more proactive approach.

Norman emphasized the importance of balancing cost control with service reliability and agreed to continue the conversation offline to determine the most effective strategy for maximizing value while staying within budget.

Board Discussion Highlights:

- **Paul Books, Vice Chair**, raised concerns about the potential for increased costs under the new policy, citing a past experience in Silverthorne where a lower threshold led to significantly higher expenses. He emphasized the importance of monitoring service frequency and cost impact closely.
- **Norman Harris** acknowledged the concern and agreed to track service activity and expenses. If costs begin to exceed expectations, the BID will consider scheduling a meeting with CSG to reassess the agreement.

Key Takeaway: While the snow removal budget remains unchanged, the BID will need to carefully monitor service frequency and cost implications under CSG's revised policy to avoid unexpected overruns.

II. Utilities & Maintenance – 2026 Budget Overview

The following line items reflect the BID's proposed allocations for utilities and corridor maintenance in 2026:

- **Utilities:** Budgeted at **\$4,000**, representing a slight increase based on actual expenses from 2025.
- **Pedestrian Streetlights & Repairs:** Maintained at **\$2,000**, with the hope that no major incidents (e.g., collisions with trees or light poles) occur.
- **Historic Monuments Maintenance:** No allocation for 2026, as necessary repairs were completed in 2025.
- **Irrigation Repairs:** Set at **\$5,000**, in response to thefts of backflow preventers observed this year. Discussions with CSG have explored theft deterrent measures, though no method has proven foolproof.
- **Tree & Landscape Maintenance:** Budget remains unchanged from 2025, with no additional DURA-funded projects anticipated.
- **Corridor Beautification Projects (Draft Line Item):** A new draft line item is under consideration based on stakeholder feedback. Business owners have expressed interest in forming a committee to explore sustainable beautification efforts—such as enhanced lighting and floral installations—that could improve the corridor's appeal to new businesses. The success of recent flower installations at "The Point" has demonstrated the positive impact of such enhancements.

This section remains open for board input and refinement as priorities and community feedback evolve. Let me know if you'd like help drafting a proposal for the beautification committee or visualizing these budget items.

III. Marketing – 2026 Budget Overview

The BID is projecting **\$58,000** in total marketing expenses for 2026, a slight decrease from the **\$65,000** allocated in 2025. Key components of the marketing budget include:

- **Marketing Administrator (Harold):** Continuing at a contracted rate of **\$26,250** to lead outreach, content creation, and campaign coordination.
- **Digital Advertising:** Ad spend will remain consistent at **\$3,000**, supporting targeted promotions and corridor visibility.
- **Corridor Branding & Visuals:** Planned updates to pedestrian banners and corridor signage will align with broader branding and messaging efforts,

- including work with Sidecar and GBSM.
- **Holiday Lighting:** Funding will be maintained to preserve seasonal lighting elements that contribute to corridor ambiance and community engagement.

These investments are designed to reinforce the BID's identity, attract new businesses, and support ongoing stakeholder engagement through consistent and strategic messaging.

IV. Events – 2026 Budget Overview

The most notable shift in the 2026 events budget is the BID's strategic investment in the **High Points Festival**. While funding will be allocated to support the event, the BID will take a more proactive role in fundraising and cost reduction to ensure its success. The budget line item for this festival will be lower than in 2025, reflecting a leaner approach.

Across the board, event funding is being scaled back, particularly for **Jazz in the Park** and **Jazz Roots**, due to a projected decrease in sponsorship revenue and limited general fund availability.

As noted earlier, **\$125,000** in sponsorships and grants from **Denver Arts & Venues** will help cover several event concepts. However, any remaining funding gaps will need to be addressed through additional fundraising or careful use of the general fund to avoid drawing down reserves.

This approach reflects a more sustainable and strategic event planning model, balancing community engagement with fiscal responsibility.

V. BID Operations – Office Rent Adjustment Proposal in 2026

As part of the 2026 administrative budget, the BID is proposing an adjustment to its office lease expense. Currently, the BID pays approximately **\$410 per month** for office space at The Lydian—a rate reflecting a **50–60% discount** from market value.

In recognition of the generosity of the property owners and the importance of equitable business practices, the BID proposes transitioning to a **fair market rate** for its lease. This would result in an annual rent expense of **\$7,200**, aligning with standard commercial rates and supporting a more sustainable partnership with the building owners.

This adjustment reflects the BID's commitment to fairness and transparency in its operational relationships.

VI. Executive Director Salary – 2026 Budget Projection

Per the terms of the negotiated contract, the Executive Director's salary includes a **2.5% cost-of-living adjustment** for 2026. When factoring in payroll taxes, the total projected cost to the district for the Executive Director's compensation is **\$99,570**.

This figure reflects the BID's commitment to fair compensation aligned with

inflationary trends and ensures continuity in leadership and strategic oversight.

VII. Administrative Support – 2026 Budget Projection

The BID is maintaining consistent funding levels for its core administrative support services in 2026. These include:

- **Accounting Services & Payroll (Gusto):** Projected to remain unchanged from 2025, supporting payroll processing and financial compliance.
- **Bookkeeping & Administrative Assistance:** Continued support for day-to-day financial tracking, reporting, and operational coordination.
- **Project Strategists & Coordinators:** Ongoing investment in staff roles that facilitate committee work, strategic planning, and stakeholder engagement.

These stable allocations reflect the BID's commitment to maintaining operational continuity while maximizing the impact of its administrative team.

VIII. Sponsorship Procurement Contractor – Proposed 2026 Line Item

To strengthen event funding and reduce reliance on reserves, the BID is proposing a new budget line item for a **Sponsorship Procurement Contractor or Firm** in 2026. This initiative is based on the success of activations such as **First Friday** and the **High Points Festival**, which demonstrate strong potential for attracting additional sponsorship revenue.

Proposal Highlights:

- **Goal:** Raise an additional **\$50,000 to \$75,000** in sponsorships to offset event costs and preserve general fund reserves.
- **Scope of Work:** The contractor would:
 - Develop professional sponsorship decks
 - Engage directly with potential sponsors
 - Manage outreach and meeting coordination
 - Potentially support grant writing efforts
- **Structure:** This would be a **contractor role**, not a permanent staff position. While some firms operate on commission-based models, most require a **retainer** to initiate services. The proposed expense aligns with what is typically spent for similar engagements, such as Juneteenth, which involves a 4–5 month campaign period.
- **Existing Assets:** The BID already maintains a strong list of local potential sponsors. However, the capacity to actively engage and cultivate these relationships is limited, making external support both strategic and necessary.

Board Input: Vice Chair Haroun Cowans inquired whether this would be a permanent position. Norman Harris clarified that it would be a contractor engagement, not a staff hire.

This proposal seeks board approval to move forward with identifying and onboarding a qualified firm to lead sponsorship procurement efforts in 2026.

VIII. Subscriptions, Dues & Memberships – 2026 Budget Overview

The BID continues to allocate funding for key subscriptions and memberships that support operations, data analysis, and outreach. Among these:

- **Placer AI Subscription:** Budgeted again for 2026, this \$12,000 tool has provided valuable insights into foot traffic and event turnout. However, there is recognition that the BID has not fully leveraged its advanced reporting capabilities due to limited internal capacity. While the service remains useful at a high level, its future inclusion in the budget may be reconsidered if usage does not increase.

IX. Placer AI Subscription – Board Discussion Highlights

During the budget review, **Vice Chair Haroun Cowans** inquired whether the BID had entered into a multi-year contract with Placer AI. It was confirmed that the BID is **not locked into a multi-year agreement**, allowing flexibility in future subscription decisions.

Questions were presented on whether Placer AI offers any **additional features or upgrades** that could provide access to **transaction-level data**. He suggested that if the BID maintains the current budget allocation, it might be worth exploring whether enhanced services could be negotiated as part of the package.

Further, Norman proposed increasing **board engagement with the platform**, encouraging members and interested stakeholders to actively use Placer AI to generate reports and insights that could benefit the district. He emphasized that the tool should serve more than just the administrative office—it could be a shared resource for broader strategic planning.

The BID acknowledged the value of this suggestion and agreed to explore ways to expand access and training for board members to maximize the platform's utility.

- **Other Subscriptions:** These include:
 - Zoom (under \$1,000)
 - Visit Denver membership
 - GoDaddy domain services
 - Intuit QuickBooks for accounting

These tools and memberships support core administrative functions and regional visibility. The BID will continue to evaluate the cost-benefit of each subscription to ensure resources are being used effectively.

X. Final Summary – Proposed 2026 Budget & Next Steps

The BID's proposed expenditures for 2026 total just under **\$580,000**. To support this plan, we anticipate drawing approximately **\$132,000** from our reserves, which would leave us with an estimated **\$153,000** in reserve funds heading into 2027

Next Steps:

- We will convene a formal meeting to **vote on the 2026 operational plan**

and budget.

- In advance of that vote, I'd like to schedule **individual or small group meetings** with board members to review the budget in greater detail and address any questions or feedback.
- These meetings will take place **between now and October 22nd.**

I'd now like to open the floor for any initial **comments, questions, or concerns** regarding the proposed budget or next steps.

XI. Motion to Set Public Hearing – 2025 Budget Revision & 2026 Operating Plan

Motion: Board Member **Paul Books** moved to pass a resolution to **set a public hearing** for the **2025 budget revision** and the **2026 operating plan and budget.**

Details of the Hearing:

- **Date:** Wednesday, October 22, 2025
- **Time:** 10:00 AM
- **Purpose:** Review and public comment on the proposed 2025 budget revision and 2026 operating plan and budget.

Second: Board Member **John Pirkopf** seconded the motion.

Vote: Board Member **Haroun Cowans** called for a vote. All members present voted **Aye. No Nays** were recorded.

Outcome: The motion passed unanimously. The BID will proceed with public notification and promotion of the scheduled hearing.

XII. Remarks from Vice Chair Paul Books – Strategic Outlook & Acknowledgment

Paul Books shared his thoughts on the BID's ongoing strategy and recent accomplishments:

"Big picture, I think you've done a very good job—especially with sponsorships this year. From a sustainability standpoint, we'll need to either reduce expenses next year or continue securing additional sponsorships. While we haven't budgeted for new sponsorships yet, I believe if we can raise another \$50,000 to \$80,000, we'll be operating on a sustainable footing.

Property tax revenue fell by 11%, and hopefully we're at the bottom of that trend and will start to see it rebound in the future.

Overall, the progress we've made over the past few years—the number of events, their impact, and the way we've handled core responsibilities like maintenance, snow removal, and updates to historic signage—has been impressive.

Board Member Haroun Cowans – Acknowledgment

Haroun Cowans affirmed the discussion by stating:

“Yeah. Really great work, and good outcomes we can see—definitely.”

His remarks reflect support for the BID’s strategic direction and appreciation for the progress made.

Executive Director Norman Harris – Response to Board Acknowledgment

Norman Harris responded to the board’s praise and strategic reflections with the following:

“I really appreciate that—thank you. And to your point, Paul, we’re going to need to identify additional resources moving forward. What I’m hearing is that once we secure those resources, it’s critical that they’re allocated effectively—whether that’s toward impactful events or meaningful corridor improvements. That’s how we continue building trust with our stakeholders.

Haroun, I’ll pass it back to you. I know we’re a little over time, and I see a couple hands in the chat. Let’s move into the public comment portion.”

VI. Public Comment

VII. Meeting Adjourned

VI. Public Comment

Jessee Parrish Public Comment – Inquiry on Budget Line Items

During the public comment portion of the meeting, Jessee Parrish raised a question regarding an unexplained budget amount:

“My first question is, where did that extra \$7,500 come from that was in the 2025 budget?”

Executive Director Norman Harris responded by asking for clarification:

“What specifically were you referring to?”

Jessee replied:

“I believe it was either under maintenance or sponsorship. If you can't answer that, I'll go to my next question.”

Jessee then asked:

“What exactly is the ‘Other Maintenance’ line item?”

Norman Harris explained:

“That’s a good question, Jessee. Throughout the year, we occasionally need to call on CSG, our maintenance provider, for services outside of our monthly maintenance agreement. For example, during Soul Street, we had to move stored items into a secure location, which required additional labor. We also supported the Kwanzaa celebration at The Point, where organizers requested power sources. The BID owns portable power boxes, and we had CSG deliver them to the site. So, the ‘Other Maintenance’ line item covers

Public Comment – Soul Street Maintenance Inquiry

Jessee Parrish asked for clarification regarding the expenses associated with maintaining Soul Street, a branded corridor on Clarkson Street used for community meet-ups. He questioned how much funding was spent—or potentially wasted—on the initiative.

Executive Director Norman Harris responded that he would need to follow up with specific figures, as some of the expenditures may have come from the BID’s budget while others may have been covered by the City. He noted that the BID had previously paid CSG, the maintenance provider, to set up and break down tables and chairs for events on Soul Street. However, some of these activities occurred prior to his tenure, and he did not have full visibility into the total costs at the time of the meeting.

Public Comment – Marketing Budget Allocation Inquiry

Jessee Parrish asked whether the \$9,000 originally allocated for marketing—specifically ads and direct mailers—would be returned to reserves or redirected for other uses.

Executive Director Norman Harris clarified that the funds were budgeted but not spent on their original purpose. Instead, the BID plans to reallocate the amount toward other marketing priorities, including:

- Redesigning the BID's website before year-end
- Engaging a marketing firm to refine messaging and branding

While the overall marketing expenditure remains consistent with the original budget, the focus has shifted from ad spend to foundational branding and digital infrastructure improvements.

Public Comment – Banner & Light Pole Budget Inquiry

Jessee Parrish asked whether the **\$3,500** allocated for banner replacements and the **\$5,000** designated for Excel light pole enhancements would be returned to reserves, given that the funds were not spent.

Executive Director Norman Harris confirmed that those specific line items were not utilized for banner or light pole replacements. However, he noted that the overall **marketing and branding budget** remains close to the original projection. The BID has instead increased its allocation for **holiday lighting**, redirecting unused funds to support seasonal corridor enhancements.

Public Comment – Cultural Bar Location Inquiry

Jessee Parrish asked about the location of the proposed cultural bar.

Executive Director Norman Harris responded that the establishment is expected to open at **2201 Welton Street**, the former site of a shoe store. He noted that the business is being opened by a woman named **Mulu**, and confirmed the location is within the Five Points corridor. Further details about the opening timeline or concept were not provided during the meeting.

Public Comment – Budget Comparison Inquiry

Jessee Parrish asked why the proposed **2026 budget** is lower than the **2025 budget**.

Executive Director Norman Harris explained that the decrease is primarily due to a reduction in projected revenue from the BID's **mill levy**, which is its primary funding source. In 2025, mill levy income was **\$312,160**, but the City's assessment team has projected only **\$276,101** for 2026—a decline of **11.5%**.

Additionally, sponsorships and grants are expected to decrease. While **\$190,389** was projected for 2025, only **\$125,000** is currently committed for 2026. As a result, total projected income drops from **\$553,887** in 2025 to **\$446,937** in 2026—nearly a **20% reduction**.

Norman emphasized that the BID must operate more efficiently and sustainably in 2026, focusing on high-impact initiatives while avoiding excessive use of reserves. One strategy includes hiring a sponsorship procurement contractor to help raise an additional **\$100,000**, aiming to close the budget gap and maintain service levels without compromising financial stability.

VII. Adjourn the meeting

Motion to Adjourn

Board Chair **Haroun Cowans** requested a motion to adjourn the meeting. **Paul Books** moved to adjourn. **John Pirkopf** seconded the motion.

With no objections or nays recorded, the motion passed unanimously.

The meeting was officially adjourned. The Board looks forward to reconvening at the scheduled public hearing on **Wednesday, October 22, 2025 at 10:00 AM**.

The foregoing minutes constitute a true and correct copy of the Five Points Business Improvement District. Approved this **21st day of October, 2025**.

Five Points BID Chairman

Attest.

Images of HighPoints Festival Flier September 13 2025



Next Steps

1. Five: Forward the green infrastructure agreement to the BID's attorney for review and suggested edits.
2. Five: Provide a full event recap and profit/loss statement for the High Points Festival at next month's meeting.
3. Five: Reschedule the public meeting to October 22nd instead of October 8th.
4. BID: Hold the public meeting on October 22nd instead of the originally planned October date.
5. Five: Reconcile and provide an update on the total amount of mill levy revenue collected in 2025.
6. Five: Send an email to board members for a vote on supporting the Vibrant Denver Bond initiative.
7. Five: Receive presentation deck from Evan regarding the Vibrant Denver Bond.

8. Five: Put up Vibrant Denver Bond campaign signs in businesses he controls in Five Points.