



**RECORD OF PROCEEDINGS
MINUTES OF A REGULAR MEETING
OF THE BOARD OF DIRECTORS OF
SANTA FE BUSINESS IMPROVEMENT DISTRICT**

Held Tuesday, September 23, 2025, at 3:00 p.m. via ZOOM. The facilitator, George Lim, called the meeting to order on behalf of the Board of Directors of the Santa Fe BID.

Roll Call/Attendance: A regular meeting of the Board of Directors of the Santa Fe Business Improvement District, City and County of Denver, Colorado, was called and held as shown above and per the applicable statutes of the State of Colorado, with the following directors present and acting:

<p><u>Board Members - Present</u> George Lim - BOD Rusty Brown - BOD Michael Vela - BOD Sasha Zanabria - BOD Tom McLagan - BOD Jackie - ED Kristina Sablatura - BOD</p> <p><u>NOT PRESENT</u> Andrea Barela - BOD David Brehm - BOD Jim Stevens - BOD</p>	<p><u>Guests</u> Wesly, City of Denver Technician Vanessa Sanchez, Denver Police Department (CRO Officer) Frank Locantore, Colfax Avenue BID Kat Correll, Downtown Colorado, Inc. (DCI) Evan Dreyer</p> <p>Community Members:</p>
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Approval of minutes from the last meeting

Tom motioned to approve the minutes, and Kristina seconded the motion. All were in favor, and the motion moved forward. **Vote:** Unanimous approval.

Approval of the Agenda

Michael motioned to approve the agenda, Tom seconded, and all were in favor as the motion moved forward. **Vote:** Unanimous approval.

Guest Updates

Officer Technician Vanessa Sanchez (Crime Report)

- Reporting Period: Comparison of July vs. August.



- Summary:
 - Crimes against persons: Decreased.
 - Crimes against property: Decreased.
 - Total calls for service: 13 (11 citizen-initiated, 2 officer-initiated).
- Notable details:
 - Arson, burglary, bribery, embezzlement, and motor vehicle theft: 0 incidents.
 - Forgery/counterfeiting: 1 incident (August).
 - Criminal mischief: 2 incidents (up from 1).
 - Fraud: 1 incident (August).
 - Larceny: Decreased from 6 to 1 (83% drop).
 - Theft from a motor vehicle: Decreased from 2 to 0.
 - Robbery: 1 incident (August).
- Tom inquired about the classifications of “bribery” and “extortion”; Vanessa explained that they typically involve complaints about social media or online transactions.
- George commended DPD’s visibility and responsiveness, noting that an increased patrol presence seems to correlate with a reduction in incidents.

Community Event:

- Officer Sanchez invited BID participation in the Trunk or Treat Event at Empower/Invesco Field, expecting 20,000 attendees.
- BID will help promote event details once provided.

Guest Presentation – Denver BID Council Overview

- **Frank Locantore**, Colfax Ave BID
- **Kat Correll**, Downtown Colorado Inc. (DCI)

a. History and Formation (Frank Locantore)

- The **Denver BID Council** originated in 2019 as a collaborative effort among BID leaders to improve communication and coordination with the City of Denver.
- Recognized challenges included permitting issues and complex city processes affecting local businesses.



- Initial meetings were informal and infrequent until 2024, when a **Memorandum of Understanding (MOU)** was developed.
- Each BID contributes **\$1,000–\$2,500 annually**, depending on staff size, to fund administrative and facilitation support through **DCI**.
- The **BID Council's first structured year of operation began in 2025**, showing strong engagement and outcomes.

b. Structure and Role (Kat Correll)

- DCI serves as the **administrator and facilitator** for the Denver BID Council.
- DCI is a statewide organization supporting BIDs, Downtown Development Authorities (DDAs), and Urban Renewal Authorities.
- The **BID Council focuses on Denver-specific collaboration**, differing from other statewide efforts.

c. Membership and Fees

- **Small BIDs (≤1 employee):** \$1,000 membership + \$500 admin fee.
- **Larger BIDs (≥2 employees):** \$1,000 membership + \$1,500 admin fee.

d. BID Council vs. Denver Main Streets Committee

- **Main Streets Committee:** City-led, focused on **information sharing from the City to local districts**.
- **BID Council:** **BID-led**, focused on **advocacy, coordination, and joint initiatives** to present unified feedback **to the City**.
- Both meet bi-monthly; scheduling ensures no overlap or redundancy.
- Kat and Frank attend Main Street's meetings and provide BID Council summaries to members.

Overview and Context

- **Colfax Ave BID** opened the discussion, emphasizing the **formal structure** of Business Improvement Districts (BIDs) and General Improvement Districts (GIDs), noting that they are **quasi-municipal entities** established under state statute and city ordinance.
- **Main Streets groups**, while including some BIDs/GIDs, also comprise less formal organizations (e.g., Westwood, Little Saigon, GES) that lack such legal standing.
- The **Main Streets Committee** originated during the pandemic as part of the city's Economic Relief and Recovery Councils and continued due to its value to members.



Role and Value of BIDs

Presenter: Kat Correll

- Highlighted that BIDs and GIDs have **greater accountability and resources** compared to nonprofit or informal community groups.
- Stressed that the **City's partnership with BIDs** differs significantly, as BIDs are **governmental partners**, not just community entities.

2025 BID Council Objectives

1. **Monitor Legislation & Policy:**
Track and advocate on city and state legislative matters affecting BIDs/GIDs.
2. **Strengthen the Network:**
Build collaboration and cohesion across Denver BIDs.
3. **Communicate BID Value:**
Ensure city officials and the public understand the collective economic and community impact of BIDs.

2025 Accomplishments

- **Revive and Thrive Event:** Brought together city officials and showcased BID impact across Denver.
- **Case Studies Presented:**
 - *Boulder BID:* One BID—one city model.
 - *Denver Case Studies:* Bus Rapid Transit, Express Permitting Pilot, and Bonding for Public Space Stewardship.
- **Outcomes:**
 - Elevated city awareness of BID contributions.
 - Encouraged cross-department collaboration.
- **Support & Resources:**
 - Secured **\$21,000 in in-kind contributions** from partners.
 - Enhanced professional communications and marketing materials.

Legislative and Policy Review

- Conducted with **Otten Johnson Law Firm**, identifying issues in the state statute:
 - Current laws **exclude residential properties** from BID assessments, leading to the rise of GIDs in mixed-use areas.



- Concern about **ratepayer opt-out provisions**—recently challenged at City Council.
- Council agreed to **monitor rather than propose** changes during a high-activity legislative session.
- Discussed strategies for positioning BIDs as a **collective voice** before City Council’s BID Committee.

Strengthening the Network

- Nearly a **dozen BIDs** and multiple GIDs are now participating.
- Regular **bi-monthly meetings** allow agenda topics to arise directly from BID needs.
- The “Revive and Thrive” event fostered collaboration and visibility citywide.

Communicating the Value

- Launched a **webpage and social media presence** with support from marketing firm Fresh Lime.
- Shared data showing that BIDs, though small in area, generate **significant sales tax revenue** for the city.
- Emphasized that data-driven storytelling is more impactful than mass business advocacy efforts.

Upcoming Priorities

- **Express Permitting Expansion:** Advocate for citywide rollout beyond Downtown Denver Partnership.
 - **Councilmember Darrell Watson** expressed interest and support for expanding BID participation.
- **Construction Mitigation Funding:** Explore guaranteed financial and programmatic support for businesses during major infrastructure projects.
- **Local Enforcement Options:** Consider pilot programs where BID staff could be **deputized for minor code enforcement** (e.g., blocked alleys, loading issues).
- **Funding Strategy:** Seek sponsorships from BID vendors (accountants, legal firms, maintenance providers) to sustain Council work **without raising member dues**.

Discussion and Feedback

- **George Lim** emphasized the **strength in numbers**—that coordinated advocacy across multiple BIDs influences City Council decisions more effectively.
Tom McLagan asked about Santa Fe BID’s membership timeline.
 - **Kat Correll** confirmed the BID **joined at the end of the previous year**.



- **Jackie Bouvier** affirmed that BID Council membership is included in the **current budget**.
- Discussion highlighted the **value of collaboration** and shared learning between BIDs, particularly in addressing construction and permitting challenges.
- **George Lim** thanked **Kat Correll** and **Colfax Ave BID** for their participation and previous presentation.
- **Jackie Bouvier** also expressed appreciation for their collaboration and hosting efforts during the prior meeting.
- Attendees exchanged closing remarks, thanking each other for the productive dialogue and partnership among the Denver BID network.

Vibrant Denver Bond Campaign Presentation

Presenter: *Evan Dreyer, Deputy Chief of Staff, City and County of Denver*

A. Materials and Outreach

- Evan provided updates regarding outreach for the **Vibrant Denver Bond Program (Measure 2A)**.
- He asked whether participating businesses had received **flyers and signage** to promote awareness.
- **Jackie Bouvier** confirmed she still needed materials and requested a **drop-off at 725 Santa Fe Drive**.
 - Jackie offered to **distribute materials along the Santa Fe corridor**.
 - She invited Evan to attend the **next BID Board Meeting on October 28** to provide a project update.
 - Evan agreed and requested Jackie's contact information to coordinate logistics.

B. Concerns About Measure 2A Opposition

- Evan expressed **concern about organized opposition** forming around Measure 2A, specifically regarding the **6th and 8th Avenue bridge projects**.
- He emphasized that **the Santa Fe Streetscape Project** is included under this measure and could be jeopardized if the measure fails.
- Opposition appears to stem from **misunderstandings linking the bridges to Broncos-related development**, rather than project substance.



- Evan encouraged **community activation and volunteer outreach** to ensure support for Measure 2A.

C. Discussion and Strategy

- **Jackie Bouvier** asked if known opposition groups had been identified and whether engaging **Councilwoman Flor Alvidrez** might help.
 - Evan agreed that outreach to **Councilwoman Alvidrez** would be beneficial, while also suggesting coordination with **Councilwoman Amanda Sandoval Torres**, a strong supporter.
- **George Lim** supported direct engagement with Councilwoman Alvidrez and emphasized the need for **unified community action**.
 - He proposed hosting a **joint meeting** with representatives from:
 - The **La Alma Neighborhood Association**,
 - The **Art District on Santa Fe**, and
 - The **Santa Fe BID**,to align advocacy and communications.
 - George suggested mobilizing constituents through **social media campaigns and public information sessions** to counter misinformation and generate support before ballots are mailed.
- Both **Evan and George** agreed to coordinate within the next two weeks—**before October 10th (ballot release date)**—to organize a **community call-to-action meeting**.

D. Contact Information Exchanged

- **Evan Dreyer** and **George Lim** exchanged phone numbers for follow-up coordination.
- Evan reiterated his plan to:
 1. Deliver printed outreach materials to Jackie.
 2. Work with George on the proposed **joint advocacy meeting**.
 3. Attend the **October 28th BID board meeting**.

E. Closing

- Evan thanked all participants and reminded members that continued support for Measure 2A is critical for the **Santa Fe Streetscape improvements**.
- The group expressed appreciation for the update and ongoing collaboration with the city.

Community Updates



Facilitator: *George Lim*

- Open call for community comments; **no public participants raised concerns.**
- **Informal exchange:** brief humor among board members, including Wesley Dismore (DOTI), regarding virtual meeting dynamics.

Executive Director Updates (Jackie Bouvier)

Executive Director - Budget Discussion

Jackie Bouvier

- Jackie transitioned the meeting to the **Proposed Budget** portion of the agenda.
- Confirmed with George that the discussion was moving into the budget section before proceeding.
- Jackie began screen sharing to present budget details and confirmed **Wesley Dismore** could remain for the discussion to follow.

Jackie Bouvier presented the **proposed annual budget** based on the information provided by **Linda Seeley**.

- **TABOR Increase:**
A 3.29% TABOR increase was proposed, representing **\$154,764** in additional revenue from local growth and inflation.
- **Budget Submission Timeline:**
Jackie reminded the board that the full budget packet must be submitted to **Dennis at the City and County of Denver** before **September 30**, with legal review by **Spencer Fain**.
The **initial hearing** will take place at the next board meeting, with a **final resolution in November**.

Revenue Updates

- **August 1st Friday Event:**
 - Total Revenue: **\$20,579** (from 117 vendors via Stripe)
 - Additional Sponsorship: **\$3,000** from Councilwoman Jamie Torres
 - Total Expenses: **\$19,206.92**



- Net Balance: **+\$6.08**
- **Funding Adjustments:**
\$20,579 in vendor payments and sponsorships were used to cover shortfalls identified in the previous draft budget.

Expense Review

Jackie walked through each budget line item. Highlights include:

- **Administration:** \$39,600
- **Legal Fees:** \$4,000
- **Assessment Contractor (Linda Seeley):** \$4,000
- **Accounting (BDO):** \$10,000 (quarterly payments)
- **Light Pole Maintenance/Repair:** \$6,000
- **Right-of-Way Repairs:** \$1,000 (includes tree replacement on 1200 block)
- **Holiday Lights:** \$5,000 (maintenance year; full replacement not due until 2028)
- **Backflow:** \$2,000
- **Insurance (D&O, liability):** Estimated under \$7,000
- **Economic Development:** \$9,350 (includes \$7,000 Art District support + \$2,350 banners)
- **Website Hosting & Support:** \$1,000
- **Bank Fees:** \$100
- **Memberships:** SDA & DCI
- **Miscellaneous/Subscriptions:** Covers QuickBooks, Zoom, [Bill.com](https://www.bill.com) etc.

Jackie noted that **insurance claims typically offset** light pole or repair costs, and that she reclassified dues and subscriptions for better transparency.

Reserve Status

Jackie reported the following financials:

- **City Disbursements to Date:** \$132,942
- **Pending City Funds (final quarter):** \$16,896
- **Current Reserves:** \$25,705
- **Projected Total Available by Year-End:** \$42,602
- **Estimated Balance for 2026:** ~\$1,000 remaining (minimal reserves)

Board Discussion



Tom McLagan emphasized that the budget is tight and largely fixed by vendor contracts and reimbursements. He noted the need to confirm reserve balances with **BDO's updated report** expected in early October.

Rusty Brown inquired about insurance costs and whether alternative carriers had been considered. Jackie clarified that coverage must be maintained through the **CSD Pool**.

George Lim expressed concern about the low reserve levels, calling the financial position “not good” compared to other districts.

He recommended creating an **annual revenue-generating event** (e.g., farmers' market or fundraiser) to build reserves of \$5,000–\$20,000 per year.

George humorously offered to “donate \$3.92 to ensure we end in the black,” underscoring the district's tight margin. **George Lim** opened the discussion, expressing concern that neighboring organizations are profiting from BID events (such as First Fridays) while BID itself does not see similar benefit. He proposed evaluating how to better leverage these opportunities in the coming year.

- **Tom McLagan** noted that as a nonprofit, the BID's objective should not necessarily be to generate large profits but to ensure stability. However, he emphasized the importance of maintaining sufficient reserves to handle unanticipated costs.
- **Jackie Bouvier** confirmed that while the budget is balanced, reserve levels remain low.
- **George Lim** and **Rusty Brown** echoed concerns about depleted reserves, noting approximately **\$50,000** had been used over recent years. The funds originated from the former maintenance district.
- The board discussed the need to **rebuild a reserve fund of at least \$20,000** to ensure financial stability and flexibility.
- **Rusty Brown** and **Jackie Bouvier** confirmed that much of the reserve depletion occurred when BID addressed overdue cleaning issues before hiring Front Range Services.
- **George Lim** emphasized that the cleaning investments were necessary for visibility and community trust, despite costs.

Action Item:

- Add a **Reserve Fund Replenishment Plan** to the November meeting agenda for discussion and long-term budgeting strategy.

BID Maintenance Report



Report Presented By: Jackie Bouvier and George Lim

- Jackie reported on the recent meeting with **Front Range Services** and shared their updated **maintenance scope and activity report**:
 - 586 trash bags used
 - 252 flyers/stickers removed
 - 101 graffiti tags cleaned
 - 1 sidewalk and curb pressure washing
 - 18 map tracking reports submitted for review
- **George Lim** confirmed Front Range's overall improvement in performance, particularly in cleanliness and responsiveness.
- However, he stressed the importance of **consistent cleaning quality** across the corridor—from **6th Avenue to 13th Avenue**—noting that certain northern blocks required improvement.
- The group discussed verifying whether **trash bags should be replaced daily or every other day** to ensure alignment with contract terms and cost-efficiency.

Action Items:

- Jackie will follow up with **Front Range** regarding daily vs. alternate-day trash bag replacement needs.
- Continue monthly reporting on consistency, with photos and feedback provided to management.

Parking and Revenue Opportunities

Update Presented By: Jackie Bouvier and Wesley Dismore (DOTI)

- Jackie shared a positive update following her meeting with **Scott Prescott (DOTI)** regarding **meter revenue sharing**, allowing BID to earn **\$0.50 per parking meter**.
- This initiative could serve as a new funding source and pilot for future collaboration.

Action Item:

- Wesley will continue communication with DOTI and Scott Prescott to advance the proposal and report back on next steps.

Streetscape Project and Lane Closure Coordination



Report Presented By: Wesley Dismore – Department of Transportation & Infrastructure (DOTI)**

- Wesley provided an update on the **Santa Fe Streetscape Project**, highlighting two upcoming components:
 - **Bond-funded design work** (previously presented by Evan).
 - **Upcoming test hole drilling** to locate underground utilities.
- These activities will require **temporary lane and parking closures** (30 sites total), limited to **8:30 a.m.–3:30 p.m.** work hours.
- Wesley emphasized the importance of **advanced communication** to minimize disruptions.

Communication Plan:

- Wesley will notify **Jackie Bouvier** as the main point of contact, who will then distribute information to BID members, **Art District on Santa Fe (ADSF)**, and **RNO** lists.
- **George Lim** requested that the **neighborhood leadership group**—representing BID, ADSF, and Lincoln Park RNO—also receive updates simultaneously, along with **Councilwoman Torres**.
- Wesley confirmed he will include **Jackie, Ana Paula, and the Lincoln Park RNO** in all notifications.
- Discussion included the potential for **digital message boards** to alert the public about construction; Wesley will inquire about availability.

Construction and Maintenance Responsibilities

- Jackie noted that the contractor has received the design plans and is working on a preliminary estimate. The group discussed timing for when maintenance and budgeting responsibilities would begin.
- **Wesley (DOTI)** clarified key milestones in the construction process:
 - **Substantial Completion:** The point when the project area reopens to the public and the BID would resume maintenance responsibilities (no closures or detours).
 - **Final Acceptance:** Occurs several years after completion when contractor warranties expire.
- Maintenance during construction will **not** be the BID's responsibility since contractors control the site.

BID Responsibilities During Construction

- **Rusty** raised concerns about ongoing needs like watering plants and trash removal.



- **Wesley** confirmed the **contractor is responsible** for maintaining and establishing landscaping during the warranty period (typically two years).
- **Tom and Rusty** discussed the importance of maintaining relationships with existing vendors.
- **Wesley** agreed to look into how other districts, like Colfax BID, have managed vendor relationships and reimbursements during construction.
- **Jackie** noted that Colfax BID maintained crews in non-construction zones and transitioned maintenance post-completion.

Action Items:

- Wesley to contact Colfax project managers for best practices.
- Jackie to reach out to other BIDs for examples of maintenance transition strategies.

Design and Maintenance Budget Alignment

- **Tom** emphasized that project design must reflect what the BID can afford to maintain.
 - If cost estimates exceed available budget, the design will need to be simplified (e.g., less ornamental work).
- **Wesley** agreed, noting that design and maintenance affordability must align early to avoid later redesigns.

Action Item:

- Wesley to review the design's maintenance cost assumptions and report back once estimates are finalized.

Future Assessment and Funding Options

- **Discussion on TABOR limitations:**
 - BID revenue is tied to front footage and commercial square footage and cannot automatically increase with sales tax growth.
- **Jackie** mentioned another BID preparing an election campaign to increase their assessment share and suggested exploring similar steps for Santa Fe.
- **Wesley** will inquire internally at the City regarding options for BID funding growth or adjustments linked to redevelopment.

Action Items:

- Wesley to follow up with the City's economic development team regarding potential assessment adjustments.



- Jackie to monitor other BID campaigns for revenue increase models.

Parking Meter Revenue Proposal

- A discussion was introduced about potential BID participation in parking meter revenue.
- **Jackie** shared that a pilot project managed by another BID allows the **City to retain \$2 per hour** while **the BID receives \$0.50 per hour**.
- **Rusty** calculated that such revenue could significantly supplement or replace lost BID funding (~\$25,000 annually).
- **George** noted that while the model is used successfully elsewhere, the BID should consider possible pushback from local businesses and customers.
- **Michael** and **Jackie** noted that many community members supported paid parking during prior design engagement sessions.

Action Items:

- Wesley to follow up with Scott and City staff regarding the parking meter revenue-sharing pilot.
- BID Board to add “**Paid Parking Revenue Model**” to the next agenda for further discussion.

Next Steps & Follow-Ups

- Wesley will:
 - Provide updates on lane closures and send an invitation to the October 22nd meeting regarding the sample block.
 - Investigate economic development and parking revenue items.

New Business/Old Business

The next meeting will be on 10/28/2025