VISION
Elevating Denver toward a vibrant tomorrow that’s rich with environmental, economic, and community vitality.

MISSION
Achieve the Vision by delivering projects consistent with community expectations utilizing engaging, transparent, sustainable, and cost-effective approaches.

GOALS

**Goal 1:** Deliver valuable and high-quality projects equitably across the city that are consistent with community expectations.

**Goal 2:** Complete projects within the established budget and anticipated schedule, while helping to achieve reduced long-term operating and maintenance costs.

**Goal 3:** Use effective design and construction practices to produce projects that improve quality of life by enhancing environmental, economic, and social sustainability.

**Goal 4:** Instill effective project delivery and program management practices that can be replicated for the benefit of future city projects and programs.

**Goal 5:** Proactively identify opportunities for small business enterprise and minority-/woman-owned business enterprise participation, as well as for workforce development.

**Goal 6:** Actively, consistently, and accurately communicate the status of the program to stakeholder groups and the Denver community.
Denver voters, time and again, have sent a clear message: infrastructure matters. In 2017, by overwhelmingly approving all seven ballot questions of the 10-year, $937 million Elevate Denver Bond Program, our residents ushered in the city’s largest general obligation bond to date.

Leading up to the 2017 elections, the City took an innovative and inclusive approach to addressing infrastructure needs. We engaged in a year-long conversation with residents to learn about their desired improvements in neighborhoods throughout the city, and looked to the community to determine the key priority areas, repairs and improvements. Through six public meetings, a map-based online tool, City Council engagement and comment cards located at libraries and recreation centers, we received more than 4,000 investment ideas. The public input process was the most robust Denver had undertaken for a bond program, and helped set the stage for a comprehensive program aimed at making the city more inclusive and better connected.

Projects will benefit all of Denver’s 78 unique neighborhoods through seven purposes: parks and recreation, public safety, public facilities, libraries, cultural facilities, the Denver Health and Hospital Authority, and transportation and mobility. With more than 500 projects, Elevate Denver will provide critical improvements to the infrastructure that defines Denver, and makes our city one of the best cities in the U.S.

In large-scale, multi-year programs like Elevate Denver, it is common for the initial years to focus on project design and development before starting the construction phase. However, Elevate Denver has already made great strides delivering key projects early and ahead of schedule.

In the last nine months, Denver Health poured the concrete foundation for the Outpatient Medical Center, the Denver Zoo broke ground on a new animal hospital, we’ve installed new sidewalks along W. Dartmouth Ave, and begun the initial construction phases for the new 47th and York Bike and Pedestrian Bridge and the next phase of Paco Sanchez Park. The remainder of 2019 promises more projects transitioning from development and design into the early stages of construction.

Bonds have long been a fiscally responsible and successful tool, allowing Denver to invest in what matters — places, programs and people. Borne from residents’ desire for improved infrastructure, the program fulfills both overdue and upcoming capital asset needs. Today, Elevate Denver is building on the success of an already great city and delivering on a promise to our residents to make amenities more efficient, communities more accessible and infrastructure more robust.

Michael B. Hancock
Mayor
Elevate Denver is a 10-year, $937 million general obligation bond program approved by voters in 2017 to enhance the City and County of Denver by providing critical improvements to the city’s infrastructure — our roads, sidewalks, parks, recreation centers, libraries, cultural facilities, and safety facilities, including other public-owned buildings. Through the completion of more than 500 projects, Elevate Denver is critical to preserving and improving the things that define Denver and make it a city that works for everyone — both now and into the future. These diverse projects are located throughout the city, improving infrastructure in all of Denver’s unique neighborhoods.
TRANSPORTATION AND MOBILITY

Accelerating Denver’s connectivity, mobility and safety by upgrading streets, bridges, sidewalks, and our bicycle network.

CULTURAL FACILITIES

Restoring iconic buildings and making critical improvements to institutions that have educated and entertained Denver residents for more than a century, including:

- Denver Zoo
- Denver Museum of Nature & Science
- Denver Art Museum
- Denver Botanic Gardens
- Denver Center for the Performing Arts
- Red Rocks Amphitheater
- Buell Theater

DENVER HEALTH

Constructing a new 293,000-square-foot Outpatient Medical Center to increase patient capacity and meet health care needs of Denver residents.

PUBLIC SAFETY

Prioritizing the wellbeing of Denver residents and our first responders by improving police stations and fire stations.

LIBRARIES

Modernizing the Denver Central Library and 10 other library branches to better connect people with information, ideas, and educational experiences.

PARKS AND RECREATION

Revitalizing recreation centers and parks to bring health and wellness to neighborhoods across the city.

PUBLIC FACILITIES

Enhancing the efficiency and accessibility of city buildings and services.
The Denver metro area continues to experience rapid growth, placing stress on the existing infrastructure system. The City has positioned itself to address current and future transportation, mobility, public space, and facility needs with the development of the Elevate Denver Bond Program. Building on the success of the Better Denver Bond Program — which began in 2007 and concluded in 2017 — Denver began the Elevate Denver bond process in 2016. The City started by engaging communities in a conversation about the improvements they wanted to see in their neighborhoods and throughout Denver. Through six public meetings, a map-based online tool, Denver City Council engagement, and comment cards located at libraries and recreation centers across Denver, the City received more than 3,000 ideas. The stakeholder phase of the bond process saw more than 1,000 additional emails from residents advocating for projects, and each stakeholder committee meeting featured a public comment period.

 HOW WERE PROJECTS SELECTED?

Mayor Hancock selected community members, as well as members of City Council, to serve on six stakeholder committees to help evaluate each eligible project and ultimately make a recommendation on a package of investments in June 2017. The six stakeholder committees included an Executive Committee and five programmatic areas. Mayor Hancock took their recommendations, and along with City Council President Albus Brooks, announced a revised list in July 2017. City Council deliberated and ultimately referred the final list of projects to the November ballot in August 2017.
WHAT CRITERIA WAS USED TO SELECT FINAL PROJECTS?

Taking all public comments into consideration, stakeholder committees spent more than a year developing the comprehensive list of recommended projects, which was released in June 2017. Projects were selected based on project readiness, bond funding eligibility (e.g., serves a government purpose and has at least a 10-year useful life), equity, cost considerations, and critical system needs. This proposed package of projects then was considered by Mayor Hancock and Denver City Council.

The City was committed to equity throughout this entire process, which is why geographic and neighborhood equity indicators (socioeconomic, health, accessibility to key services, etc.) were part of the foundational criteria that each stakeholder committee used when evaluating proposed projects.

APPROVING THE PROGRAM

In August 2017, the Denver City Council unanimously approved the referral of seven general obligation bond measures to the November ballot. Denver voters passed all seven ballot measures for the bond package with overwhelming support. Each ballot measure represents a different grouping of similar projects — also called purposes. The seven approved purposes make up the Elevate Denver Bond Program, shown below.
HOW GENERAL OBLIGATION BONDS WORK

A general obligation bond is a financial tool used by governments to fund public improvements. Funds are secured by a pledge to use legally available resources, such as property tax revenues, to repay bond holders over the life of the bonds. In other words, a city is loaned funds, usually raised by financial institutions, to pay for capital projects it wouldn’t be able to afford otherwise. Those funds, including interest, are paid back over time.

In Denver, general obligation bonds typically are sold in a competitive sale to ensure the lowest interest rate. The bonds are tax exempt because Denver is a government entity. For the first issuance of Elevate Denver funds, the competitive sale allowed the City to secure a low interest rate of 2.9 percent. Denver holds a AAA bond credit rating, a direct result of the City’s strong fiscal management practices. The City's strong economy, strong financial performance, and healthy reserve levels also factored into the AAA rating.

WILL BOND ISSUANCES INCREASE TAXES?

Tax rates will not be increased to pay Elevate Denver bond issuances. The City has older debt being paid off and has seen an increase in property values over the last several years, which allows the capacity for the new debt of $937 million without triggering an increase in tax rates.

WHY NOT ISSUE ALL $937 MILLION IN FUNDS AT ONCE?

General obligation bonds are a valuable financial tool for state and local governments, but because of their tax-exempt nature, they do come with restrictions. The Internal Revenue Service requires that the City must reasonably expect that 85 percent of the proceeds of the issuance will be spent to carry out the qualified purpose within a three-year period beginning on the date the bonds were issued/closed. Bond issuances and project schedules must closely align to ensure the 85 percent spend requirement is met for each issuance over the 10-year program. One bond issuance may lay the foundational work (i.e., project design) to allow construction to begin immediately after receiving funds from a later bond issuance. By meeting spend requirements, the general obligation bonds are able to be tax exempt, which is vitally important to maximizing the program funds that couldn’t exist without the support from the people of Denver.
FIRST ISSUANCE

In June 2018, Elevate Denver closed on $193 million of general obligation bonds — the first of several bond issuances that will occur throughout the program. The $193 million includes funding to support over 100 of the approximately 500 bond-funded projects. Much of the funding from first issuance is focused on setting the foundation for the entire 10-year program and laying groundwork for projects through funding design efforts. While residents may not see visible signs of progress just yet, there is much happening behind the scenes to pave the way for construction. Additionally, funding was utilized for immediate construction of city partner projects — like the Denver Art Museum and Denver Botanic Gardens. Other construction activities funded through first issuance that will occur in 2019 and 2020 include arterial paving, sidewalk installation, bike facility construction, repairs to bridges, and necessary upgrades to parks, recreation centers and public facilities. Projects that received first issuance funding are able to begin various elements of the project, including property acquisition, design, construction, or other work. Projects that have not received first issuance funding are continuing work through other non-bond funding sources, such as partner funds and the City’s Capital Improvement Program.

PROJECT LIFE CYCLE

This graphic represents a general life cycle for projects. Project phases funded by Elevate Denver vary based on the status of the project at the start of the program, supplemental funding sources, and other considerations. Every project is unique and durations for each phase may vary based on project specific considerations. Current project phase status is noted in each purpose summary table.
THROUGHOUT THE PROGRAM, ELEVATE DENVER COMMITS TO PROVIDING CLEAR AND TRANSPARENT INFORMATION DETAILING THE PROGRESS OF USING BOND FUNDS. WE KNOW THAT THE PEOPLE OF DENVER PUT THEIR TRUST IN US TO IMPLEMENT A PROGRAM THAT IS A SMART AND RESPONSIBLE USE OF TAXPAYER DOLLARS.

The first six months of the Elevate Denver Bond Program have been busy. The cultural facilities and Denver Health have been breaking ground and constructing their projects, representing much of the construction work to date. Projects in other purposes continue to make progress with coordination, project setup, property acquisition, design and construction procurements, continued design efforts, early construction activities and other efforts. Numerous projects that have not received first issuance funding are progressing through other funding sources, such as partner funds and the City’s Capital Improvement Program. Elevate Denver funding will supplement these efforts (in part or in whole) through future issuances.

First issuance funding was obtained in June 2018, allowing for six months of expenditures for 2018. As of December 31, 2018, the Elevate Denver Bond Program has expended over $47 million of the $193 million first issuance amount, representing approximately 24 percent of all first issuance funding. Expenditures equate to five percent of total Elevate Denver funding ($937 million). With over $159 million in funding committed and expended, more than 82 percent of total first issuance funding has been contracted.
The table and graph below detail financial progress through the end of 2018.

**Purpose** identifies the categories of Elevate Denver projects consistent with the ballot measures approved by voters.

**Total Elevate Denver Funding** identifies the total amount of funding allocated to each purpose for the entire program.

**First Issuance Funding** identifies the current amount of funding that each purpose has been allocated so far in the program. At this point, the current funding is only from the first issuance.

**Pipeline (Baseline Budget)** identifies the value of projects with baseline scope, schedule, and budget within the City’s Project Management Information System.

**Committed** identifies the funding amount that has been allocated to a specific project within a purpose.

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING</th>
<th>PIPELINE (BASELINED BUDGET)</th>
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<td><strong>Total</strong></td>
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<td><strong>$193,083,000</strong></td>
<td><strong>$154,677,197</strong></td>
<td><strong>$112,534,087</strong></td>
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</table>
BRANDING AND COMMUNICATIONS

With projects taking place in nearly every corner of the city, the bond program needed a unified and recognizable brand to tie together the hundreds of planned improvements. In 2018, the “Elevate Denver” brand was adopted for the program.

WHY THE NAME “ELEVATE DENVER?”

Elevate Denver is a program that will take Denver further than a mile high – building on the success of an already great city. The work taking place over the next 10 years will create an even better Denver by elevating neighborhoods and enriching our city.

THE NAME ELEVATE DENVER IS DESIGNED TO CAPTURE THESE VALUES, INSPIRE DENVER RESIDENTS, AND SHOW THEM THAT THE CITY IS DELIVERING WHAT VOTERS ASKED FOR.

WHY THIS LOGO?

The logo mark for Elevate Denver resembles an arrow — a universal symbol for direction and forward movement. As Denver moves through the next 10 years, Elevate Denver will drive forward progress and set the intention for the city’s future. The gradient color is representative of the diversity of projects encompassed by Elevate Denver — a spectrum ranging from roads to sidewalks, museums to parks, cultural facilities, libraries, and more. Each one is a singular piece that, together, make up a comprehensive program that will provide 10 years of benefits to the city.
PROGRAM WEBSITE

In 2018, the Elevate Denver team developed a new website for the program. The website serves as a single location people can visit to learn everything about the program and current and upcoming projects, and stay informed on major updates. Anyone looking to learn more about Elevate Denver can discover a number of valuable web pages, including:

Program Overview — includes information about the program categories and guiding principles.

Project Updates — features a blog about major project milestones and updates.

Frequently Asked Questions — visitors can find answers to common questions about general obligation bonds, the public input process, and more.

Media — includes links to press releases issued about Elevate Denver projects.

History of Denver Bonds — visitors can learn about the early history of the Elevate Denver Bond Program, the public engagement process, and how projects were selected.

Contracting Opportunities — includes information about how vendors and contractors can learn about business opportunities with Elevate Denver.

Informacion en español — includes key information about Elevate Denver in Spanish.

On any page, visitors can click the “Sign up for email updates” button on the right sidebar to enter their email to receive updates about Elevate Denver from the City.

Visit the website at denvergov.org/ElevateDenver.

PROJECT SIGNAGE

As projects get underway, residents will see a large sign at each project site identifying it as an Elevate Denver project. Whenever these signs are seen, voters will be reminded that their vote made the project a reality and know how the bond funding is being used by the City to build up infrastructure in neighborhoods throughout Denver.
TRANSPORTATION AND MOBILITY

With nearly half of the total funding, Elevate Denver will make major improvements to Denver’s transportation and mobility network to accelerate connectivity, mobility and safety by upgrading streets, bridges, sidewalks and bicycle infrastructure.

Transportation and mobility projects include:

Repaving Streets — Neighborhoods across the city will see major paving and concrete work occur, fixing potholes, improving traffic flow, and reducing wear and tear on vehicles.

Repairing or Replacing Aging Bridges — Some of the bridges we drive across every day need to be repaired or replaced. Elevate Denver will repair and replace these bridges to ensure they are safe for decades to come.

Building New Sidewalks Throughout Denver — Elevate Denver will improve pedestrian infrastructure in neighborhoods around the city, creating a safer walking, running and biking environment for residents. New locations will focus on areas where there are gaps in sidewalks near transit connections.

Expanding Denver’s Bicycle Infrastructure — To improve bicycle safety, nearly 50 miles of bicycle lanes will be constructed across the city.

Improving Mobility and Safety Throughout the City — Elevate Denver will complete a number of major corridor upgrades to increase mobility and safety, including utility, lighting, paving, access, and signal improvements. Some of the specific projects include: upgrades to Colfax Avenue to prepare for bus rapid transit (BRT) service, bike and pedestrian bridges at 47th Avenue and York Street and at the Jewell/Evans Light Rail Station, reconfigured intersections along Buchtel and Colorado Boulevards, and widening 56th Avenue between Peoria Street and Peña Boulevard.

“The community spoke up about the improvements they wanted to see in their neighborhood. Better connectivity was a priority.”
— District 2 Denver City Councilman Kevin Flynn during the first sidewalk paving
### TRANSPORTATION AND MOBILITY PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>COUNCIL DISTRICT</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING ¹</th>
<th>PROJECT PHASE ²</th>
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<tr>
<td>8th Avenue Bridge Reconstruction (Over Platte)</td>
<td>3</td>
<td>$8,600,000</td>
<td>Future Issuance</td>
<td>Design</td>
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<td>16th Street Mall</td>
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<td>Design</td>
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<td>47th and York - Bike Pedestrian Bridge</td>
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<td>$9,400,000</td>
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<td>Construction</td>
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<td>56th Avenue (Peoria to Peña)</td>
<td>11</td>
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<td>$600,000</td>
<td>Development</td>
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<td>Alameda Ave. Underpass Replacement - Bike/Ped/ADA (Santa Fe to Broadway)</td>
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<td>$7,000,000</td>
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<td>Development</td>
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<tr>
<td>Broadway Corridor Multimodal Improvements (Colfax to I-25)</td>
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<td>$12,000,000</td>
<td>Future Issuance</td>
<td>Design</td>
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<td>Buchtel &amp; Colorado Blvd Intersection Improvements (includes Colorado Station Bike/Ped)</td>
<td>4,6</td>
<td>$8,400,000</td>
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<td>Central Street Improvements (Central Street Promenade)</td>
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<td>Citywide Bike Infrastructure</td>
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<td>Development, Design, and Construction</td>
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<td>Colfax Corridor Improvements</td>
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<td>Colfax Transit Implementation - Bus Rapid Transit (Auraria to Yosemite)</td>
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<td>Connecting Auraria (Auraria</td>
<td>Downtown Connection Vision Plan)</td>
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<td>$101,000,000</td>
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<td>Deferred Maintenance (Arterial/Collector Repaving, Curb &amp; Gutter, Major Bridge Rehab)</td>
<td>Citywide</td>
<td>$101,000,000</td>
<td>$20,450,000</td>
<td>Development, Design, and Construction</td>
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<td>Federal Boulevard Pedestrian Improvements</td>
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<td>Globeville Elyria-Swansea Pedestrian Connectivity Improvements</td>
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<td>Citywide Sidewalk Construction</td>
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<td>W. 13th Avenue Multimodal Reconstruction/Realignment (Federal to South Platte River)</td>
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<td>West Colfax Transit Enhancements</td>
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<td>Yale Avenue Improvements (I-25 to Quebec)</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$431,042,500</strong></td>
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¹ Projects that have not received first issuance funding are continuing work through other non-bond funding sources, such as partner funds and the City’s Capital Improvement Program.

² Citywide projects include numerous individual projects that are in varying phases of the project life cycle, including development, design, and construction.
2018 ACCOMPLISHMENTS

47th and York Bicycle and Pedestrian Bridge — Design progressed significantly for the 47th and York Bicycle and Pedestrian Bridge project, with construction beginning in spring 2019.

Yale Station Pedestrian Safety — A designer was selected to begin work on the Yale Station Pedestrian Safety project.

Alameda Avenue Underpass — The Alameda Avenue Underpass project kicked off a feasibility study to better understand the needed rehabilitation of the underpass and ADA improvements.

Broadway Corridor Multimodal Improvements — A designer was selected for the Broadway Corridor Multimodal Improvements project to complete design for a suite of pedestrian, bicycle, and transit improvements.

Deferred Maintenance — Over 10 miles have been repaved throughout Denver. As part of the Major Bridge Rehabilitation elements of the Deferred Maintenance project, the Park Avenue Bridge Rehabilitation project was advertised for construction in fall 2018, which allows for construction to be completed in 2019.
HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

Transportation and mobility projects represent a significant portion of the overall $937 million Elevate Denver Bond Program. Activities in 2019 will include continued delivery of projects that provide much-needed infrastructure and mobility improvements in neighborhoods across Denver. Project teams continue to advance projects through the project life cycle of development, design, and construction, with the following activities highlighted.

8th Avenue Bridge Reconstruction (Over Platte) — Design is anticipated to be completed in preparation for the 2020 construction season.

16th Street Mall — Reconstruction of the historic 16th Street Mall is partially funded through Elevate Denver. The project will include improvements to address ongoing operations and maintenance issues, and increase safety, mobility, and user experience. 2019 activities include the procurement of a design-build contractor who will be responsible for final design and construction.

47th and York Bike Pedestrian Bridge — As one of the most advocated Elevate Denver projects, the 47th and York Bike Pedestrian Bridge will provide safe and efficient routes to key community resources in the Elyria-Swansea neighborhood. Delivering on a promise to community members, the construction schedule has been accelerated to complete the project and open the bridge in fall 2019.

56th Avenue (Peoria to Peña) — The project team will begin preliminary design and begin procurement activities for a design-build contractor.

Broadway Corridor Multimodal Improvements — Design of the project is anticipated to be completed.

Buchtel & Colorado Blvd. Intersection Improvements — A consultant will be selected for the preliminary design of the project, which includes bicycle and pedestrian safety improvements.

Citywide Bike Infrastructure — The program is beginning design efforts to complete a portion of protected bicycle lanes and neighborhood bikeways identified in Phase 2 of the Denver Moves plan to improve the bicycle network. Early action construction projects will be identified for implementation.

Citywide Sidewalks — Citywide Sidewalk projects will continue to undergo analysis and identification of early projects for design and construction.

Colfax Corridor Improvements — Design for the project will continue.

Connecting Auraria — The project will improve the pedestrian experience on Larimer between 14th Street and the Auraria Campus. The project includes full reconstruction of the bridge over Cherry Creek and other improvements, including light fixtures, landscaping, and mobility enhancements. In 2019, it is anticipated a designer will be selected to complete engineering drawings.

Deferred Maintenance — As part of the Deferred Maintenance program, approximately 60 lane miles will be repaved throughout Denver. The Park Avenue Bridge Rehabilitation project will also make necessary repairs by replacing bridge bearings.

Washington Street Reconstruction (47th to 52nd) — The project will complete preliminary design, setting the groundwork for final design through a future issuance.

Yale Station Pedestrian Safety — The project will complete design, providing a suite of pedestrian safety improvements to improve access from the Yale RTD Light Rail Station to the residential neighborhood south of Yale Avenue.
ELEVATE DENVER WILL RESTORE AND MAKE CRITICAL IMPROVEMENTS TO INSTITUTIONS THAT HAVE EDUCATED AND ENTERTAINED DENVER RESIDENTS FOR MORE THAN A CENTURY. CULTURAL FACILITY PROJECTS INCLUDE:

**Improvements to the Denver Botanic Gardens** — A new Center for Science, Art and Education will be constructed to expand scientific research programs and increase education opportunities for children and adults. With expanded classrooms, an herbarium, and an auditorium, this facility will inspire students of all ages.

**Constructing a New Animal Hospital** — The Denver Zoo, which is home to more than 4,000 animals, including many endangered and threatened species, will replace its aging animal hospital to ensure the animals receive the highest level of veterinary care.

**Making Upgrades at the Denver Art Museum** — The Denver Art Museum is making significant renovations to their North Building to improve safety, increase accessibility for people with disabilities, and modernize infrastructure. A new Welcome Center will be constructed to improve connections between museum buildings and better serve visitors and the surrounding neighborhood well into the 21st century.

**Completing Critical Repairs at Major Venues** — Elevate Denver will support the completion of critical infrastructure repairs, safety enhancements, and energy efficiency improvements at the Denver Museum of Nature & Science, Red Rocks Amphitheatre, and the Denver Center for the Performing Arts. These investments will allow the venues to continue being safe spaces for everyone to experience art, history, and the natural world.

### CULTURAL FACILITY PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>COUNCIL DISTRICT</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING</th>
<th>PROJECT PHASE</th>
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<tbody>
<tr>
<td>Denver Art Museum - North Building Renovation and Transportation Improvements</td>
<td>10</td>
<td>$35,500,000</td>
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<tr>
<td>Denver Arts &amp; Venues - Improvements to Red Rocks Amphitheatre and Buell Theatre</td>
<td>9 / Mtn</td>
<td>$6,800,00</td>
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<tr>
<td>Denver Botanic Gardens - Center for Science, Art and Education</td>
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<td>$18,000,000</td>
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<td>Denver Center for the Performing Arts - Bonfils Theatre Complex Upgrades</td>
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<td>$19,000,000</td>
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<tr>
<td>Denver Museum of Nature &amp; Science - Critical Deferred Maintenance</td>
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<td>$17,607,000</td>
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<td>Denver Zoo - Phase One Master Plan Improvements</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$116,907,000</strong></td>
<td><strong>$65,000,000</strong></td>
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</table>
2018 ACCOMPLISHMENTS

Denver Zoo — In November 2018, the Denver Zoo broke ground on the temporary veterinary hospital facility.

Denver Museum of Nature & Science — The Denver Museum of Nature & Science began construction with the procurement of materials and commencement of early action activities.

Denver Art Museum — The Denver Art Museum continued to make significant construction progress on the North Building renovation and new Welcome Center.

Denver Botanic Gardens — The Denver Botanic Gardens held a groundbreaking to kick off construction for the new Science, Art and Education Center.

HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

Cultural facility projects feature improvements to the spaces Denver residents share and love. Activities in 2019 will include continued delivery of cultural facility projects, with the following activities highlighted.

Denver Zoo — In 2019, design of the new animal hospital will be completed and construction will begin.

Denver Museum of Nature & Science — Progress will continue in 2019 to ultimately complete critical infrastructure repairs, safety enhancements and energy efficiency improvements in 2020.

Denver Art Museum — Construction will continue in 2019 and begin a phased reopening in summer 2020.

Denver Botanic Gardens — Construction will continue throughout 2019 to work toward the anticipated completion in mid-2020.

“The people of Denver made it clear when they overwhelmingly said yes to the Elevate Denver bonds — they want to continue to contribute to the artistic and cultural landscape of Denver.”
— Mayor Michael B. Hancock
DENVER HEALTH

ELEVATE DENVER WILL CONSTRUCT A NEW 293,000-SQUARE-FOOT OUTPATIENT MEDICAL CENTER TO INCREASE PATIENT CAPACITY AND MEET HEALTH CARE NEEDS OF DENVER RESIDENTS.

The center will increase Denver Health’s ability to offer essential treatment for heart disease, cancer, diabetes and other treatable illnesses in adults and children. It will centralize numerous specialty clinics, a surgery center, an expanded pharmacy, and lab and radiology services in one easy-to-access, downtown location. The new Outpatient Medical Center also will create new spaces for behavioral and mental health care. By expanding services and increasing the psychiatric unit, Denver Health can provide mental health care and treat substance abuse through ongoing relationships between health providers and patients.

“The Outpatient Medical Center is a solution — a solution to the capacity issues we face.”
- Robin Wittenstein, Denver Health Chief Executive

DENVER HEALTH PROJECT

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>COUNCIL DISTRICT</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING</th>
<th>PROJECT PHASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver Health and Hospital Authority (DHHA) Outpatient Medical Center</td>
<td>3</td>
<td>$75,000,000</td>
<td>$45,000,000</td>
<td>Construction</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$75,000,000</strong></td>
<td><strong>$45,000,000</strong></td>
<td></td>
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</tr>
</tbody>
</table>
2018 ACCOMPLISHMENTS

**Outpatient Medical Center** — Elevate Denver first-issuance funds provided 60 percent of the funding needed to complete the new Outpatient Medical Center, leveraging private funds from Denver Health. Significant progress was made in 2018 as designs were completed and construction began.

SMALL BUSINESS PROFILE

**Small, Family-Owned Business Leaves their Mark on Denver**

With $75 million from the Elevate Denver Bond Program, approved by voters in November 2017, the Outpatient Medical Center will be a centralized, multi-story facility with numerous clinics treating heart disease, cancer, diabetes, and more. President of Plaza Construction, Inc. (PCI), Juan Alvidrez’s company is responsible for pouring anything and everything concrete — including all the grade beams, caissons, footers and basement, and the floors of each of the seven stories. PCI will top it off by pouring concrete for the roof.

HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

The Denver Health project will increase access to health care and allow the continued delivery of high-quality care to Denver residents. Activities in 2019 will include continued construction work on the new Outpatient Medical Center at Denver Health, with completion expected in 2020.
PUBLIC SAFETY

ELEVATE DENVER WILL PRIORITIZE THE WELLBEING OF DENVER RESIDENTS, FIRST RESPONDERS, AND PUBLIC SAFETY STAFF BY IMPROVING POLICE STATIONS AND FIRE STATIONS. PUBLIC SAFETY PROJECTS INCLUDE:

Making Critical Repairs and Improvements at 19 Fire Stations — Elevate Denver will update equipment, bathrooms and living spaces at nearly half the fire stations across the city. Many of these facilities are more than 40 years old and need repairs to remain functional and safe for public safety staff.

Replacing the District 5 Police Station — Serving the Montbello, Stapleton, and Green Valley Ranch neighborhoods, the District 5 Police Station is currently at 180 percent of its workspace capacity, has limited space for community engagement, and lacks appropriate interview rooms and holding cells. The new building will be a joint facility with the 911 Combined Communications Center. The modern police facility will better serve our growing communities.

Replacing the District 6 Police Station — The District 6 Police Station, which serves the Capitol Hill, Civic Center, Downtown, and Five Points neighborhoods, is nearly 50 years old and has limited space for community engagement, and lacks appropriate holding cells. Elevate Denver will construct a new, modern station to improve facilities for the officers and staff and better serve.

Building a Fire Station in Northeast Denver — Elevate Denver will construct a new fire station at 72nd Avenue and Tower Road to respond to emergency incidents more quickly and meet the needs in this fast-growing area of Denver.

PUBLIC SAFETY PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>COUNCIL DISTRICT</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING</th>
<th>PROJECT PHASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Jail Improvements</td>
<td>8</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>Design</td>
</tr>
<tr>
<td>Fire Station at 72nd &amp; Tower Road</td>
<td>11</td>
<td>$16,170,000</td>
<td>Future Issuance</td>
<td>Development</td>
</tr>
<tr>
<td>Fire Station Restrooms and Kitchen Upgrades</td>
<td>Citywide</td>
<td>$4,600,000</td>
<td>$432,000</td>
<td>Development and Design</td>
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<tr>
<td>Improvements to Police Department Buildings</td>
<td>Citywide</td>
<td>$2,441,000</td>
<td>$300,000</td>
<td>Development and Design</td>
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<td>Police District 5 Station Replacement</td>
<td>8</td>
<td>$17,300,000</td>
<td>$2,500,000</td>
<td>Design</td>
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<tr>
<td>Police District 6 Station Replacement</td>
<td>10</td>
<td>$25,000,000</td>
<td>Future Issuance</td>
<td>Development</td>
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<tr>
<td>Contingency Funds</td>
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<td>$706,000</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$77,011,000</strong></td>
<td><strong>$5,438,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

1 Projects that have not received first issuance funding are continuing work through other non-bond funding sources, such as partner funds and the City’s Capital Improvement Program.

2 Citywide projects include numerous individual projects that are in varying phases of the project life cycle, including development, design, and construction.
2018 ACCOMPLISHMENTS

Police District 5 Station — The team completed the roof replacement and interior demolition at Police District 5 in the joint 911 Communications Center.

Fire Station Upgrades — Elevate Denver began the design phase to refurbish the aging kitchens and restrooms at six of the 19 fire stations receiving renovations.

Fire Station near 72nd Avenue and Tower Road — Work continued to identify a site location for the new fire station.

HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

Public safety projects will protect and serve those who protect and serve, providing our first responders and public safety staff with the tools to continue supporting Denver residents and communities. Activities in 2019 will include continued delivery of projects that provide much-needed public safety improvements across Denver. Project teams continue to advance projects through the project life cycle of development, design, and construction, with the following activities highlighted.

Police District 5 Station — Building renovation designs are set to be completed in 2019, allowing for construction to begin soon after.

County Jail Improvements — Designs for the fire sprinkler system improvements will be completed, with construction anticipated to begin toward the end of the year.

Fire Station Restrooms and Kitchen Upgrades — In 2019, design of the fire station kitchens and restroom improvements will continue and early construction activities will commence.

Fire Station near 72nd Avenue and Tower Road — Site selection for the new fire station will continue in 2019.
Libraries

Elevate Denver will modernize the Denver Central Library and 10 other library branches to better connect people with information, ideas and educational experiences. Projects to improve public libraries include:

Modernizing 11 Libraries — Elevate Denver will invest in new technology, redesign spaces, improve accessibility and address critical deferred maintenance projects at 11 libraries across the city.

Creating New and Expanded Community Spaces — Our libraries serve as gathering and learning places for Denver residents. Elevate Denver will expand and construct new spaces in libraries to provide better opportunities for community gathering, technology access, and enhanced learned areas for children.

Improving Library Safety and Security — Security and surveillance equipment updates will be completed to keep neighborhood libraries safe.

Making Significant Upgrades at the Denver Central Library — As the most publicly accessible and visited civic building in Denver, the Denver Central Library will receive significant upgrades to ensure it remains a safe and premier public library and research facility. Improvements include major safety and security upgrades, a new layout, relocation of the children’s learning area and event space for improved accessibility.

Library Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Council District</th>
<th>Total Elevate Denver Funding</th>
<th>First Issuance Funding</th>
<th>Project Phase</th>
</tr>
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<tbody>
<tr>
<td>Athmar Park Branch Library Renovation</td>
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<td>$2,416,000</td>
<td>Future Issuance</td>
<td>Development</td>
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<tr>
<td>Blair-Caldwell African American Research Library Renovation</td>
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<td>$2,891,000</td>
<td>$341,000</td>
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<td>Byers Branch Library Renovation</td>
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<td>$1,474,000</td>
<td>$174,000</td>
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<tr>
<td>Denver Central Library Renovation</td>
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<td>$4,000,000</td>
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<tr>
<td>Eugene Field Branch Library Renovation</td>
<td>6</td>
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<td>Future Issuance</td>
<td>Development</td>
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<tr>
<td>Pauline Robinson Branch Library Renovation</td>
<td>8</td>
<td>$1,524,000</td>
<td>Future Issuance</td>
<td>Development</td>
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<tr>
<td>Ross Barnum Branch Library Renovation</td>
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<td>$2,261,000</td>
<td>Future Issuance</td>
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<td>Ross-Broadway Branch Library Renovation</td>
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<td>Ross-University Hills Branch Library Renovation</td>
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<td>Schlessman Family Branch Library Renovation</td>
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<td>Smiley Branch Library Renovation</td>
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<tr>
<td>Contingency Funds</td>
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<td><strong>Total</strong></td>
<td></td>
<td><strong>$69,343,000</strong></td>
<td><strong>$5,312,000</strong></td>
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</table>
HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

Through the Elevate Denver Bond Program, improvements to libraries will create new ways for people of all ages to engage with information and ideas. Activities in 2019 will include continued delivery of projects advancing through the project life cycle of development, design, and construction, with the following activities highlighted.

**Blair-Caldwell Branch Renovation** — In 2019, an architect will be selected and begin design to replace equipment, renovate the library and enhance landscaping.

**Byers Branch Library Renovation** — The project team will complete design, setting the project up to begin construction in 2020.

**Denver Central Library Renovation** — Design efforts will begin to address safety and security issues, deferred maintenance, and space renovations at the city’s largest library.

**Smiley Branch Library Renovation** — The project team will complete design, setting the project up to begin construction in 2020.

“Libraries transform communities and the Elevate Denver bond will allow us to transform the Central Library and 10 branch locations to meet the needs of Denver residents for years to come.”
— Michelle Jeske, City Librarian at Denver Public Library
ELEVATE DENVER WILL REVITALIZE RECREATION CENTERS AND PARKS TO BRING HEALTH AND WELLNESS TO NEIGHBORHOODS ACROSS THE CITY. PARKS AND RECREATION PROJECTS INCLUDE:

Enhancing Nearly 50 Denver Parks — Elevate Denver will restore outdated facilities, increase safety, and improve water conservation.

Making Critical Improvements to 21 Recreation Centers — Denver residents will see local recreation centers improvements, including roof replacements, HVAC replacements, and other important structural repairs. These measures will save taxpayer dollars, improve energy efficiency, and keep our recreation centers functional for years to come.

Reconstructing and Adding Three Community Pools — To improve safety and provide new recreation opportunities for Denver residents, Elevate Denver will reconstruct the Congress Park Pool and build completely new pools at the Swansea Recreation Center and Green Valley Ranch Recreation Center.

Constructing a New Recreation Center — The Westwood Neighborhood has been historically an underserved community in west Denver. Elevate Denver will work to change that by constructing the Westwood Recreation Center, the first recreation center for the neighborhood. The new space will include a modern gym, fitness areas, swimming pool, and community rooms.

Completing an Innovative Playground — Re-Imagine Play at Paco Sanchez Park is an innovative redesign of traditional play environments. In addition to the revolutionary play environment, Elevate Denver will create an entertainment space to host outdoor classes, cultural festivals, and farmers markets.

“My father built our home in Inspiration Point in 1952. Three generations of my family have lived here and walked this park.”
– Bob Lorenzo, a resident of the Inspiration Point neighborhood for more than 60 years
## PARKS AND RECREATION PROJECTS

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>COUNCIL DISTRICT</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING</th>
<th>PROJECT PHASE</th>
</tr>
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<tbody>
<tr>
<td>Arkins Court River North Promenade</td>
<td>9</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
<td>Design</td>
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<tr>
<td>Bear Valley Tennis Courts Replacement</td>
<td>2</td>
<td>$1,800,000</td>
<td>$1,800,000</td>
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<tr>
<td>City Park Playground Replacement</td>
<td>9</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>Design</td>
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<tr>
<td>Civic Center – Greek Theater Improvements</td>
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<td>Future Issuance</td>
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<td>Congress Park Pool Reconstruction</td>
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<td>$1,500,000</td>
<td>Development</td>
</tr>
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<td>Downtown Park Acquisition &amp; Existing Park Improvements – Skyline Park</td>
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<td>$2,500,000</td>
<td>$300,000</td>
<td>Development</td>
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<tr>
<td>Green Valley Ranch Indoor Pool</td>
<td>11</td>
<td>$15,600,000</td>
<td>$1,500,000</td>
<td>Development</td>
</tr>
<tr>
<td>Harvey Park Recreation Center Improvements</td>
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<td>Development</td>
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<tr>
<td>Inspiration Point Playground</td>
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<td>Design</td>
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<tr>
<td>Irrigation Renovation Projects</td>
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<td>Design</td>
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<td>Mountain Parks Conservation Camp Facility Restoration</td>
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<td>$2,000,000</td>
<td>Future Issuance</td>
<td>Development</td>
</tr>
<tr>
<td>Neighborhood Park Improvements (playgrounds/courts/walks/picnic sites)</td>
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<td>$15,000,000</td>
<td>$3,595,000</td>
<td>Development, Design and Construction</td>
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<td>Paco Sanchez Re-Imagine Play (Phase II)</td>
<td>3</td>
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<tr>
<td>Park Maintenance Facility Improvements</td>
<td>Citywide</td>
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<td>Development</td>
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<tr>
<td>Recreation Center Renovations and Improvements</td>
<td>Citywide</td>
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<td>Development and Design</td>
</tr>
<tr>
<td>Sun Valley Park Development — Phase I</td>
<td>3</td>
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<td>Future Issuance</td>
<td>Development</td>
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<tr>
<td>Swansea Recreation Center Indoor Pool</td>
<td>9</td>
<td>$15,225,000</td>
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<td>Westwood Recreation Center</td>
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<td>Contingency Funds</td>
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<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$151,615,000</strong></td>
<td><strong>$30,525,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

1 Projects that have not received first issuance funding are continuing work through other non-bond funding sources, such as partner funds and the City’s Capital Improvement Program.

2 Citywide projects include numerous individual projects that are in varying phases of the project life cycle, including development, design, and construction.
2018 ACCOMPLISHMENTS

Paco Sanchez Re-Imagine Play — In June, the City celebrated the opening of Re-Imagine Play at Paco Sanchez Park, bringing a state-of-the-art playground to the community. The team also broke ground on Phase II of the project, which will construct a community plaza and activity kiosk.

First Creek Park — Elevate Denver broke ground on the new First Creek Park, which will activate undeveloped land in the Green Valley Ranch neighborhood.

Bear Valley Tennis Court Replacement — A designer was selected to develop construction plans for replacing the tennis courts and completing other improvements for Bear Valley Park.

Congress Park Pool Reconstruction — To transform one of the oldest outdoor pools in the city, procurement for a designer began.

Green Valley Ranch Indoor Pool — Residents have long wanted a pool in the Green Valley Ranch neighborhood. In 2018, procurement began to select a designer to expand the Green Valley Recreation Center with an added indoor pool.
HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

Parks and recreation projects represent a major area for the Elevate Denver Bond Program, working to provide safe and fun environments for our communities to connect. Activities in 2019 will include continued delivery of projects that provide improvements at parks and recreation centers across Denver. Project teams continue to advance projects through the project life cycle of development, design, and construction, with the following activities highlighted.

**Arkins Court River North Promenade** — Design for a new riverfront pedestrian promenade will wrap up in 2019.

**Bear Valley Tennis Court Replacement** — Design is anticipated to be complete in 2019 and construction activities will begin to replace six tennis courts.

**Congress Park Pool Reconstruction** — Design activities will begin in 2019 to prepare for reconstruction of the pool.

**Skyline Park** — A designer will be selected in 2019 to begin design efforts for improvements of park amenities.

**Green Valley Ranch Indoor Pool** — Design activities will begin in 2019 to expand the existing recreation center to include a new indoor pool.

**Harvey Park Irrigation Project** — Construction is anticipated to begin summer 2019 to upgrade and replace old irrigation systems.

**Inspiration Point Neighborhood Park** — The project, which will construct new playground and picnic areas, will advance to final design.

**Irrigation Renovation Projects** — Design of park irrigation projects will continue, advancing them toward the replacement of the old irrigation systems with new, more efficient equipment.

**Neighborhood Park Improvements** — Design of numerous neighborhood park improvements will be completed, with some projects beginning construction activities.

**Neighborhood Recreation Centers** — Design of numerous neighborhood recreation center improvement projects will be completed, with some projects beginning construction activities.

**Paco Sanchez Re-Imagine Play** — Construction will begin for Phase II to complete a new innovative community plaza and activity kiosk.

**Westwood Recreation Center** — The project team will continue site selection review for the construction of this new recreation center.
**PUBLIC FACILITIES**

**ELEVATE DENVER WILL ENHANCE THE EFFICIENCY AND ACCESSIBILITY OF CITY BUILDINGS AND SERVICES.**

**PUBLIC FACILITIES PROJECTS INCLUDE:**

**Improving Accessibility for All** — To make public buildings more accessible for people with disabilities, Elevate Denver will replace or add accessible exterior and interior routes, accessible parking, and visual alarms, in accordance with the Americans with Disabilities Act (ADA) requirements.

**Addressing Critical Structural and Exterior Repairs** — Numerous city-owned buildings require improvements to remain safe and functional for employees and visitors. Elevate Denver will make improvements and repairs to roofs, windows, and HVAC equipment at the Richard Castro Human Services Building, Northeast Montessori Center, Denver City and County Building, and Arie P. Taylor building.

**PUBLIC FACILITY PROJECTS**

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>COUNCIL DISTRICT</th>
<th>TOTAL ELEVATE DENVER FUNDING</th>
<th>FIRST ISSUANCE FUNDING</th>
<th>PROJECT PHASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americans with Disabilities Act (ADA) Projects/ Corrections mandated per Department of Justice</td>
<td>Citywide</td>
<td>$10,000,000</td>
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</tr>
<tr>
<td>Deferred Maintenance Correction (Facilities Condition Assessment Program)</td>
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<td>$320,000</td>
<td>Development</td>
</tr>
<tr>
<td>Contingency Funds</td>
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<td>$1,500,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$16,500,000</strong></td>
<td><strong>$627,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
2018 ACCOMPLISHMENTS

ADA Projects — The City continued the ongoing evaluation of structural deficiencies/barriers of over 580 city-owned facilities. Through this evaluation, projects have been identified and reviewed for potential design and construction packaging.

Deferred Maintenance — As part of the Deferred Maintenance projects, the Minoru Yasui building elevator received partial funding through Elevate Denver to begin design activities to address essential maintenance needs.

HIGHLIGHTS OF UPCOMING 2019 ACTIVITIES

The projects within the Public Facilities System Purpose represent opportunities for improvements to city-owned facilities throughout Denver. Activities in 2019 will include continued project analysis and delivery, with the following activities highlighted.

ADA Projects — The City will take the determinations made from the 2018 evaluations and begin delivery of identified projects to address ADA findings within city-owned facilities.

Deferred Maintenance — The Minoru Yasui building elevator will complete design and begin construction work in 2019. Additional evaluations of the deferred maintenance needs will be performed to identify design and construction packages.

“Many of the people we serve at Denver Human Services are living with a disability. Ensuring that our building is easily accessible to all people is vital to our goal of providing quality, timely services with integrity, kindness, and respect for all people.”
— Joy Martinez, Denver Human Services, operations supervisor for the Family and Adult Assistance Lobby at the Richard T. Castro Human Services Center
The nearly one billion dollar infrastructure investment from the Elevate Denver Bond Program was developed in coordination and partnership with the public, City Council, and Mayor with diversity, equity, and inclusion as core principles. The bond program recognizes that the investment in the city’s infrastructure must also be an investment in the development of small, minority and women-owned business and workforce development. As a result, one of the foundational goals of the program is to “proactively identify opportunities for small business enterprise and minority-/woman-owned business enterprise participation, as well as for workforce development.”

BUSINESS EQUITY AND INCLUSION

Elevate Denver is committed to advancing the City’s vision for increasing business equity through growing and sustaining our small, minority and women-owned businesses. With more than 500 public projects, the bond program will provide opportunities to build wealth among these businesses and ensure that they benefit from bond programs and project activities.

Aligning with the mission of the Denver Economic Development & Opportunity’s (DEDO) Division of Small Business Opportunity to strengthen our small, minority and women-owned business community, Elevate Denver is working toward this mission by ensuring that certified businesses are actively participating on bond projects at all tiers and phases. The bond program will continue to advance its commitment to the small, minority- and women-owned business community throughout the life of the program. A few of the 2018 highlights included:

• Contracted with small businesses to perform as prime contractors on the Blair-Caldwell Branch Library renovations and the first new sidewalk of the bond program.
• Engaged a small, minority-owned business to pour the concrete foundation for Denver Health’s new Outpatient Medical Center.
• Connected with local communities through utilizing translation and printing services provided by small and minority-owned businesses.
• Presentations to local community groups and business organizations to highlight upcoming contracting opportunities and how to do work with the City.

WORKFORCE DEVELOPMENT

Elevate Denver is committed to advancing the City’s vision for ensuring that Denver residents — particularly those in economically disadvantaged areas and backgrounds — benefit from the unprecedented investments being made in Denver’s infrastructure through training and skilled job opportunities and building Denver’s workforce of the future. The bond program will support the City’s workforce development initiatives through the following continuation of 2018 activities:

• Resource support for DEDO’s Workforce Services and WORKNOW/CORE Partners to help further job seeker support services and the evaluation of the City’s data system to support data collection and reporting needs.
• Participation in City-led job fairs and workforce/business development forums.
• Inclusion of workforce development requirements within construction procurements, including some combination of: targeted outreach to economically disadvantaged areas and backgrounds, support for job seekers, and apprenticeship training.
The early years of large-scale programs like Elevate Denver typically focus heavily on design — the necessary step before a project can begin construction. The cultural facilities and Denver Health were fortunate to have significant funds from other sources and progressed rapidly through development and design and into construction. Just one year into the 10-year program, the cultural facilities and Denver Health are ready for additional funds to finish these important projects to the community. To support this progress, Elevate Denver is proposing a second debt issuance in spring 2019 to fund their ongoing construction activities.

In 2019, projects across the remaining purpose areas — transportation and mobility, parks and recreation, libraries, public safety, and public facilities — will transition from development and design phases into early stages of construction. We anticipate this progress will generate the need for a third debt issuance in fall 2019. The Elevate Denver team will work closely with city agencies throughout the year to identify projects that are ready for additional funds. Many projects, even those that do not receive third issuance funding, will continue work through other non-bond funding sources, such as partner funds and the City’s Capital Improvement Program. Additional funding issuances will be determined throughout the 10-year program, allowing for Elevate Denver to continue design and construction efforts on the more than 500 identified projects to preserve and improve Denver.