Stimulus Investment Advisory Committee

RISE Denver: From Rescue, To Economic Recovery

June 24, 2021
Agenda

• Overview, Mtg. 1 Recap – Brendan Hanlon
• Previous Meeting Feedback/New ideas – All
• RISE - Community Recovery Options – Don Mares
• Council Feedback – Council President Gilmore
• Community Feedback – Kiki Turner
• Committee Feedback on Priority Investments – All
• Next Steps/Follow-up – Brendan Hanlon
Stimulus Investment Advisory Committee Members

- Council President Stacie Gilmore – City Council President
- Elbra Wedgeworth – Former City Council President, former DHHA executive
- Lindy Eichenbaum Lent – Rose Community Foundation President and CEO
- Stewart Tucker Lundy – Disability Law Colorado Board Member, 16th Street Mall Champions Member, CEO Stewart Tucker Lundy & Assoc.
- Lori Davis – Economic Relief and Recovery Council Chair, Grant Thornton Managing Partner
- Albus Brooks – Long Term Recovery and Resiliency Committee Co-Chair, Millender White Vice President
- Dewey Jackson – Denver Area Labor Federation AFL-CIO President
- Tony Lemus – El Centro Program Director
- Janice Sinden – Denver Performing Arts Center President and CEO
- Christine Benero – Mile High United Way President and CEO
- Susan Powers – Urban Ventures President; Denver Health Foundation Board Member
- Glenn Harper – Sun Valley Kitchen & Community Center Owner
- Monica Martinez – FAX Partnership Executive Director

City Advisory Members

- Brendan Hanlon – Dept of Finance - Facilitator
- Don Mares – Denver Human Services – Community Support
- Eulois Cleckley – Department of Transportation and Infrastructure – Infrastructure
- Kim Desmond – Mayor’s Office of Social Equity and Innovation
- Other city agencies will be asked to attend
Goals of the Stimulus Investment Advisory Committee

• Advise the city on creating and advancing recovery investments that support rebuilding an equitable and sustainable economy.

• Review and suggest revisions to a plan developed by city staff that will recommend rounds of investments of American Rescue Plan funds in community, business and infrastructure recovery investments.

• The committee will focus on recommendations that promote equity and focus on historically marginalized communities that have been disproportionately impacted by the pandemic.

• The committee will advise on multiple investment alternatives that serve impacted communities and Denver as a whole.

• The advisory committee will support the feedback received through community input.

• The committee should advocate for leveraging multiple sources of funds and be sensitive to the long-term and short-term funding needs of stimulus investments.
REVISED Schedule

Meeting 1 – 5/27 – Virtual
Introductions, Members, Schedule, Role, American Rescue Plan Overview, Community Outreach Plan, Council Feedback

Meeting 2 – 6/10 – Hybrid: Virtual and In-person
RISE Overview
- Community Investment Options – DHS, HOST, HRCP
- Business Investment Options - DEDO
- Infrastructure List and Process – DOTI, DOF

Meeting 3 – 6/17 – Extra Meeting – Virtual
- Community and Business Feedback Review
- Initial Committee Feedback

Meeting 3 – 6/24 – Hybrid: Virtual and In-person
- Community and Business Feedback Review
- Council Feedback
- Initial Committee Feedback

Meeting 4 – 7/8 – Hybrid: Virtual and In-person
- Present Draft Plan – Round 1 Investment Options
- Committee Feedback on Round 1

Meeting 5 – 7/16 – Hybrid: Virtual and In-person
- Present Final Draft Plan – Round 1 Investment Options
- Committee Feedback on Round 1

Meeting 6 – 7/22 – Virtual
- Update on Round 1 Plan
- Round 2 Kick-off

Meeting 7 – 8/5 – Hybrid: Virtual and In-person
- Present Final Draft Plan – Round 2 Investment Priorities
- Committee Feedback on Round 2
**American Rescue Plan Act Eligible Uses**

- Public Health expenditures
- Address negative economic impacts caused by the public health emergency
- Replace lost public sector revenue
- Provide premium pay for essential workers
- Invest in water, sewer, and broadband infrastructure

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Approach to Funding Recommendations

• Goal: no more than 30% of total $308M ARPA for restoration and ongoing costs
  – Assures majority of funds used for pandemic response, economic recovery
  – Implies annual decision of expenditure transition to other funding sources (primarily the General Fund)
Total Recommended Restoration/Supplemental Services Package

• Recommendations for 2021 = $46.2M
  – Agency restoration = $26.3M
  – Agency supplemental services = $2.6M
  – Citywide (all eligible funds furlough) 2021 = $17.3M

• Presented to City Council Finance & Governance Committee June 22, 2021

• Final Council approval anticipated mid-July
2021 GO Bond Planning Process (April - August)

April

- Drafting and submittal of project proposals from departments, external partners, and City Council

Project Development Phase

May

- Internal technical and citywide benefit evaluation of project submittals by city staff.
- RISE community engagement process (surveys, telephone townhalls, etc.)

Project Evaluation and Public Feedback Phase

June

- GO Bond Executive Committee Process

Bond Package Development

Denver City Council process for referral to November 2021 Ballot (July-August)
The Budget Equity Framework is used to operationalize and embed a process into the city-wide budget as agencies/departments allocate economic resources to meet the diverse needs of the people we serve.

As we make budget requests and adjustments, the Budget Equity Framework is a tool to guide city employees toward creating equitable outcomes, building inclusive opportunities and addressing built infrastructure needs to meet the demands of a growing city.

Each budget request and adjustment provides a Choice Point opportunity to create equitable results to avoid a disruption of services to and/or increase access to services for BIPOC communities and individuals historically marginalized by systems.

Equity considerations in budgeting inform how we allocate economic resources to eliminate the underlying drivers that cause racial and ethnic inequities. In developing budget requests or reductions, agencies assess how budget decisions positively or negatively affect BIPOC communities and individuals historically marginalized by systems.

The Mayor’s Office of Social Equity and Innovation focuses on BIPOC communities and individuals historically marginalized by systems to address systemic barriers to access, resources and infrastructure investments. We use an antiracist framework to address policies and practices that created the cumulative and compounding effects of structural racism.
Activating the Budget Equity Framework – Process

Activating the use of a Racial Equity Lens in budgeting decisions

STEP 1

The Racial Equity Lens questions will guide our “Choice Points” decisions to focus on equity in both process and outcomes. The Budget Management Office (BMO) or Capital Planning and Programming (CPP) will answer each question on the following pages.

STEP 2

BMO, CPP, and Mayor’s Office of Social Equity and Innovation (SEI) will flag any equity gaps or unintentional consequences before the City makes recommendations to the committee and following committee review.
RISE DENVER

Recap: City Agency Business Support Strategies
Economic Recovery Stakeholder Engagement

12+ Months: Mayor’s Economic Recovery and Relief Council

5 Week, 25 Agency Internal Process

Produced RISE Framework

External engagement and outreach to stakeholders across our economy
RISE DENVER: Five Strategic Priorities

- Strengthen small business & nonprofit growth and resiliency
- Revitalize Denver's neighborhoods through targeted support and placemaking
- Accelerate Public Investment
- Make it easier to do business with Denver
- Bring back and enhance lost jobs. Create new jobs
Bring back and enhance lost jobs; Create new jobs

**KEY STRATEGIES**

- Bolster our most under-resourced populations’ ability to build careers and skillsets
- Create new jobs for Denverites in sectors of growth and opportunity
- Focus on wealth building opportunities for historically under resourced populations
- Amplify business attraction and retention efforts to bring good jobs to Denver
- Mitigate barriers for people to return to work

40,000 jobs for Denverites by the end of 2022
Strengthen small business and nonprofit growth and resiliency

KEY STRATEGIES

- **Grow new and existing businesses with a focus on MWBEs, new business, & BIPOC, in targeted neighborhoods**
- **Introduce, scale, or make permanent programs to assist small businesses and nonprofits**
- **Increase focus on stabilization efforts for most impacted sectors, nonprofits, & neighborhoods**

> Reduced Commercial Vacancy Rates, Increased # of Businesses Operating in Denver
Make it easier to do business with Denver

KEY STRATEGIES

Make licensing and permitting process easier to navigate

Remove barriers to doing work with the government
Perform outreach to small and local businesses to increase city procurement opportunities

Navigation and disbursement of Federal and State stimulus funds for infrastructure

Accelerate shovel-ready infrastructure projects

Accelerate Public Investment
Revitalize Denver's neighborhoods through targeted community support and placemaking

Key Strategies

Help mitigate involuntary displacement in priority neighborhoods

Scale investments to culturally responsive CBOs, nonprofits, and direct service providers within prioritized neighborhoods

Activate public spaces, ensure a safe reopening through increased events, art, culture, and educational opportunities
Feedback/Discussion?
City Agency
Community Support Strategies

Don Mares, Executive Director, Denver Human Services
**Vision**

Enable healthy communities which thrive, and where people are connected, supported, safe, and well.
Data-driven Priorities

• Many surveys and indices used to determine areas of need and priorities
• Aggregates key indicators by neighborhood
• Designed inform programs, practices, services, and investments
• Coronavirus Relief Fund (CRF) dashboard: shows what we’ve done and informs how we move forward
Goal: Improve and expand access to high-quality, affordable child care services

Photo: Young person doing homework at afterschool program
STRATEGIES

Increase support to community partners providing child care and development services

Increase before- and after-school programming support

TACTICS/INITIATIVES/IDEAS

• Increase funding for Family, Friend and Neighbor (FFN) Care Providers and other child care providers

• Expand funding to provide additional programming for Out of School Time (including summer)

• Partner to expand awareness of available early childhood and after school resources
Youth Well-being

Goal: Create positive outcomes for youth in our community by investing in the whole family
STRATEGIES

Increase investments in and create new funding opportunities for culturally responsive community-based organizations, nonprofits, and direct service providers within prioritized neighborhoods.

Enhance outreach programs for youth and families in targeted communities through investments in resources, supports, and services.

POTENTIAL TACTICS & INITIATIVES

- Financially support nonprofits that deliver direct services to under resourced neighborhoods through targeted community grants.
- Partner with neighborhood organizations to deploy trusted community navigators to connect residents to city programs.
- Invest in upstream/preventative supports for youth and families.
- Partner with youth to identify and invest in programs and services at community sites like youth empowerment centers.
- Hire outreach workers that provide resource and service navigation for families and children in targeted communities.
Food Access

Goal: Increase access to affordable, quality, culturally appropriate food

Photo: Food Bank of the Rockies Mobile Pantry; 303 Magazine
STRATEGIES

Increase enrollment in and utilization of the Supplemental Nutrition Assistance Program (SNAP)

Expand or create services that provide alternative food access options in targeted Denver communities

TACTICS/INITIATIVES/IDEAS

- Expand existing and develop new entry points for access food assistance benefits (SNAP)
- Expand outreach and access to unique populations
- Financially support nonprofits that deliver direct services to under resourced neighborhoods through targeted community grants

- Increase current community partner funding
- Explore virtual grocery store model
- Establish food system resiliency grant program support longer term infrastructure and systems change community food responses
Mental Health and Physical Health Care

Goal: Strengthen mental and physical health supports and systems in Denver
STRATEGIES

Continue to fund and increase funding to community partners providing mental health and health care services.

Increase community access to mental health and health care supports and services.

Ensure emergency response is appropriate and able to support the needs of people experiencing a mental or behavioral health crisis.

TACTICS/INITIATIVES/IDEAS

- Evaluate expansion of complex care and interdisciplinary teams*
- Co-locate human services staff in community centers (data-driven based on priority neighborhoods and health indicators)

- Support peer-based Naloxone distribution and increase availability of Naloxone in the community
- Expand harm reduction initiatives
- Increase access to mobile mental and behavioral health supports
- Provide support services, such as mental health, behavioral health, case management and placement support, for people experiencing homelessness accessing housing vouchers

- Continue and expand support for alternative response programs and resources in coordination with community organizations, local providers/funders, and state partners
Housing Stability

Goal: Strengthen housing stability resources and investments in the community

Photo: Mariposa Housing redevelopment; Denver Housing Authority
STRATEGIES

Invest in housing and supports for people experiencing homelessness

Expand housing options along the housing spectrum

POTENTIAL TACTICS & INITIATIVES

• Increase non-congregate shelter, transitional, and supportive housing opportunities for people experiencing homelessness by acquiring and rehabilitating hotels (capital and operating)
• Continue pandemic-level 24/7 shelter paired with service navigation for shelter guests
• Invest in programs to provide rent and service assistance to connect people experiencing homelessness to stable housing.
• Continue support for alternatives to shelter including Safe Outdoor Spaces, and Tiny Home Villages

• Bolster the Affordable Housing Fund with one-time investments to preserve and support creation of more affordable housing
• Increase funding for housing vouchers and increase voucher intake support
**STRATEGIES**

Mitigate involuntary displacement in priority neighborhoods

Invest in grants and programs that provide residents the means to pay bills and access supports

**POTENTIAL TACTICS & INITIATIVES**

- Provide materials related to city programs and services in multiple languages for accessibility
- Support acquisition of land by the city and/or its partners
- Concentrate anti-displacement programs in targeted neighborhoods
- Expand eviction prevention efforts through support like the legal defense fund
- Targeted community grants
- Continue support to the Left Behind Workers Fund for out of work employees not eligible for traditional programs
Individual and Family Supports

Goal: Invest in individual supports in targeted communities

Photo: Diverse, multi-generational family
STRATEGIES

Increase investments in programs and services that support well-being

Reduce and address common barriers to employment for individuals, caregivers, and parents

POTENTIAL TACTICS & INITIATIVES

• Increase access to financial education and planning resources

• Transportation: Continue to implement multi-modal transportation initiatives to provide more mobility options for all residents, including efforts to expand access to micro-mobility services (scooters, bikes)

• Climate/Transportation: Continue to pilot and evaluate effectiveness of electric vehicle access program implemented in targeted neighborhoods through CARES Act funding

• Older Adults: Continue DenverConnect and develop strategies to support older adults and families caring for older adults
Questions?
City Council Priorities

Council President Stacie Gilmore
2022 City Council Budget Priorities

1. Focus on evolving our community engagement and customer service to support residents navigating City services, resources and accessibility including language access.

2. Increase affordable housing options and support for those experiencing homelessness throughout our city. Mitigate and reduce involuntary displacement of community members and businesses.

3. Reframe safety in a public health, evidence-based and anti-racist approach with community investment to ensure healthy neighborhoods.

4. Prioritize and support the recovery, resilience and encourage innovation of our workforce, local businesses, and community organizations.

5. Protect our natural environment through policy and invest in communities to combat climate change.

6. Increase complete multimodal transportation connections throughout the city.
Community Engagement Results

Kiki Turner, Dept. Communications Director, Dept. of Finance
Public Outreach strategy for $700M+ in recovery funds

1. Building on Prior Outreach
   - Community: 13 neighborhood conversations on community supports
   - Business: A year of collaboration with 100+ businesses and nonprofits through the Mayor's Economic Relief & Recovery Council
   - Infrastructure: 5,000 public comments on capital projects to inform the Six-Year Capital Improvement Plan

2. Narrowing Key Topic Areas
   Denver Human Services, Denver Economic Development & Opportunity, and Capital Planning & Real Estate used prior community outreach results to identify key topic areas and draft survey questions

3. Finalizing Surveys and Methods
   Collaboration with the Office of Equity and Social Innovation and the People Lab at UC Berkeley to revise survey questions, survey design, and outreach strategies and finalize content and approach
Input online and over-the-phone

- **Website** with surveying, educational materials, and townhall live-streaming
- Four **telephone townhalls** with 30k dial-outs and text messages per call to 20 zip codes in historically marginalized neighborhoods. Townhalls simulcast in English, Spanish, Vietnamese, and Amharic
- Presentation during the **Mayor’s Cabinet in the Community** in Council District 3
- Presentation to the **Mayor's Economic Relief and Recovery Council**
- Presentation at a citywide **employee townhall**
Inclusive Outreach Tactics

- **25k translated mailers** to vulnerable neighborhoods, fully translated in English and Spanish with instruction in Vietnamese and Amharic.

- **A pop-up event and flyers** at Denver Public Libraries in vulnerable neighborhoods.

- **E-blasts** and newsletters through city agencies, City Council offices, etc.

- **Paid social media campaign**, geo-focused on vulnerable neighborhoods.
6,200 participants online and over the phone

9,800 surveys and comments submitted

2,300 unique survey respondents

160 callers on Spanish, Vietnamese, or Amharic lines

65 townhall caller comments heard live
Participation by zip code

Neighborhood areas with the highest percentages of participation:

• Barnun, Mar Lee, Harvey Park (607 participants)
• South Park Hill, East Colfax, Hale, Hilltop (526 participants)
• North Park Hill (517 participants)
DEMOGRAPHIC QUESTION

What is your relationship to Denver?

I live here 34%

I work here

I visit Denver 14%

None of these, I'm just interested in what's going on in Denver 1%

I live and work here 32%
DEMOGRAPHIC QUESTION

Which best describes you?

- White or Caucasian: 57%
- Latinx: 23%
- Black or African American: 10%
- Multiracial: 4%
- Asian of Pacific Islander: 4%
- A race not listed here: 2%
DEMographic QUESTION

How worried are you that you will be able to afford next month's expenses?

- Very worried: 7%
- Somewhat worried: 24%
- Neutral: 6%
- Not worried at all: 63%
DEMOGRAPHIC QUESTION

How old are you?

- 17 or younger: 1%
- 18-28: 5%
- 29-49: 42%
- 50-70: 35%
- 71 or older: 17%
When it comes to community support, what matters most to you?

- Housing and support for people experiencing homelessness: 40%
- Mental Health: 17%
- Transportation: 12%
- Education: 8%
- Food access: 7%
- Childcare: 7%
- Health care: 4%
- Digital access: 3%
- Direct cash assistance: 3%
Which housing solutions would be the most helpful to you and your family?

- Increased affordable housing: 47%
- A wider variety of housing options in the neighborhood to reduce overcrowding and displacement: 29%
- Mortgage assistance: 11%
- On-going rental assistance: 7%
- Eviction prevention: 6%
Which solutions would be the most helpful to you and your family to access nutritious food?

- More farmer’s markets or community gardens within a 10 minute walk from my house: 59%
- More places that accept Supplemental Nutrition Assistance Program (SNAP), also known as food stamps or Women Infant Children (WIC): 18%
- More food sources that meet my special dietary or cultural needs and preferences: 12%
- More food delivery programs: 11%
Additional online survey questions

Which childcare solutions would be the most helpful to you and your family?
1. Affordable childcare (52%)
2. High-quality and licensed (26%)

Which solutions would be the most helpful to access mental health services?
1. Affordable services (61%)
2. Diverse providers aligning with cultural/religious beliefs (16%)

Which solutions would be the most helpful to access general health care?
1. Low-cost, no insurance, or affordable services (72%)
2. Services available with my schedule (10%)

Which solutions would be the most helpful to access transportation?
1. Transit close to home or work (28%)
2. Frequent routes (22%)
2. Affordable transportation (22%)

Which solutions would be the most helpful to access internet?
1. Free or reduced broadband and affordable internet devices (47%)
2. More available/reliable internet at home or work (37%)
Predominate comment themes include mental health, transportation, and technology.
When it comes to business support, what matters most to you?

- Jobseeker/workforce: 29%
- Local business support: 23%
- Community/neighborhoods: 23%
- Public infrastructure invest: 19%
- Government regulations: 6%
If you're seeking employment, what are some of the barriers preventing you from returning to work?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>No opportunities in my field</td>
<td>25%</td>
</tr>
<tr>
<td>Low pay</td>
<td>18%</td>
</tr>
<tr>
<td>No child/elder care</td>
<td>17%</td>
</tr>
<tr>
<td>No transportation</td>
<td>12%</td>
</tr>
<tr>
<td>Lack technology</td>
<td>11%</td>
</tr>
<tr>
<td>Volatile industry/looking outside my field</td>
<td>10%</td>
</tr>
<tr>
<td>Unsure about public health environment</td>
<td>7%</td>
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</tbody>
</table>
If you are a business owner, capacity, what barriers are you most concerned about?

- Cost of rent/lease/mortgage: 32%
- Need more employees: 20%
- Employee and customer health: 19%
- Household demands, like a lack of child or elder care for my household: 11%
- Lack of customer demand: 9%
- Security concerns at my current location: 5%
- Lack of guidance on public health precautions: 4%
- Lack of personal protective equipment (PPE): 0%
Additional online survey questions

When it comes to workforce development and jobseeker supports, what do you think the city should prioritize?

1. Training for new skills or career paths (61%)
2. Expand employment opportunities on city projects (21%)

What do you think the city should prioritize to help Denver businesses recover from the pandemic?

1. Expand grant-based funding for small businesses (35%)
2. Neighborhood improvements to encourage shopping locally (24%)

How should the city prioritize community needs to create an economy that works for everyone?

1. More support to pay for housing needs (32%)
2. More businesses that people can walk to (21%)

What do you think the city should prioritize to make it easier to do business with the City and County of Denver?

1. Make licensing and permitting processes easier (42%)
2. Hire staff to help communities navigate city processes (32%)
Predominant comment themes include job training, worker pay/wages, and small business supports.
INFRASTRUCTURE

When it comes to infrastructure, what matters most to you?

- Building safe and accessible streets, sidewalks, bike lanes and transportation systems: 32%
- Improving community and cultural buildings like libraries, museums, arenas, fire stations, etc.: 25%
- Improving spaces to serve people experiencing homelessness and promote public health: 21%
- Addressing climate change and supporting the environment: 13%
- Expanding and enhancing the parks and recreation system: 9%
INFRASTRUCTURE

Infrastructure can have a variety of economic benefits. What should the city prioritize?

- Offer the most jobs, including apprenticeships and job-training opportunities: 46%
- Offer the most opportunities for small, minority, and women-owned businesses: 26%
- Improve access to technology like computers and internet: 17%
- Support Denver’s tourism and hospitality industries: 11%
Infrastructure can mean new projects or fixing something that already exists. What should the city prioritize?
Predominant comment themes include transportation, environmental sustainability, and community buildings.
Residents submitted 247 forum posts relating to community, business, and infrastructure.
Residents could start dialogues by responding to comments or liking posts with thumb-up signs.
Next Steps: Reporting out to the public

Rise Together Survey Summary

90% of respondents supported improving or fixing existing infrastructure over new builds

Respondents prioritized projects that produce jobs and provide opportunities for minority & woman-owned businesses

Top Priority:
- Projects that fix something that’s outdated
- Projects that improve something that already exists
- Projects that build something new

Key Takeaway #1 - Housing

Key Takeaway #2 - Business Owners & Job Seekers

Key Takeaway #3 - Infrastructure Priorities

Top Priority:
- Projects that offer the most jobs, including apprenticeships & job-training opportunities
- Projects that offer the most opportunities for small, minority, and women-owned businesses
- Other projects
Questions?
Feedback/ Discussion
Next Steps

June:
• June 22 – Present Mayor’s recommendations for restoration of services funding through ARPA, begin City Council approval process
• June 23 – Release list of projects proposed by agencies and partner institutions for stimulus funding considerations (GO Bond, ARPA, American Jobs Plan, other funds)
• June 24 – Present community engagement results to City Council
• June 24 – SIAC – Present community support options, City Council priorities, and Community engagement results and discussion

July:
• July 8 – review City recommendations for first allocation of ARPA funds for community and business recovery
• Finalize and present G.O. Bond project funding recommendations to Mayor
• Publish final recommended G.O. Bond project recommendations list
• July 15 – G.O. Bond funded project recommendations presentation with City Council at Budget & Policy Committee
• July 16 – finalize recommendations for first allocation of ARPA funds for community and business recovery

August:
• City Council approval process for both ARPA Community & Business Recovery and G.O. Bond initiatives underway

September:
• Announce Mayor’s 2022 proposed budget
Discussion

Next Meeting: July 8, 2021