Stimulus Investment Advisory Committee

RISE Denver: From Rescue, To Economic Recovery

June 10, 2021
Overview

- Stimulus Investment Advisory Committee Goals Review
- Infrastructure Process Overview
- Equity Framework
- RISE Business Support – Agency Feedback
- Discussion
- Next Steps
Proposed: 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 disproportionally impacted by the pandemic.

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

• The advisory 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.
Proposed Schedule

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

Meeting 2 – 6/10 – Hybrid: Virtual and In-person
• Equity Overview
• Infrastructure Process – DOF
• Business Recovery Options - DEDO

Meeting 3 - 6/17 – Extra Meeting - Virtual Only
• Community Recovery Options – DHS, HOST, DEDO, HRCP
• City Council Feedback Review
• Community and Business Feedback Review
• Committee Discussion/Feedback

Meeting 4 – 6/24 – Hybrid: Virtual and In-person
• Present Draft Plan – Round 1 Investment Options
• Committee Feedback on Round 1

Meeting 5 – 7/8 – 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 Draft Plan – Round 2 Investments
• Committee Feedback on Round 2
REVISED Proposed Schedule

Meeting 1 – 5/27 – Virtual Only
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 Only
• 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 – 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
Proposed Agendas

6/10

• Kickoff – Brendan Hanlon
• Infrastructure Process Overview – Laura Perry
• Equity Framework – Kim Desmond
• RISE Business Recovery Options – Eric Hiraga
• Committee Discussion – All
• Next Steps/Follow-up – Brendan Hanlon

6/17

• Kickoff – 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
American Rescue Plan 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
Priority Areas

Public Health
- Focus on CRF funds expiring year end 2021
- Multi-year ARPA allocations should allow for this use

Premium Pay
- Allowable program
- No plans for this yet but the City may calculate numbers for a potential program

Infrastructure
- GO Bond has separate committee
- Once the GO committee has conducted some work, SIAC may consider additional infrastructure investments
Revenue Loss: Service Restoration, Supplemental Services

- The city is establishing a grant special revenue fund to house ARPA funds
- Public Health, Revenue Recovery, Premium Pay, Infrastructure, and Recovery will be categories of spending requiring council spending approval
- Revenue loss will cover the restoration of services proposals
- Proposals are focused on restored some cut services specifically those impacted by staffing reductions
- We will be managing the multiyear obligation of these service restorations
- We would like to initiate this process with council on or by June 22
Economic Recovery: Infrastructure’s Role

- 6,900 construction jobs lost regionally due to the pandemic
- Infrastructure projects:
  - Drive job creation, stems high unemployment
  - Offset losses in other sectors
- Every $10 million spent on construction results in:
  - 130 Jobs
  - $8.5 million in labor income
  - $20 million in economic output
Stimulus Investment Advisory Committee Structure

Stimulus Advisory Committee
Exec. Committee

Staffing: DOF, DEDO and DHS

Business Recovery
Community, Neigh, Individual Recovery
Infrastructure (GO, American Jobs)
Partners

GO Bond Executive Committee

Public and Business Outreach

Not for service restoration selection
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)
2021 GO Bond Executive Committee

• Convene a group of community, non-profit, business representatives to evaluate, balance, and advise the City on a recommended package of bond project investments to the Mayor.

• With equity as the foundation, the Committee will advise the Mayor on a package of project investments based on feedback from the RISE Denver community engagement process, City Council, and city agencies.

• Final bond project package will be presented to City Council in July/August for referral to November 2021 ballot.

• SIAC will review project candidates not eligible for GO bond funding (e.g., wastewater projects) or not recommended for the 2021 GO bond package.
Equity Framework for Infrastructure

1. **Planning** - How is the City making capital funding decisions that result in equitable infrastructure outcomes where race and ethnicity can no longer be used to determine quality of built environment?

2. **Programming** - How are Departments allocating and scoping program budgets to create equitable outcomes?

3. **Implementation** – What are deliberate, inclusive actions Departments can take to mitigate impacts of disruption to identified communities?
## Capital Project Equity Framework Questions

### Planning (Citywide)
- Location/Neighborhood of Project
  - Access to Opportunity
  - Racial Equity
- Who are the populations served by this project?
  - Focus on historically-marginalized communities of color and First Nations
  - Kids/older adults

### Programming (Department)
- How did the departmental equity lens influence prioritization of the project?
- What community engagement process has/will be undertaken? Is there support?

### Implementation (Department)
- What are the potential impacts to residents and businesses during construction of this project?
  - How will the project mitigate these impacts?
- Cumulative effect of multiple projects in area
The Mayor’s Office of Social Equity and Innovation shall lead efforts to remove social inequity and race and social injustices by identifying and eliminating racism through the changing of systems, organizational structures, policies and practices with a clear antiracism priority.
Why we lead with Race/Ethnicity: Creating racial equity in citywide budget decisions

1. Race/Ethnicity is explicit not exclusive... When we say “race” there is always an intersectional analysis of race and ethnicity, gender identity, individuals with disabilities, age, and LGBTQIA+ communities.

2. Racial inequities are deep and pervasive.

3. Learning an institutional and structural approach to address racism can be used with other areas of marginalization.

4. Systems approach to racial equity prioritizes the dismantling of systemic inequities.
Budget Equity Framework

The What

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.

The How

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.

The Equity Opportunity

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.

Why look at the budget through a Budget Equity Framework?

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.

Why focus on 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

Activating the use of a Racial Equity Lens in budgeting decisions

What is a Racial Equity Lens?

A Racial Equity Lens is used to critically think and analyze policies, programs, practices, and budget decisions to guide “Choice Points” as we transform inequitable systems to achieve equity in both process and outcomes.

A Racial Equity lens might also be applied to a budget requests or adjustments, policy development, practice, project, and program development to identify any benefit or burden to a given decision. A Racial Equity Lens is also used to identify any unintended consequences of a given decision and to create an intentional process to recommend equity mitigations.

The SEI will use a Racial Equity Lens to connect city-wide equity plans to ensure a consistent cadence in establishing and maintaining equity strategies. Our office will partner with agencies and departments to ask additional racial equity focused questions and identify equity opportunities.
Activating the Budget Equity Framework – Key Terms

Activating the use of a Racial Equity Lens in budgeting decisions

- **Race/Ethnicity**: A socially defined concept sometimes used to designate a portion, or “subdivision” of the human population with common physical characteristics, ancestry, or language. It is also loosely applied to geographic, cultural, religious, or national groups.

- **BIPOC**: The acronym, which stands for Black, Indigenous and People of Color.

- **Institutional Racism**: Unfair policies and discriminatory practices in institutions including local government, education, health systems, etc. that consistently produce racially inequitable outcomes for BIPOC communities.

- **Racial Equity**: A systemic endeavor, resulting in equitable opportunities and outcomes where race and ethnicity can no longer be used to predict life outcomes, and outcomes for all groups are improved.

- **Equity Opportunity**: An Equity Opportunity is present when we decide to address structural barriers and systemic racism, tackle root causes to dismantle structural inequities, or make conscious plans to engage community members.

- **Choice Points (Key Decisions)**: There are different types of Choice Points including: budget request and adjustments, policy development areas, practice, project, and/or program/ initiative functions that reside within our local government systems.

- **Equity Mitigation**: Equity mitigation identifies harms specific to BIPOC communities and individuals historically marginalized by systems and takes action to reduce them.
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.
Question 1

How does your budget requests or adjustments directly benefit or impact one or more of the following?

- Older adults
- People with disabilities
- BIPOC communities and individuals historically marginalized by systems (definition provided)

*Note: Our identities are intersectional, and layers of diversity are dynamic.*
Question 2

Option 1: Please identify the neighborhood(s) most impacted by your request.
*(78 neighborhoods/all)
Click here to view City and County of Denver neighborhoods

Option 2: City employees (internal employer impact)
Question 3

What could be the unintended consequences to the budgetary adjustment?

Consider who might have difficulty accessing specific services due to cost, physical access, safety, transportation, mobility or any other barrier.
Activating the Budget Equity Framework – Review Questions

PHASE 2
Activating the use of a Racial Equity Lens in budgeting decisions

Question 4
How will your agency/department mitigate harm and address any concerns due to your budgetary adjustment?

Question 5
Select the applicable Equity Indicator.

BMO will review mitigations if needed section.

Proceed to the mitigation section.
Activating the Budget Equity Framework – Review Questions

PHASE 2
Activating the use of a Racial Equity Lens in budgeting decisions

Question 6

Additional Racial Equity focused questions that may be posed by the SEI team:

- Does the key decision explicitly account for potential racially disparate outcomes? If so, how will the key decisions have a positive impact on racial / ethnic equity disparities?
- What are the benefits of the key decision? Specifically, to BIPOC communities and individuals historically marginalized by systems.
- What are the burdens caused by the key decision?
- Does the key decision promote reconciliation or address historical trauma impacting BIPOC communities and individuals historically marginalized by systems?

Activating Equity Mitigation

BMO will review each budget decision to reduce any harm or burden to BIPOC communities and individuals historically marginalized by systems resulting from budget allocations to create a need to pursue a mitigation to prevent harm and address any unintended consequences that may compound racial inequity.
“Challenging power structures from the inside, working the cracks within the system, however, requires learning to speak multiple languages of power convincingly.”

– Patricia Hill Collins
RISE DENVER
From Rescue, To Economic Recovery
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
Our Vision

is to meet and surpass pre-crisis economic activity while ensuring benefits of prosperity reach the entire population, including Denver’s most under resourced residents and businesses.
Denver’s Commitment to Equity

Relief for those businesses, workers and communities that have been hit the hardest, and create an economy that works for everyone.
RISE DENVER: Five Strategic Priorities

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

- 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
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

POTENTIAL TACTICS & INITIATIVES

- Connect jobseekers to free and specialized training and supports needed for careers in industries with most workforce demand
- Expand apprenticeship programs, particularly in large companies
- Reskill and upskill workers in technology and manufacturing sectors (Tech P 2.0)
- Implement Good Jobs Strategy
- Implement Green Jobs Strategy
- Provide access to technical support and funding for the development of worker-owned (co-operative) businesses
**STRATEGIES**

- Amplify business attraction and retention efforts to bring good jobs to Denver

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**POTENTIAL TACTICS & INITIATIVES**

- Deploy aggressive recruitment strategies to ensure Denver remains at the top of the list when primary employers are looking to grow or expand their businesses

- Increase engagement with organizations hiring in Denver & prioritize economic mobility within those partnerships

- Encourage employers to re-hire separated workers and hire new employees through a wage support

- Provide equitable technology access and address digital inclusion through education & affordability of internet access

- Support most-affected industries with hiring and retention incentives for workers

- Explore hosting a consolidated hiring event for Arts & Venues business vendors and partners (Aramark, Argus, Centerplate and ASMG)
Bring back and enhance lost jobs. Create new jobs.

**HOW WILL WE KNOW IT’S WORKING?**

- Improved unemployment rate/total number of people unemployed in Denver
- Average and Median Annual Wage increases
- Increase in number of large firms choosing to expand or relocate in Denver (Increase in net new jobs)
  - Equity metrics= Seeing positive employment and wage metrics disproportionately accrue to women and BIPOC
Feedback/
Discussion?
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
STRATEGIES

Grow new and existing businesses with a focus on MWBEs, new business, & BIPOC, in targeted neighborhoods

POTENTIAL TACTICS & INITIATIVES

• Expand Marijuana Licenses for Equity Applicants
• Invest in Small Business Support Offices in priority neighborhoods
• Provide toolkit for employee-owned business co-ops
• Enhanced focus on MWBE/DBE through entrepreneurial programs
STRATEGIES

Introduce, scale, or make permanent programs to assist small businesses and nonprofits

Increase focus on stabilization efforts for most impacted sectors, nonprofits, and neighborhoods

POTENTIAL TACTICS & INITIATIVES

• Expand Business Impact Opportunity Fund (BIO Fund): façade, security, displacement

• Provide increased support for businesses & entrepreneurs Scaling from the Start-Up phase

• Support Nonprofit & Small Business Capacity Building through technical assistance and resource navigation

• Provide incentives to sign, extend, renew leases

• Develop a Commercial Rehab/Rent Stabilization Program for businesses and nonprofits

• Extension/Personnel Support for Outdoor Patio program
Strengthen small business & nonprofit growth and resiliency

HOW WILL WE KNOW IT’S WORKING?

✓ Reduced commercial vacancy rates
✓ Increased number of businesses operating in Denver
Feedback/Discussion?
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
STRATEGIES

Make licensing and permitting process easier to navigate

Remove barriers to doing work with the government

POTENTIAL TACTICS & INITIATIVES

• Progress citywide inspection process
• Streamline process to apply for Accessory Dwelling Units (ADUs)

• Improve contract efficiencies (i.e. Prompt Pay)
• Implement citywide cross-training and governance for business-facing departments
• Create framework for Navigator Programs
• Explore Continued Digitization & Innovations for City Services
Feedback/Discussion?
Accelerate Public Investment

KEY STRATEGIES

Navigation and disbursement of Federal and State stimulus funds for infrastructure

Accelerate shovel-ready infrastructure projects

Perform outreach to small and local businesses to increase city procurement opportunities
Infrastructure creates jobs, supports communities, grows the middle class, and stimulates Denver's economy.
STRATEGIES

Navigation and disbursement of Federal and State stimulus funds for infrastructure

Accelerate shovel-ready infrastructure projects

Perform outreach to small and local businesses to increase city procurement opportunities

POTENTIAL TACTICS & INITIATIVES

- Robust community engagement and input process
- Leverage Federal, state, and other funding opportunities through ARPA, etc. for a robust, sustainable, and equitable economic recovery

- Continue and expand Construction Careers Training and Apprenticeship Program to include more public projects, and training opportunities for residents

- Increase city contract opportunities for small, minority and women-owned businesses and provide training and technical support to improve their competitiveness

- Increase MWBE/DBE participation through enhanced technical supports

- Unbundle contracts and streamline procurement
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
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

POTENTIAL TACTICS & INITIATIVES

• Partner with internal and external stakeholders to move forward anti-displacement efforts

• Provide all materials related to city programs and services in multiple languages for accessibility

• Financially support nonprofits that deliver direct services to under resourced neighborhoods

• **Partner with neighborhood organizations to deploy trusted community/peer navigators to connect business and residents to city programs**

• The Great ARTdoors summer marketing program with Visit Denver and local cultural entities

• Invest and promote consumer spending in business corridors (ex: RTD passes for metro residents to come to Denver Main Street corridors)

• **Neighborhood Activation Grants**
Feedback/Discussion?
Questions?