Overview

• 2021 General Obligation Bond Planning Process
• Internal Project Evaluation
• Infrastructure Public Feedback
• City Council Priorities
• General Obligation Bond Executive Committee Process
• Next Steps
Denver’s Recovery Funds

- Mix of federal, state, local funds
- Funding specific guidelines, timelines

*Not Yet Authorized*
General Obligation Bonds

- Denver voters have authorized major periodic general obligation bond issues every 9 years to restore, replace, and expand our existing capital assets.
- The City has a strong history of successfully implementing GO bond programs during US recessions to provide economic benefit.

<table>
<thead>
<tr>
<th>GO Bond Program</th>
<th>Amount</th>
<th>Recession</th>
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<tbody>
<tr>
<td>1989 GO Bond</td>
<td>$241.7M</td>
<td>Early 1990s (1990)</td>
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<tr>
<td>1998 GO Bond (Neighborhood Bond)</td>
<td>$98.6M</td>
<td>Early 2000s (2001)</td>
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<tr>
<td>2007 GO Bond (Better Denver Bond)</td>
<td>$549.7M</td>
<td>Great Recession (2007)</td>
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<tr>
<td>2017 GO Bond (Elevate Denver Bond)</td>
<td>$937M</td>
<td>COVID-19 Recession (2020)</td>
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</tbody>
</table>

- Voters have also authorized smaller issuances for specific projects such as the Justice Center, Denver Art Museum, Central Branch Library, etc.
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
Colorado Industry Sectors with Relatively Low Recovery Rates or with Continued Losses in Payroll Jobs

- Manufacturing: -11,400 jobs (54% recovery rate)
- Real Estate, Rental, and Leasing: -6,400 jobs (48% recovery rate)
- Construction: -11,000 jobs (29% recovery rate)
- Information: -3,300 jobs
- Mining and Logging: -2,100 jobs
- Government: -4,300 jobs
- Movie theaters included within Information sector

Source: Colorado Department of Labor and Employment; Bureau of Labor Statistics
Data seasonally adjusted
Denver’s Capital Portfolios

City Buildings
- Safety Facilities
- Libraries
- Arenas and Theaters
- Housing and Shelter

Streets and Alleys
- Bridges
- Traffic Signals
- Curb Ramps
- Bike Lanes
- Pedestrian
- Parking
- Fiber Network

Recreation Centers & Pools
- Parks
- Playgrounds
- Athletic Fields and Courts
- Trails
- Mountain Parks
- Historic Structures
- Golf

Energy Conservation
- Electric Vehicle Infrastructure

Green Infrastructure
- Rivers and Gulches
- Pipe Systems

Environment

Public Art

Buildings
Transportation
Parks and Rec
Stormwater
Environment
Public Art
2020-2025 CIP Six-Year Plan Process

History of Public Input Received

2016
- Over 3,000 comments received during the public engagement phase of Elevate Denver Bond (online survey, comment cards, email)
- Over half the comments received were related to mobility projects

2017
- Public testimony at committee meetings, emails, and written letters for Elevate Denver Bond (over 1,000 comments received)

2019
- 1,000 new comments received during update of the Six-Year CIP Plan
- Major themes included citywide sidewalks, bike lanes, outdoor pools, dog parks, recreation center upgrades, shelter facilities

Neighborhood Plans, Community Meetings, Denveright, City Council
2021 GO Bond Planning Process (April - August)

April

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

May

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

GO Bond Executive Committee Process

June - July

- Bond Package Development

Denver City Council process for referral to November 2021 Ballot (July/August)
Recovery Investments Planning Process

Previous community engagement through Elevate Denver Bond and the 2020 Six-Year Capital Improvement Plan update

Project Development Phase (April)
- *Elevate Beyond 2020-2025* (Six Year Capital Improvement Plan)
- Departmental project priorities
- City-owned partner institutions and Denver Health
- Housing and shelters
- Initial City Council project priorities

Project Evaluation and Public Feedback Phase (May-July)
- Eligibility review
- Internal citywide value and technical project evaluation
- RISE Denver community engagement process
- GO Bond external Executive Committee review of project list
- City Council project priorities

GO Bond project list submitted to Denver City Council for referral to November 2021 ballot (July/August)

*American Jobs Plan (Infrastructure Bill) programming* (TBD – Late Summer/Fall)
Project Evaluation and Public Feedback
Recovery Capital Project Requests

- The 2020-2025 Six-Year Capital Improvement Plan served as the foundation for recovery capital project requests in addition to unfunded cultural/partner institution capital needs.

- Over 130 projects totaling approximately $1.7B were submitted by city departments, City Council, and cultural/partner institutions for consideration for all recovery funding sources.

- Projects were categorized into “portfolios”
Recovery Investment Submittals*

134 project proposals totaling $1.7B

Amount by Portfolio
- Transportation and Mobility, $311M
- Facilities (City, Cultural, Health), $883M
- Housing and Sheltering, $203M
- Public Art, $500,000
- Water and Environment*, $28M

Amount by Project Type
- Real Estate 24%
- Financial Obligation 6%
- Capital Maintenance/Rehab 43%
- System Enhancement 27%

*Project types removed for consideration for GO bond funding.
GO Bond Project Evaluation Process

Intake

• Departments and partner institutions submitted capital project requests for all recovery funding (GO Bond, ARPA, future federal and state funds)

Evaluate

• Subject matter experts (SMEs) objectively evaluated capital project requests against specific evaluation categories

Tier

• SMEs reviewed evaluation outcomes and tiered projects within each capital portfolio

Executive Development Council

GO Bond Executive Committee
Evaluation Structure

• 5 portfolio leads and over 100 staff involved in the development of capital project requests
  – Depth of project knowledge for a subset of projects.

• Subject matter experts across 10+ agencies/departments participated in evaluation
  – Reviewed certain project details across all projects.

<table>
<thead>
<tr>
<th>Portfolio Leads/Staff</th>
<th>SMEs</th>
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<tbody>
<tr>
<td>CASR, CPD, DDPHE, DEDO, DOTI, DPR, NEST, OSEI, RE</td>
<td># of Projects 17</td>
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</table>
Evaluation Categories

Citywide Values
- Equity x2 (OSEI/NEST/CPD)
- City Vision Alignment (CPD/DOF)
- Economic Impact (DED0)
- Safety & Accessibility (DOTI/DPR)

Technical Merit
- Readiness x2 (DOTI/DPR/RE)
- Risk (DOTI/DDPHE)
- Financial Planning (DOF)

Scored using 0-3 scale

FINAL PROJECT DECISIONS
Equity Considerations for Project Intake/Evaluation

Overall City’s Budget Equity Framework

Capital Project Equity Framework

Planning (Citywide)

• Neighborhood of Project
  – Access to Opportunity
  – Racial Equity/NEST
• Who are the populations served by this project?
  – Older Adults/Youth
  – BIPOC/historically-marginalized
  – People with disabilities
  – City Employees

Programming (Department)

• How did the departmental/racial equity lens influence project prioritization?
• What community engagement process has/will be undertaken?

Implementation (Department)

• What are the potential impacts to residents and businesses?
• How will the project mitigate these impacts?
• Cumulative effect of multiple projects in area
Readiness Considerations for Project Intake/Evaluation

- Consideration of clear scope of work, including level of design development; community input underway, identification of if/what land acquisition is needed
- Description of the level of project preplanning
- Able to articulate feasible schedule
- Provides accurate costing and cash flow information
Observations

• Top tier projects strongly performed in all evaluation categories, achieving a balance across Equity, Economic Impact, and Readiness.

• Projects in the second tier performed well in a few evaluation categories, notably Safety/Accessibility and Economic Impact.

• Majority of the remaining, tier three projects were deferred maintenance in nature or had an undefined location, which affected performance in several evaluation categories.
Staff Evaluation Summary

• Prioritization of the capital projects based on alignment with citywide goals/values, specifically race and social justice initiatives, identified in the Comprehensive Plan 2040 to ensure that the capital investments support the vision for Denver’s future.

• Similar to approach in the 2020-2025 Six-Year Plan – projects were placed in tiers based on outcome of objective evaluation against citywide values and technical merit.

• Additional considerations of public, City Council, agency priorities as well as active or phased project delivery, were captured for subsequent phases in the capital planning process.
RISE Denver Community Engagement
Infrastructure Feedback
RISE Together Denver

Approach:

- **Website** with polling and educational materials
- Four **telephone townhalls** with 120k dial-outs and text messages in historically marginalized neighborhoods. Townhalls simulcast in English, Spanish, Vietnamese, and Amharic

Turnout:

- **9,800** completed surveys or comments
- **6,200** participants over the phone or online

View the dashboard at [www.RISEtogetherdenver.org](http://www.RISEtogetherdenver.org)
Infrastrucure Survey: Top Priorities

One Third of participants said transportation and mobility were their top priority for infrastructure categories.

Half of participants said projects should create apprenticeships and job-training opportunities.

90% of participants said fixing or improving assets was most important.

Residents favored both local and regional improvements.
Key takeaways across all recovery areas:

*Training and skill development opportunities are a top priority*

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

**Business Survey Question**
- **Top priority:**
  - Training for new skills or career paths
  - Other priorities

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

**Infrastructure Survey Question**
- **Top priority:**
  - Create jobs, apprenticeships, and job-trainings
  - Other priorities
Key takeaways across all recovery areas:

Affordable housing is a top priority

When it comes to community support what matters most to you?

Community Survey Question

**Top Priority:**
- Housing and support for people experiencing homelessness
- Other priorities

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

Business Survey Question

**Top Priority:**
- More support to pay for housing needs
- Other priorities
City Council Capital Priorities

**Transportation**
- Neighborhood safety/pedestrian
- Bikes and sidewalks
- Traffic signals
- Morrison Road
- Santa Fe Streetscape
- Alameda Underpass
- Peoria Multimodal
- 5280 Trail
- Harvard Gulch connectivity

**Facilities**
- Libraries: Westwood, Hampden, Globeville
- Loretto Theater
- Restrooms
- Youth Empowerment Centers
- Safety Training Academy
- Community spaces

**Parks**
- Outdoor recreation (courts/fields)
- Playground replacements
- University Hills – New Park
- Park Master Plan implementations
- 56th and Ireland Park
2021 GO Bond Executive Committee
GO Bond Project Eligibility

- Bonds constitute a formal agreement to pay between borrower (City) and lender (investors)
- Municipal bonds are generally issued as tax-exempt bonds, which are subject to IRS rules and regulations
- Authorized debt should be issued within a period of 10 years after authorization is received
- Once debt is issued, funds should be spent in 3 years
- **Funds must be spent on eligible (capital) expenditures**
  - Cannot fund operations
  - Cannot benefit private interests
  - Useful life of asset must align with term of financing and City must own asset
2021 GO Bond Executive Committee

- Comprised of 10 community members including City Council President and City Council President Pro tem
  - Committee volunteers were from a diverse range of backgrounds and had a proven history of community leadership in Denver

- The Bond Executive Committee has reviewed and prioritized a list of 130+ projects totaling $1.7B over the course of six meetings
  - List considers community, City Council, and agency input
  - Committee received additional information on estimated jobs/wages by project

- BEC referred a prioritized tiered list of projects to city staff for scaling/phasing

- Mayor and Council leadership will review and advise on proposed list
Guiding Principles

• **Equity** – Does the proposed package include projects that increase equitable access to infrastructure and serve historically marginalized communities/populations?

• **Community Engagement** – Does the overall proposed package incorporate public input and feedback received through the RISE Denver community engagement process via surveys, email, telephone town halls, and/or communication made directly to the committee or from City Council?

• **Project Readiness and Feasibility** – Does the project package include projects that are feasible, defined, and ready to be implemented with manageable risk within a five-year timeframe? Does the overall proposed package provide the opportunity to scale and/or phase projects with independent utility*?

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*The definition of independent utility is a single and complete project/phase requiring no additional funding sources to finish.*
Guiding Principles Continued

- **Economic Impact** – Does the proposed package present an opportunity to generate sustained economic activity, provide jobs, and make Denver more attractive to best support our economic recovery?

- **Safety and Accessibility** – Does the proposed package include projects that support safety and accessibility, including addressing life-safety infrastructure, asset condition, and/or ADA?

- **Resiliency and Health** – Does the proposed package directly contribute to achieving the City’s climate and public health goals by reducing greenhouse gas emissions, improving air/water quality, and/or supports active sustainable transportation options?

- **Leveraging Opportunities** – Does the proposed package include projects that help further a previous investment, leverages secured other funding, generates revenue, or are proven to be a lost opportunity if project is not approved?
# Executive Committee
## Top Tier Projects Referred to City Staff

<table>
<thead>
<tr>
<th>Capital Portfolio</th>
<th>Project Name</th>
<th>City Council District</th>
<th>Full Amount Requested</th>
<th>Internal City Tier</th>
<th>Jobs Provided</th>
<th>Wages Provided</th>
<th>Requested Phasing/Scaling</th>
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<tbody>
<tr>
<td>City Facilities</td>
<td>ADA Phase II Implementation</td>
<td>1,3,5,6,7,8,9,10,11,Mtn</td>
<td>$34,700,000</td>
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<td>537</td>
<td>$33,774,424</td>
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<td></td>
<td>Youth Empowerment Center (PALS Building) Tenant Improvement</td>
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<td>90</td>
<td>$6,356,347</td>
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<td>Westwood Community Center Improvements</td>
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<td>546,816</td>
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<td>City Facilities - Libraries</td>
<td>Central Library Modernization (Phase 5-8)</td>
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<td>Globeville Branch Library</td>
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<td>Westwood Branch Library - New Services Branch</td>
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<td>Cultural Facilities</td>
<td>Denver Museum of Nature and Science Future First: Rehabilitation and Activation</td>
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<td>$14,100,000</td>
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<td>38,253,507</td>
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<td>Denver Public Market at the Historic 1909 Building</td>
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<td>National Western Center Arena</td>
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<td>Housing and Sheltering</td>
<td>48th Avenue E Shelter Purchase</td>
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<td>Hotel/Motel Acquisition Pipeline</td>
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<td>Parks and Recreation</td>
<td>Martinez Park Master Plan Implementation</td>
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<td>Recreation Center Improvements</td>
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<td>Sun Valley Riverfront Park Phase 1</td>
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<td>Transportation</td>
<td>Citywide Bike Infrastructure</td>
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<td>Peoria Multimodal Improvements</td>
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<td>1</td>
<td>314</td>
<td>20,585,734</td>
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**Total** $585,370,000  
10,744 $679,753,211
<table>
<thead>
<tr>
<th>Capital Portfolio</th>
<th>Project Name</th>
<th>City Council District</th>
<th>Full Amount Requested</th>
<th>Internal City Tier</th>
<th>Jobs Provided</th>
<th>Wages Provided</th>
<th>Requested Phasing/Scaling</th>
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<tbody>
<tr>
<td>City Facilities</td>
<td>1245 Champa 3rd Floor Window Replacement</td>
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<td>5</td>
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<td>Arts Complex Garage Improvements</td>
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<td>$1,136,161</td>
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<td>Boettcher Concert Hall Improvements</td>
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<td>Bonfils Complex – Critical Maintenance &amp; Community Access</td>
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<td>Denver Performing Arts Complex Touchless Increased Security</td>
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<td>Hampden Branch Library Addition</td>
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<td>Valdez-Perry Branch Library Addition</td>
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<td>Denver County Jail Improvements</td>
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<td>311</td>
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# Second Tier Projects Referred to City Staff (Continued)

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Total

- **Cultural Facilities**: $487,890,000
- **Housing and Sheltering**: $464,378,515
- **Parks and Recreation**: $32,515
- **Transportation**: $0
Map of 2021 GO Bond Executive Committee Referred Projects to City Staff
Next Steps

• City staff review of phasing and scaling opportunities for referred projects to inform Mayor and City Council leadership review and advisement of proposed list.

• July – August 2017: Legislative Process
  o July 15: Budget and Policy Committee Meeting – Informational presentation on bond process and Bond Executive Committee referred list of projects to city staff.
  o July 27: City Council Finance and Governance Committee
  o August 3: City Council Finance and Governance Committee continued
  o August 10: Mayor Council
  o August 16: City Council 1st Reading
  o August 23: City Council 2nd Reading (referral to ballot)

• August – November 2021: Ballot Campaign and Vote

• If approved by voters: Spring 2022 – First debt issuance for bond (City Council approval required)