2021 General Obligation Bond
Executive Committee Meeting
Monday, June 21, 2021
Meeting #4 – Community, Economics, and Internal Evaluation
Proposed Schedule

All meetings will be in-person with a virtual attendance option via Microsoft Teams.

• **Meeting #1 (June 11th)** – Orientation, Education, Equity, Guiding Principles discussion

• **Meeting #2 (June 14th)** – Proposed project presentations by city agencies

• **Meeting #3 (June 18th)** – Proposed project presentations by cultural/partner institutions

• **Meeting #4 (June 21st)** – Community engagement feedback, project economic/jobs analysis, internal project evaluation overview, project discussion

• **Meeting #5 (June 23rd)** – Scenario deliberation and recommendation
Meeting Agenda

• Welcome and Roll Call
• Community Engagement Feedback Overview
• Project Economic Output (Jobs Analysis)
• Internal Staff Evaluation of Projects
• Discussion of Projects (Q&A Period)
Community Engagement
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.
Over 9,800 survey responses/comments submitted by 2,300 unique participants

- 2,136 Residents navigating website pages
- 5,500 Telephone Townhall Attendees
- 690 Registered Website Users
- 17 Online Questions
- 1,533 Telephone Townhall Survey Responses
- 1,234 Online Survey Comments
- 1,108 Online Completed Surveys (16 questions)
- 694 Online Quick Polls (3 questions)
- 247 Online Forum Posts
- 79 Telephone Townhall Live Comments
DEMOGRAPHIC QUESTION
What is your relationship to Denver?

- I live here: 34%
- I work here: 14%
- I live and work here: 32%
- None of these, I'm just interested in what's going on in Denver: 1%
DEMOGRAPHIC QUESTION

Which best describes you?

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

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

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

How old are you?

- 17 or younger: 1%
- 18-28: 5%
- 29-49: 42%
- 50-70: 35%
- 71 or older: 17%
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?

<table>
<thead>
<tr>
<th>Economic Benefits</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer the most jobs, including apprenticeships and job-training opportunities</td>
<td>46%</td>
</tr>
<tr>
<td>Offer the most opportunities for small, minority, and women-owned businesses</td>
<td>26%</td>
</tr>
<tr>
<td>Improve access to technology like computers and internet</td>
<td>17%</td>
</tr>
<tr>
<td>Support Denver’s tourism and hospitality industries</td>
<td>11%</td>
</tr>
</tbody>
</table>
Comments focused on transportation, cultural/community buildings, and environmental sustainability

Infrastructure that supports local businesses, like sidewalk improvements, protected bike lanes, and traffic calming. A good pedestrian environment is good for businesses.

Prioritize projects in equity neighborhoods and jobs with long-term sustainability.

Places, spaces, and plazas that bring people together. Research has shown that by bringing people together in safe and welcoming public spaces increases upward mobility and access to opportunity.
Infrastructure can mean new projects or fixing something that already exists. What should the city prioritize?

- Fix something that's outdated: 48%
- Improve something that already exists: 42%
- Build something new: 10%
Comments focused on transportation, environmental sustainability, and equity

From an ecological standpoint, buildings should be reused/renovated WHENEVER possible, instead of knocked down and rebuilt. Scraping a building is an enormous source of landfill waste and producing new building materials is very carbon intensive.

Projects that fix something that's inefficient, i.e., bike lanes that do not connect to other lanes leaving the cyclists to navigate open streets.

Take a look at per district what are the missing components to meet individual/family/business needs?

It seems like the biggest bang for our buck will be in fixing what we've already got.
Projects for neighborhood improvements like a local playground, sidewalk, or recreation center

Projects for regional improvements like public transportation systems, venues, or museums

Infrastructure can serve a specific area, the city, or the Denver metro region. What should the city prioritize?
Comments focused on transportation, community/cultural buildings, and parks/recreation

- Denver Public Library...I visit weekly!
- The local libraries - access for all people
- Recreation Center in Southeast Denver District 4
- This must include the Highline canal and parkways
- Projects on the West side of I-25 need to be prioritized. The area is very congested with a lot of wear & tear, sidewalks crumbling, potholes in many areas.
- Projects that provide long term use benefits to the people, like the stuff we built during the New Deal (Red Rocks for example)
- A Mississippi Ave bike lane would be great. MORE RTD stops and lines.
Forum Posts: When you think of Denver’s future, what do you imagine? How can infrastructure support that vision?

Sumacumama, 17 days ago
Serve historically marginalized communities by providing well-funded, supported, updated libraries in those communities. Libraries provide job seekers with resume assistance, computer and internet access, and printing services. They provide small business owners and aspiring entrepreneurs help with business plans and research. They provide safe spaces for kids and teens, help with homework, programs for older adults, and ESL services.

axtman, about 1 month ago
Every street in the city needs to include sidewalks brought up to ADA standards. People with limited mobility should not have to be able to afford a car in order to be able to go to the store, the doctor, or work. They should be able to safely travel on sidewalks and get to transit easily.

chris, about 1 month ago
And bonus: when sidewalks work for people with disabilities, they work for parents with kids in strollers, people bringing home groceries in carts, etc. Having an inviting pedestrian experience helps us all get around without cars.
Forum Posts: When investing in historically marginalized communities, what should we be focusing on?

winona212, 27 days ago

A place where we can walk safely to our destinations - connected, safe pedestrian network that includes new sidewalks where they don't currently exist and repaired/ upgraded sidewalks where they are undersized or inadequate - and improved pedestrian crossings at intersections!

SydHeiskanen, 24 days ago

I would add that the construction of new sidewalks should come with planting more trees and other vegetation.
Forum: What's your favorite building or infrastructure project in Denver?

Brad, 17 days ago
Central Library renovation - it's a huge part of the revitalization of downtown. Need a downtown playground. Let's fund this priceless gem.

Do you agree? 👍 👎

JOR, 25 days ago
I agree that Speer Boulevard was the most beautiful of transportation infrastructure built in the City, also the Olmsted parkways. There are opportunities for improvement to parks along Cherry Creek and improvement of access to and views of them. The 39th (38th?) Greenway is a great example of a recent project in a neglected area. The north Whittier Homes near it need to be protected from scraping and replacement with stucco boxes.

Do you agree? 👍 ２ 👎

KMcKenna, 25 days ago
The Valdez Perry library! We love our community space there and it needs renovations that would include additional community room space for programming and public gathering and a music studio.

Do you agree? 👍 ２ 👎
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%
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%
When it comes to workforce development and jobseeker supports, what do you think the city should prioritize?

- Provide training for new skills or career paths that align with employers’ needs in my community: 61%
- Expand employment opportunities on city projects for residents in my community: 21%
- Create more government contracting opportunities for small, minority and women-owned businesses in my community: 18%
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

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?
Economic Overview and Jobs Analysis
Designated an ‘essential business’ in early 2020 during the Coronavirus pandemic, allowing activity to continue. Sector activity in Colorado totaled nearly $16.8B in 2020; but is expected to decrease 7.5% in 2021 to $15.5B. Single-family residential construction carried the industry in the past year, as large non-residential and non-building projects were more limited compared to prior years.

Emerging challenges in the industry include supply chain problems created from the disruption in manufacturing production and imports cased by pandemic, and fewer projects in the planning pipeline (specifically beginning mid-2021). These add to existing challenges including shortage of skilled and unskilled labor.

Warehouse inventory was used up, new shipments of appliances, steel, lumber, and other inputs do not appear to be keeping up with demand, and lumber prices continued to rise as wildfires erupted across the West. These factors are expected to put upward pressure on construction costs leading to a nearly 3% increase in permit value for 2021.

State Demography Office expects net in-migration of 35,000 in 2020 and 30,000 for 2021. These numbers are considerably lower than recent years, which is expected to result in subdued demand for additional housing.
Colorado Industry Sectors with Relatively Low Recovery Rates or with Continued Losses in Payroll Jobs

- Manufacturing: -11,400 jobs
- Real Estate, Rental, and Leasing: -6,400 jobs
- Construction: -11,000 jobs
- Information: -3,300 jobs
- Mining and Logging: -2,100 jobs
- Government: -13,600 jobs

Recovery Rate: 54% for Manufacturing, 48% for Real Estate, Rental, and Leasing, 29% for Construction.

Source: Colorado Department of Labor and Employment; Bureau of Labor Statistics
Data seasonally adjusted
Nonresidential and Infrastructure

• New nonresidential project starts in Colorado for 2021 are expected to be down 16%, with the sector projected to finish 2021 at $4.0B, down from $4.8B in 2020.

• A major impact for Infrastructure in 2021 is lack of megaproject awards in the state, without any megaproject starts, total new starts will be lower than in recent years.

• Building sectors most negatively affected in the near future will be hospitality, sports and entertainment, retail, and offices, although post-pandemic remodels could deliver more work.

• Construction of manufacturing facilities, distribution centers, and warehoused is expected to increase over the next two years.
Associated General Contractors 2021 Outlook Survey:
Net* % who expect 2021 value of projects to be higher or lower than 2020 (US/CO)

Other Healthcare (e.g., clinic, testing or screening facility, medical...  
Warehouse  
Water/Sewer  
Hospital  
Multifamily Residential  
Power  
Federal (e.g., VA, GSA, USACE, NAVFAC)  
Bridge/Highway  
Manufacturing  
Transportation (e.g., airport, transit, rail/trucking)  
K-12 School  
Public Building  
Higher Education  
Private Office  
Lodging  
Retail  

* Net = % of respondents who expect dollar value to increase minus % who expect decrease in 2021 compared to 2020
Medium-term impacts as recovery begins

- Slower rebound than for other sectors as owners, investors/lenders, institutions and public agencies have lost revenue and face uncertainty about future demand.
- Best private prospects: remodeling, local distribution centers, data centers.
- Less demand than pre-crisis for retail, offices, higher ed, lodging & travel-related.
- Less demand for sports, entertainment, cultural facilities.
- Best public prospects: dependent on federal funding & policy.
- Additional highway funding likely; other infrastructure remains uncertain.
- Less state & local building construction, especially higher ed.
Long-run construction outlook (post-pandemic)

- Slower population growth means slower demand growth for most construction.
- Permanent shift from retail to e-commerce/distribution structures.
- More specialized and online healthcare facilities; fewer hospitals, nursing homes.
- Continuing demand for K-12 but much less for higher ed construction.
- Demand for restaurants should revive sooner than hotels, travel-related construction.
- Not clear if offices will decentralize or remain in less demand.
- No sign of change yet in urban/rural or state-to-state trends.
Construction and Economic Recovery

- 6,900 construction jobs have been lost regionally due to the pandemic
- Infrastructure projects
  - Drive job creation, stems high unemployment
  - Offset losses in other sectors
- Every $10m spent on construction results in:
  - 130 Jobs
  - $8.5 million in labor income
  - $20 million in economic output
Input-Output Modeling for Infrastructure Projects

- Most common economic analysis method used at regional/state level to represent impact from investment projects.

- Used to predict ripple effects as a result of a known initial change in economic activity.

- Utilizing the amount of funding that has been programmed to date for the project, all values represent the expected impact during period of construction.
**Types of Economic Impacts**

<table>
<thead>
<tr>
<th>Direct Effect</th>
</tr>
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<tbody>
<tr>
<td>Result of the initial change in economic activity as well as the effects on suppliers of initially impacted industries</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Indirect Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsequent supply chain effects resulting from direct impacts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Induced Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effects of new earnings, investment, and government spending as a result of direct and indirect impacts</td>
</tr>
</tbody>
</table>

*Software provided by Economic Modeling Specialists, Inc. (EMSI). Utilizes a statistical approach to quantify input-output multipliers reflecting regional economic changes based on an integrated dataset of nearly 90 government data sources. Based on Bureau of Economic Analysis (BEA) US National Input-Output Model. For detailed documentation see: [EMSI I-O Model Documentation](#)*
## Economic Impact Output: Format Example

<table>
<thead>
<tr>
<th></th>
<th>Jobs</th>
<th>Labor Income ($M)</th>
<th>Anticipated Sales ($M)</th>
<th>Value-Added (GRP) ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>XXX</td>
<td>$XX.X</td>
<td>$XXX.X</td>
<td>$XXX.X</td>
</tr>
<tr>
<td>Indirect</td>
<td>XX</td>
<td>$X.X</td>
<td>$XX.X</td>
<td>$XXX.X</td>
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<tr>
<td>Induced</td>
<td>XXX</td>
<td>$XX.X</td>
<td>$XX.X</td>
<td>$X,XXX.X</td>
</tr>
<tr>
<td>Denver Metro</td>
<td>X,XXX</td>
<td>$XXX.X</td>
<td>$XXX.X</td>
<td>$X,XXX.X</td>
</tr>
</tbody>
</table>

$X.X billion value-add to the regional economy
Internal Project Evaluation Process
Recovery Capital Project Requests

- The 2020-2025 Six-Year Capital Improvement Plan served as the foundation for recovery capital project requests.
- Over 130 projects totaling approximately $1.7B was submitted by city departments, City Council, and cultural/partner institutions for consideration.
- Projects have been categorized by “project portfolios”
Recovery Investment Submittals

Amount by Portfolio

- Facilities (City, Cultural, Health), $883M
- Transportation and Mobility, $311M
- Parks and Recreation, $218M
- Housing and Sheltering, $203M
- Public Art, $500,000
- Water and Environment, $28M

Amount by Project Type

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

134 project proposals totaling $1.7B
Intake

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

Evaluate

- Subject matter experts (SMEs) objectively evaluate submitted projects against specific evaluation categories

Tier

- SMEs review evaluation outcomes and tier projects within each capital portfolio

Executive Development Council

GO Bond Executive Committee
Evaluation Structure

• Over 20 talented staff across 10+ agencies/departments
  – Portfolio leads had all knowledge across subset of projects
  – Evaluation Committee had subset of SME knowledge across all projects
Evaluation Categories

Citywide Values

- Equity x2 (OSEI/NEST/CPD)
- City Vision Alignment (CPD/DOF)
- Economic Impact (DEDO)
- Safety & Accessibility (DOTI/DPR)
- Resiliency & Health (CASR/DPR)

Technical Merit

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

Scored using 0-3 scale
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
Committee Request:

Provide a summary of how staff evaluated proposed capital projects against citywide values like equity and associated results of evaluation.
Evaluation Approach

• 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.

• Normalize across all portfolios
  – Review the spread of evaluation scores within a portfolio and establish “break lines” at the thirds. to normalize across all portfolios.
  – Project tiers were reviewed and discussed by city staff collectively and were agreed to unanimously.

• Additional considerations of public, City Council, agency priorities as well as active or phased project delivery.
## Tiers Summary

### Tier 1

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>#Projects</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>City Buildings</td>
<td>9</td>
<td>$144M</td>
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<tr>
<td>Culturals</td>
<td>3</td>
<td>$251M</td>
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<tr>
<td>Environment</td>
<td>3</td>
<td>$11M</td>
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<tr>
<td>Housing</td>
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<td>$104M</td>
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<tr>
<td>Libraries</td>
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<tr>
<td>Parks and Rec</td>
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<td>$56M</td>
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<td>Transportation</td>
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<td>$130M</td>
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<tr>
<td>Water</td>
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<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>$808M</strong></td>
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### Tier 2

<table>
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<tbody>
<tr>
<td>City Buildings</td>
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<td>Culturals</td>
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<td>Housing</td>
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<td>$28M</td>
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<td>Libraries</td>
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<td>$22M</td>
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<td>Parks and Rec</td>
<td>8</td>
<td>$96M</td>
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<td>Transportation</td>
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<td>$131M</td>
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<tr>
<td>Water</td>
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<td>$3M</td>
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<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>$480M</strong></td>
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### Tier 3

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<tbody>
<tr>
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<tr>
<td>Culturals</td>
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<td>Environment</td>
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<td>Libraries</td>
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<td>Parks and Rec</td>
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<tr>
<td>Public Art</td>
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<td>Transportation</td>
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<td>Water</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>$412M</strong></td>
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### 134 Projects totaling $1.7B
Tiered Project List
Tiering Observations

• Tier One Projects
  – Supported collectively by Six-Year Plan, City Council, and the Public
  – Reflect high readiness and located in Equity Areas
    • Lowest Access to Opportunity and/or NEST neighborhoods
  – Strong connection to City Vision and provide Economic Opportunity

• Tier Two and Three Projects
  – Safety and Arts & Venues facilities are Ready, high in Safety & Accessibility, and low Risk, but challenged in Citywide Values
  – Same with Citywide Programs and Critical Maintenance Projects
Questions
General Obligation Bond Overview

Refresher - GO Bonds Legal and IRS Requirements

- 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
- Projects identified as not eligible for GO bond financing include:
  - Solar projects
  - All water projects
  - Electric vehicle charging stations
  - Renewable Gas Facility
  - I-25 sound walls (owned by CDOT)
  - Leased space (facility estimates include amount for City to purchase/condominium facility)
Committee Next Steps

• Survey will be distributed via email to committee members requesting:
  – Top three project priorities
  – What is important to see in 2021 GO Bond package
  – Feedback on city evaluation of project proposals
    • What is missing in Tier 1?
• Draft scenarios to be presented will incorporate committee feedback
• Survey deadline is noon on Tuesday, June 22nd
Project Discussion and Project Sponsor Q&A
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