
City Council Budget Goals Working Session

March 20, 2026

Agenda

8:30am Breakfast

9am Welcome, Icebreaker, & Guidelines

9:30am 2027 Goals Discussion

10:30am Break

10:45am 2027 Goals Discussion (continued)

12pm Grab Lunch

12:15pm 2027 Goals Discussion (continued)

1:15pm Next Steps

1:30pm Adjourn

Post-workshop: Optional self-guided tour of exhibits

How We Will Work Together Today

Our Shared Commitment (Grounded in Council Values)

- We will operate with respect, professionalism, and integrity always.
- We will listen to understand, not to respond.
- We will assume good intent and avoid personalizing disagreements.
- We will work toward “we” decisions, not individual positions.

Discussion Guidelines (Grounded in Council Decorum)

- Speak only when recognized and allow others to finish.
- Keep comments concise, relevant, and focused on the goal at hand.
- No interruptions, side conversations, or repeated points.
- Challenge ideas — not individuals.
- Avoid language that demeans, assigns motives, or escalates tension.

How I Will Facilitate

- I will ensure balanced participation — all voices will be heard.
- I will redirect conversations that are off-track or unproductive.
- I will pause or intervene if the discussion becomes personal or disrespectful.
- I may limit airtime to maintain progress and fairness.
- I will keep us focused on decisions, not debates without closure.

Our Focus Today

- We are here to refine and align on 2027 goals — not relitigate the past.
- Progress requires candor + discipline.
- The goal is clarity, alignment, and forward movement for Denver.

Denver City Council Commitment to Equity and Inclusion

Denver City Council is committed to advancing equity by ensuring that historically disadvantaged communities are prioritized in decision-making and are co-creators of decision outcomes. Our policies and actions must actively include those who have been marginalized due to race, gender, gender identity, sexual orientation, class, disability, immigration status, and age.

We prioritize listening to these communities, analyzing the impact of our decisions on each group, and considering how our actions will be perceived. Every decision we make must strive to advance racial and social equity and mobility while eliminating unintended consequences. By embedding equity into our policymaking, we build a more just, intentionally inclusive, and representative Denver for all.

Proposals to Remove or Combine Goals



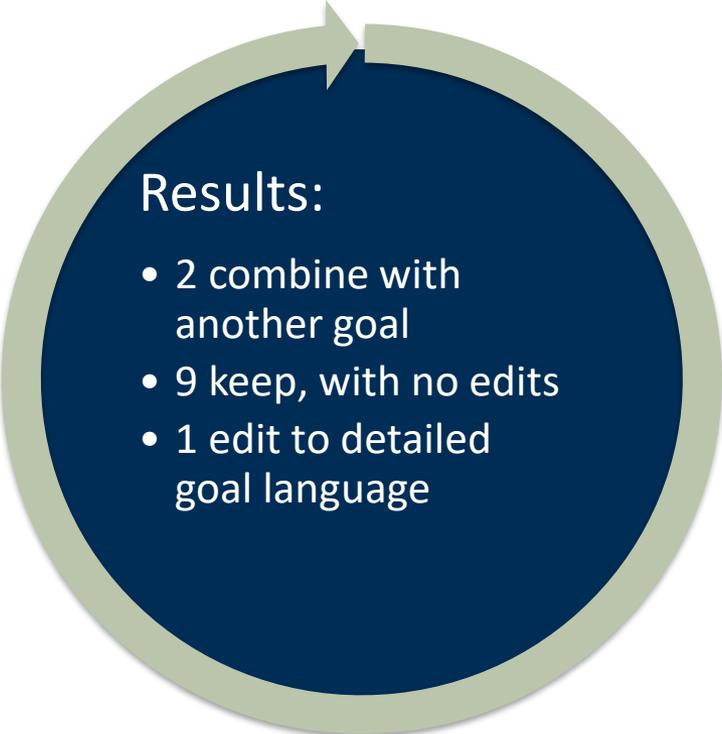
Proposals to remove or combine goals

- **INCREASE COMMUNITY SAFETY:**
 - 1 combine (Kashmann – Build Healthy Communities)
- **EMPOWER COMMUNITIES:**
 - 1 remove (Watson)
- **STRENGTHEN FAMILIES, YOUTH, and OLDER ADULTS**
 - 2 remove (Watson, Alvidrez)
- **BUILD HEALTHY COMMUNITIES**
 - 2 combine (Kashmann – Increase Community Safety, Watson – Strengthen Families, Youth, and Older Adults)



Proposed Edits to Goals

BUILD HEALTHY COMMUNITIES



Results:

- 2 combine with another goal
- 9 keep, with no edits
- 1 edit to detailed goal language

Increase access to physical, mental, and addiction health care. Invest in the social determinants of health. Achieve a seamless continuum of services through expanded collaboration between providers and partners.



Build Healthy Communities.

Increase access to physical, mental, and addiction health care. Invest in the social determinants of health. Achieve a seamless continuum of services through expanded collaboration between providers and partners.

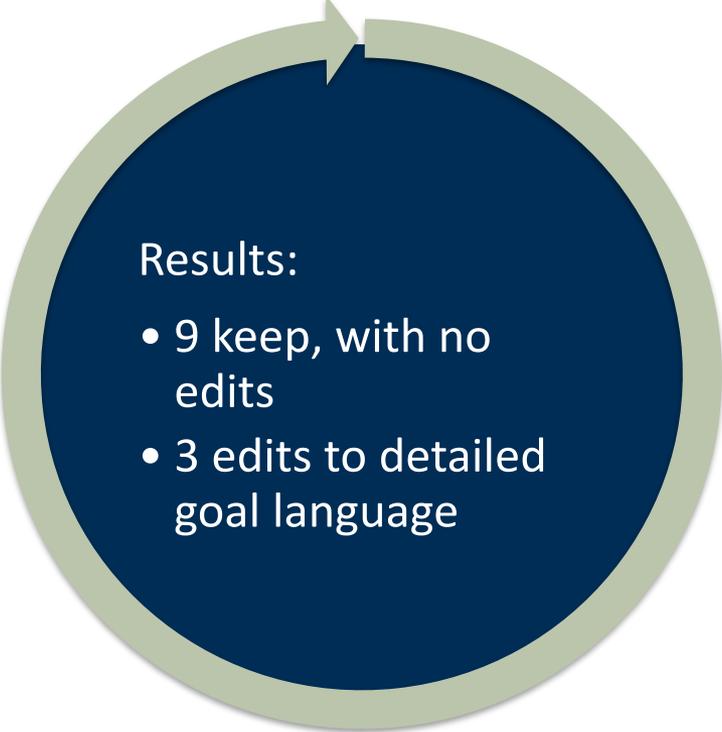
Council member color legend

- Council President Pro Tem Romero Campbell

Proposed changes:

Increase access [replace with: Invest in the social determinants of health by increasing access] to physical, mental, and addiction health care. Invest in the social determinants of health. Achieve a seamless continuum of services through expanded collaboration between providers and community partners.

PRIORITIZE CLIMATE RESPONSE



Results:

- 9 keep, with no edits
- 3 edits to detailed goal language

Treat climate change as an emergency. Protect our communities and natural environment through collaborative action and investment. Address historical environmental injustices while aiming to prevent future burdens and harm.



Prioritize Climate Response.

Treat climate change as an emergency. Protect our communities and natural environment through collaborative action and investment. Address historical environmental injustices while aiming to prevent future burdens and harm.

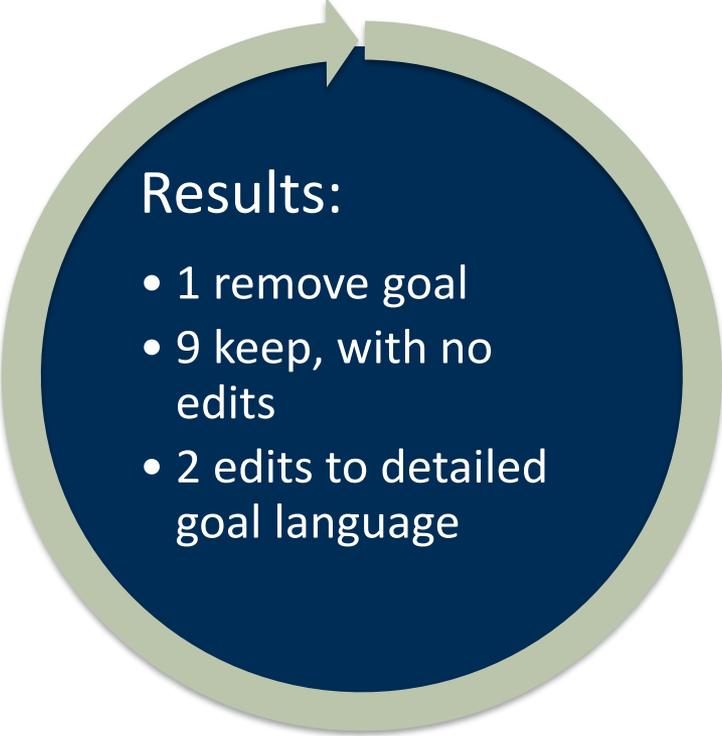
Council member color legend

- Council member Alvidrez
- Council member Lewis
- Council member Parady

Proposed changes:

Treat climate change as an emergency. Protect our communities and natural environment through collaborative action and investment. Address historical environmental injustices while aiming to prevent future burdens and harm. Prevent further drought conditions and ensure access to water and power to every resident. Invest in climate resilience especially in vulnerable areas. [I am unsure of language but wonder if this is where we should discuss our council strategy for data centers.]

EMPOWER COMMUNITIES



Results:

- 1 remove goal
- 9 keep, with no edits
- 2 edits to detailed goal language

Improve customer service by listening to and learning from residents. Ensure open access to information and opportunities to participate and co-create. Protect civil and human rights and communities vulnerable to discrimination and oppression.



Empower Communities.

Improve customer service by listening to and learning from residents. Ensure open access to information and opportunities to participate and co-create. Protect civil and human rights and communities vulnerable to discrimination and oppression.

Council member color legend

- Council member Alvidrez
- Council member Kashmann

Proposed changes:

Improve customer service [replace with: Empower residents to play a meaningful role in their own governance] by listening to and learning from residents in an equitable way.

Address service failures and response times. Make reaching city departments easier.

Ensure open access to information and opportunities to participate and co-create. Protect civil and human rights and communities vulnerable to discrimination and oppression.

[Shift last sentence to Goal 1.]

ADDRESS DENVER'S HOUSING NEEDS



Results:

- 8 keep, with no edits
- 4 edits to detailed goal language

Ensure the people of Denver are housed. Improve the availability, diversity, and stability of housing. Meet the needs of those vulnerable to homelessness and implement proven and innovative methods to mitigate involuntary displacement.



Address Denver's Housing Needs.

Ensure the people of Denver are housed. Improve the availability, diversity, and stability of housing. Meet the needs of those vulnerable to homelessness and implement proven and innovative methods to mitigate involuntary displacement.

Council member color legend

- Council member Alvidrez
- Council member Kashmann
- Council member Lewis
- Council member Parady

Proposed changes:

Ensure the people of Denver are housed [replace housed with sheltered]. Ensure collaboration and communication with providers and neighborhoods. Improve the affordability, availability, diversity, and stability of housing. Meet the needs of those vulnerable to homelessness and implement proven and innovative methods to mitigate involuntary displacement that is based on a regional strategy. Ensure shelter system has wrap-around services and a continuum of care. Reduce eviction and foreclosures. Reduce the number of children on our streets. Ensure the city has the financial tools to address the housing crisis.

SUPPORT WORKERS AND BUSINESSES



Results:

- 7 keep, with no edits
- 5 edits to detailed goal language

Improve economic mobility and opportunity. Empower workers and incubate businesses citywide. Focus on our small and local business sectors. Support a strong network of community organizations.



Support Workers and Businesses.

Improve economic mobility and opportunity. Empower workers and incubate businesses citywide. Focus on our small and local business sectors. Support a strong network of community organizations.

Council member color legend

- Council member Alvidrez
- Council President Pro Tem Romero Campbell
- Council member Gonzales-Gutierrez
- Council member Lewis
- Council member Parady

Proposed changes:

Improve economic mobility and opportunity. Ensure fair/market rate wages for city workers. Empower workers, including the support of collective bargaining efforts, and ensure they are treated with dignity and respect. Promote and incubate businesses citywide. Focus on our small and local business sectors to start, stay, and grow in Denver. Support a strong network of community organizations. Ensure that the city's new collective bargaining processes go smoothly and that city workers are protected when organizing. [Add language to address livable wages for people working in Denver.]

IMPROVE DENVER'S INFRASTRUCTURE

Results:

- 7 keep, with no edits
- 1 edit to goal title
- 4 edits to detailed goal language

Create complete neighborhoods through safe multimodal transportation connections. Reduce traffic deaths by 25% by the end of 2026 with a focus on the high-injury network. Invest in flood and stormwater mitigation, and bridge and road maintenance.

Improve Denver's Infrastructure.

Create complete neighborhoods through safe multimodal transportation connections. Reduce traffic deaths by 25% by the end of 2026 with a focus on the high-injury network. Invest in flood and stormwater mitigation, and bridge and road maintenance.

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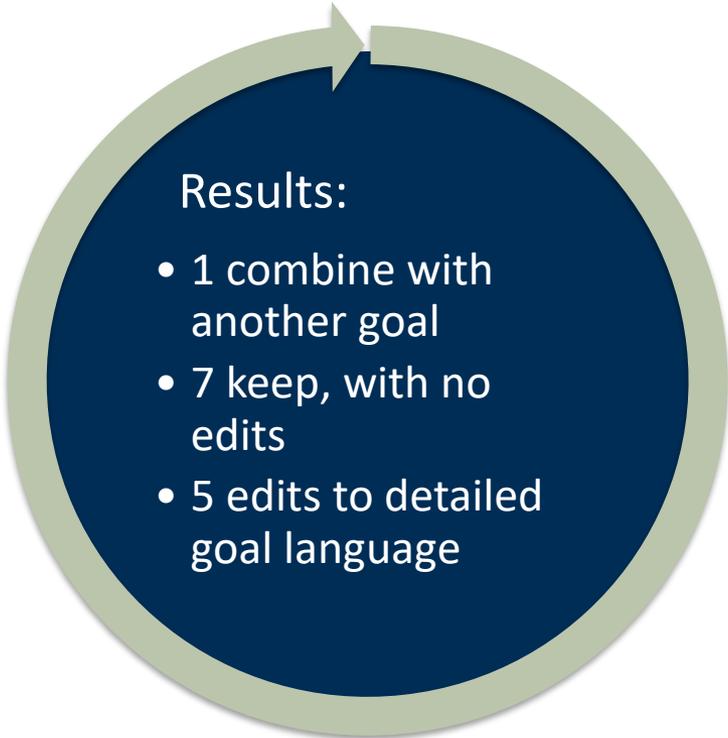
- Council member Alvidrez
- Council member Kashmann
- Council President Pro Tem Romero Campbell
- Council member Watson
- Council member Lewis
- Council member Parady

Proposed changes:

To title: **Reduce Deaths and Serious Injuries on Denver Roadways**

To goal language: Create complete neighborhoods through safe multimodal transportation connections **and through neighborhood planning initiatives.** Reduce traffic deaths by 25% by the end of 2026 with a focus on the high-injury network. [**Two recommendations** to remove previous sentence, and one to **discuss a more realistic target.**] Invest in flood and stormwater mitigation, and bridge and road maintenance. **Send a referred measure to voters to create a department, separate from DOTI, to focus on multi-modal safety on our roadways.** **Ensure that the city has the financial tools to build and maintain critical infrastructure if federal funding becomes uncertain.** [**I am curious if there is room for discussion here where we discuss transparency in DOTI.**]

INCREASE COMMUNITY SAFETY



Results:

- 1 combine with another goal
- 7 keep, with no edits
- 5 edits to detailed goal language

Invest in programs and methods that continue the city's crime reduction trend. Prioritize prevention by addressing root causes. Engage directly with neighborhoods, enhance information sharing, and ensure investment in community-supported, anti-racist, public health strategies.



Increase Community Safety.

Invest in programs and methods that continue the city's crime reduction trend. Prioritize prevention by addressing root causes. Engage directly with neighborhoods, enhance information sharing, and ensure investment in community-supported, anti-racist, public health strategies.

Council member color legend

- Council member Alvidrez
- Council member Kashmann
- Council member Gonzales-Gutierrez
- Council member Torres
- Council member Parady

Proposed changes:

Invest in programs and methods that **create better bridges between community needs and safety concerns, address the root cause**, continue the city's crime reduction trend [**replace with: the city's reduction in violent crime**], and protect civil liberties and constitutional rights. Prioritize prevention by addressing root causes **such as housing instability, mental health, poverty and other threats to public health and reducing recidivism**. Engage directly with neighborhoods, enhance information sharing, and ensure investment in community-supported, anti-racist, public health strategies **that are evidence based or evidence informed**. Domestic violence and disorder are rising trends that also need addressing.

STRENGTHEN FAMILIES, YOUTH, and OLDER ADULTS

Results:

- 2 remove goal
- 8 keep, with no edits
- 1 edit to goal title
- 2 edits to detailed goal language

Invest in the well-being of Denver's most vulnerable residents. Support, educate, and engage them to meet their multifaceted, multigenerational needs.



Strengthen Families, Youth, and Older Adults.

Invest in the well-being of Denver's most vulnerable residents. Support, educate, and engage them to meet their multifaceted, multigenerational needs.

Council member color legend

- Council member Kashmann
- Council member Parady

Proposed changes:

To title: Increase the Supports for Children and Families

To detailed goal language:

Invest in the well-being of Denver's most vulnerable residents through all the phases of life. Support, educate, and engage them to meet their multifaceted, multigenerational needs. Support the Office of Children's Affairs' effort to have Denver certified as a Child Friendly City by UNICEF.

Potential New Goals

Potential New Goals

- Multi-modal Safety and Enforcement (Romero Campbell)
- Arts and Culture (Alvidrez)
- Federal Overreach (Lewis)