

Rocky Mountain Arsenal Natural Resource Damages Recovery Fund

Project Application
2024

Montbello Landscape Transformation



Pre Transformation Site



Post Transformation Site



Rocky Mountain Arsenal Natural Resource Damages Recovery Fund Project Application

Executive Summary

Project Name: Montebello Landscape Transformation

Prepared by: Denver Parks and Recreation

Brief Project Description:

The City and County of Denver requests \$1,000,000.00 (one million dollars) to transform the landscape cover consisting of non-native turfgrass along E. 56th Ave Open Space between Uvalda and Chambers Rd. and Chambers Rd between 56th – 52nd and Bolling and 40th Ave. This project will impact approximately 17 acres of connected landscape, creating linear habitat stretching approximately 3.11 miles. Upon completion, this project will provide a native landscape typology cover, expanding nature-based recreation opportunities, environmental awareness, and forage for animals, pollinators, and birds that live in and travel through Denver.

This project will replace 17 acres of turfgrass that requires high levels of supplemental watering and inputs to maintain. The turfgrass will be replaced with a low water native landscape that is more climate resistant. Through this transformation, there is a potential to save 8,145,720 gallons of water per year after establishment. This means that each dollar spent by the NRD on this project could result in approximately 8 gallons of water saved the very first year, and every year thereafter, post establishment. Additionally, these native landscapes require less mowing and fertilization than turfgrass, resulting in lower inputs of greenhouse gasses into our atmosphere and nutrient runoff into our soils and waterways.

This project's goal is to create a connected linear native area with abundant wildlife habitat within an urban matrix, in order to lower water consumption, enhance natural resource connectivity and expand access to biodiverse Colorado native landscapes to the public. The goals of this project align with other State and Local initiatives such as SB24-005 Landscaping Water Conservation Bill, HB22-1151 Turf Replacement Program, The Denver Parks and Recreation Turf Restrictions in Park Spaces Policy and the Mayors Monarch Pledge (2016).

The proposed project would result in both environmental and community benefits. Expansion of upland native prairie will improve habitat for wildlife and provide new opportunities to learn about and experience wildlife in an urban setting. The linear nature of the space will support ecological connectivity between the RMANWR and the Sand Creek Greenway to the south. This project provides a gateway for nearby communities to learn about and understand wildlife habitat and ecological stewardship just a short walk from their back door, introducing them to the expansive area within the RMANWR.

Project Applicant (City and Department): City and County of Denver, Department of Parks and Recreation

Point of Contact: Name: Ian Schillinger-Brokaw, Urban Ecology Planner

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Total Estimated Project Cost: \$1,500,000.00

Amount of NRD Funding Requested: \$1,000,000.00

Matching Fund Sources, Value and Status:

City and County of Denver: \$500,000 from Capital Improvement Project funds

\$250,000.00 - Acquired

\$250,000.00 - Pending 2025 CIP Request

Signature of Authorized Representative of the Applicant:

Ian Schillinger-Brokaw

Name: Ian Schillinger-Brokaw

Date: 3/19/2024

Scope Of Work

a. Describe Nature and Substance of Project – Provide a general overview of the proposed project

The sections of Chambers Rd between 56th Ave – 52nd Ave, Bolling - 40th Ave and 56th Ave between Uvalda and Chambers Rd are located in the Montbello neighborhood of the City and County of Denver. According to Denver Park's Landscape Typology dataset, the landscape typology (classification of landscape cover based on plant community composition) is Bluegrass Lawn and Bluegrass Forested. This means that the plant communities in these areas comprise primarily a combination of turfgrass species that form a dense lawn with a mix of tree species scattered throughout. The turfgrass areas in these locations provide very little habitat for mammals, pollinators, or birds and require high levels of inputs, such as water, to maintain. This project will change the landscape typology classification of these areas to Upland Herbaceous. This classification contains a higher level of biodiversity and a plant community that is primarily native vegetation comprised of grasses, shrubs, trees, and flowering plants. Upland Herbaceous areas also require very little supplemental irrigation to function healthily.

Projects like these are commonly referred to as turf conversions or landscape transformations. The process and timeline for implementation involves the removal or termination of turfgrass from the area (3 months), adjustments to the irrigation system to allow for proper hydrozoning for trees and low water landscapes (3 months), seeding and planting of

the location with a seed mix customized for that area and containing primarily native species to Colorado (1 month) and establishment (3 years).

There is currently an existing walking path along the entire length of the project area. This walking path will be preserved, and any potential damage repaired so that upon the completion of transformation work, members of the community can enjoy walking through a diverse native landscape typical to this area of Colorado. The path will generally remain open for much of the implementation timeline, with temporary closures during active implementation work.

b. Address Natural Resources:

- i. *Describe how the project will restore, replace or acquire the equivalent of the natural resources injured by the site.*

The proposed project will have a positive effect on several natural resources located in/around the project site, including:

Groundwater systems

Newly established native prairie vegetation will benefit groundwater by slowing stormwater and reducing erosion. Deeper rooted vegetation will increase the infiltration of water during rain events. Drought tolerant species will require less irrigation than turfgrass, lowering the overall consumption of water on the site, saving up to 8,145,720 gallons of water per year after establishment.

Surface water

Impacts to surface water will be minimal but positive in nature. Healthy stands of deep-rooted native vegetation will be able to sequester large amounts of surface runoff in storm and flood events. This means that water that may have run into roadways and collected pollutants before entering the storm system will be filtered by plants and soil instead, lessening the number of pollutants entering our waterways.

Soils

The proposed project will improve soils in the project area by increasing plant root depth, nutrient cycling, and carbon sequestration. By planting deep rooted and long-lived perennial species a nutrient appropriate soil base will begin to form, impacting multiple soil horizons, as opposed to just the top horizons that are typically populated by turfgrass species.

Biological resources (wildlife, terrestrial vegetation, and associated habitats)

The proposed project will result in substantial biological resource benefits by enhancing the biodiversity and climate resiliency of the public land in the neighborhood. DPR has completed projects of a similar nature that result in a net increase of biodiversity of anywhere between 15-50 primarily native species added to a landscape. Diversity of this level helps to create habitat, forage, biophilia, resiliency and niche variation. Besides the biological value of converting a turf grass area to diverse native landscapes, the strategic location of this 17-acre transformation project enhances its biological significance.

The linear nature of the conversion would develop a new corridor for wildlife between the Rocky Mountain Arsenal National Wildlife Refuge (RMANWR) and the Sand Creek Regional Greenway. By connecting habitat both latitudinally and longitudinally through the Montbello neighborhood pollinators, small birds and mammals will be able to more easily traverse the urban landscape matrix, to places of larger sanctuary, such as the Rocky Mountain Arsenal and the Sand Creek Greenway.

The Montbello neighborhood is primarily residential, with 10 park spaces including Chambers Rd and 56th Ave. Of these 10 spaces only 1 contains a landscape typology consisting of primarily native vegetation. With the transformations outlined by this project, the number of park spaces would jump to 3.

Turfgrass areas are relatively low functioning ecological systems. Their biodiversity is comparatively low to typical native landscapes in Colorado, they require high levels of input, such as water, maintenance, and fertilizer to remain healthy and provide minimal forage and shelter for wildlife. From the perspective of a native pollinator, a turfgrass lawn would likely represent a degraded landscape compared to a native upland prairie.

Transformation of turfgrass to native habitat on this site will provide additional habitat for small mammals, raptors, and birds. By reducing the coverage of turf grass, fertilizers will be eliminated from the park and water consumption will be significantly reduced. These two management approaches alone will contribute to water quality in a positive way. The incorporation of native trees and shrubs will also add to the improved habitat by providing nesting opportunities for birds and small mammals. This project will also help to foster an important community connection to the natural environment by providing a 3.11-mile-long walk through native landscapes, accessible just a short distance from community members front doors.

By taking the total project area of 17 acres and transforming it to a primarily native species composition, the project will enhance the amount and number of ecosystem services that the site provides.

- ii. *Provide a detailed description of the area (acreage, linear footage, etc.) of natural resources to be addressed by the proposal.*

Chambers Road between E 56th Ave – 52nd and Bolling - 40th Ave and E 56th Ave between Uvalda and Chambers Rd are two large linear park spaces bordering the Montbello neighborhood in northeast Denver. The section of green space between 52nd and Bolling was omitted due to management of this area by the local HOA. Chambers Rd and E 56th Ave connect and form a right angle along the north and eastern neighborhood boundaries. When added together they total approximately 17 acres and stretch for 3.11 miles. The average width of the park space between the roadway and abutting private property is 60 ft. The linear park spaces contain a walking path in the middle for the entirety of this length. This walking path provides a recreational amenity and will be un-altered by the project. Any damages that may occur during transformation will be repaired. Powerlines run above the majority of the park area along Chambers and 56th ave.

From a biological perspective, the site is primarily cultivars of sod forming grasses that are mowed and maintained in the same way as a turfgrass lawn. There are trees scattered throughout the project area and several formalized planting beds that are maintained by DPR staff. Trees will be protected per standards provided by Denver's Office of the City Forester and existing healthy and functional planting areas will be retained or blended into the new native landscape cover.

- iii. *Provide map of the area.*

Please see appendices.

c. Objectives: Provide clear, measurable, realistic, time-phased, objectives for the work proposed

Objective 1. Remove the sod forming turfgrass from the 17-acre project site – Q3 to Q4 of 2025

Objective 2. Establish a healthy stand of Upland Herbaceous Landscape Typology Cover over the 17-acre project site – Q4 of 2028

d. Operational Plan

- i. *Describe in detail how the work will be implemented.*

Design and Outreach – Q1 and Q2 2025

DPR plans to contract out the design and implementation of this project. Should this proposal be awarded, DPR will prepare a Scope of Work and bid the project out to firms through DPR's on-call services contract. Once selected, the firm will prepare a design that meets the goals outlined in this proposal. Designs will meet DPR standards and specifications for work of this nature. Design documents will include: schedule of turf grass removal, seeding mixes, planting lists, irrigation modifications and establishment and monitoring protocols.

During this phase, DPR will implement a Tier 2 Public Engagement, Communication and Notification (PECAN) outreach strategy to engage the public. Please see attached documentation outlining the PECAN policy in the appendices. DPR plans to discuss the opportunity for a landscape transformation with the HOA that manages the section of green space between 52nd and Bolling.

Construction and Restoration - Q3 and Q4 2025

Upon completion of the design and construction documents (summer 2025), DPR will bid out the implementation portion of the project to a contractor. The contracted firm will install tree protections, begin irrigation modifications and turfgrass removal. Upon turfgrass removal, the site will be seeded per design, planted with container stock (if applicable) and install BMPs, such as fencing to aid in establishment.

Maintenance & Monitoring – Q1 2026 through Q4 2028

DPR will include an additional three years of maintenance/adaptive management and monitoring through the contractor. The contracted team will work with the DPR project manager to develop an adaptive management plan based on regular monitoring of the site. After three years, this area will continue to be monitored and managed exclusively by DPR staff. The Urban Ecology and Open Space staff possesses expertise on native areas management and will work on the ground to monitor and manage the newly transformed areas. An establishment goal for native vegetation is set at 80% cover. List A noxious weeds will be eradicated while List B, C, Watchlist and nuisance weeds will be managed to not exceed 10% cover. Shrub and tree plantings will be tagged and numbered at the time of planting to allow for easy monitoring of success.

- ii. *Describe who the Project Proponent will collaborate with to accomplish the scope of work; include letters of support from those agencies you will be collaborating with.*

Currently, this area is owned and maintained by the City and County of Denver, Department of Parks and Recreation (DPR). In May of 2023 Denver Parks and Rec adopted a Turf Grass Restrictions Policy. The areas identified in this proposal are not compliant with this policy. As such, there is buy in across the department that this location needs to be transformed. The City Council Office in this district has also voiced their support for this project, reflecting support from the public.

DPR will primarily collaborate with a contracted environmental consultant and implementation firm on finalizing a design and implementation strategy that meets the goals of the transformed landscape described in this proposal.

- iii. Describe the type, donors and equivalent dollar amount of matching funds. Please describe the nature of the matching fund projects associated with the restoration project.*

Denver Parks and Recreation will match the \$1,000,000.00 requested NRD funding with \$500,000.00 from the Capital Improvement Project fund from the City and County of Denver. Half of the funds have been encumbered for the project in the 2024 CIP budget and the remaining half will be encumbered in the 2025 CIP budget contingent of award approval.

- iv. Provide construction designs and drawings, if available/applicable, maps of proposed restoration location(s), and a schedule and/or timeline for the completion of major project components.*

See appendices: Maps of Project Area, Timeline, Etc.

Upon receiving NRD funding, the project manager will begin working to select consultants to finalize the project design and construction documents. Stamped engineering designs are not projected to be needed at this time. The anticipated completion for design is Summer 2025. Site preparation will begin in fall 2025 to prepare for the beginning of construction in mid-fall 2025. If construction continues with minimal interruptions, the project is scheduled to be fully established by Q4 2028.

- v. Describe to what degree the proposal described in the operational plan matches the goal of environmental restoration.*

The project proposal for Montbello Landscape Transformation meets the goals by improving public and environmental health. By transforming 17 acres of biologically sparse turfgrass into a biodiverse and ecologically consistent plant community, this project will effectively restore 17 acres of degraded landscape into a healthy one. Additionally, this project will save approximately 8 gallons of water for every dollar spent the first year after establishment and every year thereafter. Lastly, this project will help to develop habitat corridors, connecting larger open spaces within a complex urban matrix. The long-term benefits of this project will outweigh the costs by providing ecosystems services, conserving water, developing a more resilient ecosystem, connecting larger habitats and restoring valuable natural resources.

- vi. Describe if the proposal will be coordinated with complementary, similar existing or other proposed restoration in the area, if any.*

The Department of Transportation and Infrastructure, the Mile High Flood District (MHFD) and Denver Parks and Recreation are designing and constructing new medians on Uvalda from Chambers to Maxwell and utilizing native vegetation. DPR and the MHFD have identified non-essential turfgrass areas along many canals in the Montbello neighborhood along roadways such as: Andrews, Maxwell, 53rd, 51st, and Tulsa. These locations have been identified for landscape transformation and would create a network of habitat and resilient landscapes throughout the entire Montbello neighborhood when joined with the areas identified in this proposal. Denver Water and DPR have collaborated on landscape transformation projects in the past, such as the Quebec Medians Landscape Transformation, and plan to build this relationship in future years. Projects like the Montbello Landscape Transformation are in alignment with Denver Water and DPRs goals and there have been discussions about funding additional work in this area, such as the canals identified above, in future years.

- vii. *Describe the operation, maintenance and monitoring (OMM) requirements and the entity(ies) accepting those responsibilities for the duration of the project and a minimum of 10 years thereafter, if applicable. Describe the plans or methods and schedule for how the project will be monitored to evaluate whether it is successful in achieving the restoration objectives. Describe the frequency and nature of warranty inspections which are required following substantial completion of the proposed project. Detail the funding source, cost and entity responsible for conducting the long-term operation, maintenance and monitoring. This shall include the Annual Report documenting the OMM.*

The City and County of Denver will operate, protect, and maintain the proposed improvements in perpetuity. An adaptive management approach will be utilized to provide optimal maintenance of the newly established upland areas. This approach will assess the site on a monthly basis during establishment and develop a work plan followed by monitoring. The first three years after seeding will be contracted until Denver Parks resumes maintenance responsibilities. After establishment, DPR will continue on-going monitoring on an annual basis to ensure the site is cared for with the natural resource, habitat, and wildlife values in mind.

During the establishment period, DPR conducts vegetation monitoring in-house, using a combination of GIS programs, such as Survey 123, stie photography, drone photography, and written reports. This monitoring is in addition to reports produced by contracted teams.

In addition to annual monitoring, the area identified in this proposal is currently managed and maintained by Denver Parks Operational staff. Staff currently perform routine mowing, irrigation maintenance, and monitoring on a regular basis. Upon completion of the landscape transformation contract, DPR staff begin implementing an adaptive management approach with the existing staff that had previously maintained this location. This work will be funded through the pre-existing Park District's operational budget and staff.

- viii. *Permits/Approvals/Certifications: Describe all permits, licenses, approvals, professional engineer's stamps of engineering design and as-built documents that*

will be required to complete the project and describe current status/progress towards obtaining these permits/approvals.

At this time the project scope does not need engineer stamped construction documents. Projects of this nature have not yet triggered the need for permits in the past and no permits are identified as being required at this time. A utility locate will be conducted in any location that requires digging and will be performed on site by calling in an 811 request. A ROW permit may be needed if a suitable staging area within the project site is not identified in the design phase of this project.

- ix. *Project Schedule: Provide a timeline which identifies project phases, milestones, midpoint and pre-final inspections.*

See attached schedule in Appendices.

- x. *Monthly invoice and Status Report: Describe which activities in the operational plan will be tracked, how they will be counted, and how they will be reported in the monthly invoice.*

This project will track several key activities through the lifetime of the project. The first will be the project design. This will be tracked through a DPR standard 60%, 90%, and 100% design submittal framework. Invoices will be billed against a “Design and Outreach” line item.

The second item tracked will be the transformation work. This work will be tracked through a combination of material submittals, such as irrigation components, seed and plant tags and staff hrs. Invoices will be billed against a “Landscape Transformation” line item.

The third item that will be tracked is the adaptive management/establishment work. This will be tracked through a combination of monitoring reports, materials used, and total staff hrs. Invoices will be billed against an “Adaptive management/establishment” line item.

- xi. *Project Documentation and Deliverables: Provide a list of documentation and deliverables that will be supplied for the proposed project and throughout the duration of the project including the OMM phase.*

1. Seeding and planting design
2. Irrigation retrofit design
3. Seed Tags
4. Monthly monitoring reports for the growing season (April-October) of 2026-2028
5. One monitoring report for the dormant season (November to March) 2026-2028

Budget Spreadsheet

Describe the total dollar amount requested for the project. Break out the total amount requested by budget categories (personnel, fringe benefits, travel, equipment, supplies, contractual, and operating expenses). Detail costs that are used as Matching Funds. A budget spreadsheet shall be supplied separately for each substantially different proposal component. (For example, land acquisition costs will be presented separately from habitat restoration costs)

Within the proposal, describe and justify what will be obtained with the funds. List key staff members that will be assigned to the proposed work, how much time they will work on the project (how many hrs per week) and brief descriptions of duties. Describe all private and public (local, state, and federal) funds by budget category that may be expended in the completion of this proposal. Detail the type, donors and dollar equivalent of matching funds obtained to complete or compliment this proposal, if applicable.

Denver CIP Funds

Design and outreach - \$150,000
Establishment/Adaptive management-
\$350,000

Total - \$500,000

NRD Funds

Site preparation - \$125,000
Irrigation retrofit - \$500,000
Seeding and planting - \$125,000
Remove and replace concrete - \$75,000
Establishment/Adaptive management - \$175,000

Total - \$1,000,000

DPR funding will cover the full cost to contract a designer, the public outreach costs associated with the project, as well as some funding for the 3-year vegetation establishment and adaptive management work.

NRD funding will be used to pay for the construction and restoration costs associated with site preparation, materials and material export, seeding and planting and vegetation establishment and adaptive management.

This project will be delivered by using a collaborative approach combining skilled contractors and fully qualified DPR staff. DPR has staff comprising Project Managers, Urban Ecology Planners, Open Space/Operational Staff, Contract Managers and Grant Managers. Staff will be brought in as needed to help deliver this project. A project manager will be assigned to manage the project and ensure that the original goals are achieved, and grant requirements are met. The Project Manager will likely work an average of 8 hrs a week during the first year of implementation. Hrs will be variable during establishment. Design and implementation services will be contracted out using existing parks contracting processes. These staff hours **will not** be tracked against the grant as in-kind funding match, as Denver is committed to meeting the match requirement through cash match, but they will help to deliver the project.

An additional budget spreadsheet is found in the appendices.

Public Communication Strategy

Describe the process that will be used to demonstrate inclusiveness, communication and opportunities for public input over the course of the project.

This project will use a Tier 2 of the PECAN public outreach strategy. PECAN is a public outreach framework that is utilized on DPR projects throughout the City and County of Denver. The Tier 2 process that will be used for this project is outlined below. The full PECAN Policy is found in the Appendices.

Tier 2: Neighborhood/Local Participation/Notification

This is an equally important group, but involves a more targeted and specific public outreach than in Tier 1. This includes smaller-scale programs and infrastructure improvements; smaller-scale planning and service delivery; and actions for parks or facilities of a more local focus or limited impact. These would all have the potential for local change in service (temporary or long-term), use and/or appearance of parks or facilities. For example:

- Local or neighborhood master plans – Park- or facility-specific plans, neighborhood/local recreation center improvement plans, etc.
- Local Improvements – Structures such as restrooms, picnic facilities, trails/sidewalks, playing fields and playgrounds
- Local Actions or Initiatives – Flower beds; grass conversion for a specific park; temporary park closures/detours; programmatic changes/activities such as summer camp locations, etc.
- Historic Designation – Proposed landmark status or National Registry placement for any park or facility (although this is a City-wide issue, because it is largely handled by third parties, it is placed in Level 2 because the outreach we can control/perform is limited).

Communication/outreach standards for Tier 2:

Outreach efforts/planning will begin at least 30 days before project/issue completion (and often will have a longer lead time). The following is a proposed outreach standard to be followed for Level 2:

- Outreach to local RNOs in related area (**no less** than ½ mile from the park/facility) via e-mail blast and/or phone call to leadership
- Presentation to DPRAB, LUTI or INC PARC if requested by a member
- City Council notification for distribution to their constituents (via newsletter, etc.)
- Press outreach to neighborhood publications and to daily news outlets as warranted (Denver Post, TV, radio).

- DPR Website as warranted – Page created for information, documentation, plans, photos, etc.
- Social Media as warranted – posts on Facebook, Twitter, online calendars, etc.

Intent of Public Input for Tier 2: Active participation in processes and to provide feedback, suggestions and insight to DPR management/administration; voice concerns, objections and support; influence final decisions.

Relationship to Ranking Criteria

Provide a summary of how this project meets each of the objectives indicated by the Screening and Ranking Criteria contained in Section VI.B.1 and VI.B.2 below.

Screening Criteria:

Compliance with SPP requirements – DPR is a local governmental agency and has encumbered funding to successfully match the state match requirements. Our On-call solicitation and contracting framework allows us to deliver the project and run the project with a DPR project manager whose focus centers on natural resource management and ecological restoration project planning and management.

Compliance with laws – This project complies with all applicable Federal, State, and Local laws and ordinances.

Public Health and Safety – This project does not pose a threat to the health and safety of the public.

Eligibility for NRD funding – This project meets the requirements for funding and includes alternative funding sources for the monitoring and maintenance of the site post completion.

Ranking Criteria:

Public Support - This project has received support from the local City Council Office, and Denver Water. This project helps to achieve goals outlined in public planning documents such as the Game Plan for a Healthy City.

Likelihood of Success – Landscape transformations have been successful in expanding habitat and enhancing natural resources. Several similar projects include Platte Farms Open Space, Rocky Mtn Lake Park, Dennison Park, and Sanderson Gulch Pollinator Gardens.

Technical Feasibility – This project will follow a similar design and implementation framework that DPR has used on successful landscape transformation projects in the past.

Multiple Natural Resource Benefits – This project will positively benefit soil health, wildlife habitat, climate resiliency, ground water, carbon sequestration, biodiversity, public health, and ecological connectivity.

Time to provide benefits – Benefits will be seen less than 1 year after funding is awarded and be fully realized within 3 years after construction is finished. There is a potential to save 8 gallons of water for every dollar spent on the project by NRD starting the first year after establishment and every year thereafter.

Duration of benefits – Benefits will be sustained after establishment, potentially becoming greater over the years as soils are conditioned, native seed banks develop and more transformations take place in the surrounding neighborhood.

Non-NRDs Match – The City and County of Denver, Denver Parks and Recreation have identified funds to meet a 50% match to the NRD funds requested. This match will be cash-match.

Appendices

a. Description of the Offeror's Organization

Describe prior experience with projects of similar scope and complexity. Describe previous experience with regard to each proposed project category or collaboration with organizations that have expertise in those areas. Provide evidence that the Offeror possesses the necessary financial, material, equipment, facility and personnel resources and expertise, or the ability to obtain them. Provide evidence that the organization meets the eligibility requirements of Section II.C.I.

- Form of Organization: Government Agency, Denver Parks & Recreation

The properties named herein are owned outright by the City and County of Denver. The associated maintenance, contracting requirements and activities are provided through the City and County of Denver's General Fund. Funds for the required grant match and for maintaining this project post completion are already appropriated for this project, or will be requested in the 2025 budget request.

DPR has the technical expertise as well as matching funds to achieve the scope of work in a timely and cost-effective manner as outlined in this grant application. We have a professional

staff of project managers in our Planning, Urban Ecology, Contracting, Finance and Parks Maintenance Divisions with a long history of completing a variety of construction and restoration projects in house and in concert with the Colorado Department of Public Health and Environment as well as with other state, local, and federal partners.

Some recent projects of similar scope and size include the following: Quebec Medians Landscape Conversion (2023), Denison Park Landscape Transformation (2023), Sanderson Gulch Pollinator Gardens (2020), City of Karmiel and Takayama (2023) and Platte Farms Open Space (2020).

Please see additional information about the listed projects in section **b. ii.**

b. Offeror agencies, organizations and individuals must meet the following standards of responsibility:

- i. The Offeror selected must be responsible for project costs including personnel, fringe benefits, supplies, operating expenses, travel, equipment and capital items. The Offeror must provide the necessary financial, material, equipment, facility, personnel, resources, and expertise, to meet all the contractual requirements, and provide all services requested herein. Offeror must provide evidence that it possesses the necessary resources; or must present acceptable plans to subcontract for them; or must document commitment from, or an explicit arrangement with, a satisfactory source to provide them.*

The City and County of Denver's Department of Parks and Recreation possesses the necessary financial, material, equipment, facility, personnel resources and expertise to meet the contractual requirements. DPR maintains a team of Project Managers, Urban Ecology Planners, Contract Administrators, Finance Staff, and Parks Maintenance/Operations teams. These teams are funded by the reoccurring Parks General Fund and Parks Legacy Fund.

- ii. The offeror must present a resume indicating experience with analogous projects and/or the capacity to perform the scope of work. The resume shall include the project description and objectives, the contracting entity, the cost of the project, the schedule for implementation, cost overruns and technical difficulties encountered. In addition, the Offeror shall indicate its experience with developing funding sources for matching with NRD funds.*

DPR has completed or is nearing completion on many projects that are of a similar nature to the project described in this proposal. Projects have been described in a narrative format below and compiled into a table and attached in the Appendices.

Quebec Medians Landscape Transformation: This project began in 2023 and was funded in partnership between the State of Colorado Water Conservation Board, Denver Water and DPR. This project scope involved some minor irrigation repairs, seeding design, turf grass kill, native seeding and establishment for 2 years, on an approximately 10-acre site. This site is currently in the establishment phase. Design and installation went as planned and remained on budget. Based on current plant growth, it is identified that an additional year of establishment would be preferable for future projects, and this lesson has been carried over into this proposal.

Denison Park Landscape Transformation: This project took place on a .4-acre parcel of land. The ground cover was a cultivar of bermudagrass and is currently a mix of native meadow, and planting beds. All design, irrigation, installation, and monitoring work was completed in house, using DPR staff and knowledge. The project is currently in its second growing season and has been a success. Although small, this project illustrates that DPR has staff that are knowledgeable in the field of natural resource design, installation, and adaptive management, specifically in the field of landscape transformations.

Sanderson Gulch Pollinator Garden: This project involved the restoration of approximately 9 acres of highly degraded landscape classified as disturbed, into a healthy native upland herbaceous typology. Design began in 2020, with the project beginning implementation in 2021. This project saw a strong flush of weeds in the first year after establishment, but well-timed management actions and monitoring were able to enhance the desirable vegetation on the site in following years, bring it up to specification.

City of Takayama and Karmiel Irrigation Upgrade and Landscape Transformation Design: This project is part of a 9.5-acre transformation project that is being phased into design, implementation, and adaptive management. The scope of this specific phase was centered exclusively on irrigation design for a turfgrass tree lawn to be replaced by an irrigation system that can support both low water landscapes and trees. This design went smoothly, and similar techniques will be adopted for the project outlined in this proposal.

Platte Farms Open Space: This project involved the restoration of 7.1 acres of an old brownfield into a healthy ecological system. It occurred in partnership with the Mile High Flood District, the Department of Transportation and Infrastructure and Denver Parks and Recreation. The vegetation establishment portion of this project will closely match the adaptive management required on the project described in this proposal. The design and construction of this project was very different from this proposal as it pertained to stormwater detention and mitigating flood risk. As these are not components of the project described in this proposal, these scope items have been removed from the final budget presented in the spreadsheet and are not further discussed. The space was planted and seeded in 2020 and managed for 3 years. The first 2 years saw regular growth of undesirable weeds and desirable vegetation. Year 3 saw the best growth of native vegetation and was successful in meeting DPR spec upon the end of the growing season.

Please see the DPR Resume Spreadsheet found in the appendix for more information.

Montbello Landscape Transformation Project
Budget
3/8/2024

	NRD	Cash Match	Total
Cash			
Design and Outreach Documents		\$ 150,000.00	\$ 150,000.00
Site Preparation (Weed mgmt., soil amendments, tree protections, etc.)	\$ 125,000.00		\$ 125,000.00
Irrigation Retrofit (For vegetation establishment and trees)	\$ 500,000.00		\$ 500,000.00
Seeding and Planting (All seed and planting operations)	\$ 125,000.00		\$ 125,000.00
Remove and Replace Concrete (Replace any damage that may be caused to the existing path during transformation operations)	\$ 75,000.00		\$ 75,000.00
Establishment/Adaptive Management	\$ 175,000.00	\$ 350,000.00	\$ 525,000.00
CASH SUBTOTAL	\$ 1,000,000.00	\$ 500,000.00	\$ 1,500,000.00

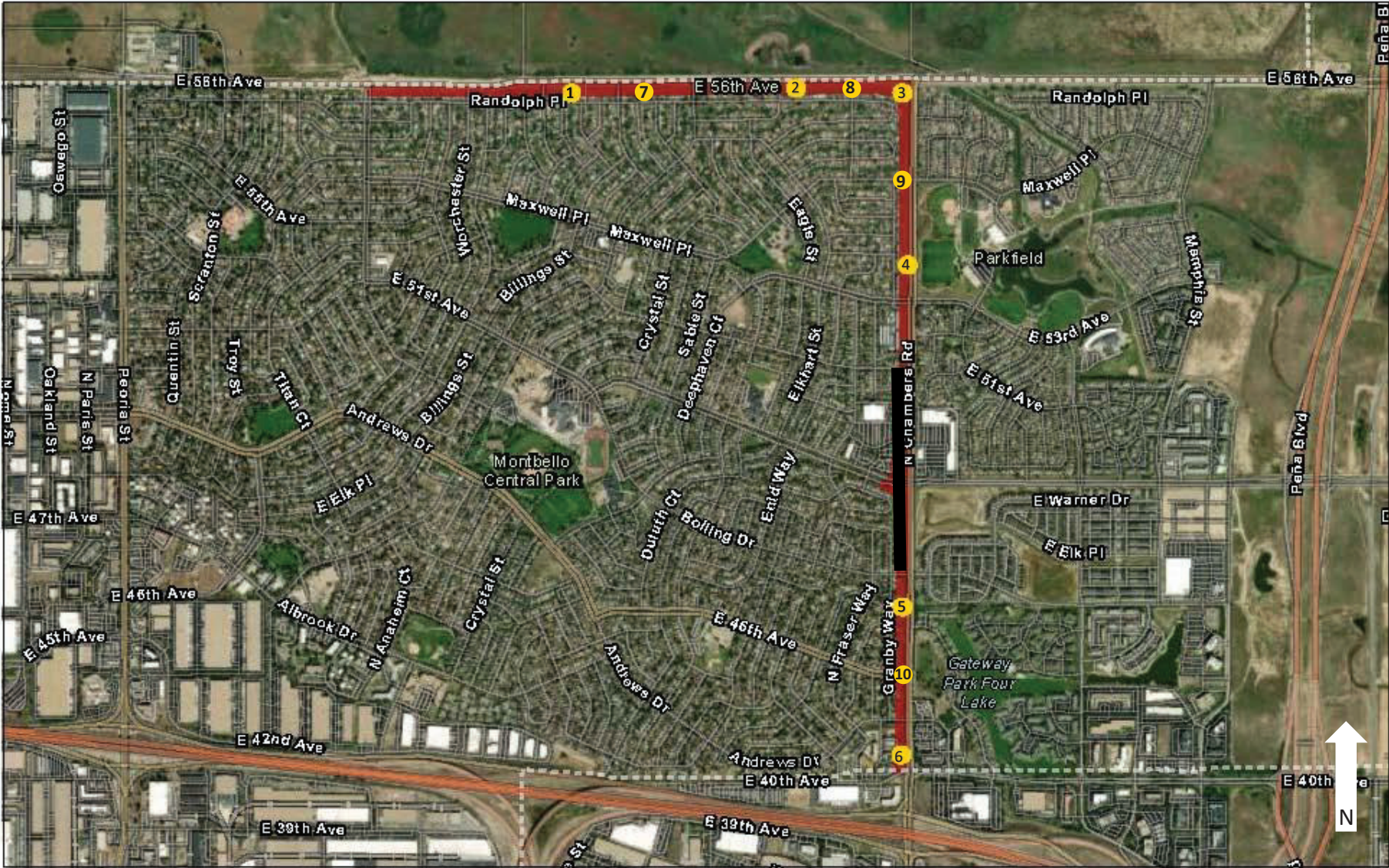
Estimated Project Timeline

[illegible]

Project Resume

Project Name	Project Cost	Project Description	Objectives	Contracting Entity	Schedule	Overruns
Quebec Medians Landscape Transformation	\$ 248,950.00	10 acre landscape transformation - turfgrass to native This area has far fewer trees and minimal irrigation adjustments thus driving costs down as compared to the areas identified in this proposal.	Transform 10 aces of turfgrass into a biodiverse rich landscape that is drought tolerant	DPR On-call (Ecological)	Design - Q2/3 2023 Transformation - Q3/4 2023 Adaptive Management/Establishment Q1 2024/Q4 2025	None
Denison Park Landscape Transformation	\$ 25,007.14	.4 acre conversion all completed in house using DPR staff and expertise. All design, irrigation, planting and adaptive management were done in house.	Transform .4 acres of turfgrass into a biodiverse rich landscape using seeding and container plantings	NA	Design - Q3 2022 Transformation - Q2 2023 Adaptive management/monitoring - Q2 2023 to Present	None
Sanderson Gulch Pollinator Gardens	\$ 1,016,950.00	9 acre landscape restoration that involved trail access expansion, the development of an outdoor classroom, pollinator specific plantings and seed mixes and adaptive management to establish vegetation.	Transform 9 acres of disturbed landscape cover into a biodiverse native landscape that focuses on pollinators. Enhance trail access and educational opportunities	DPR On-call (Ecological and Construction Services)	Design - Q2 2020 Implementation - Q2/3 2021 Adaptive management/monitoring Q3 - 2022/present	All scope items remained on budget other than some of the trail/sidewalk work
City of Takayama and Karmiel Irrigation Upgrade and Landscape Transformation Design	\$ 64,506.00	Phase 1 - Irrigation and Conservation Design for 9.5 acres	Design an updated irrigation system that supports native plants and existing trees at the same time	DPR On-call (Design Services)	Design-Q4 2023 Close Out - Q2 2023	None
Platte Farms Open Space	\$ 281,498.52	This phase of the project occurred in partnership with the MHFD and DPR and focused on the adaptive management and establishment of the seeded plant material on the site.	Establish the 7 acre project site with healthy native vegetation	Mile High Flood District	Seeding and Adaptive Management Q2-2020 Completion Q4 - 2023	None

Montbello Landscape Transformation 2024

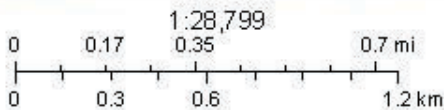


3/8/2024

- Photo point

- Project area

- HOA management Area



CITY OF AURORA, CO, CITY OF COMMERCE CITY, COLORADO AND CITY OF DENVER, EST. TOM TOM, GAMMA, SATE GRAPH, GEOTECHNOLOGIES, INC, METANASA, USGS,



Photo Point 1 – This image depicts the typical landscape of the project area along 56th Ave. The project area is outlined in red.



Photo Point 2 – This image depicts the typical landscape of the project area along 56th Ave. The project area is outlined in red.

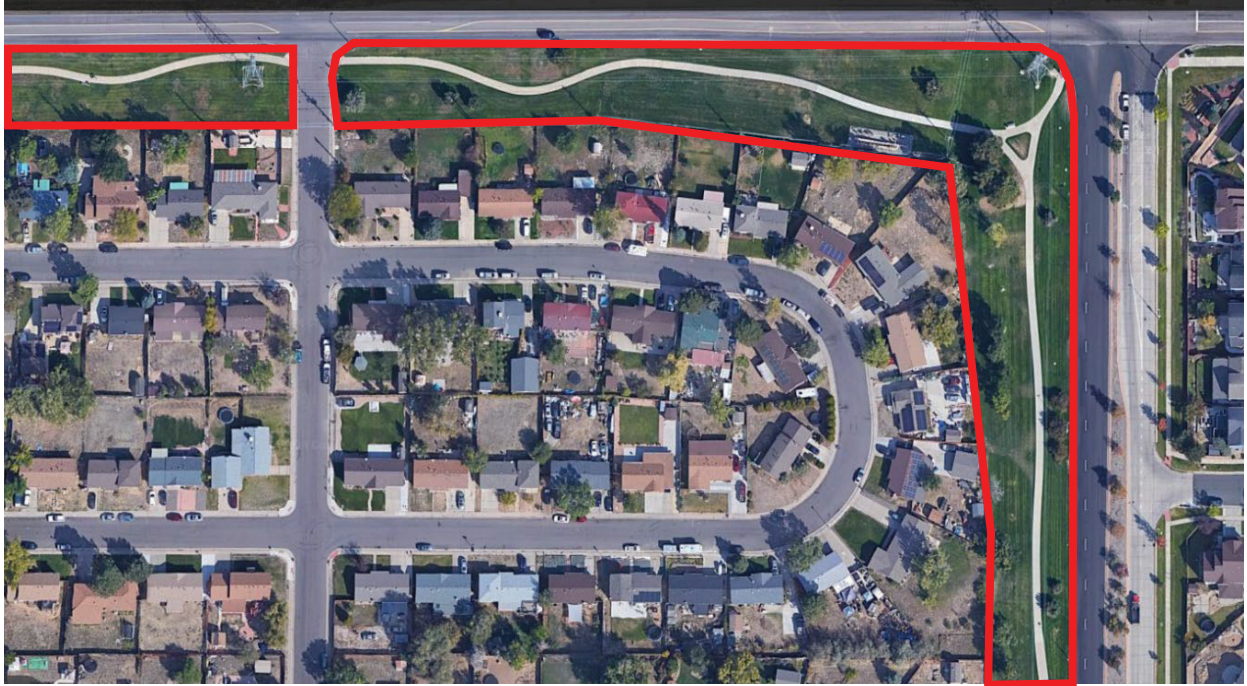


Photo Point 3 – This image depicts the intersection of the project area along 56th Ave and Chambers Rd. The project area is outlined in red.

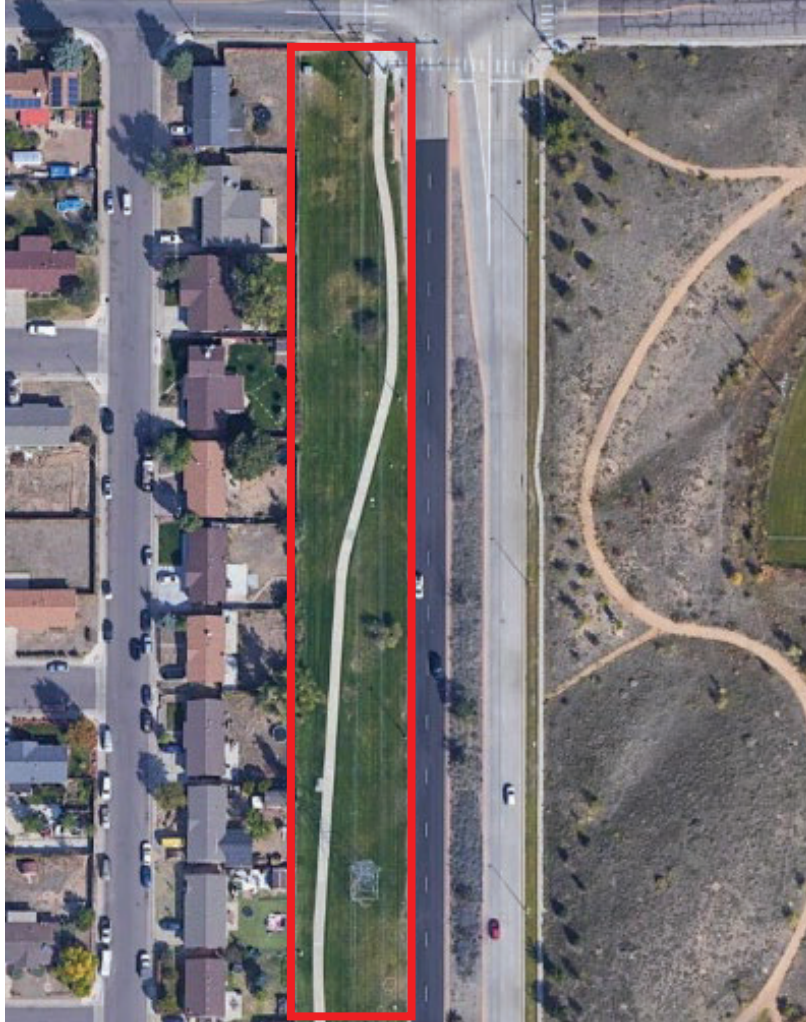


Photo Point 4 – This image depicts the typical landscape of the project area along Chambers Rd. The project area is outlined in red.



Photo Point 5 – This image depicts the typical landscape of the project area along Chambers Rd. The project area is outlined in red.

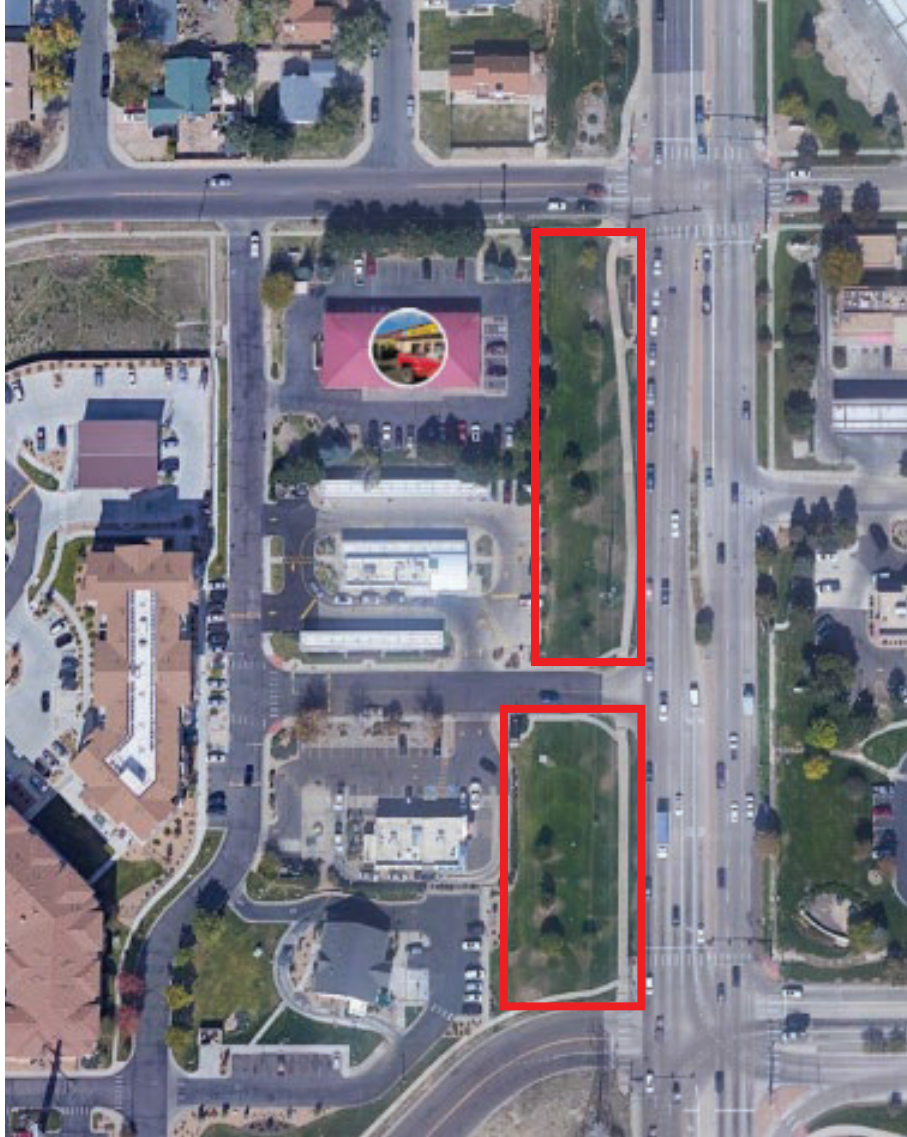


Photo Point 6 – This image depicts the southernmost boundary of the project area along Chambers Rd. The project area is outlined in red.



Photo Point 7 – E 56th and Blackhawk looking west at turfgrass monoculture.



Photo Point 8 – E 56th and Fairplay St looking west at turfgrass lawn.



Photo Point 9 – Chambers and Maxwell looking south at turfgrass lawn.



Photo Point 10 – Chambers and E 46th looking north at turfgrass lawn and minimal trees.

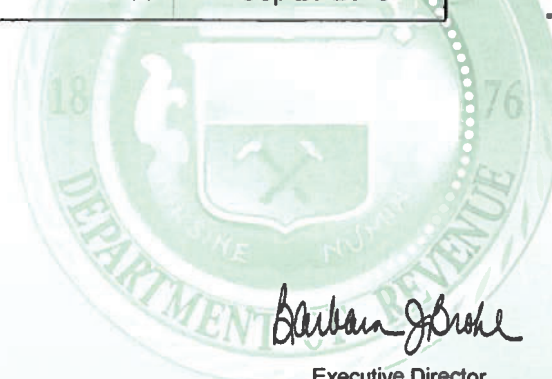
CERTIFICATE OF EXEMPTION FOR STATE SALES/USE TAX ONLY

**THIS LICENSE IS
NOT TRANSFERABLE**

USE ACCOUNT NUMBER for all references	LIABILITY INFORMATION		ISSUE DATE
09802890	G	060180	Sep 23 2013



DENVER CITY/COUNTY GOVERNMENT
201 W COLFAX AVE DEPT 1109
DENVER CO 80202-5332



Barbara J. Broke

Executive Director
Department of Revenue

▲ DETACH HERE ▲

GENERAL INFORMATION



The following services are available at www.Colorado.gov/RevenueOnline under **Business**.

Sales:

- Verify a Sales Tax License
- View Local Sales Tax Rates
- View Business Location Rates
- Find Local Taxes by Address
- View Sales Tax Rate Charts



Try Revenue Online today!

www.Colorado.gov/RevenueOnline

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Public Engagement, Communication and Notification **“PECAN”**

Purpose of this policy

The Denver Parks and Recreation (DPR) public/community outreach policy is intended to create standards that the DPR administration can follow to ensure that public input and the dissemination of information is a top priority. The standards that make up the framework of this policy are intended to be flexible. The overall goal in creating this policy is to develop a better-informed public, encourage participation and to work collaboratively with our constituents to hear their ideas and collect their feedback.

Tiers

Because Denver Parks and Recreation is such a large entity, a one-size-fits-all approach to public communications and engagement is nearly impossible. With more than 5,000 acres of parks and open space in the City and County of Denver, 27 recreation centers and more than 14,000 acres of mountain parks, the department constantly has projects and programs in various stages of implementation and completion. These projects can range from major, multi-million dollar bond projects to minor park improvement or maintenance projects. With that in mind, a tier system is proposed in an effort to set standards for identifying and prioritizing DPR projects and programs, and the appropriate level of public engagement and communication to support them.

The tiers are described in detail below. A separate table and a glossary of terms are also attached to help explain and illustrate this approach.

Tier 1: Citywide/Regional Participation/Notification

This is the most comprehensive tier when it comes to communications, engagement and outreach. This tier would include major capital improvement or bond projects that have complex planning, design and funding requirements. Given their size and complexity, these projects require far-reaching communications and multiple opportunities for the public to provide feedback and share ideas.

Projects and issues that fall under this tier include, but aren't limited to, City-wide, regional and large-scale programs, plans, improvements or actions that have the potential for significant change in service, use and/or appearance of parks and facilities. For example:

- City wide or Regional Master Plans
Capital Improvements in any park above \$500,000 that have city-wide impact
Major facility or park expansions and renovations
- Citywide Initiatives, such as recreation program redesign; development of new departmental policies; rule changes;
- Proposed fee changes

Communication/outreach standards for Tier 1:

Given the size and impact of issues and projects included in this tier, the standards for public communication, engagement and outreach should be comprehensive. Outreach efforts and planning should begin as early as possible before the project is completed or the issue is addressed.

The following is a proposed outreach standard to be followed for Tier 1:

- Stakeholder group identified with at least one meeting planned
- Presented and discussed at DPRAB meeting
- Presented and discussed at City Council LUTI committee
- At least one public meeting planned and announced with at least 30 days notice.
- Outreach to all RNOs via e-mail blast and/or phone calls
- Presentation and discussion at INC PARC and/or larger INC meeting
- Outreach to other business and community organizations as they are identified
- City Council notification for distribution to their constituents (via newsletter, etc.)
- Press releases and media outreach to all news outlets
- Materials created for awareness/marketing (distributed to many locations around the City, including all Recreation Centers)
- DPR Website – Page created for information, documentation, plans, photos, etc.
- Social Media – posts on Facebook, Twitter, online calendars, etc.
- Method for soliciting feedback from public who is not part of the stakeholder group will include surveys and public repository of email comments

Intent of Public Input for Tier 1: Participate in process and provide feedback, suggestions and insight to DPR management/administration; voice concerns, objections or support; broad-based buy-in and influence from public to shape final decisions; direct input and decisions from stakeholders.

Tier 2: Neighborhood/Local Participation/Notification

This is an equally important group, but involves a more targeted and specific public outreach than in Tier 1. This includes smaller-scale programs and infrastructure improvements; smaller-scale planning and service delivery; and actions for parks or facilities of a more local focus or limited impact. These would all have the potential for local change in service (temporary or long-term), use and/or appearance of parks or facilities. For example:

- Local or neighborhood master plans – Park- or facility-specific plans, neighborhood/local recreation center improvement plans, etc.
- Local Improvements – Structures such as restrooms, picnic facilities, trails/sidewalks, playing fields and playgrounds
- Local Actions or Initiatives – Flower beds; grass conversion for a specific park; temporary park closures/detours; programmatic changes/activities such as summer camp locations, etc.

- Historic Designation – Proposed landmark status or National Registry placement for any park or facility (although this is a City-wide issue, because it is largely handled by third parties, it is placed in Level 2 because the outreach we can control/perform is limited).

Communication/outreach standards for Tier 2:

Outreach efforts/planning will begin at least 30 days before project/issue completion (and often will have a longer lead time). The following is a proposed outreach standard to be followed for Level 2:

- Outreach to local RNOs in related area (**no less** than ½ mile from the park/facility) via e-mail blast and/or phone call to leadership
- Presentation to DPRAB, LUTI or INC PARC if requested by a member
- City Council notification for distribution to their constituents (via newsletter, etc.)
- Press outreach to neighborhood publications and to daily news outlets as warranted (Denver Post, TV, radio).
- DPR Website as warranted – Page created for information, documentation, plans, photos, etc.
- Social Media as warranted – posts on Facebook, Twitter, online calendars, etc.

Intent of Public Input for Tier 2: Active participation in processes and to provide feedback, suggestions and insight to DPR management/administration; voice concerns, objections and support; influence final decisions.

Tier 3: Site-specific notification; no advance notification; unforeseeable issues

From time to time, issues might come up that weren't predicted or planned and require some level of immediate attention and communication. These issues may certainly cause minor disruption in parks or facilities. Typically these issues will only last for 24-48 hours, but require some level of notification to the public in an effort to keep citizens informed and to ensure concerned parties that the situation is, indeed, only temporary.

For example:

- Emergency repairs – irrigation systems, landscaping; utilities; mechanical facility repairs (plumbing, electrical, HVAC, etc.)
- General wildlife management/hazing (this does not include prairie dog management)
- Actions complying with laws/agreements – Any project or activity undertaken in conformance with and/or satisfaction of federal, state and local laws or other legal requirements and/or agreements entered by the city (public health issues, safety issues, police/fire activity, film office permits, etc.)
- DPR administrative decisions/manager directives – field closures due to drought conditions; severe weather issues; acts of God, etc.

Minimum Communication/outreach for Tier 3:

Because many of these issues and projects aren't planned and have a relatively small shelf life, this tier has a much narrower audience. Communications and outreach for this group needs to be flexible, easy and quick. The following is a proposed outreach standard to be followed for Level 3:

- Press releases (as warranted)
- Social media – posts on Facebook, Twitter, online calendars, etc.
- E-mail sent to RNOs in the affected area.
- Information sent to City Council District for possible dissemination through e-newsletters
- Signage posted in the park/facility as needed
- Outreach to Denver and neighborhood media outlets (as warranted)

It is important to note here that, despite our best efforts to communicate, there may be many instances where the information required for distribution at this level is largely dependent of a very mobile workforce proactively communicating with the marketing office through various channels. As such, the information required can be very dependent on human factors and the communications office may not receive notification in a timely manner. We hope that over time this policy helps to eliminate those instances, but it is human nature nonetheless.

Intent of Public Input for Tier 3: at this level, communication is intended to be informational only. Here we hope to inform and have our messages disseminated through the targeted community. While this is mostly intended to be one-way communication, we will always welcome and evaluate public comment and feedback. Another goal with this communication is to gain compliance with temporary directives/rules as needed.

No Public Outreach Planned/Required

It is necessary to establish a standard for issues/events that don't automatically require any public outreach that is planned or unplanned. This is necessary to keep the department functioning as efficiently as possible. The Department's overall policy is to communicate and to do it often and openly, but there may be times where that is not fiscally possible or the act of doing so would be ineffective. Examples include:

Minor park maintenance/construction items
Minor Park/Rec center improvements or renovations
Day-to-day operational decisions
Permit distribution
Volunteer programs

Communication Tools/Vehicles

The Department has a number of communication tools and vehicles available that can be used to help achieve and supplement our outreach efforts for all levels. The following tools/vehicles available include, but aren't limited to:

Traditional press releases	White Papers	Social Media
Internet/Web	Newsletters	Email Distribution Groups
Public Meetings	PRAB	INC/PARC
RNO Partnerships	Public Notices	Press Conference
Letters	Printed Materials	Door-to-Door
Community engagement	City Council	Media Interviews
Word-of-mouth	Paid Advertising	Stakeholder Meetings
Focus Groups	Surveys	Street Team Marketing
Email correspondence	City Partnerships	Festivals/Events
Denver 311	Council District Newsletters	Attend community meetings

Issues and Projects That Have Significant Public Interest

It is likely that, from time to time, projects and issues that seem relatively small in scale and therefore fit into tiers two or three (or none at all) will have a much greater level of public interest. As such, even though a lesser amount of outreach is called for under this policy, the DPR communications staff and department management have the ability responsibility to elevate the issue or project to a higher and more appropriate level of public engagement and communication.

All tiers included in this policy are designed to be standards for how the department will handle public information and engagement. At any time, the department management can choose to go above the listed standards, but should never go below it.

How This Policy Fits With Other DPR Policies

This communications policy is designed to be flexible and to complement existing policies within the Department of Parks and Recreation. It will not supersede any other policies that have communications components, but can be used in conjunction with those policies. For instance, this policy does not change the requirements or process for park naming. If necessary, the communications policy can be used to add to the park naming process, but it does not relieve any components of that specific policy. The same would be the case for posting the notice of a public hearing. By charter, public hearings are to be posted 20 days in advance in the Denver Journal. The communications policy would not change that or allow for that process to be ignored. Instead the communications policy would expand the process of public notice beyond what is required under the current City charter.

Glossary of Terms

Regional Park: A regional park is one of the larger parks within the Denver urban park system and is generally larger than 80 acres in size. Regional parks include City Park, Sloan's Lake Park, Washington Park and Central Park

Master Plan: A Master Plan, as referred to in this document, is a long-term planning process or vision that will apply to a particular park. Master plans look at park use, design and development over a period of many years and are often divided into phases. Many DPR master plans have already been developed but are often re-visited for updates or changes, as necessary.

Capital Improvement Project: A capital improvement project is a large-scale project that requires significant funding that may come from various sources. Many of these projects are estimated to be \$500K or more and require City Council approval to move forward. Planning for these projects typically starts well ahead of when they are needed and include a lengthy public process from RFPs to City Council to public engagement as outlined in this policy.

Recreation Center: Denver Parks and Recreation has 27 recreation centers located around Denver. These centers vary in size and amenities but generally offer a place for the community to gather and exercise. Membership is required to gain access to a recreation center and fees vary from a small one-time use charge to an annual charge for system-wide access.

DPRAB: This is the Denver Parks and Recreation Advisory Board. The advisory board members are appointed by the Mayor of Denver and City Council to advise DPR leadership on policies, programs, rules and procedures.

Stakeholder Group: A stakeholder group, as referred to in this policy, is a group made up of individuals that represent various interests and/or neighborhoods in Denver. Stakeholder groups meet regularly to discuss large projects or initiatives and help make decisions on large projects or guide the formation of official DPR policy.

LUTI Committee: This is the Land-Use, Transportation and Infrastructure committee of the Denver City Council. This committee oversees all ordinance requests brought forward by Denver Parks and Recreation. Any ordinance that goes before the full City Council for a vote must first be discussed and voted on by the LUTI committee.

INC: Short for Inter-Neighborhood Cooperation. Denver's INC was established in 1975 by a small group of residents from core neighborhoods in Denver. In 1979, Denver passed the Registered Neighborhood Organization ordinance, making it possible for neighborhoods to take a more proactive role in protecting historic areas and giving them a voice about how to responsibly maintain and develop neighborhood areas.

RNO: Short for Registered Neighborhood Organization

INC PARC: Short for the Parks and Recreation Committee of the Denver INC.

DPR: Short for Denver Parks and Recreation

Social Media: Social media is forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content (as videos). Most common social media sites include Facebook, Twitter, YouTube and Pinterest, just to name a few.



THE HONORABLE
Stacie Gilmore
COUNCILWOMAN DISTRICT 11

City and County of Denver
CITY COUNCIL

Arie P. Taylor Municipal Building
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Denver, CO 80239
p: 720.337.7711
stacie.gilmore@denvergov.org

March 7th, 2024

State of Colorado Department of Public Health & Environment
4300 Cherry Creek Drive South
Denver, CO 80246

Re: 2024 Solicitation for Project Proposals – Rocky Mountain Arsenal, Natural Resources Damages

To Susan Newton and the Review Committee:

As the publicly elected representative of City Council District 11 within the City and County of Denver, I would like to express my support for the Montbello Landscape Transformation project.

This project will help expand access to biodiverse natural resources within the community, lower the consumption of water, develop corridors for birds and pollinators alike and help to transition our parks and open spaces to a more climate resilient and uniquely Denver landscape cover.

The benefits from this project will be felt year after year as water saving compound and as drought tolerant species in the seed bank grow and fill the space. Furthermore, this linear park space will provide an extensive recreation resource to the community by serving as a 3.1-mile-long walking path that is surrounded by diverse and climate conscience plant pallets, that also support birds and pollinators.

Sincerely,

A handwritten signature in black ink that reads "Stacie Gilmore".

Denver City Councilwoman, District 11
Stacie Gilmore

**To: Colorado Division of Public Health and Environment:
Rocky Mountain Arsenal Natural Resource Damages Fund**

March 15, 2024

RE: Letter of Support for City and County of Denver Montbello Native Grass and Forb Conversion

This letter communicates Denver Water's support for an effort being led by City and County of Denver to transform up to 17 acres of Kentucky bluegrass to a pollinator and wildlife supporting native grass and forb landscape. This project will convert park areas along Chambers Rd (between 56th Ave. & 40th Ave.) and 56th Ave. between Chambers Rd. and Uvalda St. This project represents a great public demonstration project and an ecological enhancement along multi-use pathways along Chamber Rd. and 56th Ave. The proposed native grass and forb landscape will provide many ecosystem services including pollinator benefits, wildlife habitat, stormwater management, and a reduction of potable water use. This will also be a key example of retrofitting landscapes that are in alignment with the recently passed [SB24-005](#), which will limit nonfunctional turf. As a municipal water provider that supplies water to many communities across the Denver metro area, we are looking for partnerships that showcase the many options for turf conversion, and this project provides an exceptional opportunity.

This project will be a critical example of a large-scale nonfunctional turfgrass replacement that helps meet Denver Water's commitment to the [Memorandum of Understanding between Colorado River Basin Municipal and Public Water Providers](#). Additionally, the work on this conversion project will use the principles outlined in the [Colorado Native and Water Wise Grass Guide](#), which was a Colorado Water Conservation Board grant proposal recently funded and supported by both Denver Water and the City and County of Denver. Implementing a large conversion like the proposed Montbello Landscape Transformation project will help Denver Water provide more examples of landscape conversion processes for large landscapes. This project will help refine our thoughts around future public space partnership grants and landscape conversion programs targeting commercial and HOA customers as we plan more robust programming to launch spring 2025.

The contribution by CDPHE Rocky Mountain Arsenal Natural Resource Damages Fund will help both organizations improve the process of converting large nonfunctional turf landscapes while reducing potable water use. Using previous water consumption data, Denver Water estimates that this conversion will save over roughly 7 million gallons of potable water per year.

This project will greatly benefit the City and County of Denver and Denver Water by ensuring turf replacement will result in substantial water savings and the transformed landscape will enhance climate resilience and ecological function.

Sincerely,

Austin Krcmarik



Water Efficiency Lead, Denver Water