



Metro Mayors Caucus

Wednesday, October 5 - 7:30 am – 10:00 am

Board Room - Denver Metro Chamber of Commerce - 1445 Market Street – 4th Floor

Breakfast Provided by Kaiser Permanente

AGENDA

7:30 AM Welcome & Introductions

7:35 AM RTD Briefing

- Dave Genova, General Manager, RTD

8:00 AM Transportation Finance & Finding A Path Forward

- Mayor Marc Williams – Overview of TAC & MMC Efforts
- Jim Gunning – Mobility Choice Blueprint
- Maria Garcia Berry & Roger Sherman – Timelines & Strategies

9:05 AM Roland Lyon, President, Kaiser Foundation Health Plan of Colorado

9:10 AM Break

9:25 AM Denver International Airport Great Hall Project Briefing

- Kim Day, CEO, Denver International Airport

9:45 AM Business Items

- December 14 Reception Planning
- Retreat Information
- Committee Reports

10:00 AM Adjourn

SPECIAL EVENT: 10:10-11:00AM

The Public Affairs Research Council of Alabama, a nonpartisan good government think tank based in Birmingham is working to overcome governmental fragmentation among the 35 municipalities in Jefferson County. They would like to visit with mayors from our region to help them understand how to convey the value of collaboration to their peers at home. Please let us know if you are able to stay for an hour of discussion with these visitors.

Metro Mayors Caucus Meeting

October 5, 2016

7:30 – 10am

Denver Metro Chamber of Commerce

RTD Update – RTD GM Dave Genova

- Five FasTracks Openings in 2016
 - Flat Iron Flyer – ridership in corridor is up 40%
 - A Line – 18,300 riders per day average weekday – projection was 18,600 at one year
 - Testing new software for crossings
 - Will start quiet zone process after PUC and FRA certification
 - Denver Transit Partners are paying for the flaggers at crossing
 - B Line - 1400 riders per day (anticipated 800 after 1 year)
 - G Line - Denver, Arvada, Wheat Ridge - opening this fall
 - R - Line - Winter 2016
- FasTracks projects remaining
 - B Line completion
 - North Metro rail
 - Opening next year
 - Central Rail Extension
 - Completion of SW Rail extension
 - SE LRT Extension opening in 2019
- Budget
 - Revenues are not growing at rate projected by Leeds models
 - Low/Mid and High estimates are given – have used mid-range
 - Current revenues are below low projections
 - Mid-year \$47M downward adjustment of budget necessary
 - Won't be able to borrow or bond until 2023 for base system or 2033 for FasTracks projects
 - APE - approved 8-6 vote last week
 - provided six scenarios
 - final version approved
 - 130M subsidy into FasTracks from base system
 - Using FISA for operations for 2021-2024
 - FISA was set aside to buildout FasTracks
 - Will grow again in 2033
- Technology
 - Go Centennial - Lyft and Via
 - using grants to test out alternatives call and ride
 - use the technology and private services to feed into the system

- VIA mobility to meet this used to provide access for physically challenged
 - Another challenge is meeting needs in low income areas where Lyft is less economically feasible
 - 3rd challenge is the barrier of technology - access to smart phones
- Parking
 - 72 park n rides with 32k space – RTD has parking management issue
 - state legislation restricts what can be done with parking
 - RTD staff briefing board and will prepare some guiding principles for their consideration
 - shared parking situations in Westminster, Arvada and Aurora

Mayor Comments & Questions:

- 8 Bus heading North of 120th
 - Problem - no parking north of 144th
 - Local cities want to collaborate around parking with RTD
- Budget was adjusted down - how are you planning to meet operations costs?
 - Still looking to make adjustments to balance '17 budget
- Are there opportunities for cost-savings by employing technology?
 - Already gather data to evaluate service and drive performance improvements
 - Looking at passenger delay minutes to see where they can reduce them
 - Performance improvement through data enhancement is a priority
- What decisions have been made about project completion on unfunded projects?
 - Board has not prioritized any of the unfunded projects
 - Cannot borrow or bond until 2030
- Suggest seeking new ways to finance unfinished lines by attaching to new development
- There are rumors that N Metro could get pushed to 2019?
 - RTD is holding firm to 2018
 - Thornton is going to double in size and really needs to see completion of the line as quickly as possible
 - Brighton is part of RTD - completion of N Metro is critical for cities farther north along the line
- Other cities are looking for the type of last mile connections being explored in Centennial
- What is the tipping point from surface to structured parking? Right now end of line on Gold is a 225 space surface line - have room to expand
 - Decision is based on a combination of utilization, land use and available funding

Transportation Presentations

- Overview of challenge & prior efforts – TAC Chair Mayor Marc Williams of Arvada
 - *Presentation attached*
- Options for Moving Forward - Maria Garcia Berry, CRL
 - *Presentation attached*
- Mobility Choice Blueprint – Jim Gunning, Executive Director

Mayors Questions & Comments:

- Mobility Choice
 - RTD opted not to contribute to Mobility Choice at this point
 - We are not doing any long-range planning post-FasTracks - Mobility Choice is the next level
 - MMC should weigh in with DRCOG and RTD to let them know how important this effort is to our region and show our support for Mobility Choice
- Tony Milo from Colorado Contractors Association
 - Want to move forward
 - Understand that metro region needs to get more from a ballot question than was proposed this spring
 - Thinks that giving larger allocation and more flexibility is better option than transit set aside
- Transportation Funding
 - MMC needs to reconvene MPACT64 and let know where we are as a region and that we want to move forward
 - Does having MPACT64 consensus help with a referred measure?
 - Action on HPF and de-Brucing could be hold-up
 - Metro area needs to have certain criteria about what is in a statewide question and how funds can be used
 - MMC needs to lead the discussion not just be at table
 - We need to be going down both paths
 - Gives us a fallback should negotiations at the state fall apart
 - Will need tweaks to the RTA legislation - will give us alternate path if a statewide path fails

Remarks by Breakfast Sponsor Roland Lyon, President of Kaiser Foundation Health Plan of Colorado

- 47 years in Colorado
- Kaiser is a non-profit 501(c)(3) - no share holders
- Members are the owners of the company
- Partner in our efforts – for example Jin Tschuya sits on the board of Mobility Choice
- 7,000 employees and 11,000 physicians plus 675,000 members statewide

Denver International Airport Great Hall Project Briefing by Kim Day, CEO, Denver International Airport

- *DIA PPT attached*
- DIA has space to double runways and serve up to 100M
- Growth and security concerns driving redesign of key spaces including Great Hall
- Project 58.2M passengers in 2016 - facility designed for 50M passengers

- Airlines requested 30-50 new gates in next 5 years
- Will accommodate up to 70M passengers
- Eventually will need a concourse D and E as well as a new train (this is far out future)
- Because we have 53,000 acres can add 7th runway at very low cost
- Security
 - TSA lines at or below national average but concerns about so many people in pre-secured area
 - Using P3 to leverage private sector expertise and optimize risk transfer - chose a Spanish firm Ferrovial that is part owner in Heathrow, Glasgow, etc. Other partners are Saunders and JLC/MJE Loop (Magic Johnson Enterprises)
 - Have prototype for TSA replacement and expedited approval for security - get rid of snake lines and vulnerability - worked with delegation to secure approval

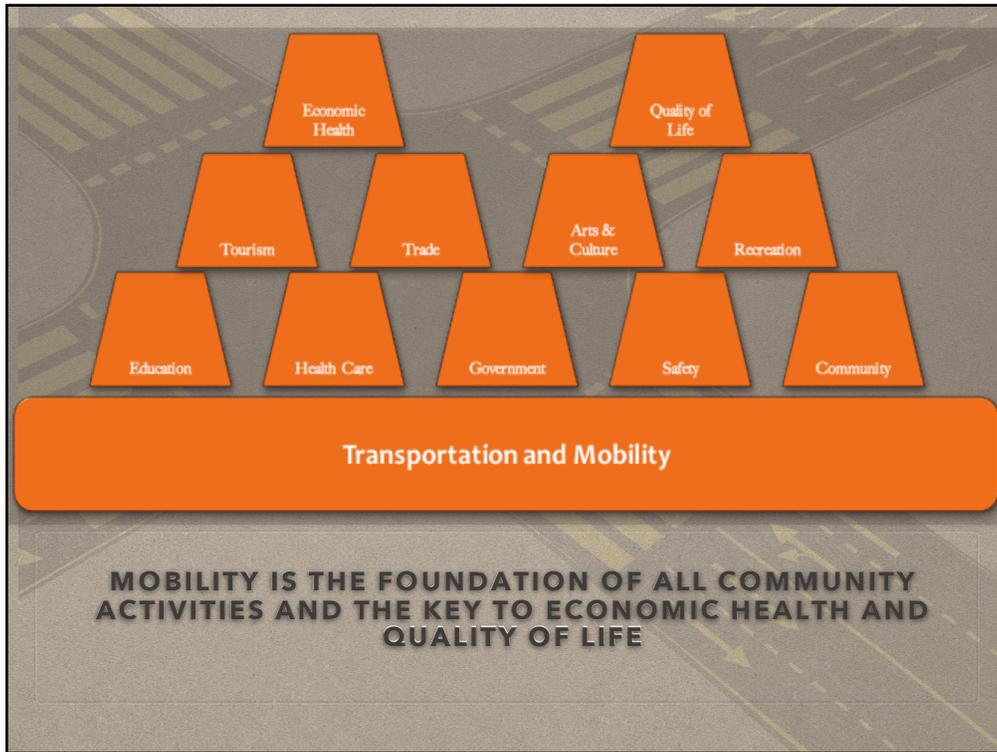
Present:

Mayor	Marc	Williams	Arvada
Mayor	Steve	Hogan	Aurora
Mayor	Royce	Pindell	Bennett
Mayor	Thomas	Feldkamp	Bow Mar
Mayor	Dick	McLean	Brighton
Mayor	Cathy	Noon	Centennial
Mayor	Laura	Christman	Cherry Hills Village
Mayor	Richard	Champion	Columbine Valley
Mayor	Michael	Hancock	Denver
Mayor	Kris	Teegardin	Edgewater
Mayor	Joe	Jefferson	Englewood
Mayor	Daniel	Dick	Federal Heights
Mayor	Marjorie	Sloan	Golden
Mayor	Adam	Paul	Lakewood
Mayor	Bruce	Beckman	Littleton
Mayor	Jackie	Millet	Lone Tree
Mayor	Dennis	Coombs	Longmont
Mayor	Mike	Waid	Parker
Mayor	Clint	Folsom	Superior
Mayor	Heidi	Williams	Thornton
Mayor	Herb	Atchison	Westminster
Mayor	Joyce	Jay	Wheat Ridge

Absent:

Mayor	Suzanne	Jones	Boulder
Mayor	Randy	Ahrens	Broomfield
Mayor	Jeffrey	Huff	Castle Pines
Mayor	Paul	Donahue	Castle Rock
Mayor	Sean	Ford	Commerce City
Mayor	Joe	Baker	Dacono
Mayor	Tina	Harris	Erie
Mayor	Paul	Sorensen	Firestone
Mayor	Lisa	Jones	Foxfield
Mayor	Tony	Carey	Frederick
Mayor	Mike	Dunafon	Glendale
Mayor	Ron	Rakowsky	Greenwood Village
Mayor	Christine	Berg	Lafayette
Mayor	Bob	Muckle	Louisville
Mayor	Connie	Sullivan	Lyons
Mayor	Sean	Forey	Morrison
Mayor	Kristopher	Larsen	Nederland
Mayor	Joyce	Downing	Northglenn
Mayor	Dallas	Hall	Sheridan





NATIONWIDE RANKING OF COLORADO SYSTEM PERFORMANCE

 **27TH IN PAVEMENT CONDITION**

 **20TH IN HIGHWAY SAFETY**

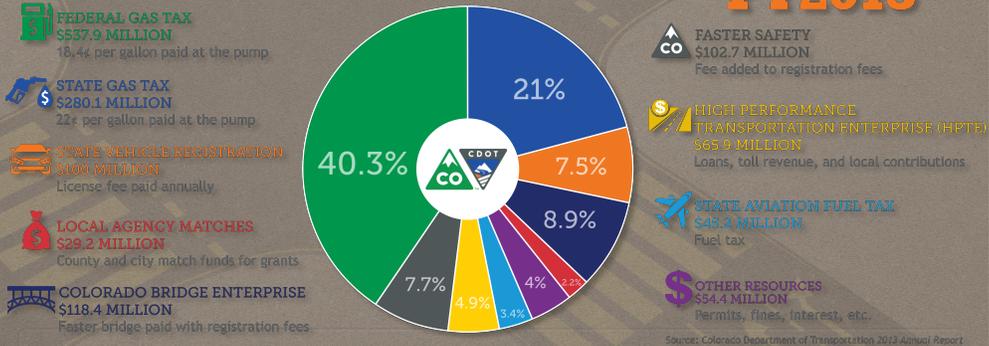
14TH IN BRIDGE CONDITION

27TH IN MOBILITY 

Source: Federal Highway Administration, 2008-2011.

THIS IS OUR RANK. COLORADO CAN DO BETTER!

WHERE DO CDOT'S FUNDS COME FROM FY2013

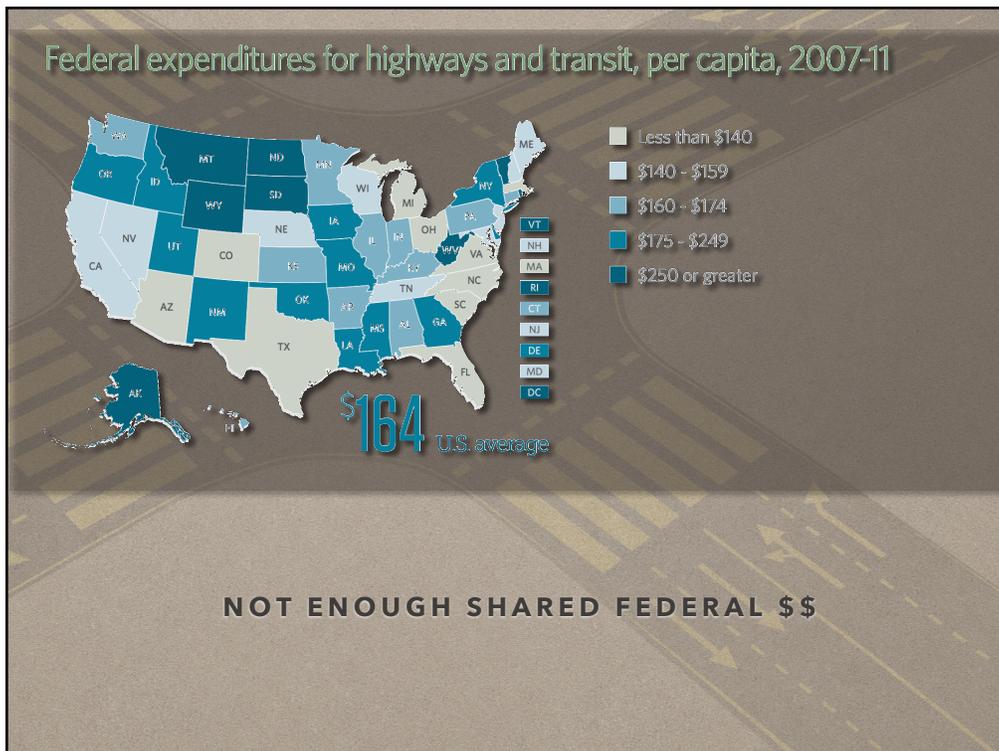
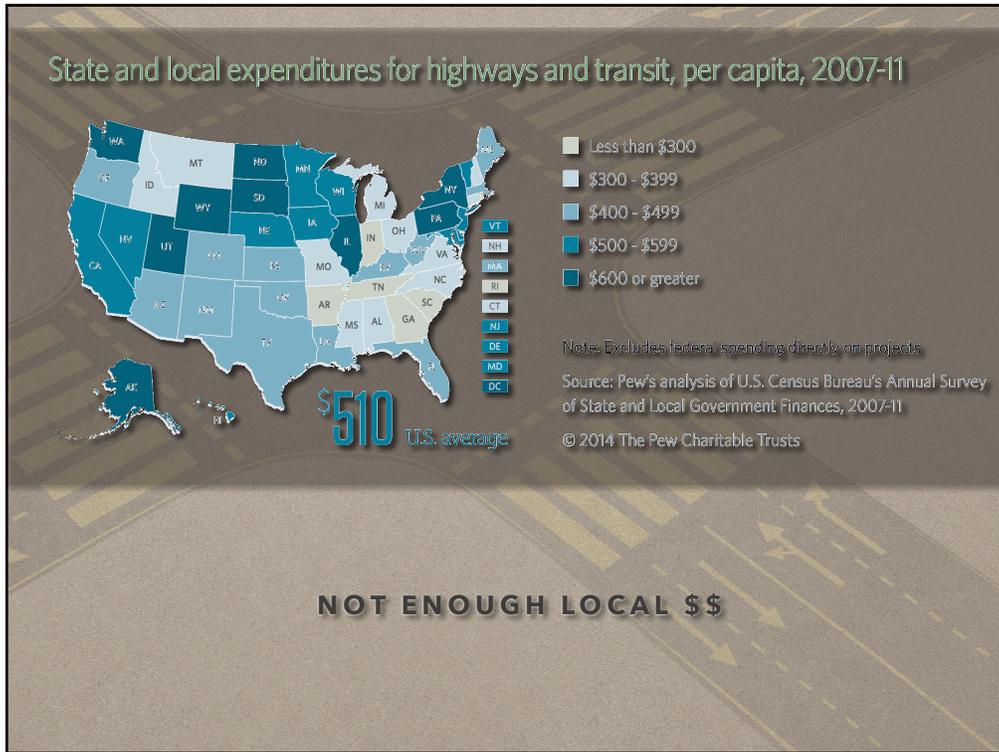


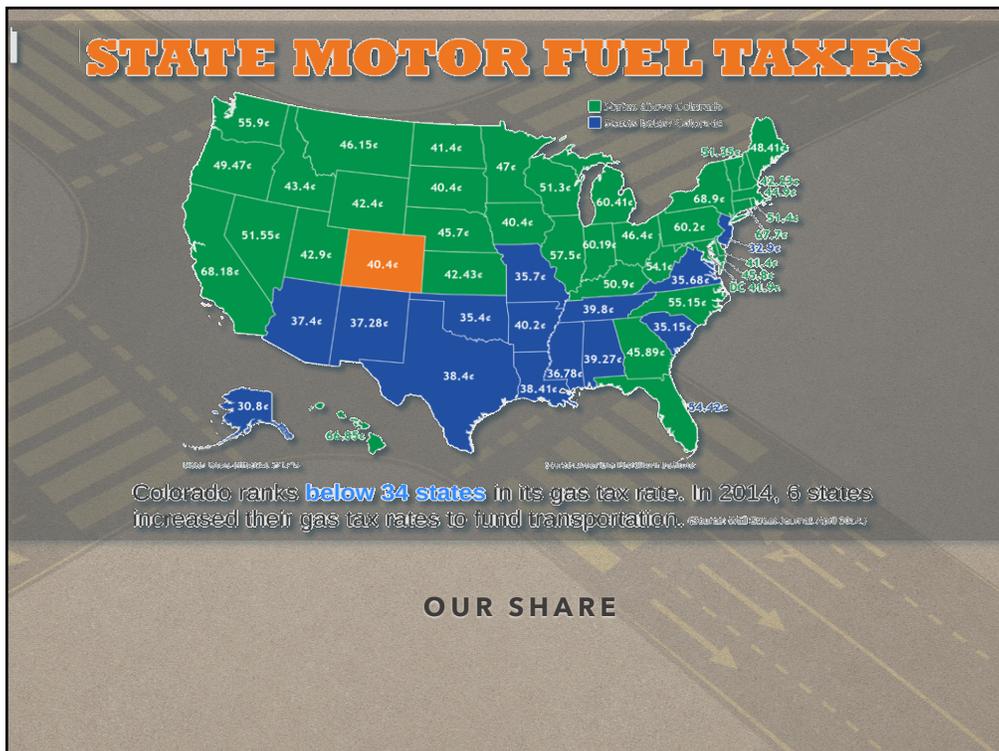
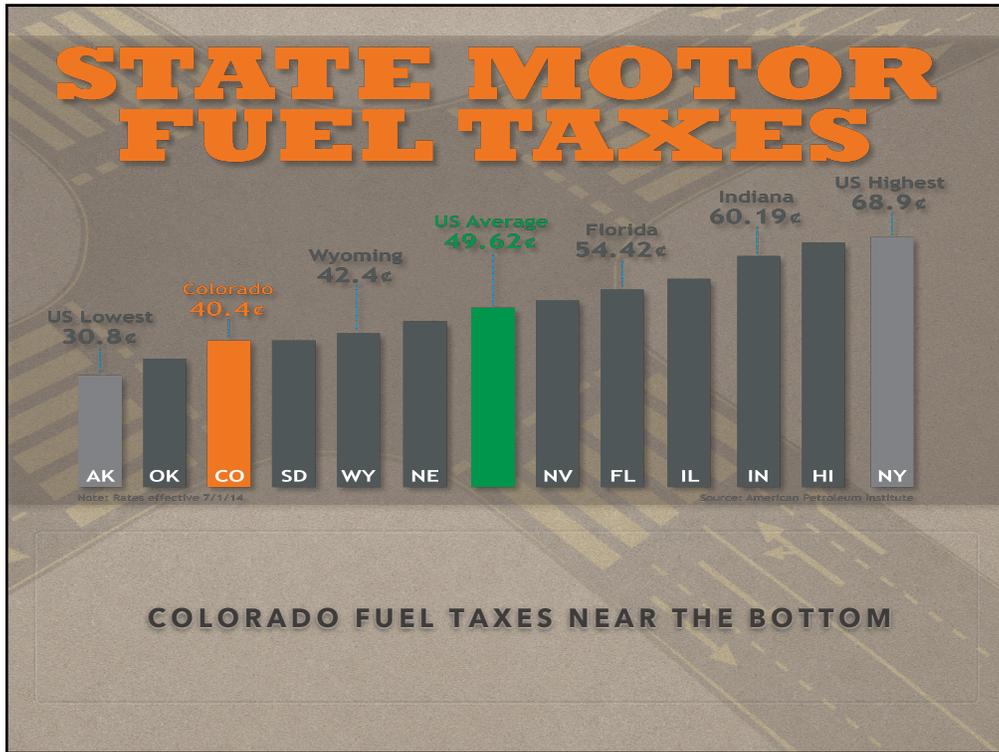
IT'S LOTS OF MONEY, SO WHAT'S THE PROBLEM?

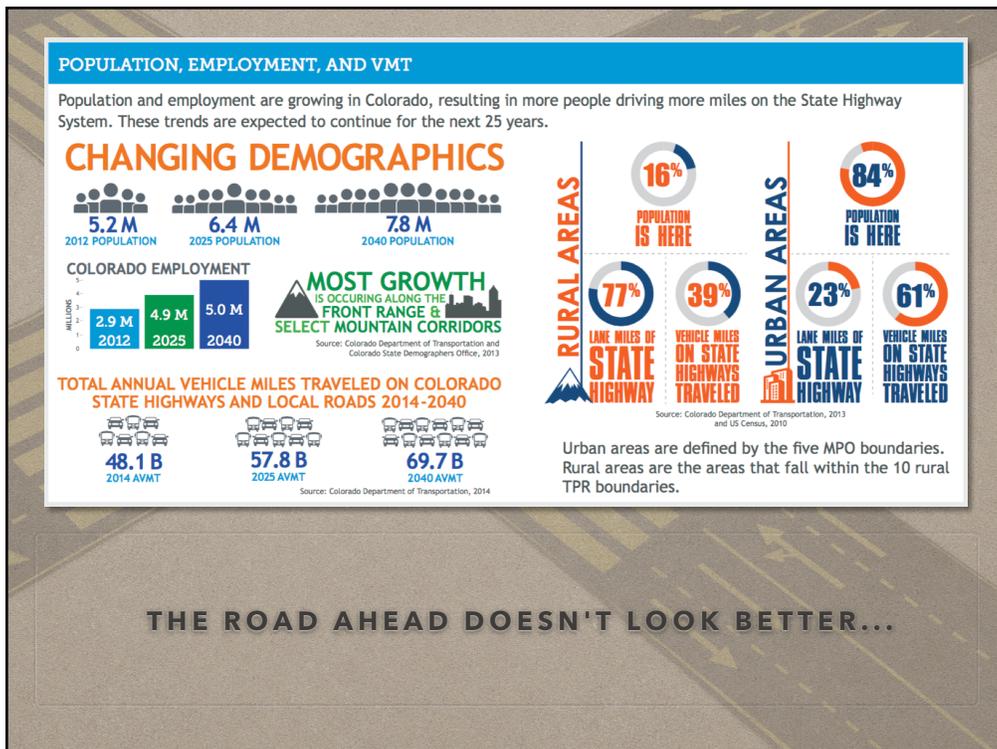
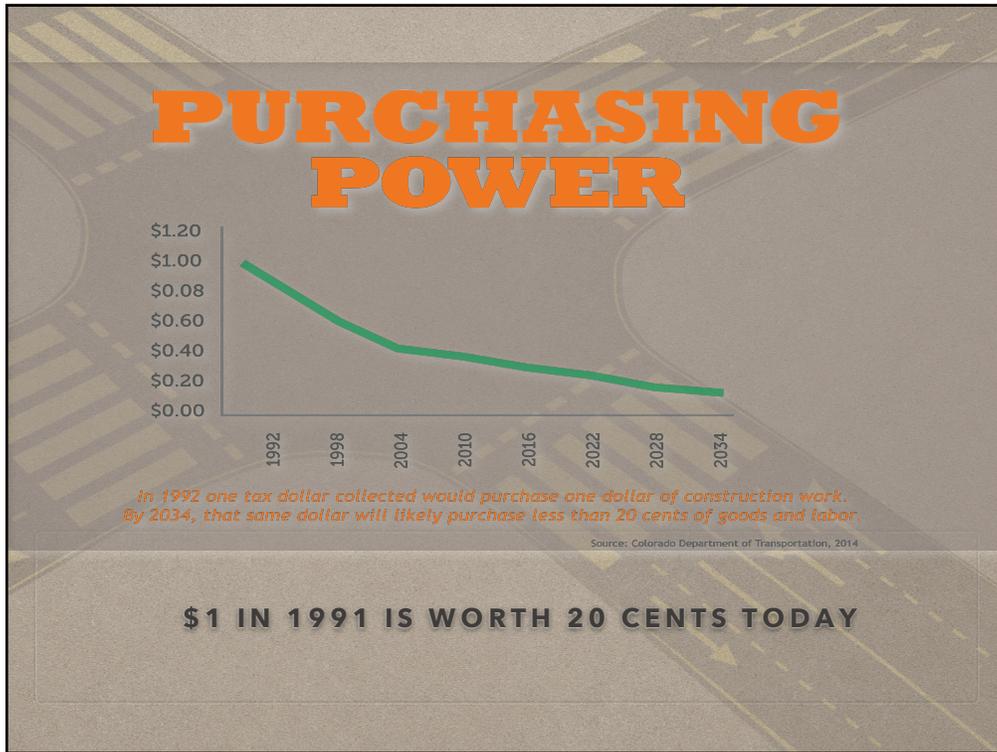
CDOT REVENUES ADJUSTED FOR INFLATION 1991-2014

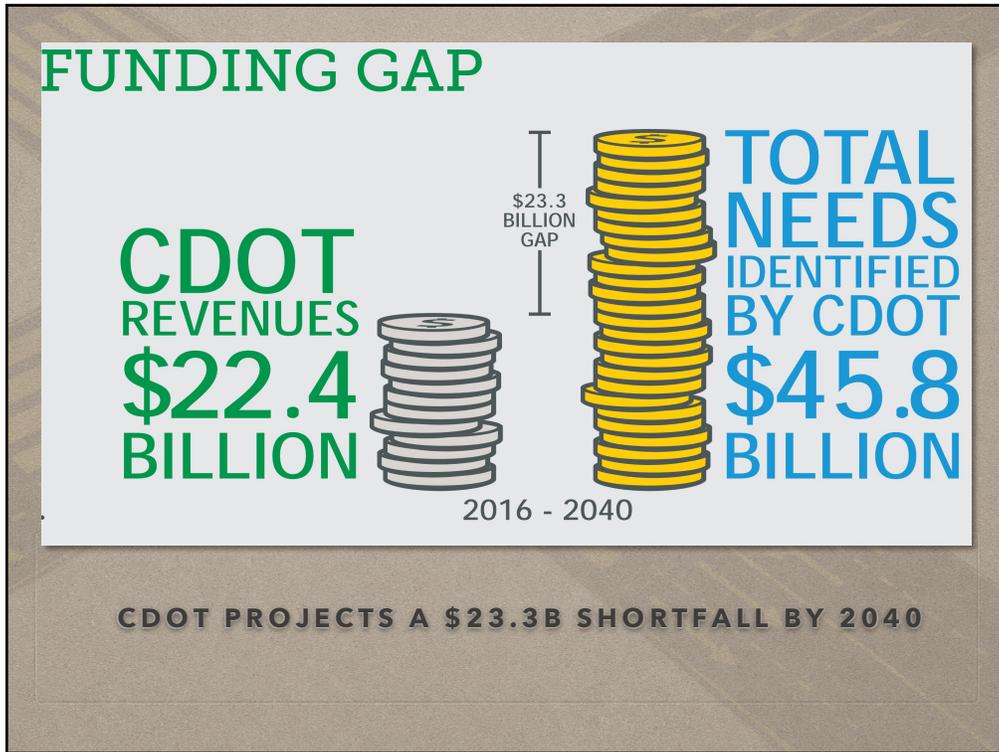


VOLATILE REVENUES MAKE PLANNING PROBLEMATIC







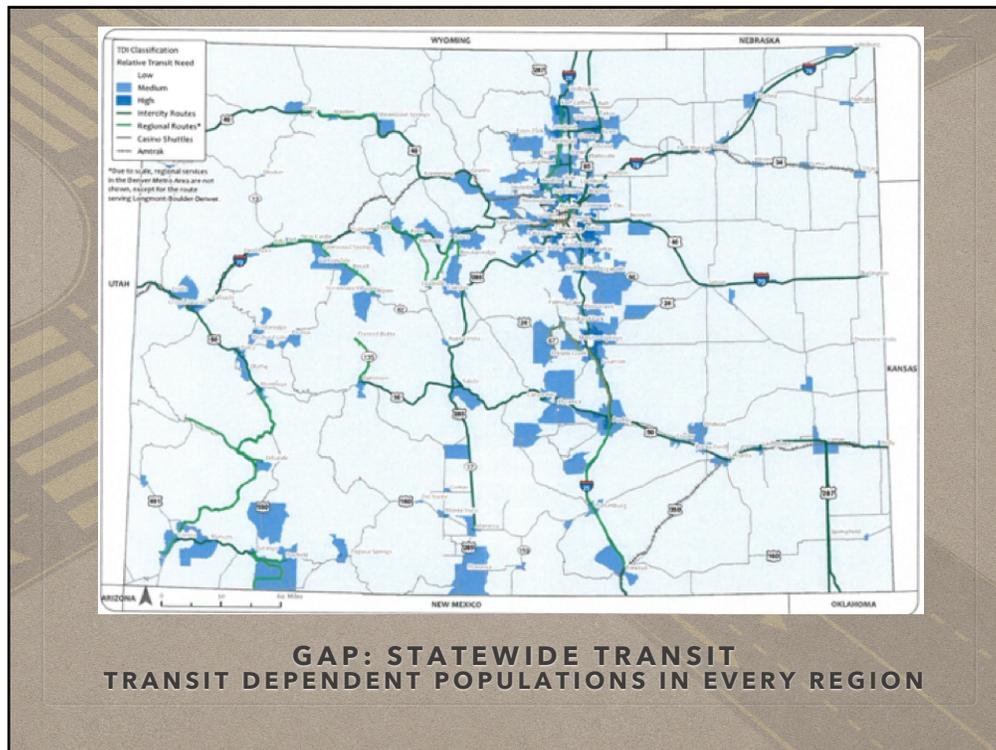


WHAT CDOT DOES

- ADMINISTERS \$208 MILLION EACH YEAR IN FEDERAL GRANTS**
- 3,454 BRIDGES**
- CDOT MAINTAINS & OPERATES 23,000 TOTAL LANE MILES OF HIGHWAY**
- CDOT DOES NOT OVERSEE DIVISION OF MOTOR VEHICLES**
- SPENDS \$69 MILLION EACH YEAR ON SNOW REMOVAL**
- 35 MOUNTAIN PASSES OPEN YEAR-ROUND**
- AIRPORT OPERATIONS**
- LOCAL TRANSIT AGENCIES**

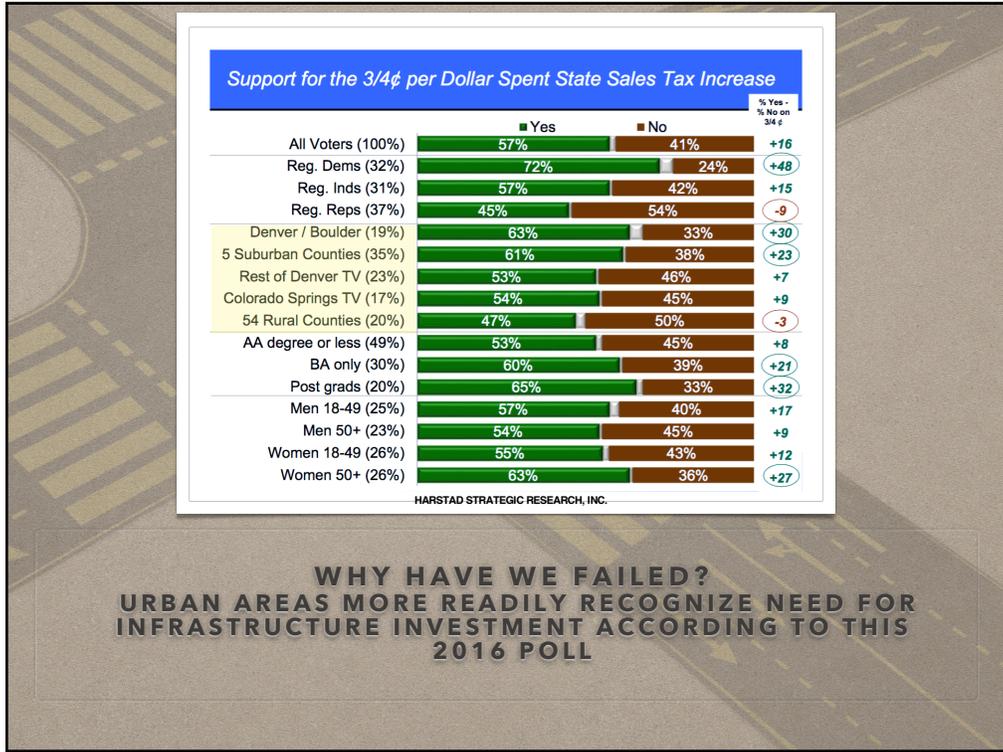
Sources: Colorado Department of Transportation, 2014

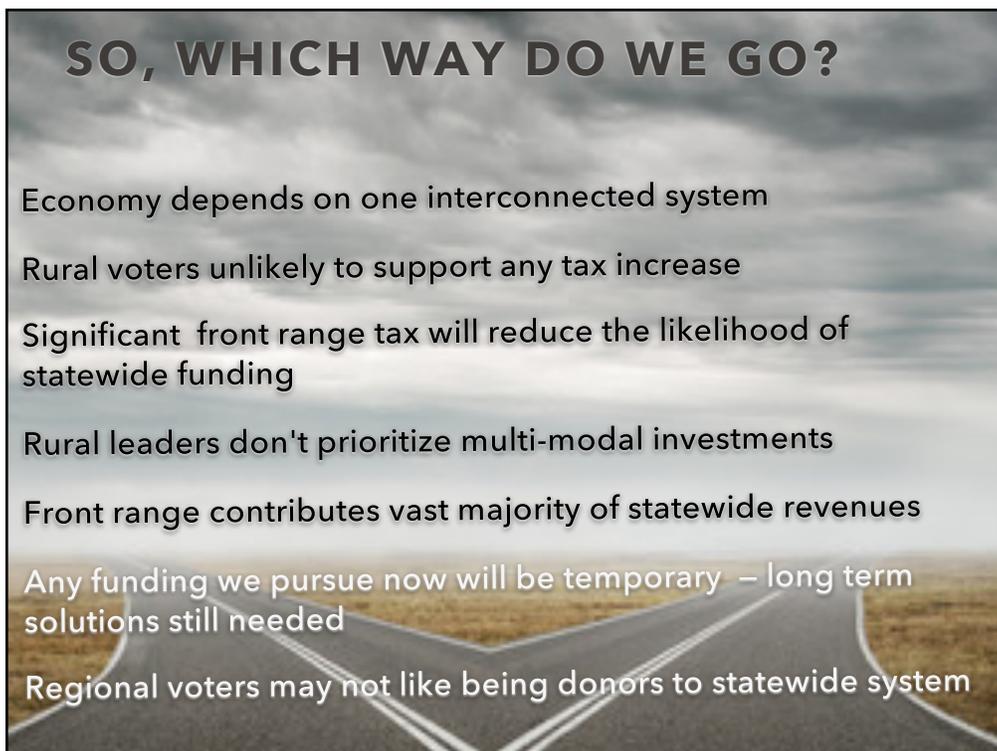
BUT MOBILITY ISN'T JUST STATE HIGHWAYS



24 YEARS OF EFFORT WITH MIXED RESULTS

- **1992 Passage of the TABOR amendment stripped power from the legislature**
- 1996 Governor Romer convened the Transportation Blue Ribbon Panel
- **1997 Guide the Ride .4% sales tax increase for rail and HOV**
- **1999 Trans Bonds – TREX**
- **2004 FasTracks**
- 2007 - 2008 Governor Ritter CTFIP Blue Ribbon Panel
- 2008 - 2014 MMC FasTracks Task Force
- **2009 FASTER legislation**
- **2012 - 2014 MPACT64**
- **2015-2016 TRANS II**
- **2016 CCA, AGC, Move Colorado, Etc.**
- 2016 - 2018 Multi-party statewide funding initiative
- 2016 - 2018 Mobility Choice Blueprint – a regional vision for mobility







Transportation Funding Options Metro Mayors Caucus

Maria Garcia Berry
October 5, 2016



Statewide Funding Approach

- Determine revenue source(s) and amount – sales tax, gas tax, VMT?
 - Past polling indicates sales tax most viable
 - Sales tax historically “belongs” to cities
 - Impact to those cities with local funding in place (i.e. Colorado Springs)
- Determine formula for distribution
 - Use existing formula or develop new
- Referred or initiated measure?



Referred Measure

Pros

- More latitude on developing title and context
- Avoid petitioning costs

Cons

- Other unresolved funding discussions, e.g. hospital provider fee, Trans Bond 2, de-brucing
- Negotiating funding source, formula and other details more difficult
- Getting to 18-33-1
- Rural areas have more leverage
- Impact to those cities with local funding in place (i.e. Colorado Springs)

3



Initiated Measure

Pros

- Ability to determine funding source, formula and other details without need to get to 18-33-1

Cons

- Petition signature gathering costs
- Impact of other funding issues that might be on the ballot
- Limitations on ballot title
- Subject to legal challenge
- Timeline

4



Regional Funding Approach

- Regional Transportation Authority (RTA)
- Other Existing Funding Entity
- Legislative creation of a new district or authority, as was done for SCFD, RTD, etc.

5



Regional Transportation Authority

Pros

- Ability to determine funding source, distribution, uses, etc. (within statutory authority)
- Provides metro area ability to fund priority projects

Cons

- Negotiate IGA with every entity within boundaries
 - Funding distribution
 - List of projects
- Requires “negative impact review” process with CDOT, RTD, bordering counties, etc.
- Voter approval still required
- Longer timeline than statewide approach

6



Other Regional Approach

Pros

- Ability to determine funding source, distribution, uses, etc. (within statutory authority of existing entity or new legislatively created entity)
- Provides metro area ability to fund priority projects

Cons

- No other existing approach provides all elements needed
- Might require legislative action to modify existing funding entity or create new one
- Voter approval still required
- Longest timeline

7



Questions?

Maria Garcia Berry

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16



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DIA TODAY A PRESENTATION FOR METRO MAYORS CAUCUS

KIM DAY
CHIEF EXECUTIVE OFFICER
OCTOBER 5, 2016

WE'VE COME A LONG WAY

	Stapleton International 1994	Denver International 2015
Annual Economic Impact	\$3.1 billion	\$26.3 billion
Direct and Indirect Jobs	140,000	270,000
Annual Gross Revenue	\$420 million	\$900 million
Airport Property	7.3 square miles	53 square miles
Developable Airport Land	0 acres	17,000 acres
Homes within 65 Ldn Noise Contour	≈13,000	6
Full Build-out Design Capacity	6 runways 25 million passengers	12 runways 100+ million passengers

2 ————— DENVER INTERNATIONAL AIRPORT

INFRASTRUCTURE SPENDING



Bloomberg Business

National

Ask Colorado Whether Infrastructure Spending Works

By Matthew A. Winkler

Here's something all of divided America should be able to agree on: Smart infrastructure investment works. For evidence, look at Colorado, where elected officials of both parties trace an economic boom to a decision 27 years ago to spend more than \$2 billion on a new Denver airport.



3

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LEGACY OF DEN



- Total property is 53 square miles (34,000 acres)
- Construction of 3 initial concourses that can be lengthened to 4,000 feet each
- 2-way aircraft traffic between concourses plus push-back area



4

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ECONOMIC IMPACT



- Colorado's biggest economic engine: \$26 billion
- Employs 35,000 workers
- 155,000 indirect jobs

AIR SERVICE NETWORK



PASSENGER TRAFFIC



- Conservatively projecting 58.2 million passengers in 2016



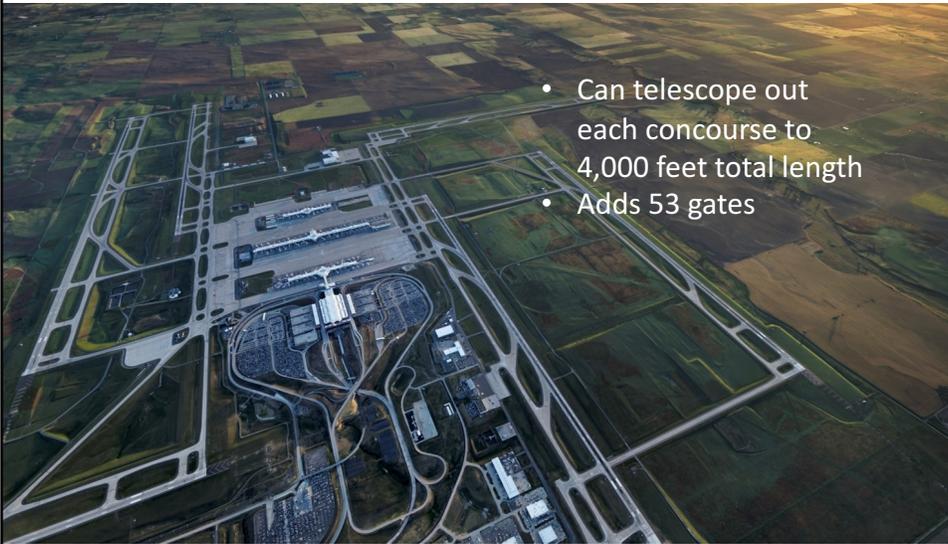
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CURRENT PROPOSED EXPANSION



- Can telescope out each concourse to 4,000 feet total length
- Adds 53 gates



8

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OPPORTUNITIES: LAND, LOTS OF LAND

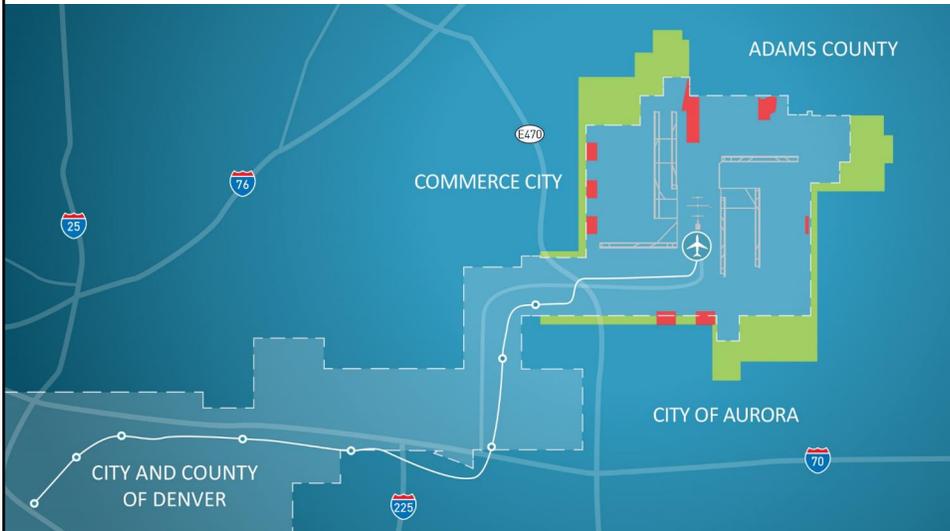


- 53 square miles
- 17,000 acres available for potential development

9

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DEN REAL ESTATE



10

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HOTEL AND TRANSIT CENTER



- 519-room Westin Denver International Hotel
- Conference Center
- Commuter Rail Transit Center
- Public Plaza



11

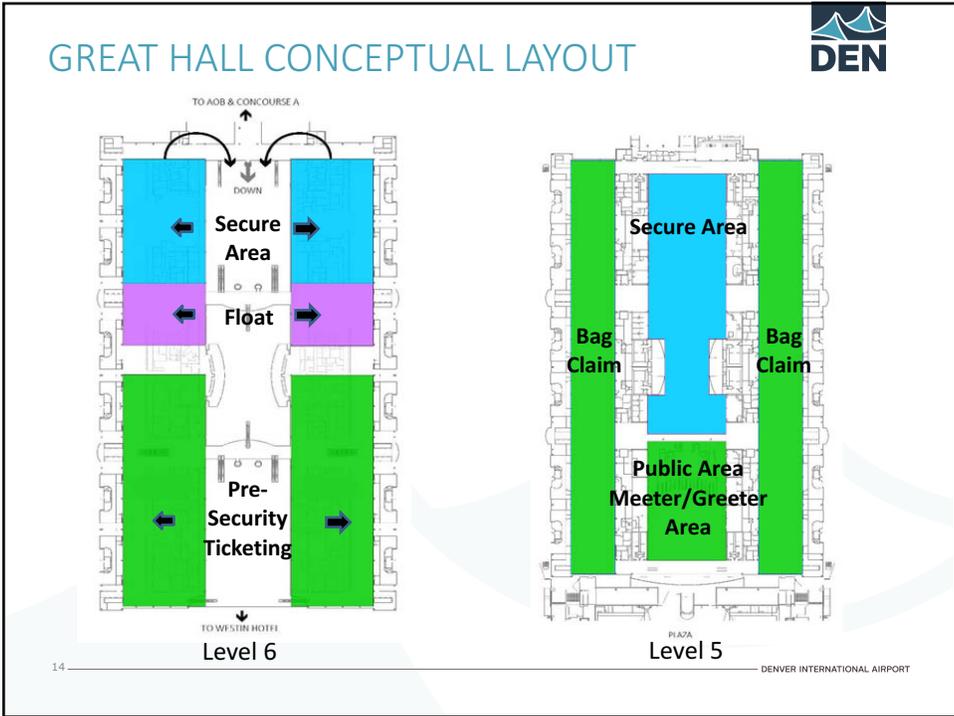
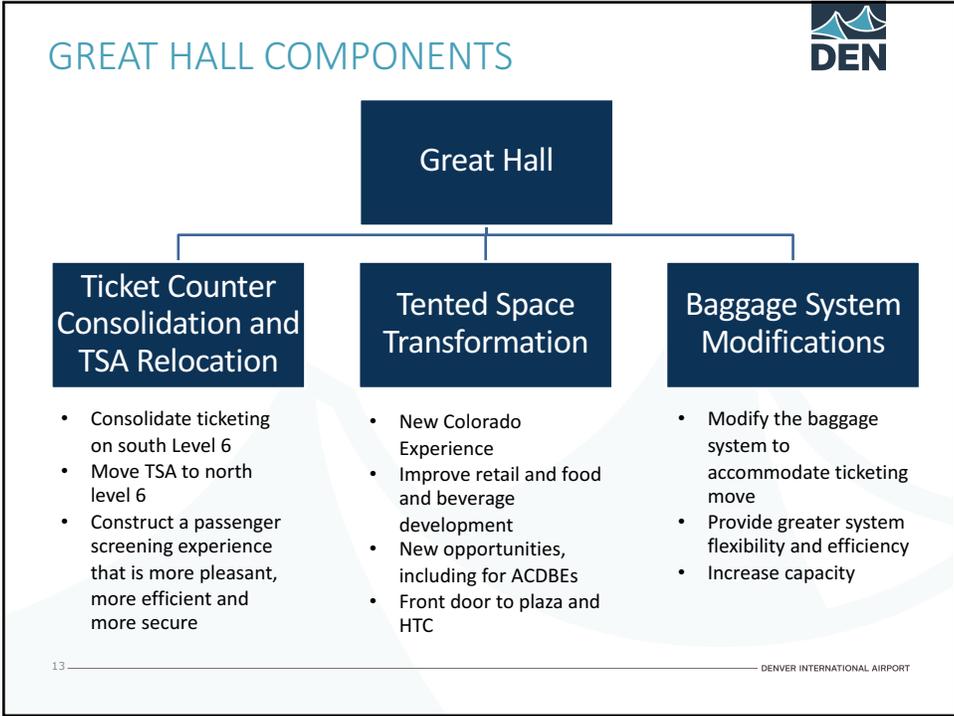
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GREAT HALL



12

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GREAT HALL GOALS



- Relocate passenger security screening checkpoint
- Improve passenger processing experience
- Modernize, expand concessions program
- Develop branded passenger experience
- Improve circulation
- Optimize terminal capacity
- Expand local business opportunities
- Leverage private sector expertise
- Optimize risk transfer
- Maintain airport's fiscal health/stability
- Avoid negative impacts on airline rates and charges

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15

WHY A PUBLIC PRIVATE PARTNERSHIP (P3)?



- Provides the opportunity to partner with private sector firms, utilizing their creativity, expertise
- Leverage private sector capital in exchange for long-term revenue share
- Expertise with managing operations and the customer experience
- Transfer risk – P3 partner and airport share operational and financial risk
- Shorter project delivery time at lower cost

16

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THE TEAM



- Selected Ferrovial Saunders
 - Ferrovial: 18 years of experience with 32 airports around the world
 - Current assets include Heathrow, Glasgow, Aberdeen and Southampton Airports
 - Saunders: Local firm with more than 40 years experience in construction
 - Worked on the Hotel and Transit Center





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KEY MILESTONES



Go/No Go point on Pre-Development Agreement (PDA)

Interactive RFP process (June - Oct 2015)

Recommend Development Partner (Q2 2016)

Notice to Proceed on PDA (Q3 2016)

Council Decision on Pre-Development Agreement (Q3 2016)

Go/No Go point on Development Agreement

Finalize Concept, Price & Terms of Agreement (Q1 2017)

Notice to Proceed on Agreement (Q2 2017)

Council Decision on Development Agreement (Q2 2017)

WE ARE HERE

Procurement

Select shortlist (May 2015) Final RFP (Q1 2016)

Pre-Development

Define Program:

- Scope/Design Concept
- Schedule
- Cost

Finalize Business Arrangement:

- Finance
- Risk
- Responsibilities
- Communication

Stakeholder Outreach
DSBO Goal Setting

Development

If approved, construction begins mid-2017

Baggage system improvements begin late 2016

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PREDEVELOPMENT AGREEMENT



19

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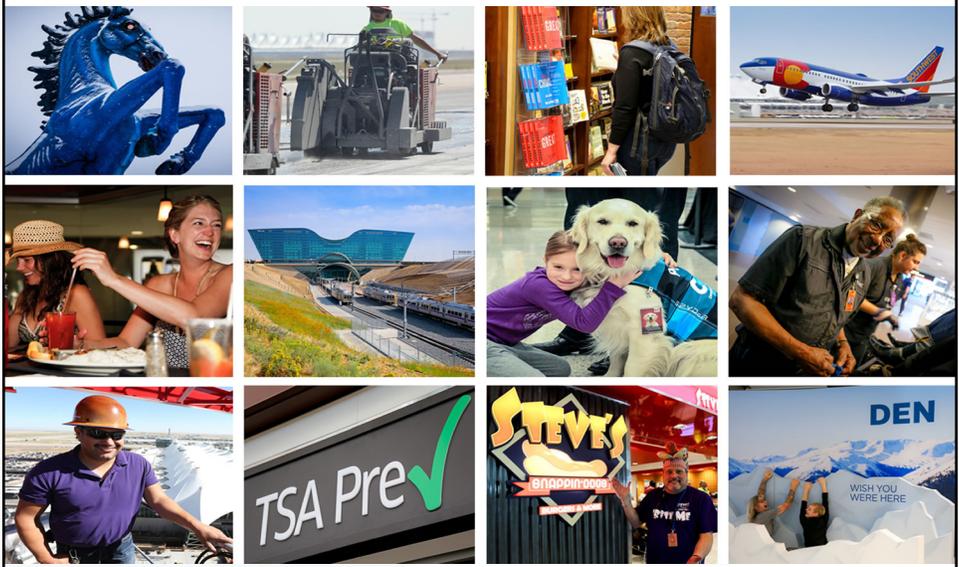
PLAYING ON A DIFFERENT STAGE



20

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21

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