



# Colorado Aerotropolis Visioning Study

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## Colorado Aerotropolis Visioning Study Attachment A: Outreach

### Attachment A-2: Study Review Committee Members and Meetings





# Colorado Aerotropolis Visioning Study

## Study Review Committee Membership

Adams County  
City of Aurora  
City of Brighton  
Colorado Department of Transportation  
City of Commerce City  
City and County of Denver  
Denver International Airport  
Denver Regional Council of Governments  
Federal Aviation Administration  
Metro Denver Economic Development Corp  
Regional Transportation District  
City of Thornton  
The Stanton Solution  
Consultant Team (HDR, LXC2, Arland Land Use Economics)

## Study Review Committee Meetings

Date	Purpose
March 2, 2016	SRC #10: Final Recommendations
January 21, 2016	SRC #9: Recommendations
December 10, 2015	SRC #8: Economic Analysis
November 19, 2015	SRC #7: Joint with Steering Committee, Jeff Fegan
October 15, 2015	SRC #6: Governance and Study Analysis Update
September 17, 2015	SRC #5: Study Update
July 23, 2015	SRC #4: Panel and Aerotropolis Scenarios
June 18, 2015	SRC #3: Scenario Development
May 27, 2015	SRC #2: Agency Briefings
May 7, 2015	SRC #1: Vision





# Colorado Aerotropolis Visioning Study

## Agenda

Project: Colorado Aerotropolis Visioning Study

Subject: Study Review Committee Meeting #10

Date: March 1, 2016 8:30 - 10:30 a.m.

Location: **CDOT Headquarters - Auditorium**  
**4201 E Arkansas, Denver, CO 80222**

1. Welcome and Introductions
2. Presentation - Urban Drainage and Flood Control District
3. Study Calendar - Councils and Commission Presentations
4. Study Summary Presentation
  - a. Study Recommendations
  - b. Standard Responses to Potential Questions
5. Study Reports
  - a. Executive Summary
  - b. Comments Received - Summary
6. Plan for Outreach to Major Landowners
7. Reflections and Study Impressions
  - a. What surprised you?
  - b. What expectations do you have moving forward?
8. Adjourn

## COLORADO AEROTROPOLIS | Visioning Study



### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

# Colorado Aerotropolis Visioning Study Adams - Commerce City - Brighton - Denver - Aurora

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 February	2	3	4	5	6
7	8	9	10	11 Draft Reports Sent	12	13
14	15 Presidents' Day	16	17	18	19 Draft Presentation Sent	20
21	22	23	24	25	26 Report Comments Due PPT & Draft Reports to Denver PIO Meeting	27
28	29 Steering Committee Mtg #5	1 March SRC Meeting #10 Denver Mayor 11:30	2 Presentation Comments Due	3	4 Material to Adams Cty	5
6	7	8	9	10 Material to Aurora	11	12
13	14 Material to Brighton	15	16	17	18	19
20	21	22 Presentations to Adams County and Brighton 6 pm	23	24 Presentation to Aurora	25 Good Friday	26
27 Easter	28 Material to Commerce City	29 Presentation to Denver 1:30	30	31	1 April	2
3	4 Material to Aurora	5	6 Presentation Metro Denver Aviation Coalition	7	8	9
10	11 Presentation to Commerce City	12	13	14	15	16
17	18 Presentation to Aurora	19	20	21	22	23
24	25 Presentation DRCOG TAC	26	27	28	29 Final Report	30

## Meeting Notes

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #10
Date:	March 1, 2016 8:30 a.m.
Location:	CDOT Headquarters, 4201 East Arkansas Avenue
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome and Introductions

1. Chris opened the meeting and distributed sign-in sheets. He called the attendees' attention to the meeting notes from prior meetings in a notebook that anyone can review. There is also a copy of the Summary Report if people would like to review it. Item 7 on the agenda is a facilitated item with questions for the group to consider and answer.
2. Jay thanked everyone for participating in the Aerotropolis study and announced that this is the last meeting of this group. There will be a presentation to Mayor Hancock for this study, as well as to other jurisdictions.
3. Today's primary purpose is to discuss this group's final recommendation and discuss the presentation the study team prepared for the jurisdictions. Today, the Urban Drainage and Flood Control District (UDFCD) will be making a brief overview of the UDFCD's perspectives and opportunities in the Aerotropolis study area. Jay apologized for overlooking the UDFCD and the Greenway, which are both important to this study. He contacted the Greenway last night and invited them to this meeting.

### Urban Drainage and Flood Control District Presentation (Teresa Patterson)

1. Teresa Patterson showed a map on the screen with the UDFCD boundary. UDFCD covers 33 incorporated entities, part of at least 7 counties. UDFCD's jurisdictions include Erie to Castle Rock to Bennett.
2. UDFCD's focus is on flood control and public safety. Its motto is protecting people and property.
3. Teresa announced that Chris and Jay had attended a meeting with UDFCD's Northeast Quadrant Group recently to present the Aerotropolis study to the group.
4. There are several drainages that traverse the Aerotropolis study area, including Irondale Gulch, First Creek, Second Creek, Third Creek, as well as Box Elder Creek on the far east of DIA. Sand Creek also traverses the lower southwest corner of the study area.
5. As development occurs in this area, we will see more runoff and more impacts in this area.
6. UDFCD works very closely with the open space areas because UDFCD promotes preservation of the floodplains.
7. Many of these watersheds have been recently studied. Box Elder and Sand Creek have been studied; Irondale Gulch in 2010; First Creek in 2010. The lower portion of Second Creek is slated to be restudied soon. UDFCD has ideas of what improvements need to be implemented to offset the impacts of developments.

8. As we go through the Aerotropolis study, it is very important that the study pays attention to the master plans. If we don't implement improvements as developments happen, we will miss the opportunity to incorporate safety measures in those developments.
9. Mark Tabor stated that Denver Parks and Recreation is involved in great partnership with UDFCD in corridors and recreational opportunities for most of these creeks. They have been involved in the construction on First Creek. As the area is developing, they are creating several parks as well. Connectivity is important to Denver Parks.
10. Teresa Patterson said that with Westerly Creek, there was a ton of water running down there, bank to bank, full floodplain. It's a poster child of how to do it right.
11. Rick Pilgrim asked Teresa Patterson how UDFCD funds the floodway improvements and how they work with Mark on funding some recreational trail improvements. Teresa replied that there is a lot of partnering. All of the District funds come through a mill levy. UDFCD receives a lot of funding from taxes, but it is such a small amount. UDFCD has a great relationship with Denver Parks and Open Space and the Greenway Foundation in getting grants. UDFCD brings a small pool of money to the table but also brings a lot of collaboration with a lot of its partners.
12. Mark Tabor stated that financing is a combination of general funds, depending on the project. There is developer participation as well. When a drainageway is improved, that opens up development opportunities. There is an opportunity for developers to pay in and participate financially for their benefit.
13. Kip Cheroutes asked Teresa Patterson to describe UDFCD's relationship with the developers in the area. UDFCD encourages developers to come to the table at the early stages of their projects. Some developers are more receptive than others. They work with many people to make sure that what's being built is consistent with current practices.
14. Jay Hendrickson emphasized the economic benefit in collaboration. The importance of implementation of upstream floodplain control is really important.

### **Study Calendar—Councils and Commission Presentations (Chris Primus)**

1. Chris pointed the group to the study calendar handout with the scheduled presentations/meetings with the different jurisdictions.
2. Jay notified the group that the study team met last Friday with jurisdiction public information officer representatives to review the presentation calendar.

### **Study Summary Presentation (Chris Primus)**

1. Chris introduced the presentation that will be used to present to the different jurisdictions. The intention is to present for 10 minutes and then ask for input from each jurisdiction.
2. Chris then went through each slide and provided a brief summary of what each slide was about.
3. The intention today is to make sure this group is aware of what the presentation to the jurisdictions will cover. Chris asked the group of their impression of the presentation.
4. A question was raised about what the jurisdiction representatives thought of the presentation and if they had any suggestions. Chris Primus replied the jurisdictions representatives had some good



suggestions that are already incorporated in the presentation. One suggestion was moving the graphic about the economic cycle toward the beginning.

5. Comment: From a broader perspective, if we do nothing, this would just happen haphazardly. If we actually do this with a plan, I think that is the higher-level message of this.
6. Deb Perkins-Smith: The presentation is a good level for the commissioners and council. I am thinking about the second stage, that people might be taking this outside of the jurisdictions, and it might be good to have some references for the jobs, for example. Good references for those who are not as familiar with the study.
7. Chris suggested that if this group has any more suggestions that they should send those to him.
8. It really is an opportunity to enhance this concept if we collaborate with all the different entities affected by the study area, the community, as well as the business opportunity.
9. Chris noted that there is a map of the transportation and drainageways and perhaps adding another map to the presentation would be good.
10. Jay Hendrickson stated that CDOT is a big proponent for open space and flood plain preservation as an economic attraction, so absolutely, this should be incorporated.
11. Teresa Patterson noted that a lot of utilities go through the open space as well. There might be value in showing how much connectivity is not on the grid.
12. Wrapping energy conservation/sustainability into this whole concept is really compelling.
13. Looking at the last question on the first page regarding the IGA, where it states that the IGA has formed study recommendations. The entity referred to in the IGA is the marketing entity, which is different from a governance entity. Can we make a clarification on that? Jay Hendrickson replied the IGA referred to a marketing entity. This SRC group thought that there should be some sort of governance entity, but we are not there yet. We will make a better distinction.
14. Mac Callison: What is thinking on how the entity is phrased? Response: The rules of engagement are that if we were negotiating, some of that will need to be confidential. The study only explored the options and has reported initial findings. Mac Callison: A lot of detail and agreement needs to be sorted out about governance.
15. Rick Pilgrim reported that the Steering Committee (at a meeting held February 29-the day before) offered some good guidance. One of the distinctions we came up with was maybe this study isn't exactly what each city would do or recommend. But on the broader sense, here is what we could do. Rick then read out loud the statement on the IGA.
16. As we worked with jurisdictions at one-on-one meetings regarding governance and trying to bring everything together, there are areas of little agreement. The venture is somewhat more into governance than marketing or branding. If you read the IGA, it gives you the notion of marketing, branding, and coordination of planning; but there is no prohibition if the stakeholders wish to address infrastructure.
17. Rick Pilgrim commented that the challenge is moving from the beginning to the next step. The jurisdictions need to figure out of what that might be.
18. Jay Hendrickson stated that the study team is going to bow out and wrap down. Going forward the jurisdictions really need to move forward with the momentum. The grant money is going to expire soon. The cooperative/collaborative group effort is not going to just materialize out of nowhere. It is

important that this group make a strong recommendation. It's a fine balance, but we do need to gently push rather than just sit back and wait for something to happen.

19. Chris Cramer commented that having a regional body is a good thing, but we are getting a little nervous by suggesting what the entity is going to look like. I don't think that is our call.
20. There is no recommendation as to what kind of entity we should contemplate. The consensus of the jurisdictions developing the IGA was very broad. Some thought it would just be marketing; some thought some sort of coordination.
21. Laura Brandt stated that the marketing effort should be reported to the various elected officials. The level of confidentiality that each official can bring to the table is non-existent. Jay Hendrickson added we should be respectful to the officials.

## Study Reports

1. Chris went through the 11 x 17 Executive Summary. He mentioned that the final product of this will be printed on card stock.

## Outreach

1. We want to meet with the major landowners so they are aware of the study and its implications.
2. Is there a media plan concurrent with the outreach, media presence? Chris Primus: The thought was not to get out to the media before we get input from the elected officials. But we will get a packet ready so after we present to the elected officials, we will have the information available and ready.
3. This is good news. We got really good findings, outcomes, recommendations, numbers. Once we are ready to go, we will have good information to disclose.

## Reflections and Study Impressions/Roundtable (Stephanie White)

Stephanie reiterated that this is this group's last meeting. As a team we wanted to allocate time during today's meeting to hear about this group's general impression and advice to the study group. We have gotten some great feedback, comments, and participation from the different entities. To end this meeting, each meeting participant was asked to answer two questions:

1. What surprised you?
2. What expectations do you have moving forward?

Meeting participants offered the following responses:

1. Stan Koniz (E-470): Been with the project from the beginning. Fascinating that each jurisdiction had great transportation plan that they generated. We can hopefully use it to leverage this study going forward. Expectation is this program would stall out but that's not the wish. Primary contributor would be time frame.
2. Jason Myers (E-470): Attended 75% of the meetings. The amount of area we are talking about is mind blowing—how much airport development is still going to happen. Didn't realize the magnitude of the area that is still around DIA. Expectation: interchanges coming up that will be talked about.

3. Abel Montoya (Adams County): Been involved since its inception in the 2011/2012 time frame. It seemed difficult in the beginning to have strong partnership with everybody, but I think this study proved it is possible.
4. Tricia Allen (Adams County EDC): The amount of infrastructure that is needed in the project area. Looking forward to the marketing part of this project and working with other members of the EDCs. Excited to see what they help us produce going forward.
5. Rachel Bacon (Adams County): Third meeting attended. Level of cooperation and seeing different parts really seem to go together. Surprised about private property owners. Didn't think of them. Would be an interesting challenge. Really good news, a lot of opportunity to share with the public about the study, and hope for the public to rally and support this.
6. Debra Perkins-Smith (CDOT): Given the diverse use and area where people are coming from, it starts coalescing early. Expectations: This time it will stick. Looking forward, we are going to need improvements in infrastructure and it's good to have some thoughts going around.
7. Steve Cook (DRCOG): Realizing the impact that the amount of growth has outside of the aerotropolis area.
8. Teresa Patterson (UDFCD): Only been involved since 2 weeks ago. We master plan, we look beyond jurisdictional boundaries. Glad to see this group is doing this.
9. Vicky Lea (Metro Denver EDC): Nothing really surprised me until I heard about the environmental piece. There is an opportunity to think about that. Expectation is that there will be road bumps but feel confident this will be overcome.
10. Laura Brandt (Metro Denver EDC): Been attending since last fall. Not surprised by anything that I saw during this process. Serious expectations include I believe that this is going to take off but it's not going to happen until there is enough infrastructure in place, that the companies that are going to relocate in the aerotropolis have the certainty that they have the infrastructure to build their companies in the aerotropolis area. Totally dependent on the infrastructure in place on and off the airport. I certainly look forward to this. It is going to be fun.
11. Tom Reed (DIA): Want to thank CDOT for doing a great job getting everyone together and start thinking about this. Also want to thank HDR for doing such a great job with this study. Very long-term vision so we have to be cognizant that this is not going to happen overnight. I think this is one of the most exciting things I have been involved with. Not surprised at all; just glad that we had the chance to sit down with everyone here. There are so many opportunities for us here.
12. John Potts (DEN Real Estate): Glad to see this group address accessibility and connectivity in this study.
13. Mac Callison (Aurora): The amount of commitment in terms of time and human resources. Really enlightening to see the amount of active engagement and participation that this study has generated. Looking forward to seeing how we can secure resources—funding on very expensive infrastructure needs.
14. Dave Ruppel (Front Range Airport/FTG Adco): The collaboration that this group has attained has been amazing. If the organizations that are involved in this continue to champion this effort, a real concerted effort on everybody's part as this project moves along is very important.
15. Mary Beth Vaught (Stanton): Representing a property owner in the study area. We hope that you continue to engage the property owners. They are key to the project area.
16. Anna Wool (Icenogle): Didn't have any surprises. Expectations: excited to see this project to take off.

17. Ed Icenogle (Icenogle): Not surprised by the whole process that's happened in this study. This group is on track, this is a most-focused group that I have seen. Expectation: You will see this split: marketing and branding. Another expectation is two efforts go down the road.
18. Marv Falconburg (Brighton): Looking forward to a shared economic development. This is a great solution. That's the benefit, a framework for this group. It is our job to do this and work together. Very exciting to go forward with collaboration. Looking forward to partnership opportunities with DIA and Denver.
19. Karen Good (Denver): Very recent involvement. Surprise of the word sustainability—it wasn't incorporated into the report summary. Maybe you have an opportunity to incorporate it into the presentation. It is really about sustainability and connectivity. It is very expensive to fix things that have been put in place without considering other pieces that should be considered for everything to work together well.
20. Mark Tabor (Denver Parks): Surprised by the opportunity that this group has to change the narrative about what's happening at the airport, all the collaborative spirit that this group has. Expectations: Humbled every day by the vision that my predecessor had in Parks. He understood that Parks set the framework for communities and for a thriving economy. The opportunity that we have moving forward to reproduce and reinterpret that kind of historic concept in this area is amazing. Hope to move forward with all of you.
21. Adrian Burton (Denver Parks): Recent involvement. Expectations: think about parks and open space and corridors.
22. Chris Cramer (Commerce City): Started in the beginning. Surprised about the data and the ton of information we have collected. Some really good information here that did not exist prior to this process. Need to be aware of what the right timing should be. Would be interested to hear about how the presentations to the elected officials go. Keep us in the loop on how that goes, that would be appreciated. Been a beneficial and worthwhile process.
23. Jay Hendrickson: There is a website that will be maintained as we go forward with this study.
24. Stephanie White: This area is growing that I think this will happen a lot faster.

### Adjourn (Chris Primus)

1. Chris Primus thanked everyone and reminded the group to send in comments and more input about the presentation to the jurisdictions.



Colorado Aerotropolis  
 Visioning Study

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Colorado Aerotropolis  
 Visioning Study

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# Welcome



## Colorado Aerotropolis Visioning Study





# Today's Purpose

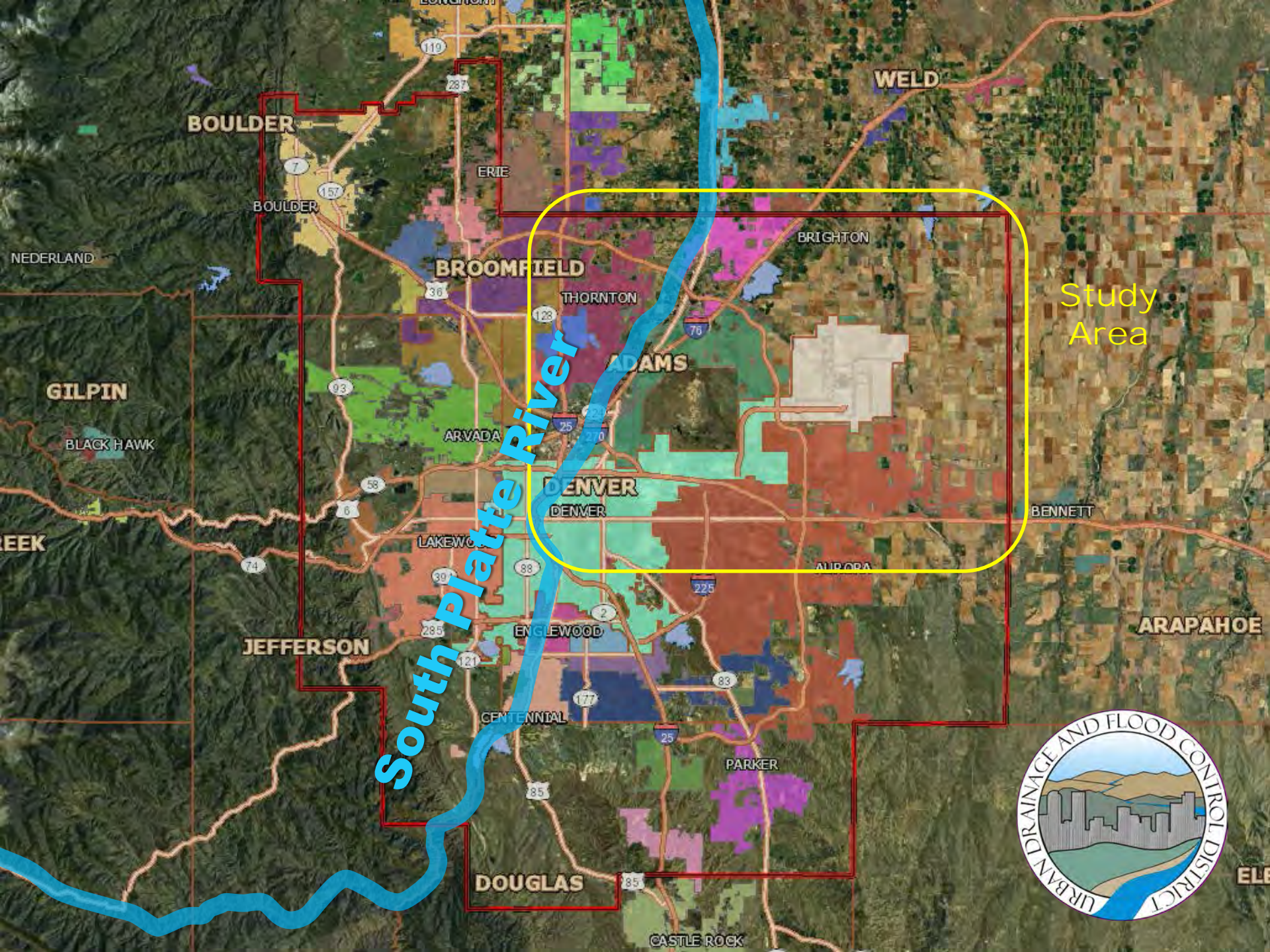
- Final Recommendations



# URBAN DRAINAGE & FLOOD CONTROL DISTRICT

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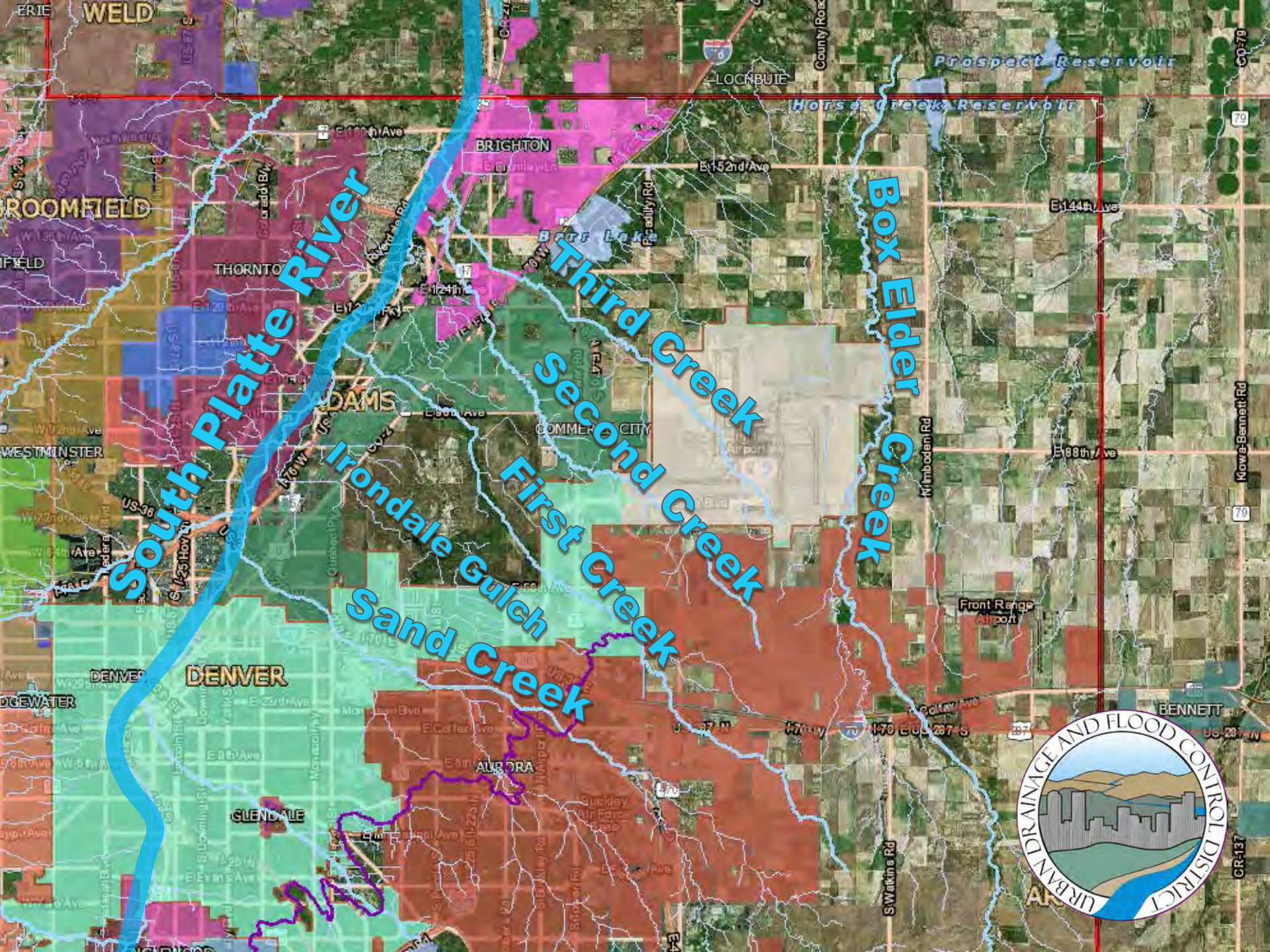




Study Area

South Platte River





South Platte River  
Box Elder Creek  
Third Creek  
Second Creek  
First Creek  
Irondale Gulch  
Sand Creek



# STUDY CALENDAR

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# STUDY SUMMARY PRESENTATION

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STUDY BRIEFING

# COLORADO AEROTROPOLIS

VISIONING STUDY



Brighton™



DENVER  
THE MILE HIGH CITY





An aerial, monochromatic yellow-tinted photograph of an airport city. The central feature is a large, circular runway with a terminal building at its center. Surrounding the runway are various urban structures, including residential blocks, commercial buildings, and parking areas. The overall layout is organized and centered around the airport infrastructure.

**WHAT IS AN  
AEROTROPOLIS?**

**AN URBAN PLAN IN WHICH THE LAYOUT,  
INFRASTRUCTURE, AND ECONOMY ARE  
CENTERED AROUND AN AIRPORT.**



## ***FUTURE OPPORTUNITIES***

**>\$1 BILLION**

IN PLANNED ROADS NEAR DEN

**25,000 ACRES**

OF PLANNED DEVELOPMENTS NEAR DEN

POTENTIAL AT DEN TO BUILD

**6 MORE RUNWAYS**

**DEN IS 25 MILES**

FROM DOWNTOWN DENVER IN A  
NATURAL EXPANSION AREA

**COMMUTER RAIL**

LINE OPENS TO DOWNTOWN  
DENVER 2016

**1,500 ACRES**

OF DEVELOPABLE DEN PROPERTY



# VISIONING STUDY OBJECTIVES



LEARN ABOUT THE AEROTROPOLIS CONCEPT



COLLABORATE TO CREATE AN AEROTROPOLIS VISION



IDENTIFY COMMONALITIES AMONG LOCAL PLANS



QUANTIFY THE POTENTIAL FOR ECONOMIC GROWTH



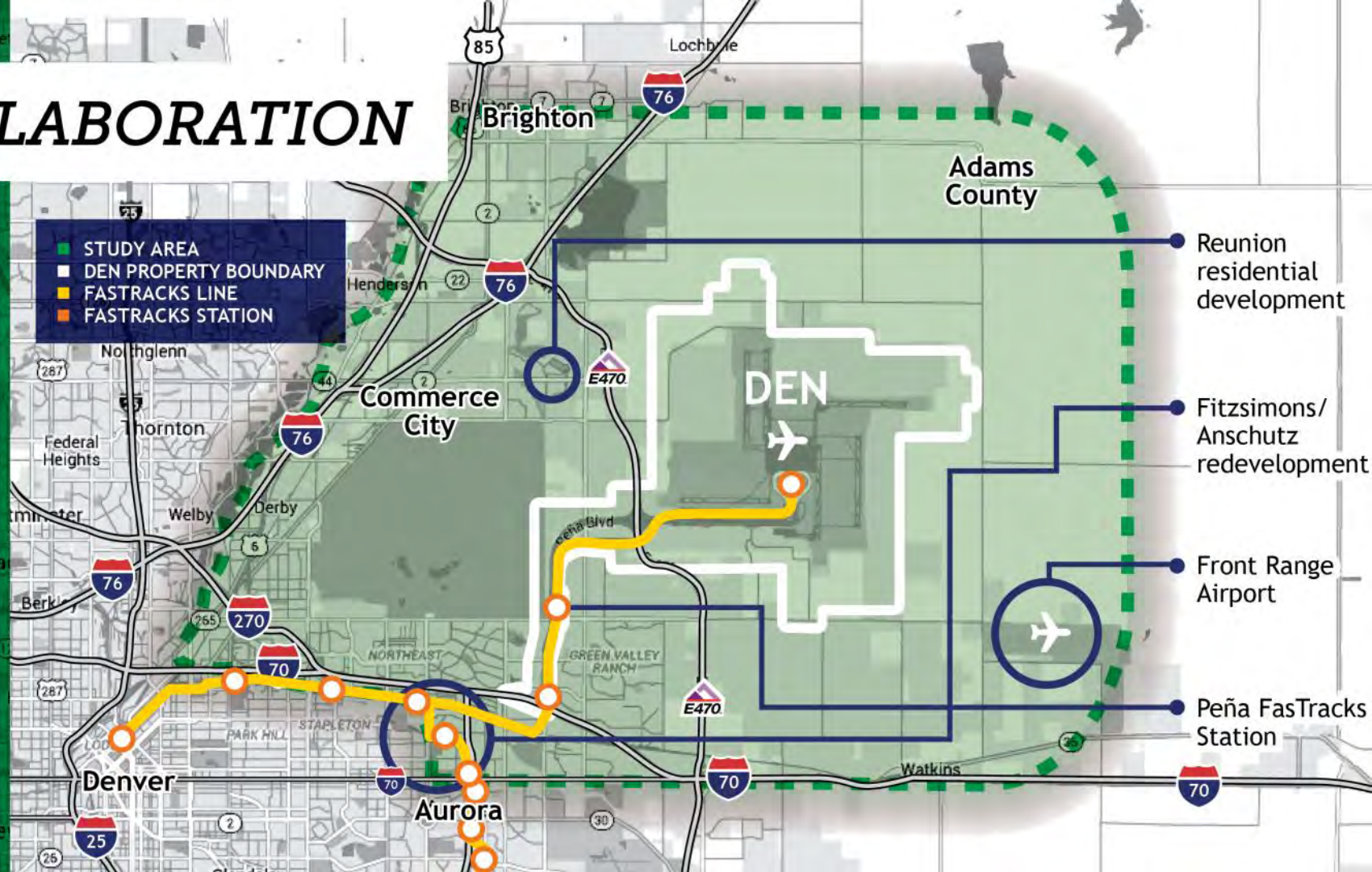
IDENTIFY A FRAMEWORK FOR COLLABORATION ON INFRASTRUCTURE INVESTMENTS



OUTLINE GOVERNANCE OPTIONS TO IMPLEMENT INVESTMENTS

# COLLABORATION

- STUDY AREA
- DEN PROPERTY BOUNDARY
- FASTRACKS LINE
- FASTRACKS STATION



Reunion residential development

Fitzsimons/Anschutz redevelopment

Front Range Airport

Peña FasTracks Station

# VISION

"A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing."

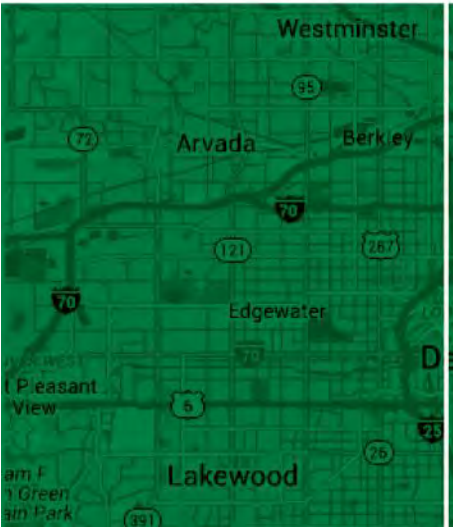
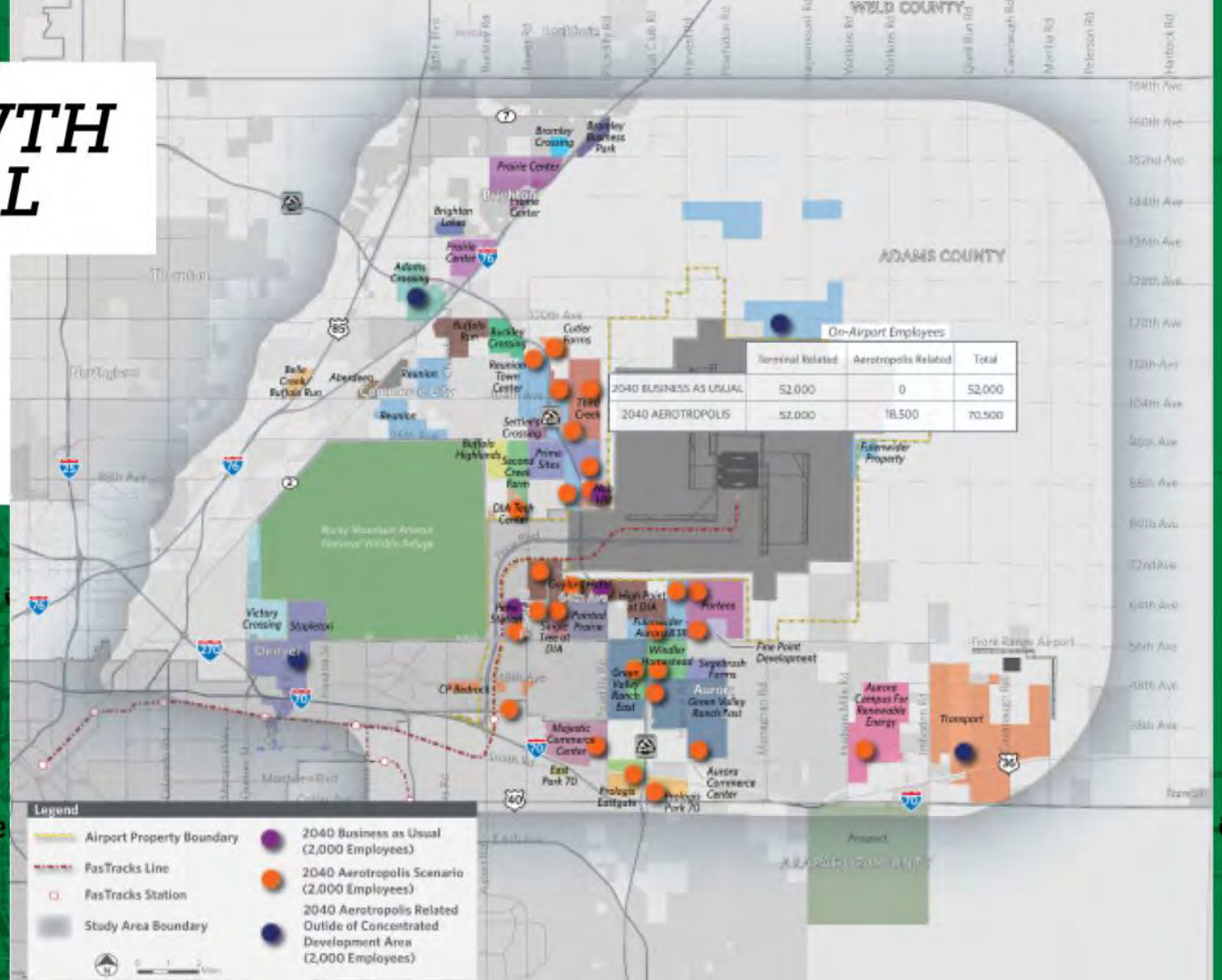
— COLORADO AEROTROPOLIS VISIONING STUDY PARTICIPANTS



# JOB GROWTH POTENTIAL

YEAR 2040

- + 74,000 AEROTROPOLIS RELATED JOBS
- + 6,000 BUSINESS-AS-USUAL JOBS



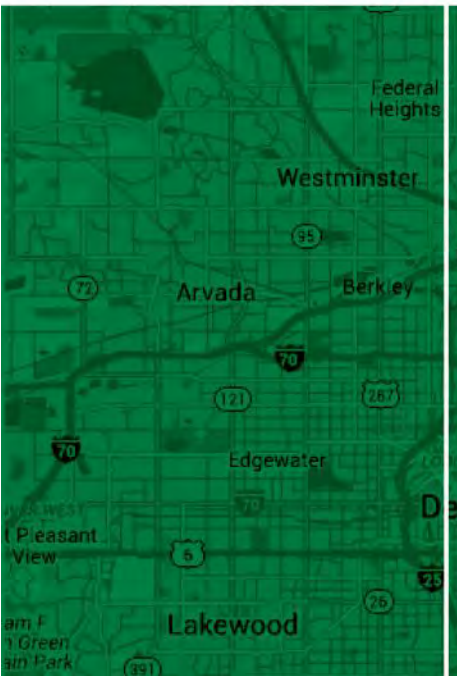
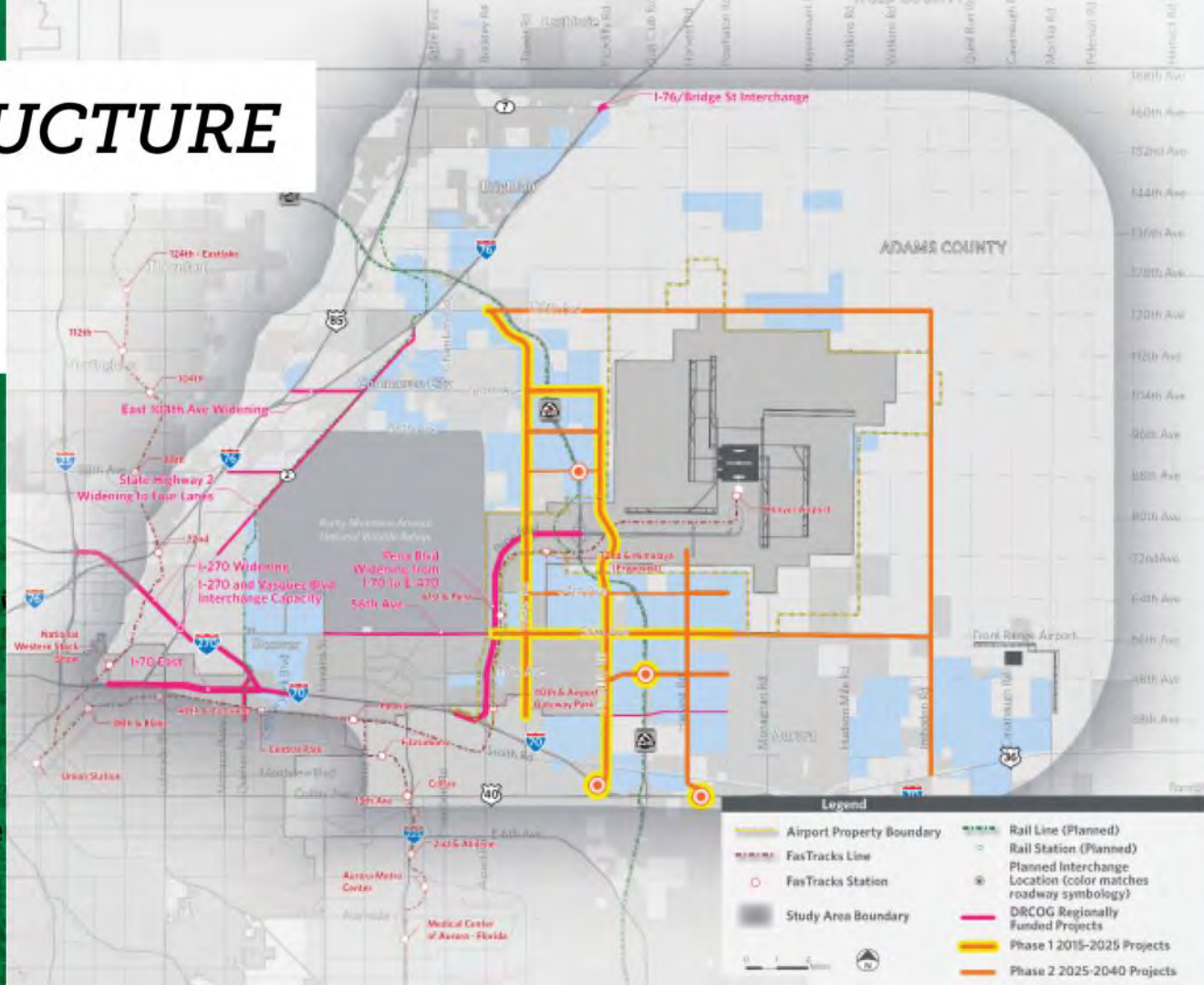
**Legend**

- Airport Property Boundary
- FasTracks Line
- FasTracks Station
- Study Area Boundary
- 2040 Business as Usual (2,000 Employees)
- 2040 Aerotropolis Scenario (2,000 Employees)
- 2040 Aerotropolis Related Outside of Concentrated Development Area (2,000 Employees)

0 1 2 Miles

# INFRASTRUCTURE

## NECESSARY TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS



# ECONOMIC ANALYSIS THROUGH 2040

**74,000  
NEW JOBS**

BY 2040, A PROACTIVELY PLANNED AEROTROPOLIS COULD GENERATE AN ADDITIONAL 18,500 ON-AIRPORT AND 55,500 OFF-AIRPORT JOBS



## NEW DEVELOPMENT

18 TO 32 MILLION SQUARE FEET OF ADDITIONAL COMMERCIAL DEVELOPMENT



ASSESSABLE PROPERTY VALUES INCREASED BY \$30 BILLION



ADDITIONAL TAX REVENUE TO \$600-\$630 MILLION

**210,000  
RESIDENTS**

LIVING IN AND NEAR THE COLORADO AEROTROPOLIS AREA



75,000 NEW HOUSING UNITS CONSTRUCTED TO HOUSE AEROTROPOLIS WORKERS



## CONSTRUCTION

UP TO 9,500 DIRECT AND 3,200 INDIRECT CONSTRUCTION JOBS OVER 25 YEARS



INCREASED LABOR PRODUCTIVITY "AGGLOMERATIVE CLUSTERING" EFFECT



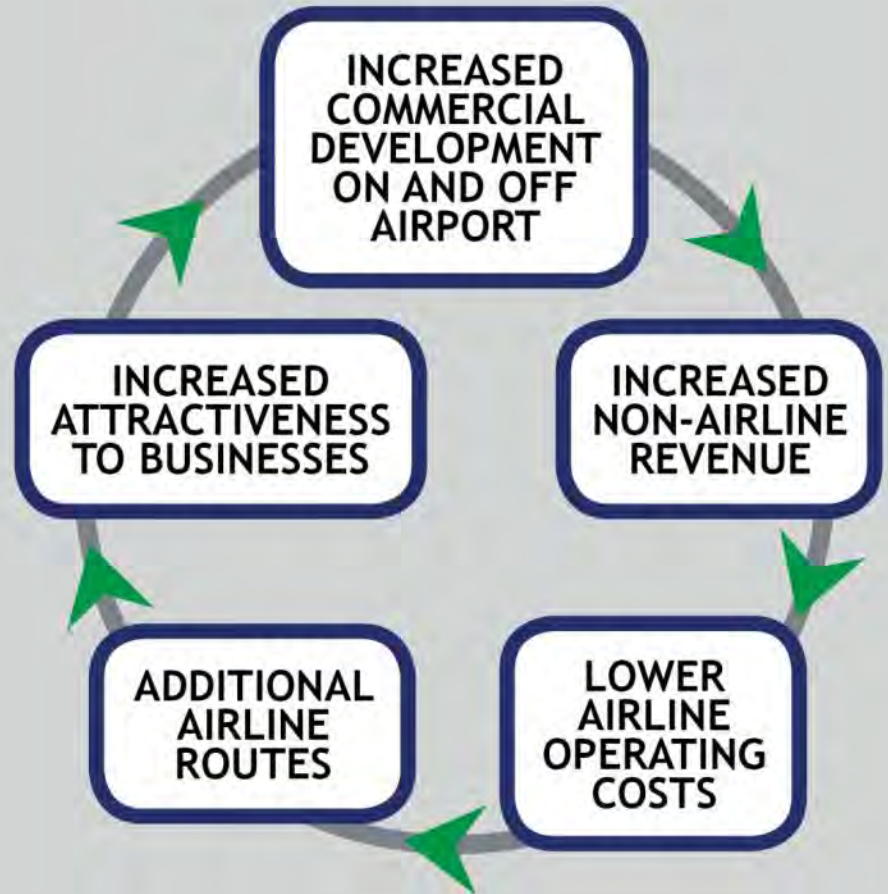
# RECOMMENDED FRAMEWORK

## NEAR-TERM ACTIONS

- + ESTABLISH REGIONAL ENTITY
- + FURTHER STUDIES
  - + INFRASTRUCTURE SYSTEMS NEED
  - + ECONOMIC
- + GLOBAL BRANDING
- + MASTER PLAN

## LONG-RANGE GOALS

- + GLOBAL RECOGNITION
- + ON- AND OFF-AIRPORT DEVELOPMENT
- + DEN ECONOMIC SUPPORT



DISCUSSION

# COLORADO AEROTROPOLIS

VISIONING STUDY



Brighton™



DENVER  
THE MILE HIGH CITY



# STUDY REPORTS

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# Final Products

4-page Executive Summary

~ 40-page Main Report

Outreach &  
Engagement

Growth  
Projections

Infrastructure

Economic  
Analysis

Peer  
Aerotropolises

Governance

# OUTREACH

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# REFLECTIONS & STUDY IMPRESSIONS

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# Reflections & Study Impressions

- What surprised you?
- What expectations do you have moving forward?

# THANK YOU

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**COLORADO**  
Department of Transportation





# Colorado Aerotropolis Visioning Study

## Agenda

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Project: Colorado Aerotropolis Visioning Study

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Subject: Study Review Committee Meeting #9

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Date: January 21, 2016 9:00 - 11:30 a.m.

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Location: City of Commerce City Recreation Center  
6060 E. Parkway Drive  
Commerce City, CO 80022

1. Welcome and Introductions
2. Governance Options
3. Multimodal Loop Discussion
4. Economic Analysis
5. Final Report
6. Study Recommendations
7. Study Schedule
8. Next Meeting
9. Adjourn

## COLORADO AEROTROPOLIS | Visioning Study



### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

## Colorado Aerotropolis Visioning Study

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17	18 ML King Day	19	20	21 SRC Meeting #9	22	23
24	25	26	27	28	29	30
31	1 February	2	3	4	5 Send Draft Reports	6
7	8	9	10	11	12	13
14	15 Presidents' Day	16	17	18	19 Send Draft Presentation	20
21	22	23	24	25	26 Report Comments Due	27
28	29 PIO Meeting Wk of 29th	1 March	2	3	4	5
6	7	8	9	10	11 Presentation Comments Due	12
13	14 Finalize Presentation this week	15	16	17	18	19
20	21	22 Presentations to Adams County and Brighton	23	24	25 Good Friday	26
27 Easter	28 Presentation to Commerce City	29 Presentation to Denver	30	31	1 April	2
3	4	5	6	7	8 Final Report	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee #9
Date:	January 21, 2016 9:00 a.m.
Location:	Commerce City Recreation Center
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome and Introductions

1. Stephanie White opened the meeting and called the meeting to order. Self-introductions followed. Jay Hendrickson was not able to attend this meeting due to other commitment. Jason Wallis is attending on behalf of Jay.
2. Chris Primus provided a summary of the topics discussed by this group so far. He then introduced Ed Icenogle (of Icenogle Seaver Pogue) who will be presenting a summary of stakeholder governance discussions for the Aerotropolis study. Today's meeting will primarily focus on the governance options and final study products.

### Governance Options (Ed Icenogle)

1. At the study outset, the Study Review Committee polled Aerotropolis participants and identified a number of critical interests deemed most important for collaborative action in the near term. Among those critical interests, and of apparent especial relevance to the nature of the new regional entity, were cross-jurisdictional planning, governance/financing structure, corroborative funding, marketing and infrastructure funding, form of governance/oversight, long-term roads funding stream, and regional water/wastewater.
2. Ed Icenogle and his colleague Anna Wool were brought on to the study team to further explore options for potential governance structures.
3. The Icenogle team held one-on-one meetings with stakeholder representatives from Denver and Commerce City on January 6, 2016, Aurora and Adams County on January 8, 2016, and Brighton on January 15, 2016. The purpose of the meetings was to solicit input regarding governance options and structures for the development of an Aerotropolis.
4. Ed Icenogle introduced the draft memorandum his firm prepared with regards to the governance discussion. Copies of this memorandum were distributed to the group.
5. Ed directed the group to the third paragraph on the memorandum:

*The 2015 Amendment's description of the purposes of this new regional entity is, in total, "...to promote and market development opportunities on and around DIA and assist in coordinating land use and infrastructure planning efforts by the respective jurisdictions on and around DIA." The 2015 Amendment also denies the new regional entity authority to regulate or otherwise control land use or development within any jurisdiction.*
6. Ed summarized the discussion results with the jurisdictions. Eight questions were formulated for the stakeholders to answer to give structure to the conversations and to maintain some consistency in the responses. The identities of the responders were not recorded.

7. **Responses to Discussion Items and Comments.** The eight discussion items presented to representatives of the primary stakeholders (Denver, Commerce City, Aurora, Brighton, Adams County), along with a summary of discussion comments, include:
- A. **Should the new governance entity be a funding mechanism? If so, should it be a direct funding source or a collection point for revenues contributed by primary stakeholder governments and others?**
- i. The sentiment was largely that it probably is not. There is some argument about why it should be. If it's going to have some funding aspect to it, should it be a direct funding source—like property tax? Should it be the kind of entity that collects money, becomes a focal point of money, and coordinate the expenditure and accomplishments of that?
  - ii. There was no consensus on whether the new entity should participate in funding of Aerotropolis infrastructure and promotion.
  - iii. Some responses indicated a desire that the entity provide funding for regional projects. If that were the case, some representatives indicated a preference that the entity not be a direct taxing and funding entity, but rather be the recipient of revenues collected and contributed by the primary stakeholder governments. Pursuant to the Taxpayer's Bill of Rights or "TABOR," Section 20 of Article X of the Colorado Constitution, voter authorization would be required for a new entity to levy its own taxes directly. In contrast, if the entity were to serve as a recipient of funds from primary stakeholder governments, the entity would be free from voter TABOR authorization, although the contributed revenues would be at the expense of the primary stakeholder governments' budgets.
  - iv. Along these lines, we were cautioned of likely opposition to a entity serving as an overlay property taxing district. At same time, we were cautioned that an arrangement by which revenues would flow from primary stakeholder governments to the entity would detract from the image and reality of a cohesive Aerotropolis governance and brand. However, if revenues were to flow from primary stakeholder governments to the entity, stakeholder sentiment favored a nexus between the primary stakeholder governments making contributions and the capital improvement projects undertaken with those contributions.
  - v. As an alternative to direct taxation or stakeholder flow-through of funds, the concept of a dedicated mill levy imposed through multiple special taxing/assessment districts was brought up. In the case of development districts, the example continued, a cross-jurisdictional mill levy for the Aerotropolis effort would increase as the developer districts' mill levies decreased with debt retirement and increased assessed value.
  - vi. The concept of the entity establishing a revolving loan fund was also raised as a possible approach to either facilitate funding projects through the entity or as a stand-alone mechanism for Aerotropolis projects.
  - vii. Additionally, there was some interest in "project-specific" revenue raising, which would seek funds for a particular project on a proportional basis, involving proximity, benefit, and other criteria.
  - viii. With regard to revenue raising and spending, several representatives thought it likely that, regardless of the form of raising revenue, if the entity were to serve a funding function, the primary stakeholder governments would want revenues from their respective jurisdictions to be spent in their jurisdictions. Other representatives expressed the possibility that the revenue-

- raising and spending functions of the entity might be used to address “disparities” of tax and fee burdens from jurisdiction to jurisdiction.
- ix. Virtually all interviewed agreed that, whatever the revenue-raising and funding capabilities of the entity, but especially if revenues from the primary stakeholder governments were to be pooled, it would be important to establish a process that builds trust between and among primary stakeholder governments and that works to create a cohesive Aerotropolis.
  - x. Finally, other than funding for the entity’s own operation, some stakeholders expressed a substantial preference that the entity not participate in infrastructure or promotional project funding at all, but rather serve a planning and coordination function. This is more fully discussed in Question B.
- B. What services and/or infrastructure should the new regional entity deliver: Planning, funding, design/construction, and/or operation?**
- i. One vision for the entity, consistent with the language of the IGA Amendment, was that of a regional (sub-regional) planning council or authority that would serve as a facilitator for the Aerotropolis participants. As possibly an IGA entity or a non-profit corporation, it would span jurisdictional boundaries and have the ability and responsibility to coordinate and plan infrastructure and to seek state and federal funding. The entity would serve as the initial organization in promoting Aerotropolis regional cooperation among the primary stakeholder governments and might evolve into a more traditional and empowered governance entity. Initially, the entity would act as a regional planning authority that prioritizes and phases projects, leverages funding, makes recommendations, and distributes funding to several layers of governments. The example of DRCOG, a metropolitan planning organization, may illustrate the concept.
  - ii. Of those stakeholder representatives who thought that, additionally, the entity could be responsible for funding infrastructure and marketing/branding, there was little support that the entity construct, own, or operate infrastructure. After construction, the jurisdiction where the infrastructure was built should own and maintain it.
  - iii. A possible exception to avoiding an ongoing role for the new entity might be circulator transportation or similar activities.
- C. What is the geographic scope of the governance mechanism and its activities?**
- i. While the entirety of what is to become the Aerotropolis was expected to benefit from the entity, many expected near- and even mid-term activity to occur largely to the west and south of DIA, the Concentrated Development Area (see Figure 2), which was also believed to be the logical focal point for the initial phases of Aerotropolis development. Representatives felt that the entity should take a regional, long-term approach and acknowledged the cross-jurisdictional nature of many infrastructure projects that may be undertaken or coordinated by entity. Stakeholder representatives appeared to find some efficacy in the entity undertaking infrastructure projects and development on a limited scale initially and adding more land - or jurisdictions - to the entity’s efforts as needed and over time.
- D. For what types of infrastructure, in addition to transportation, if any, should the regional governance entity undertake?**
- i. Representatives variously identified roads, transit, water, sewer, and drainage as infrastructure needs potentially to be advanced by the entity, although transportation was the area of consensus. None appeared to favor relinquishing land use and entitlement authority

- within the boundaries of their jurisdictions, in the contexts of both the public infrastructure projects and the private property developed in the Aerotropolis area. Some representatives felt that infrastructure projects should be determined by the needs of each primary stakeholder government.
- ii. In addition to capital projects, some stakeholder representatives cited the value of shared or common services. Suggestions were made that the entity could potentially undertake traffic circulator services, as well as marketing and branding.
- E. Should the new regional governance entity’s organizing “charter” specify infrastructure projects and/or sequence, or should it convene the primary stakeholders and only provide the process by which projects are selected and sequenced?**
- i. Representatives agreed that the entity should retain flexibility to act and to have authority to develop agreement on and prioritize projects, especially in light of changing market conditions and other considerations. Therefore, representatives were generally opposed to specifying projects in an organizational document. Rather, they favored deciding upon projects as the need arises, possibly based on specific criteria. They cited DRCOG and regional and state transportation improvement plans as examples of project prioritization processes.
- F. The governance mechanism’s powers, authority, and limitations will likely be defined by statute, intergovernmental agreement, or a combination of the two. Are the Aerotropolis infrastructure goals best served by placing decisional control in the primary stakeholders’ governing bodies or in the governing body of the new regional governance entity?**
- i. In response to this question, representatives voiced a range of concerns and possibilities.
  - ii. Most representatives agreed that the entity’s decision-making (and its governing body) should be contained to the public sector, some favoring staff participation and some elected officials’ participation.
  - iii. Some representatives argued that the entity must have the authority to act on its own and without the approval of the primary stakeholder government’s governing body, while others felt strongly that decisions must be taken back to primary stakeholder governments for ratification. As a compromise, the entity could be given the authority to act on its own with regard to a list of previously determined decisions, with some decisions reserved for approval or ratification by the primary stakeholder governments.
- G. How can the governance mechanism best relate to public entity stakeholders (other than the primary stakeholders) and the private sector?**
- i. Representatives approved of establishing advisory boards, committees, and commissions to participate in the entity. In general, they did not want citizens or landowners to be directly involved in the policy and the day-to-day governance of an Aerotropolis development.
  - ii. As described in Question H, the collective marketing and branding of the Aerotropolis was seen as a direct way to relate to other public entity stakeholders and the private sector on state, national, and international scales. Additionally, NATA and DRCOG were given as examples of ways in which a governance entity can identify, develop, and advocate with a collective voice for infrastructure identified by the entity.
- H. Marketing and Branding**
- i. Stakeholder representatives by and large indicated that marketing and branding should be left to those with subject-matter expertise (i.e., not the entity itself). As such, marketing and

- branding may be best handled by a separate organization, whether in existence now or to be formed, which would work closely with the new regional governance entity and perhaps receive partial or full funding from it. On more than one occasion, representatives alluded to the economic development councils currently serving various primary stakeholder governments in the metropolitan area. Stakeholder representatives thought these economic development councils represent a good example of existing organizations that could potentially collaborate, both among themselves and with the entity.
- ii. Representatives thought that marketing and branding would be most effective if tackled jointly, and some discussed the possibility of funding a joint economic development council to act in the collective interests of the primary stakeholder governments and the Aerotropolis.
  - iii. However, some representatives thought that the primary stakeholder governments would want to also maintain their respective jurisdictional brands, while other stakeholder representatives hoped that branding and marketing of Aerotropolis could be used to improve and expand on a combined Aerotropolis brand.
8. Stephanie White asked the group for any comments or questions with regard to the work on governance options the Icenogle team had conducted.
- a. Great work on this; although, this raises more questions than answers.
  - b. This was really helpful. We would like to share this with our team members and would like to get this memorandum in an e-mail so we can share. **Yes, the HDR team will send this memorandum out to this group.**
  - c. This is a good start to move forward and figure out what we would like to do. The notion of having a taxing entity that somehow collects revenues locally and distribute them would raise so many issues and so problematic. That in itself might not be a non-starter. In our discussion we talked more about planning and coordination, but this could still be a powerful tool. An example is the Peoria interchange. In the end it was all voluntary, but it was good to get funding because you go in as a group. You could have a planning entity because it could be powerful.
  - d. If there is some sort of funding entity, we do need planning and coordination first. We need to get an idea first as to what the different entities want out of this.

### Multimodal Loop Options (Stephanie White)

2. Chris started the discussion on the multimodal loop idea. A multimodal loop would lend efficiency. A fast ground transportation network can foster an Aerotropolis. There are challenges to planning a road like this. Local plans would need to change, we need to acquire right-of-way, and there is obviously cost. It's a visioning aspect that we could include in our Aerotropolis study.
3. Stephanie White distributed a handout summarizing the pros and cons of a multimodal loop around the Aerotropolis in the distant future. She asked that each person mark on the handout one thing that was the most important consideration. Chris noted that the pros and cons on the handout were taken verbatim from the information gathered at the last SRC meeting.
4. Clarification question: What you're saying is that E-470 could be a first leg in which a ring road can be built upon. *Response/Chris Primus:* Yes, many of the aerotropolis examples we have showed this group have some sort of ring road that connects to their airports.

5. Elements of a multimodal loop road that the group deemed important include:
  - a. Connectivity
  - b. Mobility
  - c. Aurora (Mac Callison): Sequencing (Land Use). Transportation vs. land use/development.
  - d. Aurora (Bob Watkins): Sequencing/Land Use. Even if 50 years in the future, it's still out there. Once you draw this on a map, you are going into a big buzz saw.
  - e. Economic Development—too early to start.
  - f. Travel Speed: Long-term planning—should be considered in the background as a very fuzzy line.
  - g. Connectivity. As we looked at those other airports, we see they have all those roads that eventually connect. We began to throw the concept out there so people start thinking about it. Maintaining the ability to provide speed.
  - h. Connectivity: More localized and look at infrastructure that is already there.
  - i. Connectivity, but multimodal connectivity. It's all got to be part of a broader system.
  - j. Commerce City: We have done our part of the ring road. Agree that it may be outright a long-term solution. Could put it forward for a study, but there are other ways to provide mobility and access, other than just a ring road. Need to have other conversations to justify it. Need to do a systemwide evaluation. That may be a ring road, that may not be a ring road.
  - k. Aurora: Do a system study for the whole area to get to the conclusion. The local network is what's lacking. If you go into those ring roads, it's a dead stop during peak hour. That is where the whole system is falling down.
  - l. Mac Callison: Very familiar with Dulles; there really isn't a ring road. You have all these highways and roads, but really don't have a concentric beltway.
  - m. Commerce City: We looked at logistic companies and how they move goods. Not sure if a loop road is the right answer, but we need to figure out connectivity first.
  - n. DRCOG (Steve Cook): Sequencing is the key thing.
  - o. Brighton: Development/connectivity. Access roads to employment to airport, that's probably the most important for us.
  - p. DIA: Long term, we probably need connectivity or greater speed to the airport. Thinking about it is important. I don't see why it would hurt to put it in a future plan and consider it as an option.
  - q. Development/Connectivity: Long-range vision, at some point in time, a multimodal loop around the airport would be important, but I agree with others that we need more study. Need to focus on 56th Avenue and Aurora in the short time. Need to work with Commerce City and Adams County on 120th. But a loop road would make sense someday, just don't know when.
  - r. Connectivity is very important. It may be 45 to 50 years now, in terms of long-term connectivity. Arterials are also very important.
  - s. It is all about connectivity. Connectivity is a work in progress and constantly changing. Need to remain mindful that we are not creating new developments that will prohibit future possibilities of a ring road or a good connectivity within existing arterials.
  - t. Rapid advances in technology might make the concept moot.



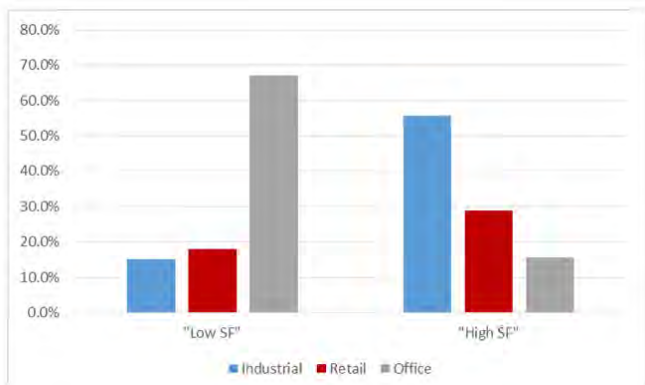
- u. Brighton: Connectivity/right-of-way. If we all go back to tribalism and we only look at our own jurisdiction, we are not going to come up with good collaboration.
- v. Some type of connectivity all around, whether it is a ring road or not.
- w. Stephanie White summarized that everyone would agree that “connectivity” is very important. However there is also a big concern about picking the solution before we identify the problem. Stephanie suggested that this study, as indicated by the graphic on the bottom of the agenda, should continue to highlight the importance of collaboration.

## Economic Analysis (Arleen Taniwaki)

6. Arleen Taniwaki provided an update of the information that was presented at the last SRC meeting. We’ve received comments and feedback from this group.
7. The scenario assumptions that we came up with include:
  - a. Aerotropolis induces additional growth of 74,000 jobs above and beyond DRCOG projections for the area (about 6,000 jobs) for a total of 80,000 jobs.
  - b. The growth represents a net gain in economic and fiscal benefits for the Denver metro area, rather than a diversion from the rest of the region.
  - c. The “Business as Usual” Scenario drives demand for 3 million square feet of commercial development.
  - d. The Aerotropolis scenario drives demand for 21 to 35 million square feet of commercial development.
  - e. The low end of the Aerotropolis scenario (Low Square-Foot [SF] scenario) represents an office-oriented Aerotropolis (like DTC).
  - f. The high end (High Square-Foot [SF] scenario) represents a cargo- and warehouse-oriented Aerotropolis (like LAX).
  - g. Commercial development helps drive demand for over 75,000 TOD and single-family detached residential dwelling units.
8. Establishing the conceptual 2040 network would mean \$550 to \$560 million investment of 45 linear miles of new and improved roadways for the Aerotropolis scenario.
9. Base employment assumptions include allocation of 80,000 jobs (each dot on the map Arlene projected on the screen represented 2,000 jobs).
10. Arleen discussed the additions to employment and land uses for the different scenarios and presented tables of comparison among the top 5 sectors.

"BAU" Scenario – 3 Million Square Feet			"Low SF" Scenario – 21 Million Square Feet			"High SF" Scenario - 35 Million Square Feet		
Top 5 Sectors	% of Total	Land Use	Top 5 Sectors	% of Total	Land Use	Top 5 Sectors	% of Total	Land Use
Accommodation and Food Services	26.7%	Retail	Finance and Insurance	19.9%	Office	Accommodation and Food Services	25.9%	Retail
Transportation and Warehousing	17.2%	Industrial	Professional, Scientific, and Technical	17.4%	Office	Transportation and Warehousing	15.7%	Industrial
Wholesale Trade	14.6%	Industrial Office	Information	13.2%	Office	Wholesale Trade	7.4%	Industrial/Office
Administrative and Waste Management	6.3%	Office	Administrative and Waste Management	8.7%	Office	Administrative and Waste Management	6.8%	Office
Professional, Scientific and Technical Services	5.6%	Office	Management	7.2%	Office	Professional, Scientific and Technical Services	6.0%	Office

- The Low SF Scenario assumes land use breakdown similar to metro area employment centers.
- The High SF Scenario assumes land use breakdown with a more heavily industrial orientation similar to LAX. Industrial tends to be land intensive at 1,000 square feet per employee. LAX is an international gateway, distribution, and trade center.
- Arleen next discussed the Aerotropolis land use mix and projected a graph on the screen depicting a comparison of the Low SF vs. the High SF scenarios land use mix.
- Arleen presented an Aerotropolis Scenario of annual commercial absorption/change at comparative employment centers between 1970 and 2016.
- The study team looked at potential revenue streams between 2016 and 2040. If we assume 10 mills, the following revenue would be realized. This is a conceptual idea of what could be generated to pay for the entire infrastructure needed for an Aerotropolis.



	Business As Usual	Low SF	High SF
Commercial Property Tax	\$19.0 Million	\$130.4 Million	\$158.6 Million
Residential Property Tax	\$37.2 Million	\$295.1 Million	\$295.1 Million
Sales Taxes	\$18.1 Million	\$86.6 Million	\$86.6 Million
Residential Development Impact Fees	\$30.3 Million	\$193.9 Million	\$193.9 Million
<b>TOTAL</b>	<b>\$104.6 Million</b>	<b>\$706.0 Million</b>	<b>\$734.1 Million</b>
= \$550-\$560 Million			

16. Arleen presented a summary of economic impacts of an aerotropolis.
  - a. 18,500 on-airport jobs
  - b. 55,500 off-airport jobs
  - c. 21-35 million square feet of commercial development
  - d. \$30 billion increase in assessable property values
  - e. 9,400 FTE Direct Construction Jobs (25 years annually)
  - f. 3,200 FTE Indirect Construction Jobs (25 years annually)
  - g. 75,000 housing units
  - h. 184,000 residents
  
17. Arleen asked the group for any comments or questions about the economic analysis topic. Chris reminded everyone that the \$550 to \$560 million for conceptual cost was taken directly from the DRCOG cost. That's the cost to build those roads as listed in the DRCOG RTP.
  - a. Steve Cook: Assuming that's what you did, it is current year dollars, too.
  - b. This is assumed building as we go. The initial cost necessarily would not be that high. Developers may be contributing to cover those costs.
  - c. Steve Cook: Is it just the L area on the map or does the employment include the airport? *Response:* We tried to straighten this out over the last weeks. The 74,000 is all Aerotropolis-related employees. The 18,000 on-airport jobs would be on the 1,500 acres in the IGA amendment. The L shape to the west and south of the airport would have 55,000.
  - d. The Icenogle report is suggesting that we don't use metro districts to generate funding, but the economic analysis says something different. How do we reconcile that? *Response/Chris:* We do need to reconcile that because we conducted the economic analysis before the Icenogle study.
  - e. Aurora: It's a good study and helpful to identify the revenue source.
  - f. Would like to have a copy of the presentation as a reference. **Yes, we will send it out to the group.**

## Final Report (Chris Primus)

1. Chris introduced the different papers that will be prepared for the study that will be distributed to this group in a couple of weeks.
  - a. A 4-page Executive Summary in 11 x 17 format would be a high-level summary of what we learned about Aerotropolis.
  - b. A 20-page main report will be ready the first week in February. Chris asked the group to put the focus on this paper and submit input. We will be preparing a survey to help channel comments and send out to the group to get comments.
  - c. Supporting Papers would contain the detailed study work in each of these topic areas:
    - Growth Projections
    - Infrastructure
    - Economic Analysis
    - Peer Aerotropolises
    - Governance

- Outreach and Engagement

### Recommendations Framework (Chris Primus)

1. We've talked about infrastructure opportunities in:
  - a. Water
  - b. Wastewater
  - c. Drainage. Good opportunities to collaborate because of the need for retention ponds.
  - d. Transportation. Five-year horizon to identify which projects should be built first.
2. Other recommendations for the framework will include governance options.

### Review Schedule (Chris Primus)

1. Chris directed the group to the schedule printed on the back of the agenda that was handed out to everyone. It lays out the general schedule. Initially, we identified end of March time frame to present to the different jurisdictions, but that would depend on each jurisdiction. Chris will work with each jurisdiction to determine when would be a good time.
2. The schedule for the presentation to the city councils is not finalized in the current schedule. It would depend on when the presentation to the jurisdictions will happen.

### Next Meetings

1. Next meeting is not scheduled. Would like to get input from this group whether a meeting in February is necessary. Communications at this point can happen via e-mail.
2. Consensus is that a meeting in February would be beneficial. If the Arsenal is available, we will have the February meeting there.

### Adjourn (Chris Primus)

1. Chris thanked everyone for attending today's meeting and for all the input.











# Welcome



## Colorado Aerotropolis Visioning Study



# Today's Purpose

- Governance Options and Final Products



# GOVERNANCE OPTIONS

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# Colorado Aerotropolis Visioning Study

## Aerotropolis Stakeholder Governance Discussions

Ed Icenogle



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# Response to Discussion Items and Comments

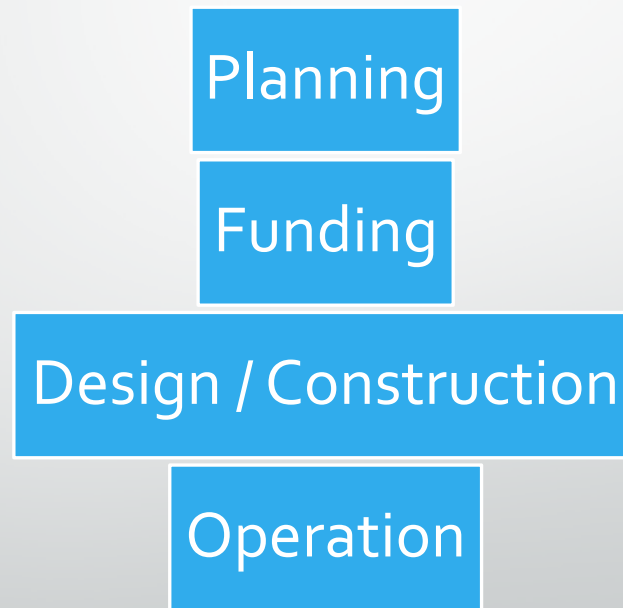
- Should the new governance entity be a funding mechanism?
  - If so, should it be a direct funding source or a collection point for revenues contributed by primary stakeholder governments and others?



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- What services and/or infrastructure should the new regional entity deliver:



- What is the geographic scope of the governance mechanism and its activities?



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- For what types of infrastructure, in addition to transportation, if any, should the regional governance entity undertake?





- Should the new regional governance entity's organizing "charter" specify infrastructure projects and/or sequence

OR

- Should it convene the primary stakeholders and only provide the process by which projects are selected and sequenced?



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The governance mechanism's powers, authority, and limitations will likely be defined by statute, intergovernmental agreement, or a combination of the two.

- Are the Aerotropolis infrastructure goals best served by placing decisional control in the primary stakeholders' governing bodies

OR

- In the governing body of the new regional governance entity



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- How can the governance mechanism best relate to public entity stakeholders (other than the primary stakeholders) and the private sector?



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Marketing



Branding



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# Anticipated Decision Points in Arriving at a New Entity



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# Recommended Process for Developing a New Entity



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Possible Entity Candidates  
And  
Why or Why Not Likely of Use



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# Colorado Aerotropolis Visioning Study

## Aerotropolis Stakeholder Governance Discussions

Ed Icenogle



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# MULTIMODAL LOOP

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# ECONOMIC ANALYSIS

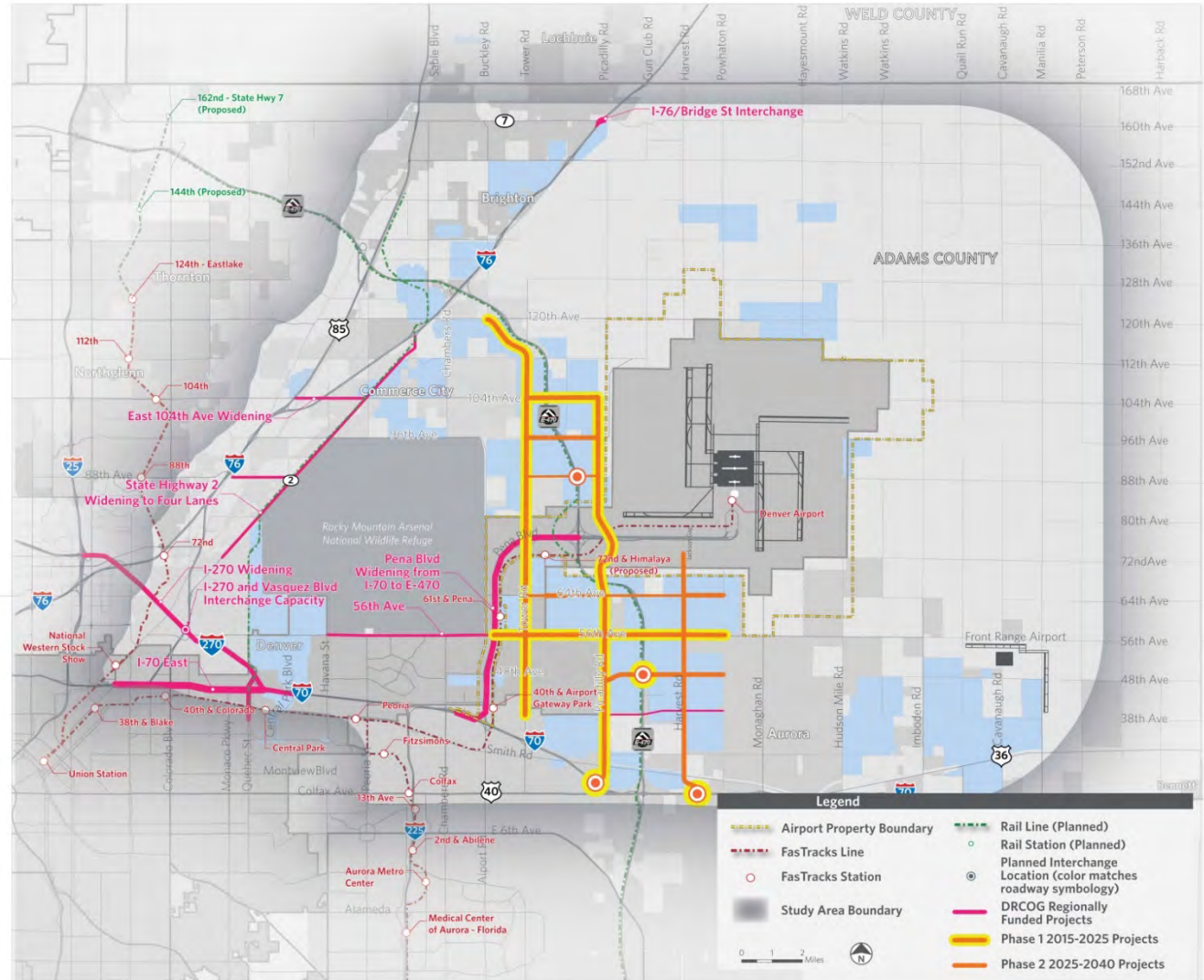
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# Scenario Assumptions

- Aerotropolis induces additional growth of 74,000 jobs above and beyond DRCOG projections for the area (about 6,000 jobs) for a total of 80,000 jobs.
- The growth represents a net gain in economic and fiscal benefits for the Denver metro area, rather than a diversion from the rest of the region.
- The “Business as Usual” Scenario drives demand for 3 million square feet of commercial development.
- The Aerotropolis scenario drives demand for 21 to 35 million square feet of commercial development.
- The low end of the Aerotropolis scenario (“Low SF” scenario) represents an office-oriented Aerotropolis (like DTC).
- The high end (“High SF” scenario) represents a cargo and warehouse oriented Aerotropolis (like LAX).
- Commercial development helps drive demand for over 75,000 TOD and single family detached residential dwelling units

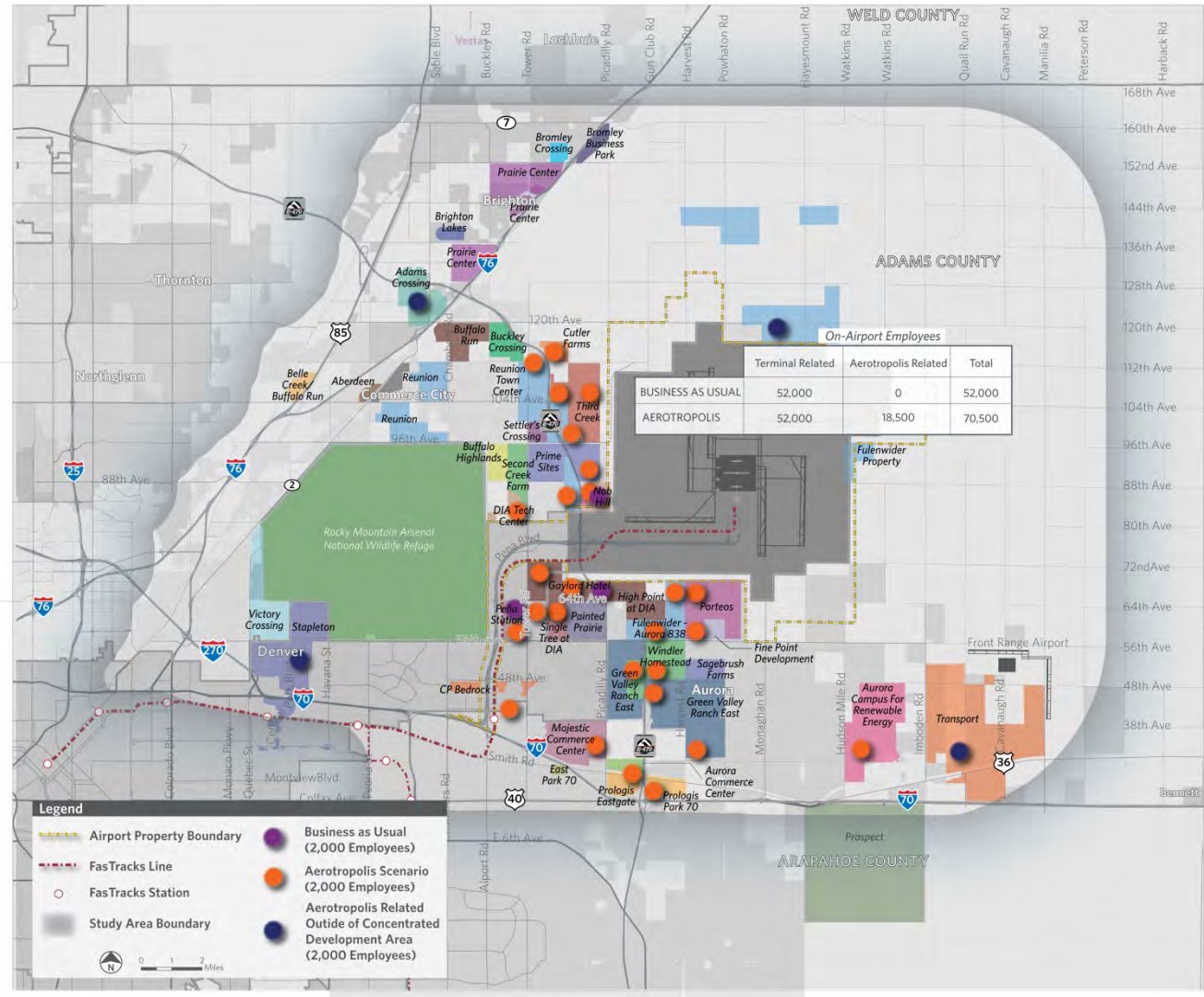
# Establish the Conceptual 2040 Network

- \$550 to \$560 million investment of 45 linear miles of new & improved roadways for the Aerotropolis scenario



# Base Employment Assumptions

- Allocation of 80,000 jobs
- Each dot represents 2,000 jobs



# Additions to Employment and Land Uses

## “BAU” Scenario – 3 Million Square Feet

Top 5 Sectors	% of Total	Land Use
Accommodation and Food Services	26.7%	Retail
Transportation and Warehousing	17.2%	Industrial
Wholesale Trade	14.6%	Industrial Office
Administrative and Waste Management	6.3%	Office
Professional, Scientific and Technical Services	5.6%	Office



# Additions to Employment and Land Uses

## “Low SF” Scenario – 21 Million Square Feet

Top 5 Sectors	% of Total	Land Use
Finance and Insurance	19.9%	Office
Professional, Scientific, and Technical	17.4%	Office
Information	13.2%	Office
Administrative and Waste Management	8.7%	Office
Management	7.2%	Office

## “High SF” Scenario - 35 Million Square Feet

Top 5 Sectors	% of Total	Land Use
Accommodation and Food Services	25.9%	Retail
Transportation and Warehousing	15.7%	Industrial
Wholesale Trade	7.4%	Industrial/Office
Administrative and Waste Management	6.8%	Office
Professional, Scientific and Technical Services	6.0%	Office

# “Low SF” Scenario Assumptions

- Square feet per employee
  - Office: 150
  - Retail: 400
  - Industrial: 1,000
  - TOD Mixed Use Commercial: 150
- Land use breakdown similar to metro area employment centers

Land Use	Acres	Millions of Square Feet	Percent of Total
Industrial	332	2.8	15.2%
Retail	230	3.3	17.9%
Office	329	6.8	37.7%
TOD Mixed Use Commercial (Office)	164	5.3	29.2%
Total	1,055	18.2	100.0%



# “Low SF” - Commercial Land Use Breakdowns at Comparative Employment Centers

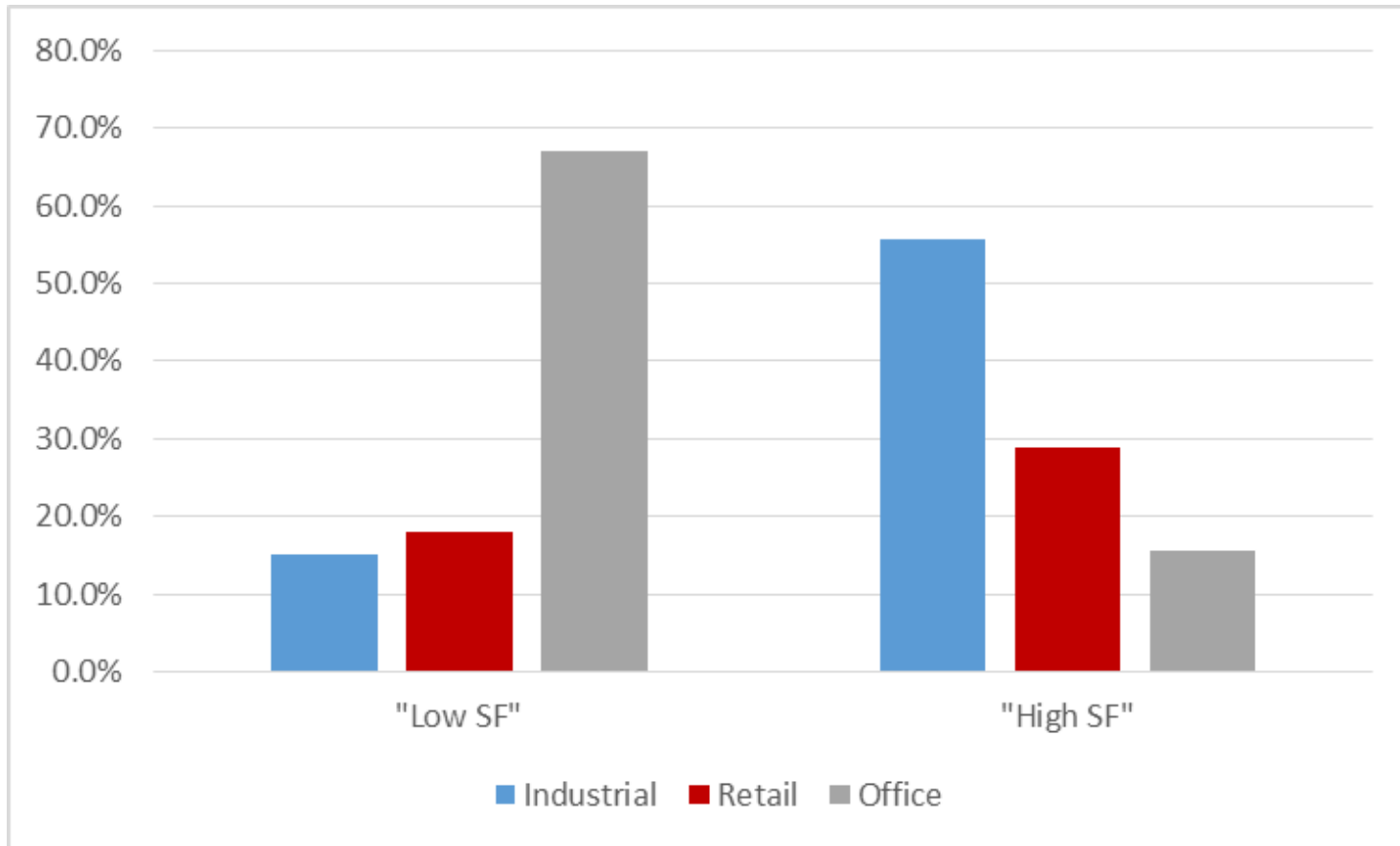
	CBD	DTC	Aurora City Center	Down-town Boulder	Cherry Creek	Inter-locken
Indus-trial Sq. Ft.	5.5%	9.9%	4.3%	1.0%	0.0%	3.5%
Retail Sq. Ft.	9.0%	15.0%	76.2%	50.6%	40.6%	50.4%
Office Sq. Ft.	85.5%	75.1%	19.5%	48.4%	59.3%	46.2%
Total Sq. Ft.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Square Feet Total	50.6 Million	50.8 Million	3.9 Million	8.2 Million	6.1 Million	5.1 Million

# “High SF” Scenario Assumptions

- Land use breakdown with a more heavily industrial orientation similar to LAX.
- Industrial tends to be land intensive at 1,000 square feet per employee.
- LAX is an international gateway, distribution and trade center.

Land Use	Acres	Millions of Square Feet	Percent of Total
Industrial	1,485	17.8	55.7%
Retail	573	9.2	28.8%
Office	178	3.6	11.2%
TOD Mixed Use Commercial (Office)	45	1.4	4.4%
Total	2,280	32.0	100.0%

# Aerotropolis Land Use Mix: “Low SF” vs. “High SF”



# Aerotropolis Scenarios % of Metro Market

**2015**

Metro Area Market = 493 Million Square Feet

Northeast Area Submarket = 86 Million Square Feet

Northeast % of Metro Area = 17.5%

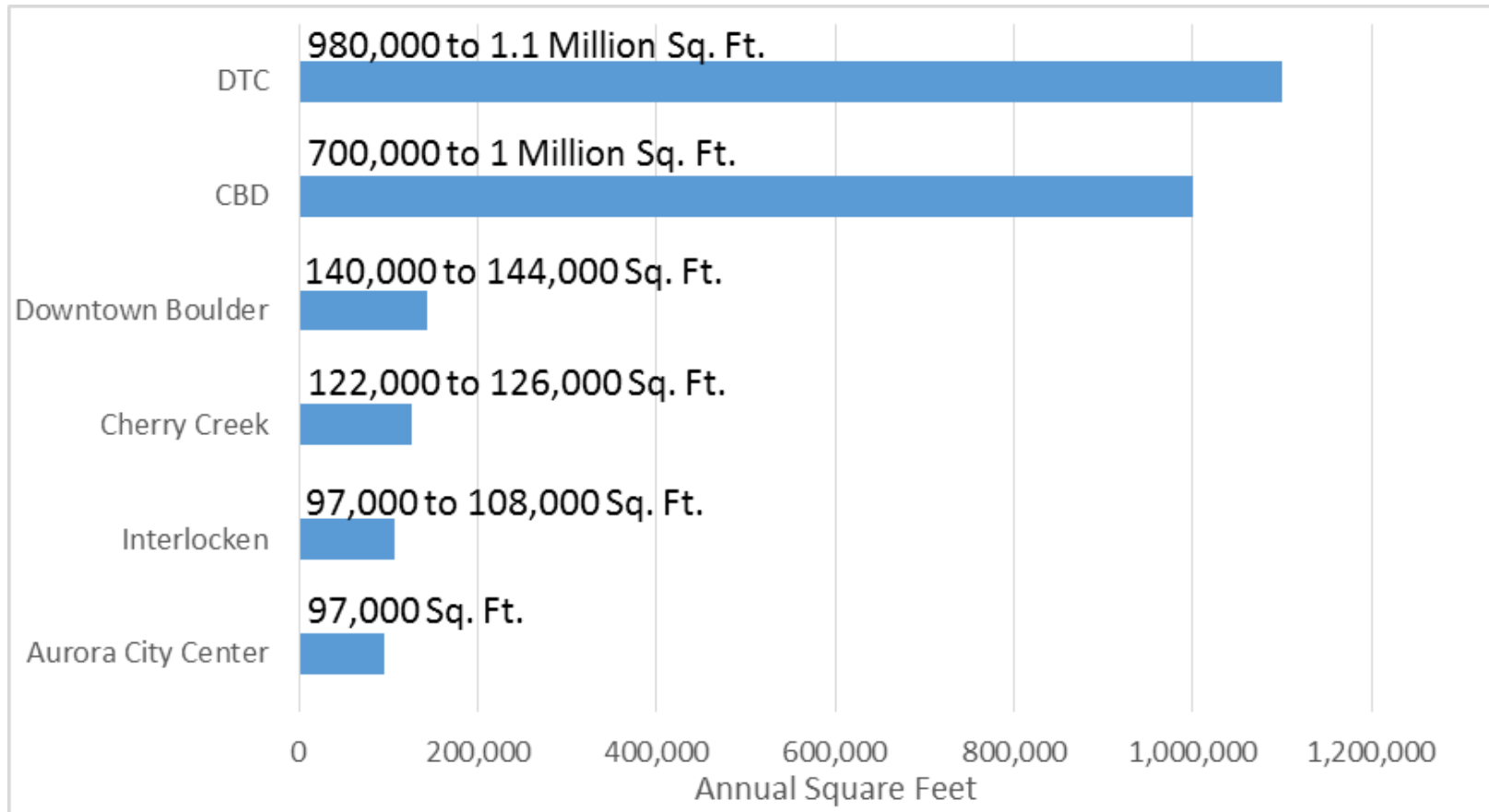
**2040**

Metro Area Market = 620 Million Square Feet

Northeast Area Submarket = 107 to 121 Million Square Feet

Northeast % of Metro Area = 17.2% to 19.3%

# Aerotropolis Scenarios: Annual Commercial Absorption / Change at Comparative Employment Centers between 1970 and 2016





# Summary Economic Impacts

## ANNUAL ECONOMIC IMPACTS



## EMPLOYMENT, DEVELOPMENT & DEMOGRAPHIC IMPACTS



- 18,500 on-airport jobs
- 55,500 off-airport jobs
- 21-35 million square feet of commercial development
- \$30 billion increase in assessable property values
- 9,400 FTE Direct Construction Jobs (25 years annually)
- 3,200 FTE Indirect Construction Jobs (25 years annually)
- 75,000 housing units
- 184,000 residents

# FINAL REPORT

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# Final Products

4-page Executive Summary

~ 20-page Main Report

Outreach &  
Engagement

Growth  
Projections

Infrastructure

Economic  
Analysis

Peer  
Aerotropolises

Governance

# Recommendations Framework

- Infrastructure
  - Water
  - Wastewater
  - Drainage
  - Transportation
- Governance
  - Options

# REVIEW SCHEDULE

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NEXT MEETING

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# Next Meetings

## Steering Committee

- Date: **TBD**
- Location: **TBD**

## Study Review Committee

- Date: **TBD**
- Location: **TBD**

# ROUNDTABLE DISCUSSION

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# THANK YOU

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# Study Web Page



## Projects

You are here: [Home](#) / [Projects](#) / Colorado's Aerotropolis

### Quick Links

[Learn More](#)

[Speaker Series](#)

[Visioning Study](#)

## Colorado's Aerotropolis

One of the most compelling economic opportunities in the world is moving forward.

### What is an Aerotropolis?

An urban plan in which the layout, infrastructure, and economy is centered on and around an airport.

### Visioning Study

#### Overview

The Federal Highway Administration funded a grant for a Colorado Aerotropolis Visioning Study to identify opportunities for the efficient infrastructure needed to foster and support economic development around Denver International Airport (DIA)EN. This study, administered by the Colorado Department of Transportation, comes at an opportune time to capitalize on the 1A ballot measure actions approved by Adams and Denver county voters. The visioning study will conclude in early 2016.

#### Collaborative Investment

The planning framework will identify opportunities for collaborative investments in infrastructure (Transportation, Water, Wastewater, Power, and Drainage).

#### Stakeholders

Jurisdictions adjacent to or near the airport are major stakeholders of the visioning study including Adams County, Aurora, Brighton, Commerce City and Denver. Economic development corporations, transportation agencies, and other infrastructure agencies are also involved in the study effort.



**108 INDIVIDUALS PARTICIPATED**



**33 MEETINGS BY THE END OF 2015**





# Colorado Aerotropolis Visioning Study

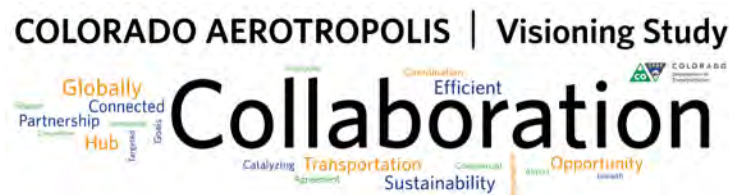
## Agenda

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Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #8
Date:	December 10, 2015 9:00 - 11:30 a.m.
Location:	CDOT North Program Office 4670 North Holly Street

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1. Welcome and Introductions
2. Jeff Fegan Presentation Takeaways [www.youtube.com/watch?v=I5zj1GN53Ow](http://www.youtube.com/watch?v=I5zj1GN53Ow)
3. Infrastructure Development for the Colorado Aerotropolis
  - a. Multimodal Loop
4. Economic Analysis
5. IGA Amendment
6. PIO Meeting
7. Peña Boulevard Study Update
8. Study Activities
  - a. Governance
  - b. Report/Interim Executive Summary
  - c. Web page <https://www.codot.gov/projects/aerotropolis>
  - d. Video
9. Next Meetings
  - a. Steering Committee: January 14, 10:00, Location TBD
  - b. SRC: January 21, 9:00, Location TBD
10. Adjourn



### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee #8
Date:	December 10, 2015, 9:00 a.m.
Location:	CDOT North Program Office, 4670 North Holly Street
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome (Chris Primus)

1. Chris welcomed everyone. Introductions followed.
1. Today's meeting is primarily focused on economic analysis

### Jeff Fegan and Panel Discussion Recap/Summary (Kip Cheroutes)

1. Kip gave a brief overview and summary of the presentation by Jeff Fegan that was held on November 19. The presentation was attended by about 80 representatives from public agencies, transportation organizations, elected officials, and the aviation industry.
2. Key takeaways from Jeff's presentation include:
  - a. Understanding of developer needs.
  - b. Relationship with and among the four host cities.
  - c. Cooperative planning task force to coordinate leads.
  - d. Close relationship with FAA to speed environmental view processes and airport layout change approvals.
  - e. Commercial development flexibility.
  - f. Cooperation, communication, risk-taking, patience, building trust.
3. Chris asked for others' perception of the Jeff Fegan presentation:
  - a. Laura Brandt: Texas is one of the areas we compete against more than anywhere else. Totally agree with Kip. We at MDEDC can start sending prospects that are appropriate.
  - b. Dan Poremba: The big question is how the (yet to be formed) Aerotropolis entity is going to interface with MDEDC with regional marketing. That is something that needs to be figured out.
  - c. Laura Brandt: DEN should be one of our partners. No need to do additional separate marketing. So we are not marketing against one another—like Denver is better than Aurora. Companies thinking about coming to the region think about Denver as a metropolitan region. And in the world's vision, Denver is comparable to Chicago or London, and no one thinks of the individual municipalities.
  - d. Rick Pilgrim: Would the MDEDC then be the doorway or entry point for companies looking to establish a business in Colorado? *Response:* The EDCs can be the clearinghouse, and we can engage the different entities and they figure out how to close the deal.
  - e. Tricia Allen: The individual firm would contact Laura Brandt. Laura sends it out to all the partners and the partners are responsible for identifying properties that best fit that need. Laura packages

it and sends it out. She is there to answer questions and make sure the site selector has all the information they need. Our job is to continue to market the region. We don't market against each other, but we have the opportunity to market our different assets.

- f. Laura Brandt: Going out to companies who might be looking for something doesn't work anymore. You don't get companies that way. You talk to them, they sound excited, and you never hear from them again once you walk out the door.
  - g. Kip: Big question mark about it is the district. How does that start as a district?
4. Jay Hendrickson and Rick Pilgrim once again extended their appreciation to Adams County for hosting the November 19 session and especially for recording the entire presentation and making it available on YouTube.

### Infrastructure (Chris Primus and Keith Borsheim)

1. For the Aerotropolis study, we would like to get an understanding of the layout of all of the infrastructure elements. We want to summarize a concept-level understanding of long-range plans and identify opportunities to collaborate for each of the infrastructure elements.
2. Water
  - a. We met with the different districts: Aurora Water, Denver Water, and South Adams County Water and Sanitation District. Aurora and Denver Water both have ample supply. The South Adams County W&S District does not have as ample a supply. In the long term, there is opportunity for collaboration among the water districts.
  - b. Bob Watkins: Regional cooperation is already heading in the right direction—to share resources. Aurora Water is really kind of in the national forefront in a lot of ways in doing conservation measures. The call for reduction in water use over time is something that regionally we need to evaluate. There needs to be concern about what is being set at the state level regarding water, per the recently adopted *Colorado State Water Plan*.
  - c. Question: Do you get the sense that the districts have enough supply? Generally Aurora projects that they can serve their respective area within current boundaries. For Denver there is enough supply. But if the state is asking a reduction in water use, that is something we need to consider.
  - d. Rick Pilgrim: Aurora Water has been aggressive in developing an integrated master plan. There was an example from a couple of years ago from a major manufacturer looking to relocate out near the DIA area required ample water. Overall, coordination and planning would be helpful and perhaps if there were coordination in place, that project might have gone through. But the site selector couldn't wait and had to move on.
  - e. Laura Brandt: Water Use Plan—Looking at the conditions here, we are not an area with lots of water. So this influences the types of industries and firms that might locate here. Long-term, high water use is not sustainable.
3. Wastewater
  - a. Met with the Metro Wastewater Reclamation District (MWRD) and the South Adams County Water and Sanitation District. MWRD serves multiple jurisdictions within the metro area, but unincorporated Adams County is not one of them. MWRD operates the Hite plant near 64<sup>th</sup> and York. It has available capacity, but some areas of the region require lift stations.
  - b. MWRD recently built the Northern Treatment Plant north of Brighton. It will open soon.

- c. It would be a long-term investment of installing a new interceptor to the Northern Treatment Plant. That would be an opportunity for collaboration. There is a Second Creek Intercept Study going on right now.
- d. The group requested the contact information for who is doing the study for the Second Creek Intercept Study. **ACTION: The study team will obtain this information and share with the group.** [Jim Mallore, of Metro Wastewater Reclamation District, [jmallore@mwrdd.com](mailto:jmallore@mwrdd.com)]

#### 4. Drainage

- a. Several watersheds are contained within the Aerotropolis study area. Each have drainage plans, but may have various stages of detail depending on the stage of development within the watershed. IGAs are typically in place establishing flow levels across jurisdictional boundaries.
- b. The Urban Drainage and Flood Control District, representing most of the jurisdictions in the metro area, is the organization that provides drainage planning, coordination, and infrastructure. It has long had a Northeast Quadrant subgroup that addresses drainage issues in the Aerotropolis study area.
- c. There are some unique circumstances concerning drainage with in our area. One is that the RMANW is in the center of our study area. The arsenal has stipulations on how much flow can go through its property. There are pretty strict agreements about the amount of water that can flow through its property. There would be a need for retention ponds in our study area, upstream of the arsenal. However, the FAA has restrictions on retention ponds near airports because of concerns about migratory waterfowl. They have stipulation that you can have retention ponds but they have to be emptied within 48 hours after a flood event. There is also a concern about drainage in airports regarding de-icing fluids during flood events, which is a water quality concern.
- d. For these reasons, the drainage infrastructure is more complex than other areas of the metro region. There is an opportunity for regional collaboration necessitated by these circumstances.
- e. The drainage basins also provide an opportunity for a trail system along our Aerotropolis study area.
- f. Kip Cheroutes: Recently, Denver Parks and Rec gave a really good briefing on trail development and construction going on around Denver in our area. There will be a Denver park trailhead. There is even connection to the Peña station.
- g. Dan Poremba: The trail is an open space agreement that we worked on with Denver Parks and Rec. It's a DIA open space, which allows that trail to connect to TOD on the other side of Peña Boulevard. What would be helpful is to address what you see is a critical path to the Aerotropolis development. For example, the pipeline and impacts to the timing.

Regarding drainage, it would be good to know what the impact of the retention ponds means regarding Aerotropolis development—like the Porteos development, for example.

- h. We are going to continue to work with UDFCD and summarize their issues and opportunity for collaboration.

#### 5. Gas and Electric and Communications

- a. Xcel Energy and United Power supply gas and electric in the study area. There are established power corridors, and substations, including a new one south of DIA. As the Aerotropolis grid network gets developed, continued coordination with these private power utility firms will be necessary.

- b. The Aerotropolis area will also need up-to-date communications fiber and cable.
6. Transportation (Keith Borsheim)
- a. Keith provided a recap and summary of what has been discussed regarding transportation.
  - b. Reasons to invest in transportation infrastructure include:
    - Transportation infrastructure is the backbone of economic activity.
    - The best infrastructure provides the best access to the most opportunities.
    - Provide catalytic projects to spur economic activity.
  - c. Process would include compiling existing plans, identifying commonalities of those plans, and establishing stepping stones to achieve everybody's visions collectively.
  - d. *Compile existing plans.* Keith presented a map showing existing plans in the corridor. The study team looked at plans for the strategic corridors in the study area.
    - DRCOG 2040 regionally funded projects = \$366 million plus \$1.2 billion for I-70 East
    - DRCOG 2040 locally funded projects = \$1.05 billion
    - And other planned projects
  - e. *Identify commonalities*
    - North-south pinch point capacity
      - Widen Peña and E-470
      - Tower Road and Piccadilly Road
    - Additional access to high order facilities
      - Interchanges along E-470 and I-70 and more access to the Airport
    - East-west capacity
      - 48th, 56th, 64th, 88th, 96th, 104th, 120th
    - Create a place with transportation choices
      - Capitalize on the East Corridor A-Line Commuter Rail
      - Provide BRT or other rapid transit solutions
      - Preserve ROW for transit - High-Speed-Rail or Commuter Rail
      - Build a regional trail system
    - Is there a focus on regional trail system? *Response:* Part of the study team's task is to compile cross sections from each jurisdiction. We recognize that each jurisdiction desires to provide complete streets, with strong pedestrian and bicycle facilities.
  - f. *Establish conceptual 2040 network.* Create catalytic projects and build toward separate visions collaboratively. The study team has used some guiding principles to establish this network:
    - Contiguous to active developments
    - Reflect current local plans
    - Incremental to previous investments
    - Prioritization through regional collaboration
    - Achieve early attainable projects

- Support a long-term vision
- g. Keith presented a map of the conceptual 2040 network and discussed the improvements shown on the map. The projects highlighted in magenta on the map are projects that would be constructed as part of the Aerotropolis scenario.
- h. Chris Cramer: One thing that should be added is connecting Tower Road to 120th. It is critical because 120th goes all the way over to the west side of town. Whatever regional backbone network we come up with, it would be an advantage for an Aerotropolis if it connects to 120th.
- i. How do we address Peña Boulevard? There is a big study going on right now. An agenda item today is a status update from the study team.

### Multimodal Loop (Chris Primus)

1. We stepped back as a team and thought about the concept of the multimodal loop, also termed a ring road.
2. One of the things that struck us is the vast size our study area. For functionality, the arterials are slow, even the fast ones. At-grade crossings create friction and impede flow. Grade separation is the key to fast movement for any mode.
3. Circumference around DIA is 20 miles. To traverse two sides. You could either go 60 mph and traverse it in 15 minutes or 25 mph and traverse it in 36 minutes.
4. We also looked at loop examples from different airports.
  - a. Orlando where there is a pretty robust system of freeway facilities encircling their airport.
  - b. DFW. Encircling DFW there is complex system of higher speed facilities, including tollways. Schiphol in Amsterdam has a system of highways that encircle the airport, as does Houston.
5. Bob Watkins suggested Dulles International Airport as an example worth learning from. Keith projected on the screen a Google map of Dulles.
6. DIA has E-470 as a high-speed facility on the west, but nothing planned for the north, south, or the east.
7. Chris pointed the attendees to a worksheet and asked each attendee to provide some ideas about a multimodal loop concept. This is part A of this exercise. The study team will summarize the input to discuss as a group at the next meeting on January 21 as part B of the exercise.
8. Chris asked the attendees if they have other airport examples that they would like explored, to let him know and we will present at next month's meeting.

### Economic Analysis (Arleen Taniwaki)

1. Chris mentioned the current trends have been moving so fast over the past several months regarding the Aerotropolis. We are thinking about changing our nomenclature from "Current Trends" to "Business as Usual" scenario. This scenario will be compared to the Aerotropolis scenario regarding the economic benefit. We have talked about growth projections of employment for the Aerotropolis scenario. We have talked about infrastructure and the costs associated with that. We have tried to size the infrastructure so that it serves that amount of employment and vice versa. We are trying to make sure we are in the ballpark of growth, infrastructure, costs, and benefits that comes with an Aerotropolis scenario.

2. Arleen Taniwaki provided a summary of the draft economic analysis. She mentioned the team looked at several things. We have a conceptual 2040 network—supporting all the new development—\$535 million investment of 45 linear miles of new and improved roadways.
3. Arleen presented base assumptions on a map. An additional 75,000 jobs in the Aerotropolis scenario is assumed, and this was developed partially by reviewing data from other airports. Each dot on the map represents 2,400 jobs.
4. The Aerotropolis scenario assumptions include:
  - a. Induces additional growth, above and beyond DRCOG projections for the area.
  - b. Opens up additional land for development.
  - c. Creates favorable market conditions through infrastructure investment.
  - d. Much of the growth represents a net gain in economic and fiscal benefits for the Denver metro area, rather than a diversion from the rest of the region.
  - e. Future land uses initially made up of industrial (1,650 acres), retail (660 acres), office (202 acres), and TOD mixed-use commercial (275 acres).
  - f. New employees drive demand for residential (75,000 houses).
5. Arleen summarized a comparison of the “Business as Usual” and Aerotropolis scenario. Jay Hendrickson asked how we define metro area. Arleen responded the study team used Bureau of Labor Statistics, as noted on the table.

	“Business as Usual” Increase*	Aerotropolis Scenario Increase*	Current Metro Area Estimates	“Business as Usual” % of Metro Area	Aerotropolis % of Metro Area
Jobs	6,000	80,000	1,325,000	0%	6%
Population	49,000	259,000	3,015,000	2%	9%
Commercial Development	3.6 Million Square Feet	46 Million Square Feet	467 Million Square Feet	1%	10%

\*Concentrated Development Area



Source: BLS, 2014 for Denver, Aurora, Broomfield, 2014 US Census estimates for Adams, Arapahoe, Boulder, Broomfield, Douglas, Jefferson, and Denver Counties. Costar 2015 estimates

6. The team looked at potential revenue streams for infrastructure investment. This is our first cut. We will be refining this as we move along. We looked at property taxes (assumed a 10-mill rate) and sales taxes. We assume we would have a 1/2 percent allocation from sales tax for the Aerotropolis scenario.
7. Arleen presented a table of revenue streams scenario.
8. The present value of future revenues from Aerotropolis-related development exceeds the total estimated project costs.
9. An effective governance structure and a high level of regional coordination would be necessary to:

### Potential Revenue Streams (\$2015) 2016-2040

	“Business as Usual”	Aerotropolis
Commercial Property Tax	\$19.0 Million	\$236.9 Million
Residential Property Tax	\$37.2 Million	\$236.3 Million
Sales Taxes	\$18.1 Million	\$90.0 Million
Residential Development Impact Fees	\$17.3 Million	\$110.3 Million
<b>TOTAL</b>	<b>\$91.6 Million</b>	<b>\$673.5 Million</b>

- a. Realize the Aerotropolis vision.
  - b. Finance the costs of aerotropolis-related infrastructure improvements.
  - c. Build a cohesive and regional economic development strategy.
10. Question: Did you use the assumption for increased in mills? *Response:* Yes, we did. It was 10 mills, which we know is a large amount. As we work with the governance person on our study team, we will need to adjust that. We don't want it to get so high that we are not competitive.
11. Question: Is this additional funds—in addition to today? *Response:* Yes, but it is very conceptual.
12. Question: The difference between status quo vs. Aerotropolis scenario, am I reading it right to be 46 million square feet? *Response:* Yes. Talking about a differential of 42 million square feet roughly.
- a. That number seems high. How do we test that number? The tech center is about 45 million square feet of office alone, with 65 million square feet of total commercial development. Downtown is about 35 million square feet of office.
  - b. Jay Hendrickson: All this is a good thing. We have vast increases in the metrics and the revenues outpace the cost. We want to highlight the goodness of that conclusion and draw the readers to that.
  - c. Jay Hendrickson: All this is a good thing. We have vast increases in the metrics and the revenues outpace the cost. We want to highlight the goodness of that conclusion and draw the readers to that.
  - d. Dan Poremba: This has to be dialed back, because if you think of Tech Center, it was developed over a long period of time. If we are going to be close to the idea of revenue being able to support cost, we really need to get support for that.
  - e. Comment: The limited amount of infrastructure we have to support 46 million square feet—that's a ton of development.
  - f. Comment: The footprint of the Tech Center and Downtown vs. the Aerotropolis area, I think is not sustainable for the Aerotropolis scenario. You would need a lot of infrastructure for this amount of area.
  - g. Note, Peña Boulevard is built, E-470 is built, and we have a leg up here relative to other areas.
13. Jay Hendrickson: I would encourage all of the EDC staff to be looking at this information and chime in on all of these issues so we can make this as robust as possible.
- a. Chris Primus: We really appreciate this group's input, so don't hold back with your comments.
  - b. Arleen Taniwaki: These are a first cut and we are expecting to refine these estimates.
  - c. Rick Pilgrim: I know it's hard for the team to come attend this meeting and understand everything exactly. We will definitely share all materials with this group. You've all asked for a number of very relevant comparisons and we will build those in and prepare an executive summary.
  - d. Jay commented that it is really important for people to speak up and ask questions to the study team so that we can find answers and really address all our concerns.

## IGA Amendment (Dan Poremba)

1. Dan Poremba gave an update about the IGA. There is talk behind the scenes on how to implement the IGA. Trying to figure out the protocols and how to put those in place. The political staff of both Denver



and Adams County and other jurisdictions are talking about a smaller working group to discuss the implementation of the IGA.

2. Once we get past December, there would be more intense meetings on the structure and operations of that smaller working group.

### PIO Meeting Proposed Agenda (Chris Primus)

1. We are looking at wrapping up this study in February. We have been in coordination with Amy Ford, the Communications Director with CDOT. There is a meeting with her and the main Public Information Officers from each of your jurisdictions on Monday (12/14) to talk about how to be in coordination regarding the communications for this study, and protocol for post-study communications.
2. Chris presented the proposed agenda for the meeting with Amy Ford for everyone's input. No comments were noted.
3. We will give an update at the January 21 SRC meeting about the communications meeting.

### Peña Boulevard Update (Tom Reed)

1. Tom Reed presented an update of the Peña Boulevard Study. He gave a brief overview of the history of Peña Boulevard. Peña Boulevard is owned, operated, and maintained by DIA, which operates under Federal Aviation Administration rules. Peña Boulevard was constructed by the City and County of Denver to provide roadway access to DIA.
2. Since the opening of DIA, commercial and residential development near the airport has grown, resulting in an increasing number of motorists using Peña Boulevard to reach destinations other than the airport.
3. The percentage of non-airport traffic has increased, outweighing the percentage of airport traffic (E-470 to Terminal is 100% Airport; I-70 to 40th is 40% non-Airport). This non-airport related traffic currently results in DIA spending about \$1 million a year in additional maintenance funds on Peña Boulevard. This issue, as well as future regional opportunities for the use of Peña Boulevard, must be addressed to remain in compliance with the covenants Denver has executed with the FAA.
4. DIA receives significant funding from the FAA to maintain runways and taxiways. Federal law requires that all revenue generated by DIA is used only for airport purposes. This rule applies to the maintenance and operation of Peña Boulevard.
5. The problem is that airport funds cannot be used to pay for the additional maintenance and future expansion needed as a result of non-airport traffic on Peña Boulevard. DIA must find an alternative source of funds to pay for non-airport use or eliminate non-airport use of Peña Boulevard. Otherwise, DIA and Denver could lose future federal funding, and the airport could be required to pay back federal funds previously received.
6. DIA hired URS/AECOM to conduct a corridor study on Peña Boulevard. The purpose of this study is to look at the long term transportation needs of the airport region. The goals of the Peña Boulevard Corridor Study include:
  - a. Identifying short- and long-term transportation needs of the Peña Boulevard Corridor.
  - b. Identifying and analyzing alternatives for improving and funding Peña Boulevard.

- c. Working with the City and County of Denver, our neighboring jurisdictions, DRCOG, CDOT, FAA, and other local, state, and federal partners to identify solutions that will continue to serve the community while meeting federal law.
7. Tom presented a map of the Peña Boulevard study area. The boundaries lie along I-70 on the south and 120th on the north; Hudson Road on the east and Chambers Road on the west. Peña Boulevard is just one piece of a regional transportation network. This study must look not only at Peña Boulevard but at the local and regional transportation needs of the surrounding communities.
8. Key study tasks and products of the corridor study include establishing baseline traffic conditions; modeling and analyzing future traffic conditions; developing and analyzing a full range of short-, medium-, and long-term physical, financial, and policy solutions; reviewing alternatives with stakeholder groups; selecting a set of preferred solutions; and producing a fully implementable plan for the Peña Boulevard Transportation Corridor moving forward that will be in compliance with the FAA's Revenue Use Policy.
  - a. The study will look at a whole range of potential infrastructure, financial, and institutional solutions.
  - b. Based on current land use plans for the airport and the surrounding areas, the study team will use traffic analysis to determine the amount of airport and non-airport traffic anticipated along Peña Boulevard from I-70 to E-470 over the next 20 years.
  - c. Transportation solutions that serve both airport and non-airport traffic will be developed and evaluated.
  - d. Mechanisms for funding operation and maintenance transportation improvements will also be identified.
  - e. Stakeholder input is important to this process and the team will conduct extensive outreach to get input from citizens and stakeholders.
9. Because of some additional non-airport funding we received from Denver, we got an extension from the FAA to the end of 2016.
10. Tom presented a summary of 2011-2015 traffic counts on Peña Boulevard. There has been a tremendous increase in traffic volumes between 2011 and 2015. We have 115,000 vehicles per day now—traffic coming to and leaving the airport. We need to do something with Peña Boulevard based on those traffic counts. We have a level of service C right now on Peña Boulevard; really congested. We will need to widen Peña Boulevard in the next 5 years. Part of the issue is, how do we fund the expansion of Peña Boulevard? That is one of the issues we hope to address in the study. We hope to secure \$55 million of federal funds. These would be FHWA funds, not FAA funds.
11. Tom gave a summary of traffic distribution: 40% on the south of Peña Boulevard is non-airport traffic (going to and coming from places other than the airport). Once you get up to Peña Boulevard, that's 100% airport traffic. The growth around the airport will increase demand on Peña Boulevard.
12. The next steps on the Peña Boulevard Study include outreach to agencies and local government jurisdictions in the first quarter of 2016, public outreach in the first quarter of 2016, selection of a preferred alternative in the third quarter of 2016, and completion of the project by end of 2016. Outreach with stakeholders and the public will occur throughout the process, including public meetings.
13. More information about the study will be posted on DIA's Web site soon (<http://www.flydenver.com>).

14. Comment: Peña Boulevard is a regional facility, no doubt about it. The question to the aerotropolis study is, how do we go about funding it?
  - a. Jay asked if Deb Perkins-Smith would have any thoughts on the issue. Deb replied that because of limited funding, CDOT has a policy to look at managed lanes. That's where CDOT is at this point.
  - b. Tom said that DIA has met with Don Hunt, and Don confirmed that CDOT does not have funding at the moment. We are looking at maybe some cost-sharing mechanisms, funds from metro district.
  - c. Jay suggested to include these funding mechanisms in the Aerotropolis study and explore them further. Chris said that we certainly could do that.
15. Question: Does this study anticipate looking at the same areas that we are looking at for the Aerotropolis study? Tom: Yes, it certainly does.
  - a. The study is trying to identify who uses Peña Boulevard, exactly for what reason—whether going to the airport, or going to a hotel for a conference. We have three studies going on at the same time – this Peña one, the Aerotropolis study, and the IGA coordination. Within the next month, when we reconvene, there might be some detailed information that would occur. There would have to be some convergence among all these studies.

## Governance Next Steps

1. Chris announced that next steps for governance will involve Ed Icenogle meeting with the representatives from the study jurisdictions to talk about governance options.
2. Chris will contact the jurisdictions for contact persons for interviews. This will happen in the next month.

## Study Final Products

1. Report/interim executive summary.
2. Video. We plan to create a video to summarize the study.
3. Web. The study is now on the web; hosted on the CDOT site. The site will be eventually migrated from CDOT's website to a website hosted elsewhere.

## Roundtable Discussion

Chris Primus asked the group for thoughts about today's meeting. Some of the comments were:

1. This has been a fantastic process and I am really excited about where this is going.
2. It was really interesting to hear update about the Peña Boulevard Study.
3. It has been really helpful to hear everyone's input to help us plan for the big picture.
4. Rick Pilgrim: The infrastructure working paper and the governance working paper will be glued together into the final report. We appreciate everyone's feedback so far.
5. Jay Hendrickson: This has just been a fantastic journey. This meeting today is probably the best meeting we've had, and we've had some good meetings. I would like to lean on Peter Baertlein on getting the contract amendment to extend the study deadline from December 31. Any strings you can pull would really be appreciated.

6. Tricia: In terms of marketing, we have not talked about the Office of Economic Development and International Trade (OEDIT). They market the entire state and they go to a lot of trade shows, so they would be a good resource. *Response/Jay*: We have engaged Sandi Moilanen at OEDIT. *Response/Tricia*: Sandi handles international business; we need to engage the person handling local business. **Tricia will provide Chris with the proper contact at OEDIT**, and we will re-engage OEDIT since it has been a while since we met with them.
7. Deb Perkins-Smith: It's been really exciting to see this gel together. CDOT is developing a database of potential projects/needs. Even if CDOT is not funding all of them, they like to see studies like this added to the database.
8. Tom Reed: Great job. Really appreciate the input so far. With the expansion of Peña Boulevard in the future, we will be doing a NEPA process, so we would appreciate everyone's support.
9. Chris Cramer: The takeaway from today is hearing about all the ongoing plans and studies. It would be interesting to see if that convergence would happen magically over the next month.
10. Bob Watkins: Two key things that we have to focus on—one is governance; the second is developing ongoing and continuing relationships with stakeholders. You cannot get too far into physical details and new infrastructure ideas until you accomplish the governance and relationships, because you could have one thing getting in the way of the other.

## Next Meetings

1. Steering Committee Meeting #4: January 14 at 10:00 AM; location to be determined
2. Study Review Committee Meeting #9: January 21, 9:00 AM, location to be determined

## Adjourn (Chris Primus)

1. Chris thanked everyone for attending today's meeting and for all the input.



# Colorado Aerotropolis Visioning Study

Name	Agency	Position/Title	Phone	Email
Bob Watkins	Aurora	Dir. Plan + Dev. Serv.	303-739-7541	rwatkins@aurora.gov
Steve Thomas	Converse City	Plg. Mgr	3/289-3683	stthomas@converse.com
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DAN FOREMBA	DIA	SUP, DEN RAIL FUTURE	3/621-5524	dan.foremba@hydenver.com





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# Welcome



## Colorado Aerotropolis Visioning Study



# Today's Purpose

- Economic Analysis



NOVEMBER 19  
JEFF FEGAN

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# Jeff Fegan and Panel Discussion

- Around 80 attendees
  - Public agencies, transportation organizations, elected officials, aviation industry representatives



# Takeaways

- Understanding of developer needs
- Relationship with and among the four host cities
- Cooperative planning task force to coordinate leads
- Close relationship with FAA to speed environmental view processes and airport layout change approvals
- Commercial development flexibility
- Cooperation, communication, risk-taking, patience, building trust

Presentation on Adams County YouTube site:  
[www.youtube.com/watch?v=l5zj1GN53Ow](http://www.youtube.com/watch?v=l5zj1GN53Ow)

# INFRASTRUCTURE

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# Infrastructure



Transportation



Electric & Gas



Communications



Water



Drainage



Wastewater

- Concept-level Understanding of Long-range Plans
- Identification of Opportunities to Collaborate

# Water

- Aurora Water
- Denver Water
- South Adams County Water and Sanitation District



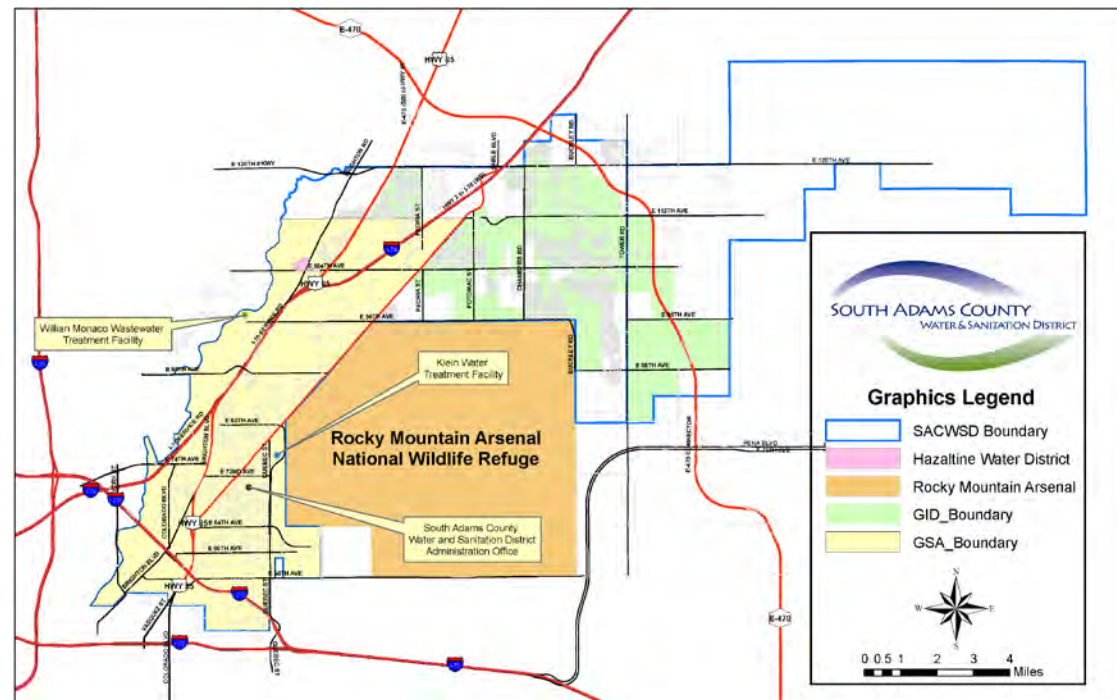


# Wastewater

- Metro Wastewater Reclamation District
- South Adams County Water and Sanitation District



*MWRD Northern Treatment Plant*



*South Adams County Water and Sanitation District Boundaries*



# Gas & Electric and Communications

- Xcel Energy
- United Power



# Transportation

- Reason to invest in transportation infrastructure
  - Transportation infrastructure is the backbone of economic activity
  - The best infrastructure provides the best access to the most opportunities
  - Provide catalytic projects to spur economic activity

*“It’s not the big that eat the small,  
it’s the fast that eat the slow.”*

- John Kasarda

# Transportation

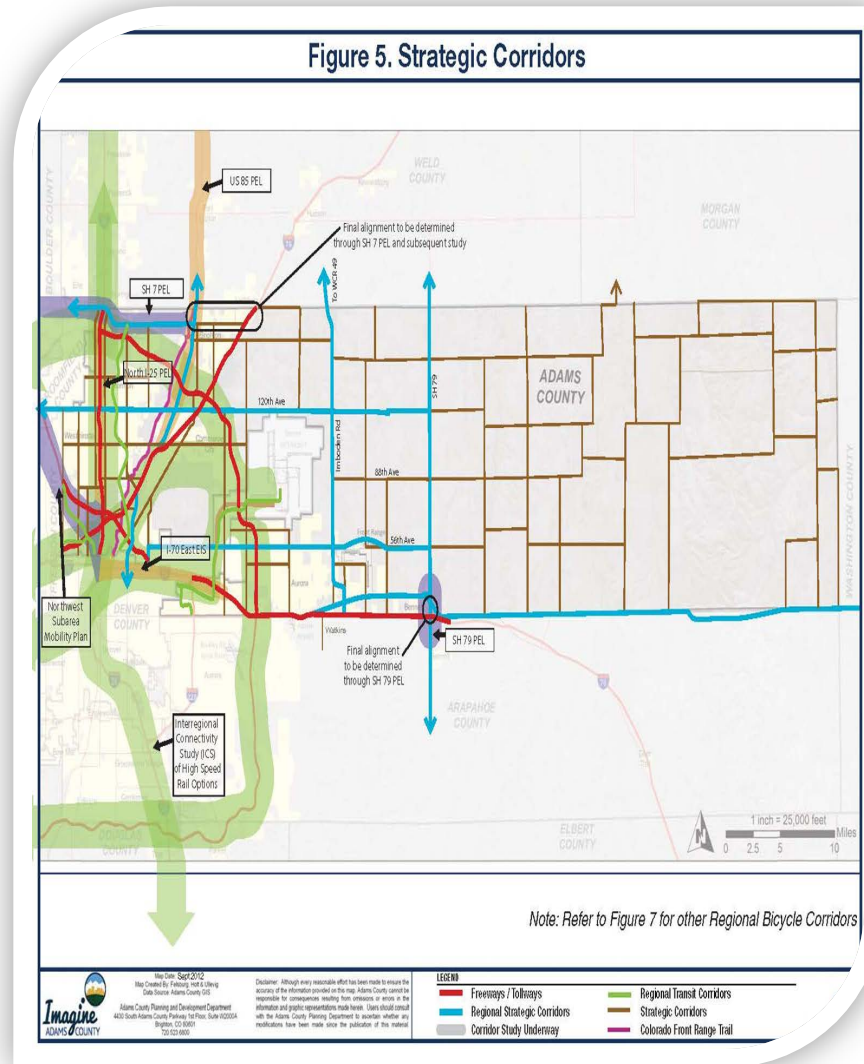
- Process

- Compile existing plans
- Identify commonalities
- Establish stepping stones to achieve everybody's visions collectively

*“It’s not the big that eat the small,  
it’s the fast that eat the slow.”*

- John Kasarda

# Compilation of Existing Plans



# Compilation of Existing Plans







# Compilation of Existing Plans

Figure 5. Strategic Corridors

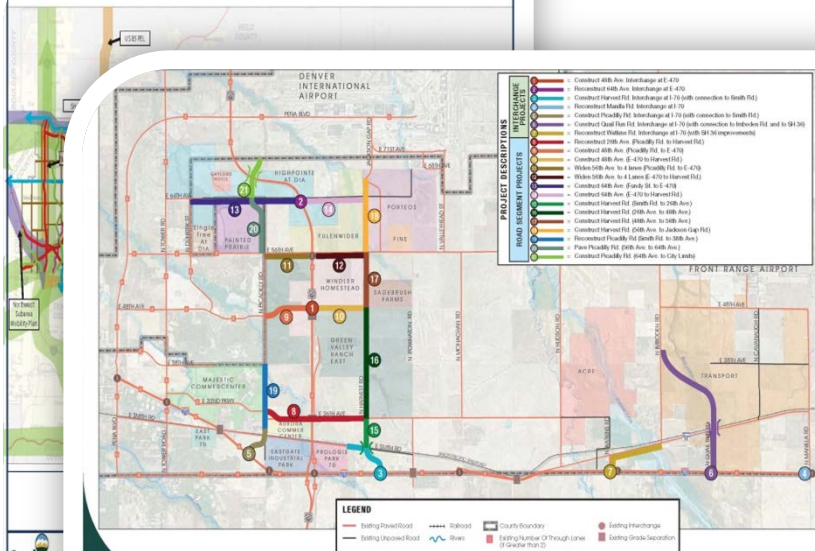
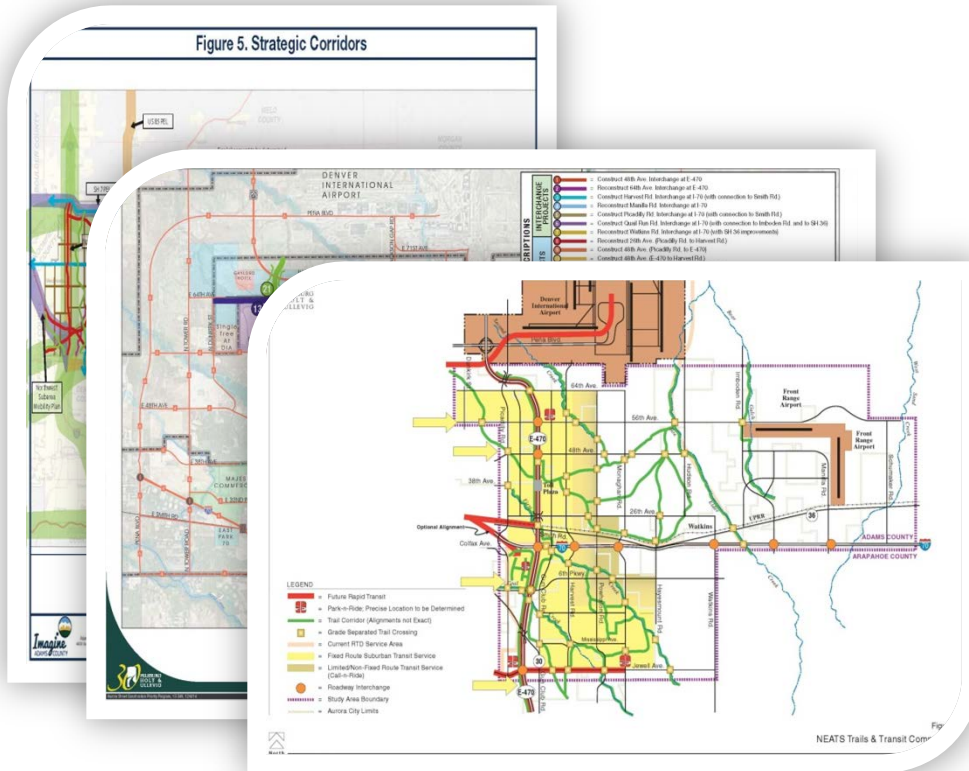


Figure 5. Strategic Corridors

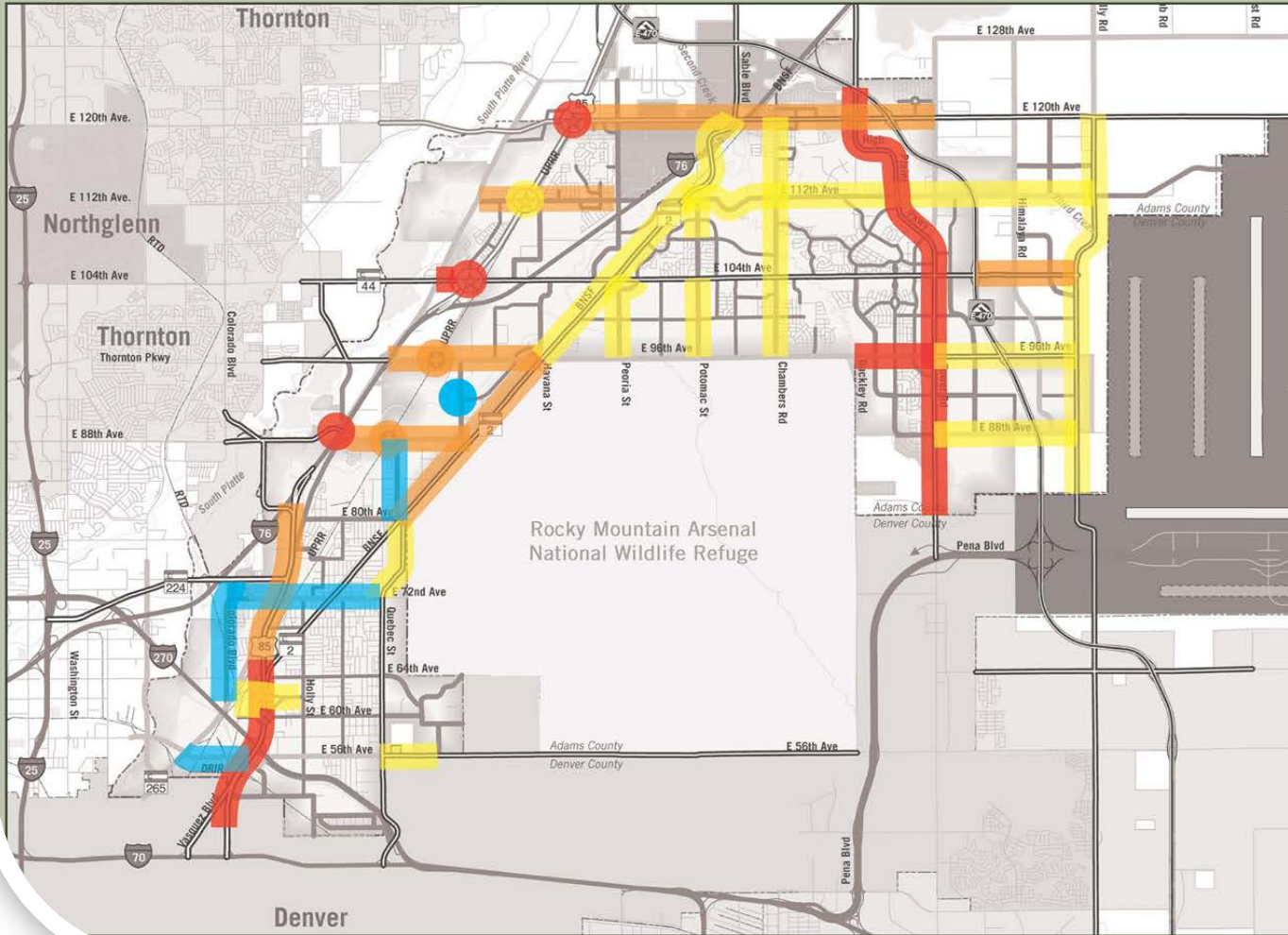


# Compilation of Existing Plans



# Compilation of Existing Plans

## ROADWAY IMPROVEMENT PROJECTS

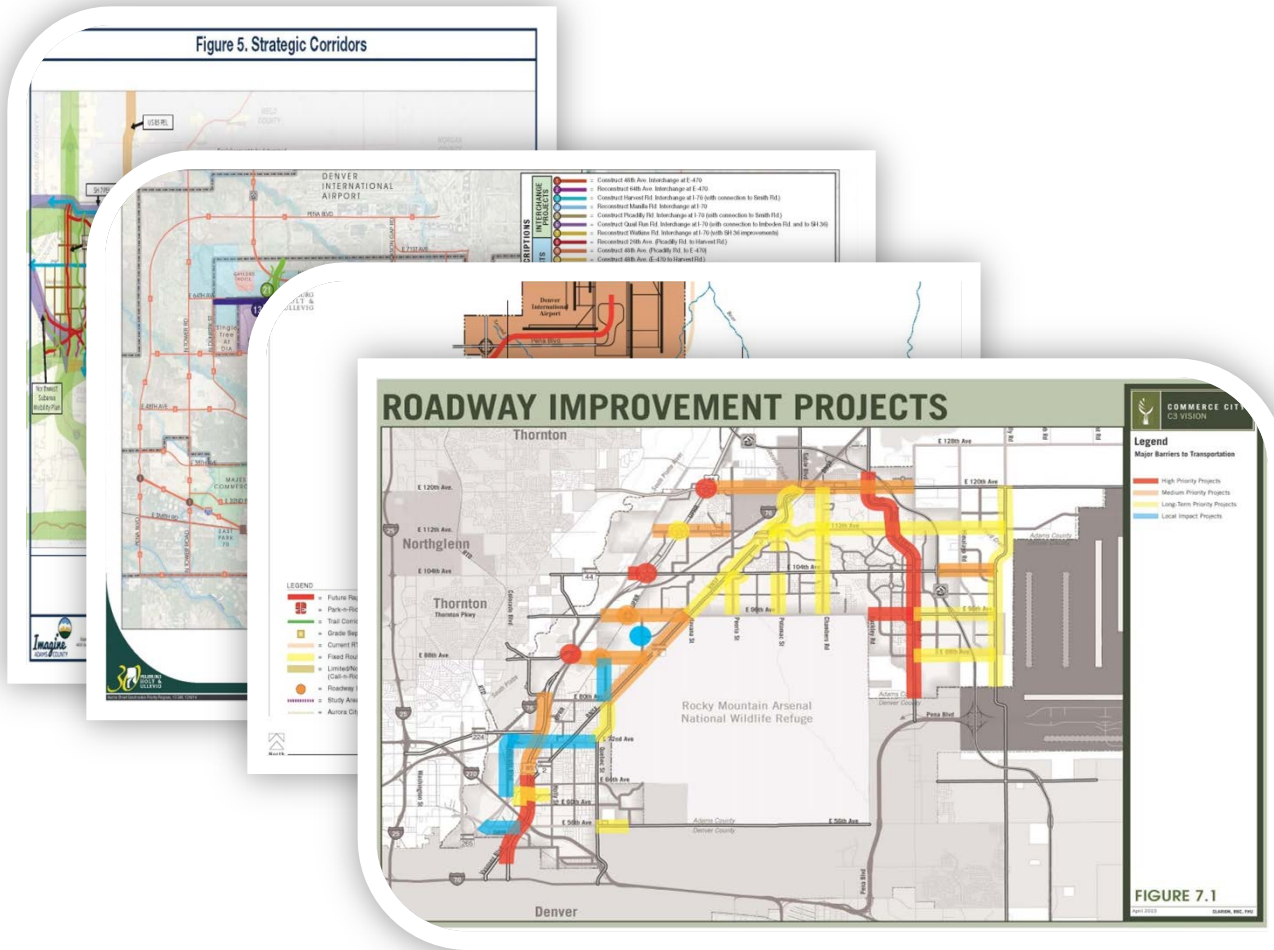


COMMERCE CITY  
C3 VISION

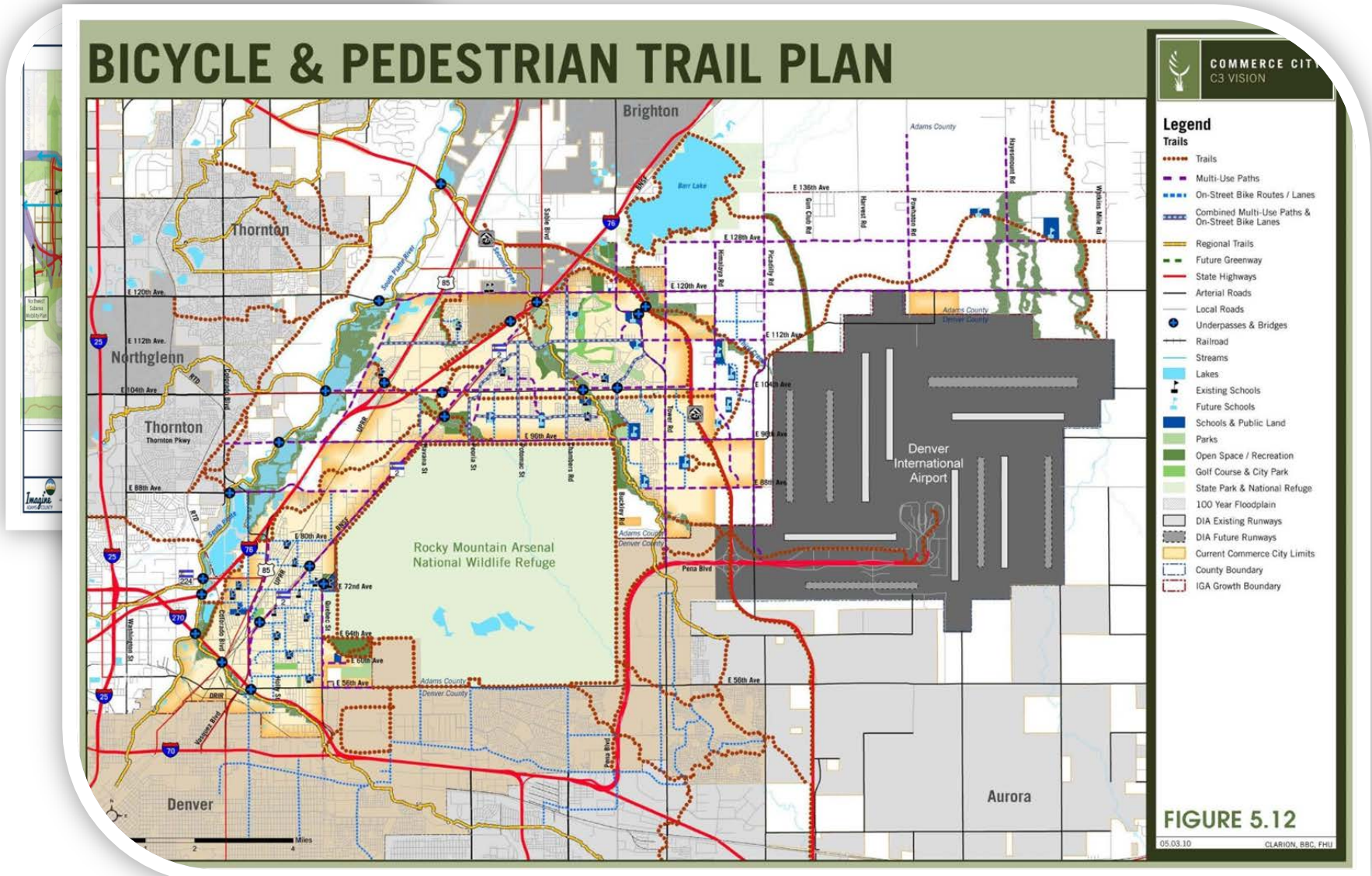
- Legend**  
Major Barriers to Transportation
- High Priority Projects
  - Medium Priority Projects
  - Long-Term Priority Projects
  - Local Impact Projects

**FIGURE 7.1**  
April 2010  
CLARION, BCC, FHU

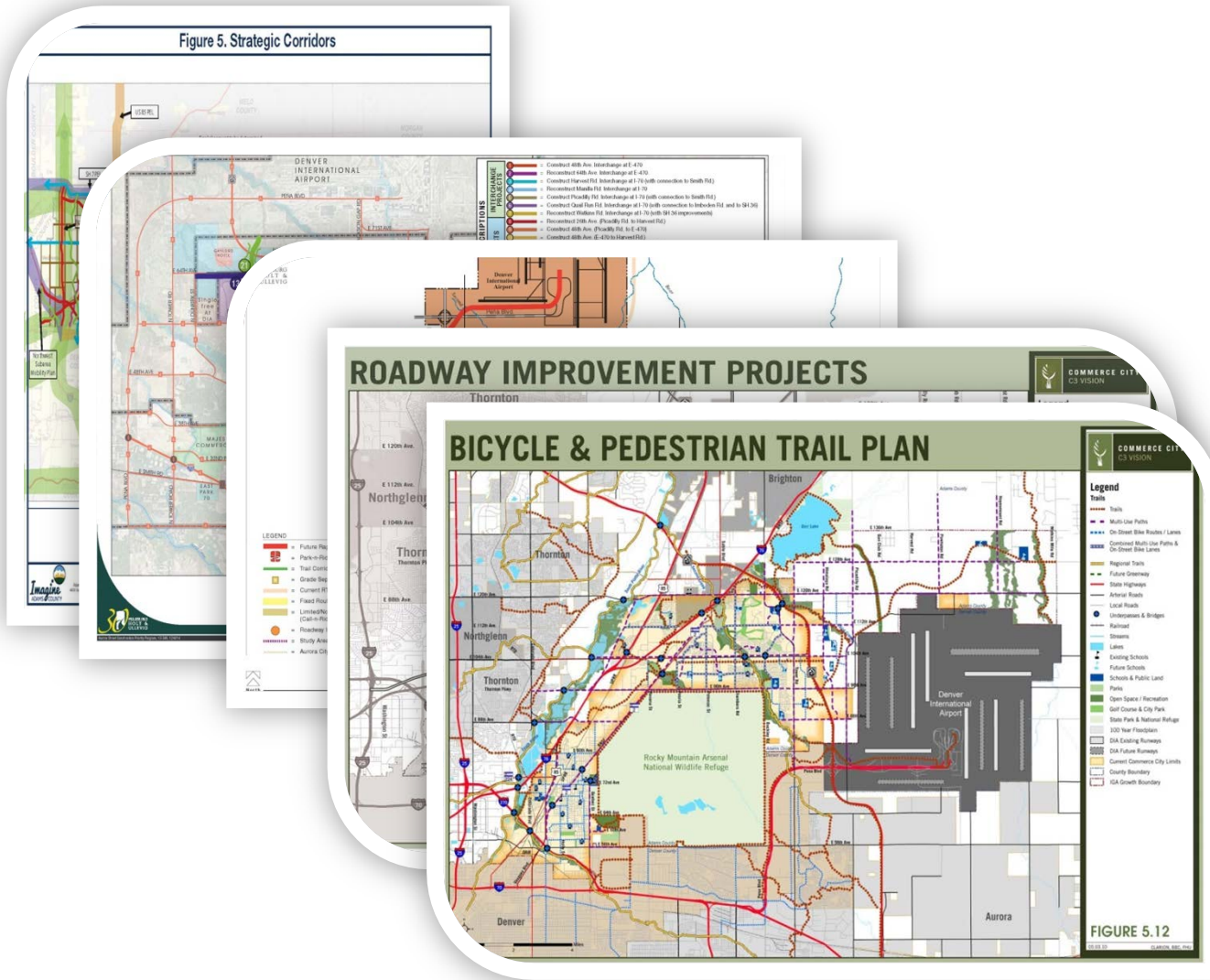
# Compilation of Existing Plans



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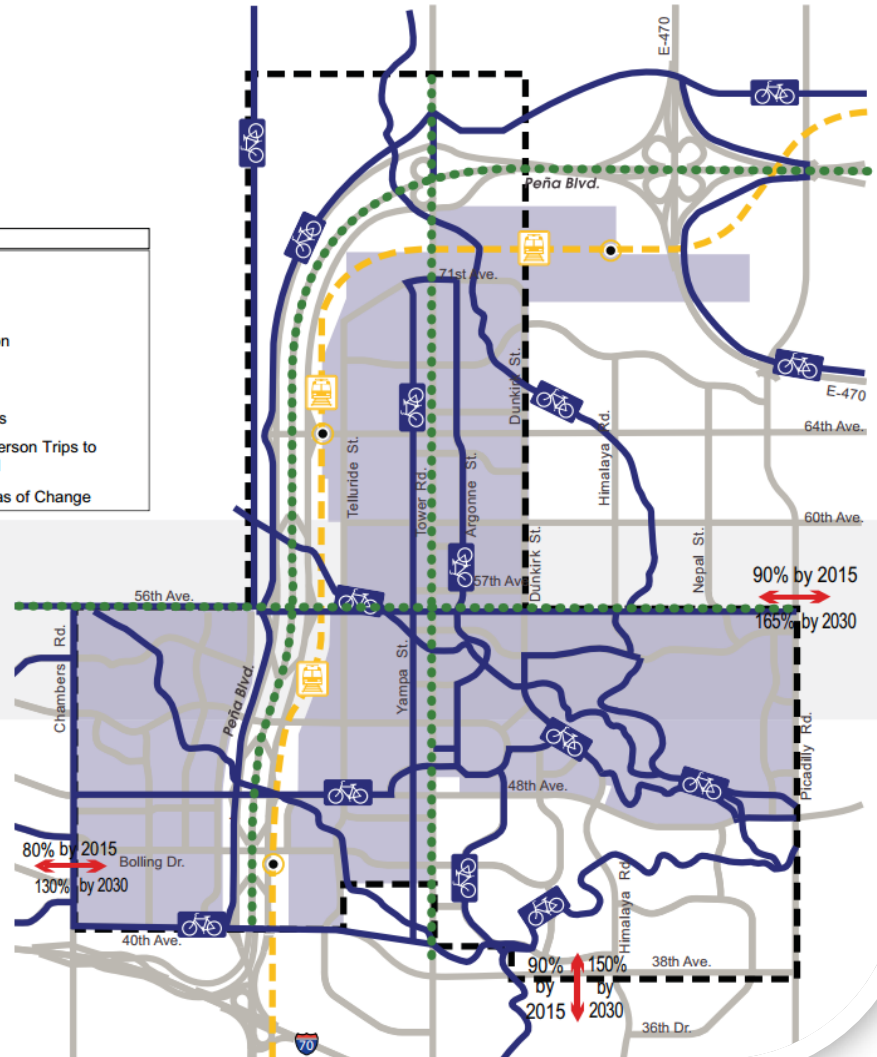
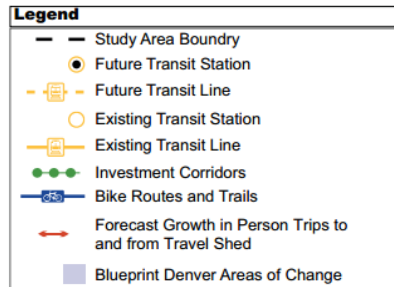


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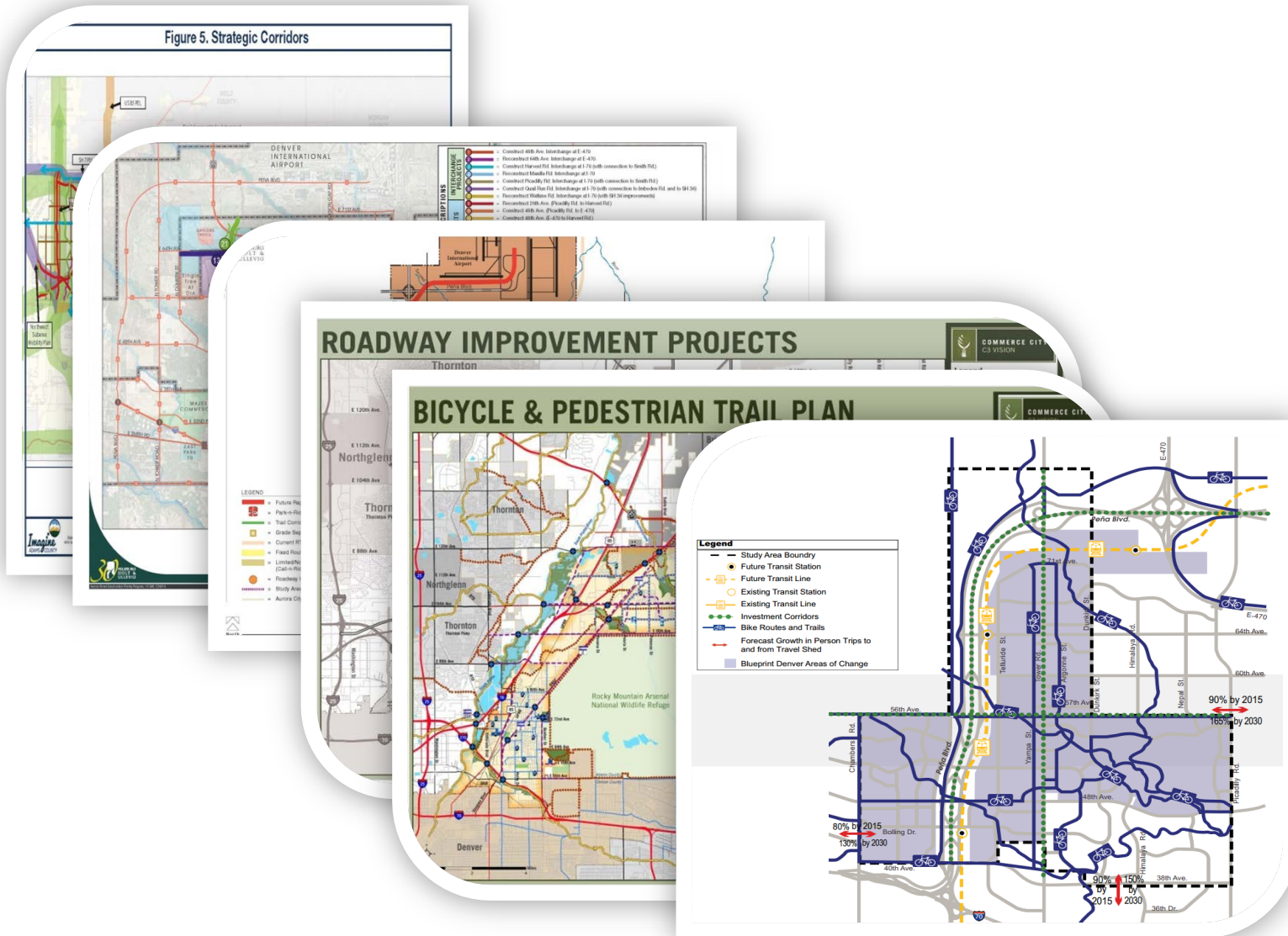
# Compilation of Existing Plans

Figure 5. Strategic Corridors



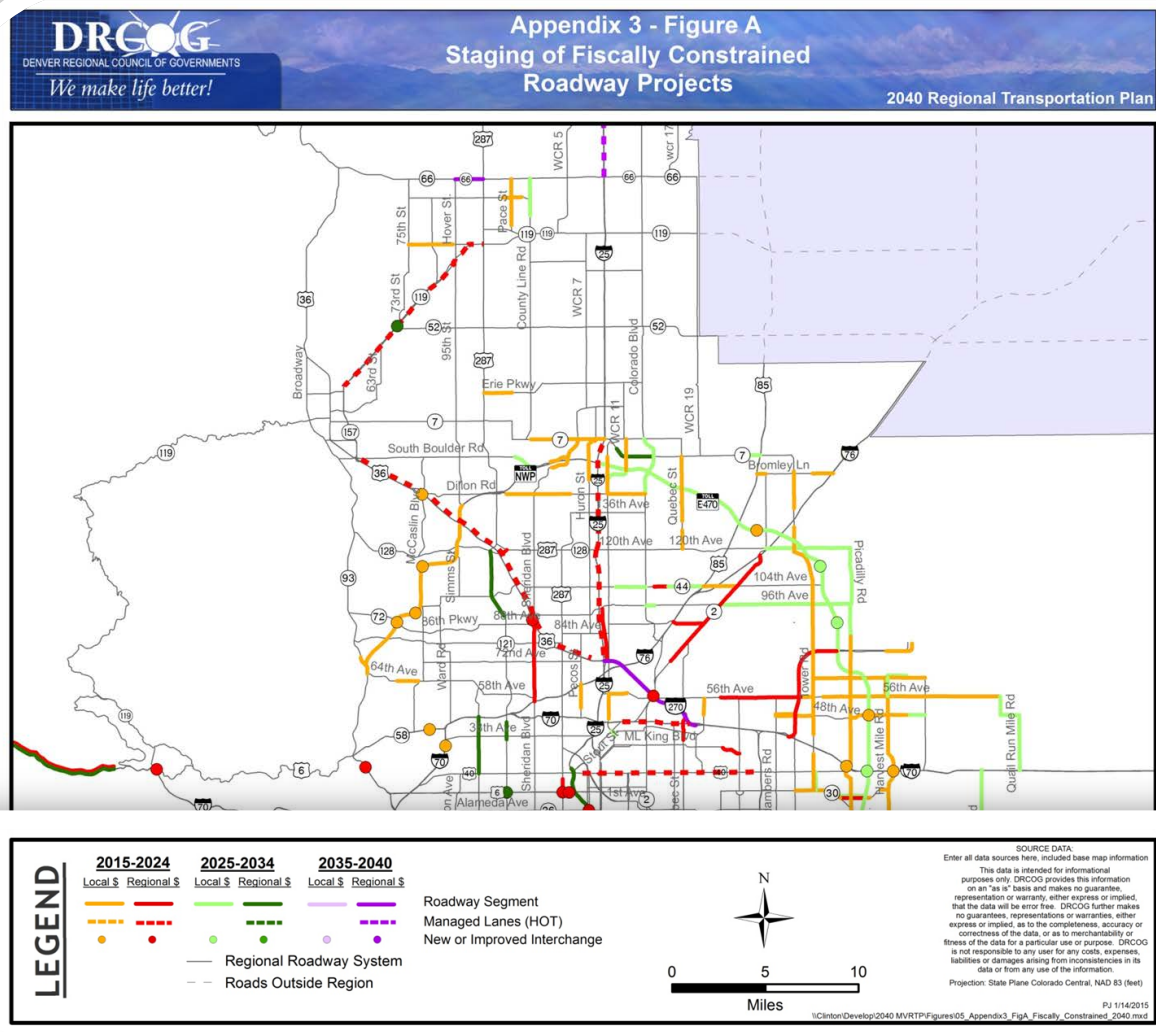
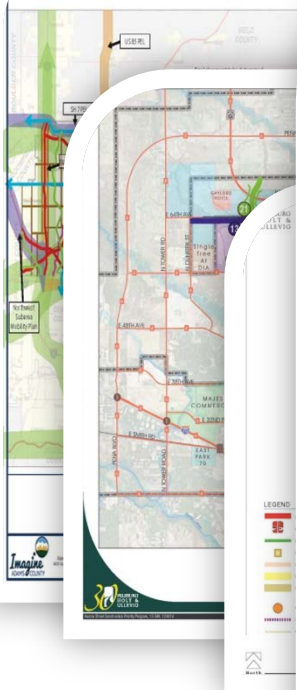


# Compilation of Existing Plans



# Compilation of Existing Plans

Figure 5. Strategic Corridors



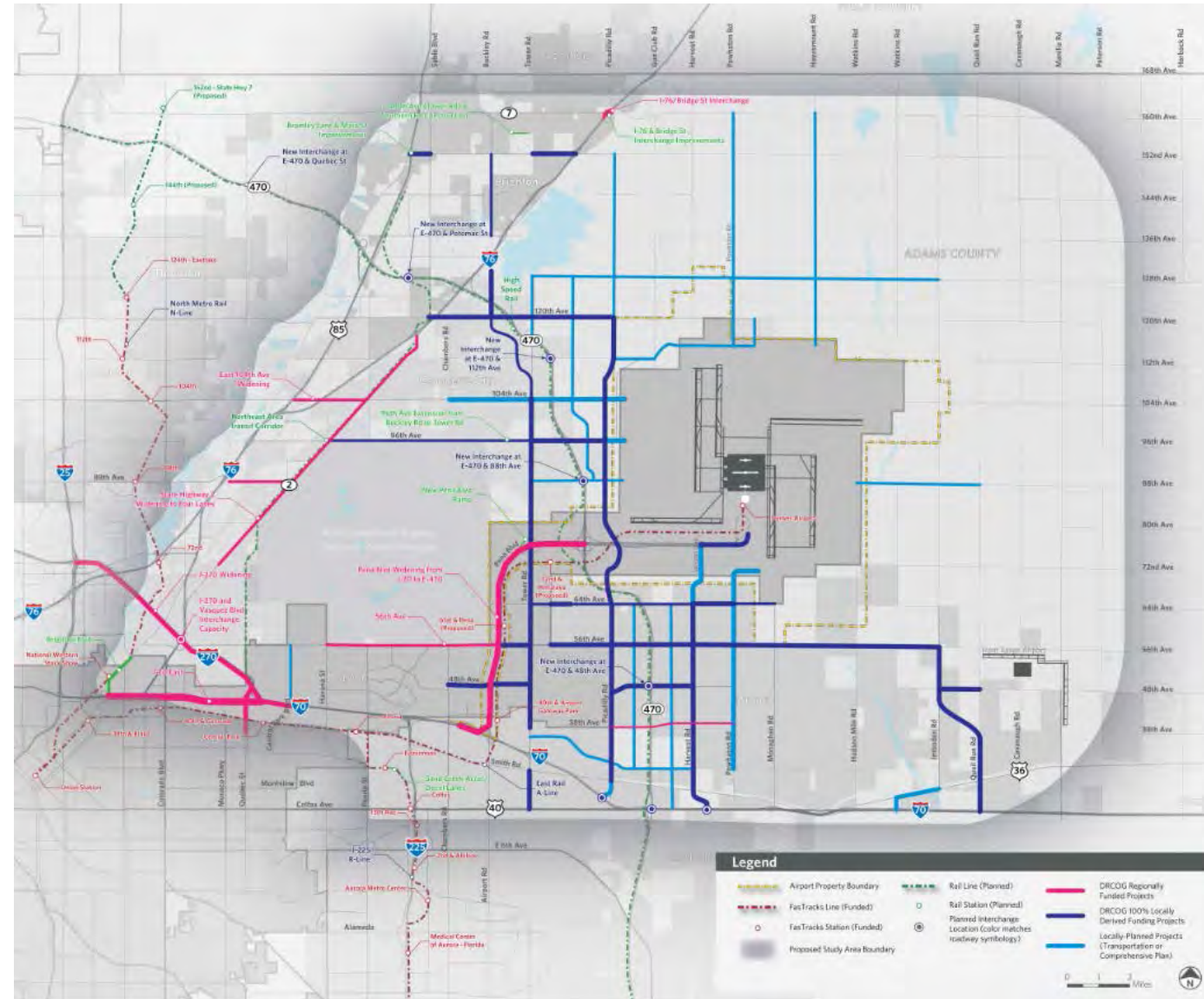


# Compilation of Existing Plans

DRCOG 2040  
REGIONALLY  
FUNDED  
PROJECTS  
**\$366 MILLION**  
**+ \$1.2 BILLION FOR  
I-70 EAST**

DRCOG 2040  
LOCALLY FUNDED  
PROJECTS  
**\$1.05 BILLION**

OTHER PLANNED  
PROJECTS



# Identify Commonalities

- North-South Pinch Point Capacity
  - Widen Pena and E-470
  - Tower Road and Picadilly Road
- Additional Access to High Order Facilities
  - Interchanges along E-470 and I-70 and more access to the Airport
- East-West Capacity
  - 48<sup>th</sup>, 56<sup>th</sup>, 64<sup>th</sup>, 88<sup>th</sup>, 96<sup>th</sup>, 104<sup>th</sup>, 120<sup>th</sup>
- Create a Place with Transportation CHOICES
  - Capitalize on the East Corridor A-Line Commuter Rail
  - Provide BRT or other rapid transit solutions
  - Preserve ROW for transit – High-Speed-Rail or Commuter Rail
  - Build a regional trail system

# Establish the Conceptual 2040 Network

- Create Catalytic Projects
  - Build toward your separate visions collaboratively
- Guiding Principles
  - Contiguous to active developments
  - Reflect current local plans
  - Incremental to previous investments
  - Prioritization through regional collaboration
  - Achieve early attainable projects
  - Support a long-term vision



# MULTIMODAL LOOP

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# Benefits of Speed

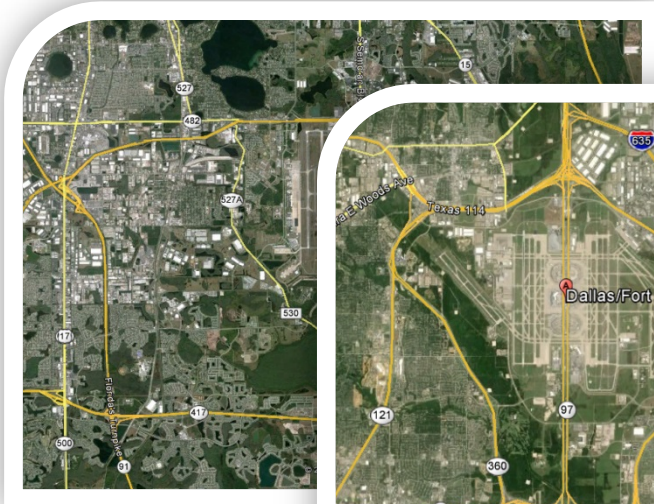
- Functionality
  - Arterials are slow – even the fast ones
    - At-grade crossings create friction and impede flow
  - Grade separation is the key to fast movement – for ANY MODE
- Circumference around DIA is 30 miles. To traverse 2 sides:
  - Avg. 60 mph = 15 minutes    Avg. 25 mph = 36 minutes

*“It’s not the big that eat the small,  
it’s the fast that eat the slow.”*

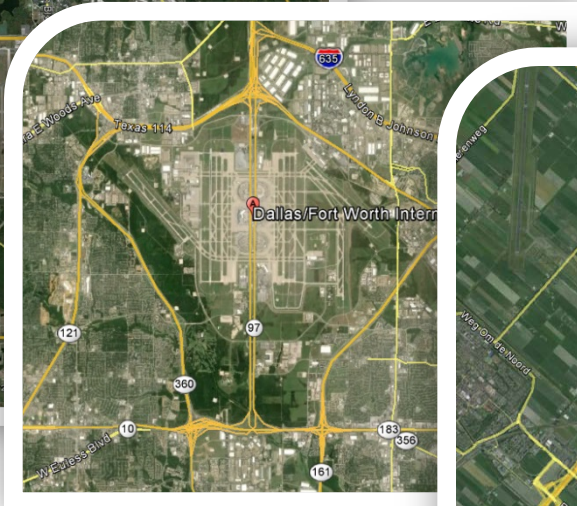
- John Kasarda

# Loop Examples

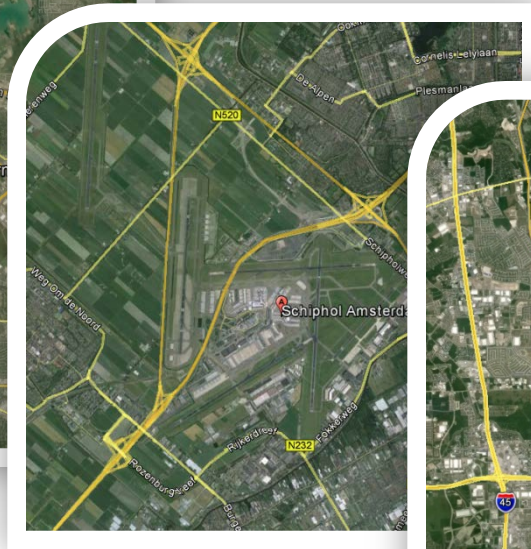
ORLANDO



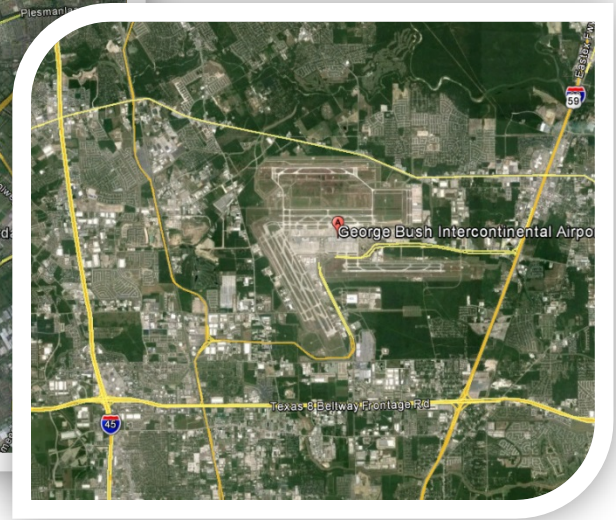
DFW



SCHIPOL



HOUSTON



*“It’s not the big that eat the small,  
it’s the fast that eat the slow.”*

- John Kasarda

# Loop Exercise

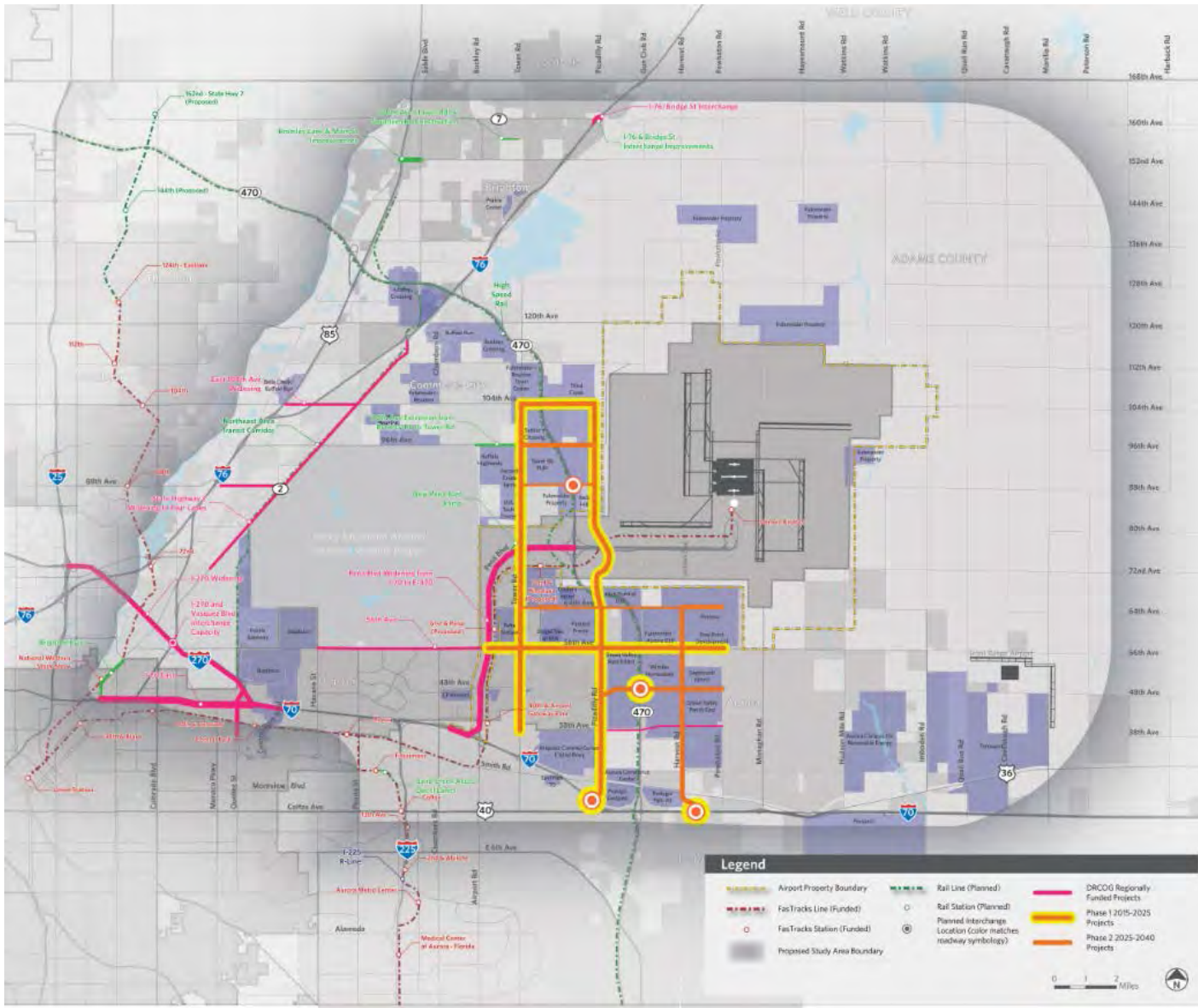
- Part A: Gather input today
- Part B: Report back January 21 at next SRC meeting

# ECONOMIC ANALYSIS

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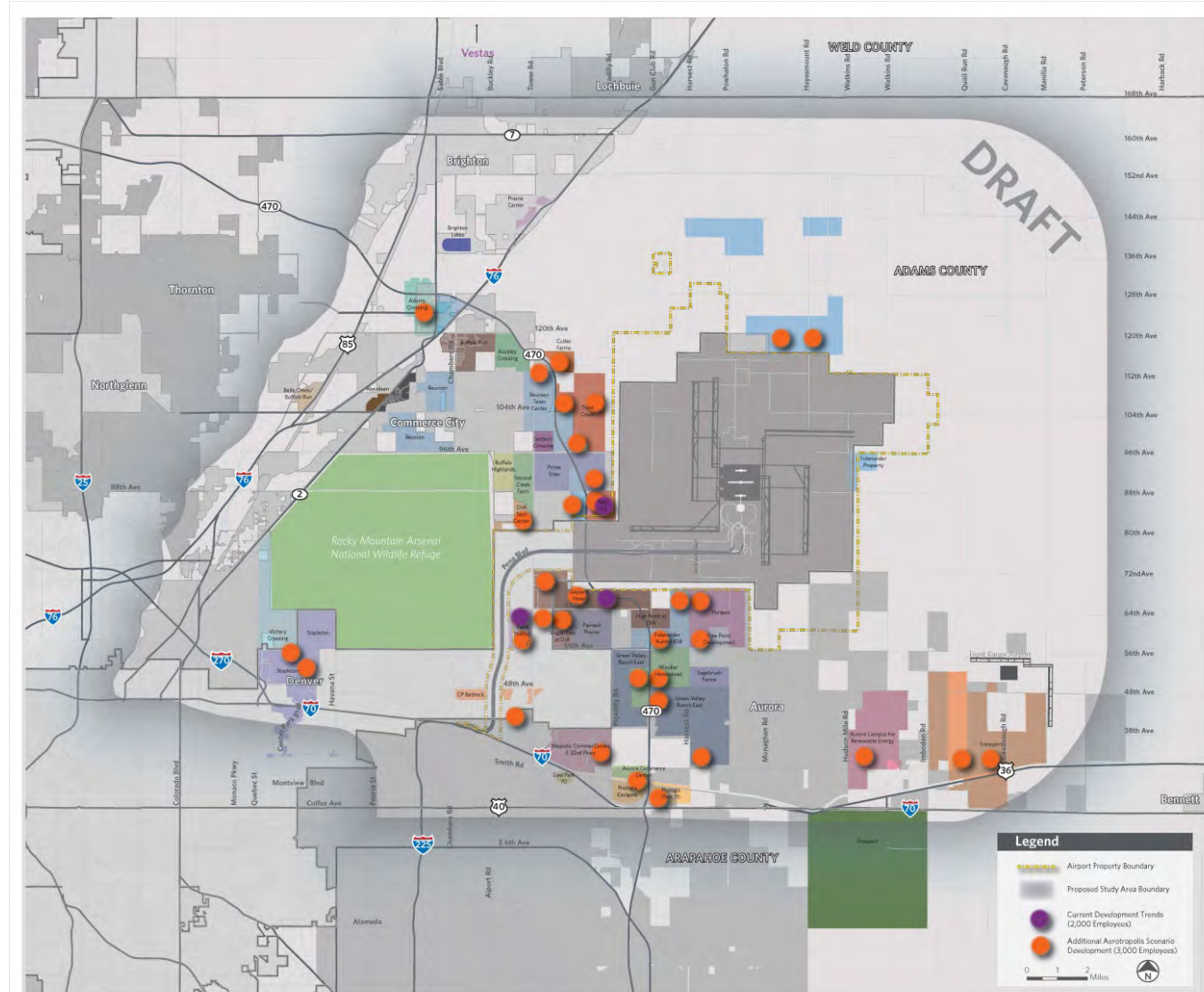
# Establish the Conceptual 2040 Network

- \$535 million investment of 45 linear miles of new & improved roadways.



# Base Assumptions

- Allocation of 75,000 jobs
- Each dot represents 2,400 jobs.



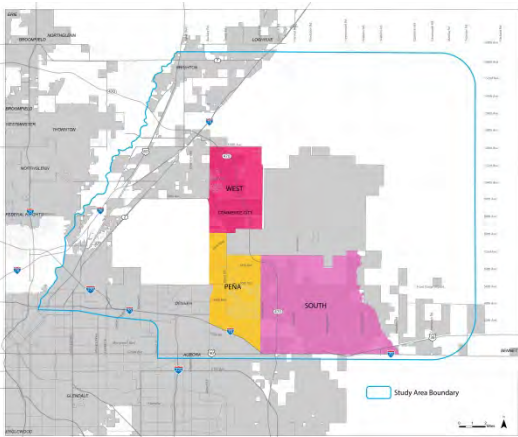
# Aerotropolis Scenario Assumptions

- Induces additional growth, above and beyond DRCOG projections for the area.
- Opens up additional land for development.
- Creates favorable market conditions through infrastructure investment.
- Much of the growth represents a net gain in economic and fiscal benefits for the Denver metro area, rather than a diversion from the rest of the region.
- Future land uses initially made up of industrial (1,650 acres), retail (660 acres), office (202 acres), and TOD mixed-use commercial (275 acres).
- New employees drive demand for residential (75,000 houses).

# “Business as Usual” vs. Aerotropolis

	“Business as Usual” Increase*	Aerotropolis Scenario Increase*	Current Metro Area Estimates	“Business as Usual” % of Metro Area	Aerotropolis % of Metro Area
Jobs	6,000	80,000	1,325,000	0%	6%
Population	49,000	259,000	3,015,000	2%	9%
Commercial Development	3.6 Million Square Feet	46 Million Square Feet	467 Million Square Feet	1%	10%

## \*Concentrated Development Area



Source: BLS, 2014 for Denver, Aurora, Broomfield. 2014 US Census estimates for Adams, Arapahoe, Boulder, Broomfield, Douglas, Jefferson, and Denver Counties. Costar 2015 estimates



# Potential Revenue Streams (\$2015)

## 2016-2040

Draft

	<b>“Business as Usual”</b>	<b>Aerotropolis</b>
Commercial Property Tax	\$19.0 Million	\$236.9 Million
Residential Property Tax	\$37.2 Million	\$236.3 Million
Sales Taxes	\$18.1 Million	\$90.0 Million
Residential Development Impact Fees	\$17.3 Million	\$110.3 Million
<b>TOTAL</b>	<b>\$91.6 Million</b>	<b>\$673.5 Million</b>

# Conclusions

- The present value of future revenues from Aerotropolis-related development exceeds the total estimated project costs.
- An effective governance structure and a high level of regional coordination would be necessary to:
  - Realize the Aerotropolis vision
  - Finance the costs of Aerotropolis-related infrastructure improvements
  - Build a cohesive and regional economic development strategy

# IGA AMENDMENT

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# PIO MEETING

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# PIO Meeting Proposed Agenda

- I. Aerotropolis Overview
  - a. Current study
  - b. How it relates to 1A
  - c. Next steps (post-study)
- II. Communications Goals and Objectives
  - a. Current Owner – CDOT
  - b. Future Owner – TBD
- III. Interim Communications Plan (immediate post-study)
  - a. What are the minimal elements?

# PEÑA BOULEVARD STUDY UPDATE

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# STUDY ACTIVITIES

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# Study Final Products

- Report/Interim Executive Summary
- Video
- Web



You are here: [Home](#) / [Projects](#) / Colorado's Aerotropolis

## Quick Links

[Learn More](#)

[Speaker Series](#)

[Visioning Study](#)

## Colorado's Aerotropolis

One of the most compelling economic opportunities in the world is moving forward.

### What is an Aerotropolis?

An urban plan in which the layout, infrastructure, and economy is centered on and around an airport.

### Visioning Study

#### Overview

The Federal Highway Administration funded a grant for a Colorado Aerotropolis Visioning Study to identify opportunities for the efficient infrastructure needed to foster and support economic development around Denver International Airport (DIA)EN. This study, administered by the Colorado Department of Transportation, comes at an opportune time to capitalize on the 1A ballot measure actions approved by Adams and Denver county voters. The visioning study will conclude in early 2016.

#### Collaborative Investment

The planning framework will identify opportunities for collaborative investments in infrastructure (Transportation, Water, Wastewater, Power, and Drainage).

#### Stakeholders

Jurisdictions adjacent to or near the airport are major stakeholders of the visioning study including Adams County, Aurora, Brighton, Commerce City and Denver. Economic development corporations, transportation agencies, and other infrastructure agencies are also involved in the study effort.

<https://www.codot.gov/projects/aerotropolis/>



**108 INDIVIDUALS PARTICIPATED**



**33 MEETINGS BY THE END OF 2015**

# Next Meetings

## Steering Committee

- Meeting #4: January 14, 10:00  
Location: **TBD**

## Study Review Committee

- Meeting #9: January 21, 9:00  
Location: **TBD**

# ROUNDTABLE DISCUSSION

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# THANK YOU

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# Colorado Aerotropolis Visioning Study

## Agenda

Project: Colorado Aerotropolis Visioning Study

Subject: Study Review Committee Meeting #7: Joint Meeting with Steering Review Committee

Date: November 19, 2015 9:00 - 11:30 a.m.

Location: Adams County Government Center

1. Welcome Jay Hendrickson, CDOT
2. Welcome from Adams County Charles "Chaz" Tedesco, Adams County Commissioner
3. Opening Remarks Erik Hansen, Adams County Commissioner  
Evan Dreyer, Deputy Chief of Staff, City and County of Denver
4. Study Overview
5. Presentation by Jeff Fegan
6. EDC Panel Discussion  
Moderator: Barry Gore, Adams County Economic Development  
Panelists:
  - Tricia Allen, Adams County Economic Development
  - Laura Brandt, Metro Denver Economic Development Corporation
  - Michelle Claymore, City of Commerce City
  - Yuriy Gorlov, Aurora Economic Development Council
  - Michael Martinez, Brighton Economic Development
  - Dan Poremba, DEN Real Estate
7. Adjourn

### COLORADO AEROTROPOLIS | Visioning Study



#### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

## Meeting Notes

Project:	Colorado Aerotropolis Visioning Study
Subject:	Joint Study Review Committee #7 and Steering Committee #3 Meeting
Date:	November 19, 2015, 9:00 a.m.
Location:	Adams County Government Center, Public Hearing Room
Attendees:	See attached sign-in sheet
Distribution:	SRC members, Steering Committee Members, File

Note: The entire meeting is recorded on video <https://www.youtube.com/watch?v=I5zj1GN53Ow>

### Welcome (Jay Hendrickson)

1. Jay Hendrickson welcomed everyone and announced the purpose of today's meeting. He mentioned the successful vote approving the amendment to the IGA. He thanked all the partners of the Aerotropolis study. The support and participation by the partners for this study have been incredible.
2. He introduced Jeff Fegan, today's guest speaker.

### Welcome from Adams County (Commissioner Jan Pawlowski)

3. Commissioner Pawlowski shared a piece of art that was about an Aerotropolis. When Aerotropolis came up a few years ago, she wasn't shocked to hear that word, but a lot of people were. She stressed the importance of everyone working together to achieve the vision. When the IGA amendment came up, it seemed like an insurmountable task. But because of Commissioner Erik Hansen's leadership, the amendment went through. She thanked everyone who supported the amendment and voted for it. The vote passed overwhelmingly.
4. One of the things that was constantly brought up is that Denver is in the center of the world. It only makes sense that we build an aerotropolis to go with that.

### Study Overview (Chris Primus)

1. Chris Primus gave a brief overview of the study area and presented the study area map.
2. He then introduced the Aerotropolis study vision statement, as well as the study objectives.
  - a. Vision: "A sustainable, efficient, well-connected, and globally recognized Colorado Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing."
  - b. Study Objectives:
    - i. Setting a collaborative vision.
    - ii. Comparing future growth with or without an Aerotropolis.
    - iii. Identifying a framework of collaborative infrastructure possibilities.
    - iv. Outlining a governance framework and implementation steps.
3. He announced the brand new website for the Aerotropolis study on CDOT's website. <https://www.codot.gov/projects/aerotropolis>

4. Through the course of this study, the study team has been learning and educating themselves about aerotropolis. Toward this end, Jeff Fegan, an aerotropolis authority, has been invited to present his experiences with developing DFW Airport.
  - a. Jeff Fegan has over 35 years in the airport industry, including 29 years with the DFW Airport—19 years as the Chief Executive Officer.
  - b. Under his leadership, DFW was one of the first to embrace the Airport City/Aerotropolis concept, which has resulted in significant new commercial development and substantial new revenues for the airport from projects, such as major industrial parks, hotels, and foreign trade zone developments.
  - c. Jeff focused significant efforts on Air Service Development leading to DFW Airport's position as one of the top connecting hubs in the world. Jeff ensured that DFW could handle future demands resulting in a number of major Capital Improvement Programs totaling over \$5 billion in new infrastructure during his tenure. Also as a result of his transformational leadership, DFW Airport has developed one of the strongest brands in the industry.
  - d. Prior to joining DFW in 1984 as the Airport's Chief Planner, Jeff worked in the airport consulting business starting his career in 1978. He earned a Master's degree in City Planning from the Georgia Institute of Technology, a Bachelor of Science in Geography from Frostburg University, Maryland, and completed the Stanford Executive Program at Stanford University.

### **Land Development at DFW International Airport: A Collaborative Journey (Jeff Fegan)**

1. A big believer of the Aerotropolis concept long before the Aerotropolis word was coined.
2. When he first saw the big piece of land around DFW, he understood its potential.
3. Attended the first Aerotropolis conference in 2002. The last conference in Denver was attended by about 300 people.
4. Here to talk about commercial development around airports. What's going on in Denver right now presents a great opportunity for development.
5. There are a lot of similarities between DFW and DIA. There is a lot of land around DIA. Both airports are relatively young as far as airports go. Both are located in growing communities with strong economies. Both cities do not have navigable waters, so the air really is the only major means of transportation.
6. At DFW, the surrounding communities looked pretty much the same when the airport first opened and for the first 10 years. Now when you look at all the developments around DFW, the land is bounded by rooftops. We got a lot of resistance in the beginning. People didn't believe that the opportunity was there. Every time we get started to look at a piece of land for development, there was a lot of resistance to the development. People were more interested in development on airport than off-airport. Having commercial development around the airport has become a very sustainable source of income through taxes.
7. DFW is located right in the center of the Dallas/Ft. Worth metropolitan area. Much of the land around the airport was undeveloped. But everything has now grown around the airport. DFW Airport is owned by the City of Dallas and City of Ft. Worth with 11 board members, including the mayors of Dallas and Fort Worth.

8. The airport has grown quite a bit, and has 7 runways. It is one of the highest capacity airports in the world. There is an extensive transit system and it is now home to the American Airlines HQ and operations center—the largest hub for American Airlines by far. Had a huge economic impact with \$31 billion a year. Probably the biggest change in the last 10 years has been the growth of international travel. There are 57 new international destinations. Large cargo operation with 700,000 tons of cargo every day.
9. 12,000 acres to protect for aviation purposes; but 5,200 acres are appropriate for development. Created 13 distinct development districts within the airport—about 6 are active. Each district represents different markets with different development potential. 50 years or more of development around the airport.
10. Development was limited until the late 1990s. The 1999-2000 timeframe is when things really got started. Development around the airport created pressures to build more on the airport. In 1999, entered into a tax-sharing agreement with four surrounding cities—Euleess, Irving, Coppell, and Grapevine. Started with a new rental car facility. A thousand acres around these areas are not yet developed. I suspect over time, these also will be developed.
11. Developers off airport began to realize the DFW Airport travel opportunity. It is different developing around airport. Trammel-Crowe was an early one. There are restrictions to consider.
12. Taxes total today of \$63 million have been generated from the surrounding commercial development and are expected to grow over time. And there are \$36 million of non-airline revenue to the airport every year.
13. Big driver was we had a very active regional council of government advocate—the North-Central Texas Council of Governments. It was a big advocate for roadway improvements to the airport. Now the airport is surrounded by highways and rail service. All these facilities are developing around the airport, that's where all these large commercial developments are. The proximity to the airport with transportation emanating from the airport really is a big draw for these developments.
14. A new hotel at DFW was constructed and is owned by DFW.
15. International Commerce Park—a development on airport started in 2000. Today it is completely built-out. It is a 422-acre site. DFW invested \$37 million in infrastructure for this site. It has done very well. The development community has invested \$247 million in all these buildings. Economic impact of this is huge. Airport gets \$6 million in revenue from these 422 acres of development.
16. Dallas Cowboys' main apparel headquarters is based on the airport. They import product from Central America. They distribute products in this building.
17. Southgate Plaza—another development that is in development today. The Hyatt Place is the third hotel we have on the airport. There will be post office in this complex and five other pad sites for other tenants.
18. Sikorsky—manufactures helicopters. What they do at DFW is repair/refurbish helicopter blades. They have a test facility at this location, then they ship the blades out.
19. An Infinity car dealership has located at DFW and it has become one of the best-selling dealership in the country.
20. We have two distribution facilities around the airport. One is the Logistics Center 1 with 23 acres of space. One distribution company distributes dialyses equipment. An example of some of the companies that see potential in locating in an airport.



21. Of course there were a lot of roadblocks during the development of the Aerotropolis around DFW, but with patience and persistence, it is possible. The surrounding communities will see the benefit of an Aerotropolis.
22. Denver really has a great opportunity. It has all the characteristics, in my opinion, to be successful and a big future ahead of you.
23. Lessons learned:
  - a. It takes a vision. It is a long-term commitment. Takes a lot of patience.
  - b. It requires communication, cooperation, and communication, which eventually leads to trust.
  - c. It created a new perspective on competition among the cities, as well as among airports.
  - d. We turned down a lot of big developments for a lot of different reasons. We were very selective.
  - e. Have to have a very strong understanding of the marketplace. There are a lot of opportunities out there that we have not thought of before.
  - f. Important to understand development needs. You have to have infrastructure in place. You have to be ready to go. If you are not ready for the developers, then you really are not going to be a player. You need to build infrastructure. Once we had everything in place, everybody just followed suit.

### Questions (Jeff Fegan):

1. You mentioned airlines. Talk about the dynamic DFW had to go through with the tax revenue generated by all of this. **Response:** DFW does not receive tax benefits at all associated with the development. The tax benefits go to the four cities and they distribute parts to the airport. \$36 million a year in revenue has been positive for the four cities. After the success we've had, there has been less resistance.
2. One of the tools is foreign trade zone program. Here in Colorado we don't use that much as a tool. Do you still see this as a viable tool that we should utilize as we try to draw companies in? **Response:** There were a lot of companies who asked to be within the trade zone. We have outside experts sat down with companies to make them see how they can benefit from it. Find a way to create scenarios wherein companies can benefit from it. The airport can take a bit of a role and help companies figure it out.
3. Can you describe off-airport developments that took place? **Response:** All land surrounding DFW has been developed. There aren't really any large tracts left that are not developed. It is completely built out.
4. Different situation in Denver right now - we have some development pressure southwest of DIA, but largely the airport is surrounded by empty land. Can you speak to that difference between DFW land use and Denver's? **Response:** You have a tremendous swath of real estate. DFW was really like Denver 20 years ago. It just took place over time. As people discovered this area as the place to live and work, more and more companies will locate here. You have massive highway system around DIA. It will just take a lot of time. You have a little more time to go before you get to where DFW is today.
5. Describe the relationship DFW had over time with FAA—as far as what was developable. **Response:** We had a very close relationship with FAA. They understood that DFW was committed to protecting the area around DFW. They didn't play a decision really whether something was on airport or off airport—only whether it was compatible for the airport and developing the plan. Commercial development

around the airport went pretty smoothly. We were able to fast track environmental assessments. They were approved pretty quickly. The FAA became a very good partner in the process.

6. One of the things we were pushing with our messages was, we were able to talk about the region as a whole. What are pros and cons we can present? **Response:** We met with the Chambers of Commerce for the surrounding cities. They were our greatest advocate. All the employees working on airport do not live on airport. They actually live in the surrounding communities.
7. What about retail? **Response:** We have very little on the airport. Retail we do have is related to satisfying employees or passengers getting off airplanes.
8. Governance. The planning coordination committee - is that the only form of coordination among the jurisdictions? **Response:** The overall governance structure for DFW has the 11 board members. They don't vote, in the political level they are involved. For the staff level, that is where the discussion takes place about what's coming up, who's knocking at our door. We impose a policy on our place, that if someone wants to come into the airport, we ask that they sign an agreement that they have no intention of considering Dallas or Fort Worth, to keep that issue off the table. Developers sometimes want to play one community against the other. We don't offer any special deals for them to come to the airport.
9. Tax revenue is split 1/3, 1/3, 1/3--does that mean all three cities have 1/3 split with DFW? **Response:** Yes, for the car dealership. 1/3 goes to the host city, and the other 2/3 is split between Dallas in proportion 7/11 and Fort Worth 4/11, per their original agreement between the major cities.
10. In terms of where DFW is and where Denver is, what would you say would be your biggest piece of advice, something you could have gone back and done differently? **Response:** Whole communication, cooperation, coordination—that trust that is very important. Working collaboratively. The runways developments created some lawsuits with surrounding cities because of noise problems. We went through a really rough time between 1989 and 1995-1996 with a lot of adversarial relationships between the cities and the airport. We got over that and now the relationship is much better. We just wished we could have done it differently. The biggest thing really was the trust. Everyone likes to be part of the successful deal. Now all share our success.
11. How long is the longest land lease around the airport? Does the Aerotropolis have a boundary that everyone agreed on? **Response:** 40-year leases normally. We had some leases that went longer—99-year lease for one hotel. The influence of the Aerotropolis has gone 40 miles around the airport.
12. Was there a regional infrastructure agreement put in place around the DFW Aerotropolis? **Response:** Dallas was advocating funds for their infrastructure, same with Ft. Worth. No really specific agreement around the airport. Everything that happened around the airport, we extended our utilities to the development around the airport. But really no agreement among the cities.
13. Within the study area there is the Front Range Airport. From your perspective, what would be the best way in integrating that property around this plan? **Response:** Around the DFW area, I think there were 55 other airports, along with other airports serving different functions, I haven't studied that to give you any good advice and thoughts about Front Range Airport.

## Statistics (Chris Primus)

1. Chris Primus thanked Jeff Fegan.
2. Chris Primus shared some statistics that put DIA in perspective with other airports.
  - a. Total Jobs within 5 miles (2010 data; UNC):

- Of DIA: 21,000
  - DFW: 397,000
  - Houston: 171,000
  - Orlando: 145,000
  - Seattle: 190,000
  - Washington Dulles: 240,000
- b. These numbers illustrate the opportunities we have here. But, obviously, we have a lot of work to do.

## Round Table/EDC Panel Discussion

1. Moderator: Barry Gore, Adams County Economic Development
2. Panelists:
  - a. Laura Brandt, Metro Denver Economic Development Corporation
  - b. Yuriy Gorlov, Aurora Economic Development Council
  - c. Michelle Claymore, Commerce City Economic Development Director
  - d. Tricia Allen, Adams County Economic Development Senior Vice President
  - e. Michael Martinez, Brighton Economic Development
  - f. Dan Poremba, DEN Real Estate
3. Barry Gore introduced the panelists, and offered the panelists further specific questions for Jeff Fegan:
4. Tricia Allen: Spirit of cooperation and collaboration among the municipalities. How do you maintain that spirit of cooperation when you have changes in leadership? **Response:** It is very difficult. We dedicated resources from the airport to focus on surrounding communities. That was their job to stay connected and get out there to work with these communities. Dedicated resources were the key to our ongoing success.
5. Barry Gore: Is there a central point for the collaboration? **Response:** It was really hard for DFW because there are a lot of stakeholders involved. There wasn't really a central point. And we have a lot of tenants and developers.
6. Dan Poremba: Our study group has had strong consensus for infrastructure and financing. What advice can you give on that? How we might move that forward? **Response:** We were so fortunate to have that champion at the NCTCOG Michael Morris, who supported us. The Highway Department can only do so much. Tollways also made a difference.
7. Yuriy Gorlov: How many access points were added to the airport? **Response:** Probably 8 different connections leading to the international parkway.
8. Michelle Claymore: Any companies that required through-the-fence access? **Response:** We have never allowed through-the-fence access. I don't recommend that.
9. Barry posed a question to the panelists: What resonated with each of you the most about Jeff's presentation?
  - a. Laura Brandt: Most significant thing was the need for patience. The other was the fact that the airport is the reason that most companies are looking to come in to either Dallas or Ft. Worth.

- b. Poremba: The tale of four cities, and the early concern about competition amongst the cities. We'll be successful at economic development - if we can collaborate, we can make win-wins.
  - c. Michael Martinez: We are already ahead of the curve as it stands now with Metro Denver EDC - we market collectively to the world. We have good collaboration among our cities.
10. Barry Gore: What would be the challenges for businesses to locate near DIA?
- a. Michael Martinez: Infrastructure would be the biggest challenge and risk. But we are just starting so we can talk with the communities to address that risk.
  - b. Tricia Allen: Figure out how we identify the best tenant for that area. And also figuring out non-aviation-related business. In a survey, first was transportation and connectivity. The second most important factor to consider was amenities, such as retail, entertainment, and other aspects.
  - c. Yuriy Gorlov: The opportunity to attract international companies is huge. We need to figure out how to attract those companies.
  - d. Michelle Claymore: Would be fun to see how to attract niche companies where transportation is a big piece of their business.
  - e. Dan Poremba: We have a perfect storm occurring right now as far as opportunities. The FasTracks connection to the airport is huge. The improvements to I-70 are going to be a big plus. The 15,000 acres of land surrounding the Rocky Mountain Arsenal Wildlife Refuge cannot be discounted. Being able to contact Europe and Asia in the same business day—that platform is going to be important.
  - f. Barry Gore: It is our vision to build an aerospace technology park. The Front Range Airport is envisioned to be a spaceport, and build on aerospace sector that is already here in Denver. Gaylord is another one that will accelerate development. What I am hearing is the importance to get myself to my customers and our customers to us, we see that opportunity to fly to DIA and connect to the Front Range Airport, that door-to-door access would be important.
11. Barry Gore: What other business sectors do you think we should attract?
- a. Michelle Claymore: There are already interests for distribution centers around the airport.
  - b. Laura Brandt: We have heard that it is important for developers to be really close to the airport. Panasonic relocating on 61st and Peña Blvd is huge.
  - c. Michelle Claymore: We are widely known for our high-tech and highly educated workforce.
  - d. Michael Martinez: The Colorado Bioscience Organization could potentially help us.
  - e. Dan Poremba: Panasonic really is a game changer in the airport region. We need to establish a real estate paradigm that is not based on cargo. And Panasonic really has helped us start that.
  - f. Barry Gore: We have the rail connections and transportation facilities, but we don't have the population that DFW has. We are a destination airport for freight.
12. Barry Gore: Are there any recommendations for accelerating development around DIA?
- a. Michael Martinez: Formalize the collaboration from a governance standpoint is key.
  - b. Michelle Claymore: Solve infrastructure challenges. And communication, communication, communication.
  - c. Dan Poremba: A great case study was presented to this study - the Southeast Public Improvement Metro District. There is wealth of information that we can use from this and other studies that have been done that would allow us to collaborate, and collapse the timeline.

- d. Tricia Allen: Look at establishing a possible economic development acceleration zone. This may offer certain administrative or regulatory flexibility and incentive packages.
13. Barry Gore: Thank you to the panelists. Very exciting time for the area regarding aviation-related development. We are going to be around if anyone else has any questions.

## Next Steps and Adjourn

1. Chris Primus thanked everyone for coming and thanked Jeff Fegan for presenting today.
2. Today's presentation was recorded and will be posted on the Adams County YouTube channel for everyone to view - <https://www.youtube.com/watch?v=I5zj1GN53Ow>
3. The next SRC meeting is scheduled for December 10, 2015.
4. The next Steering Committee meeting is scheduled for January 14, 2016.
5. January 2016 will be spent working on our study framework, as well as the closeout of this study.



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Colorado Aerotropolis  
 Visioning Study

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Colorado Aerotropolis  
 Visioning Study

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# Welcome



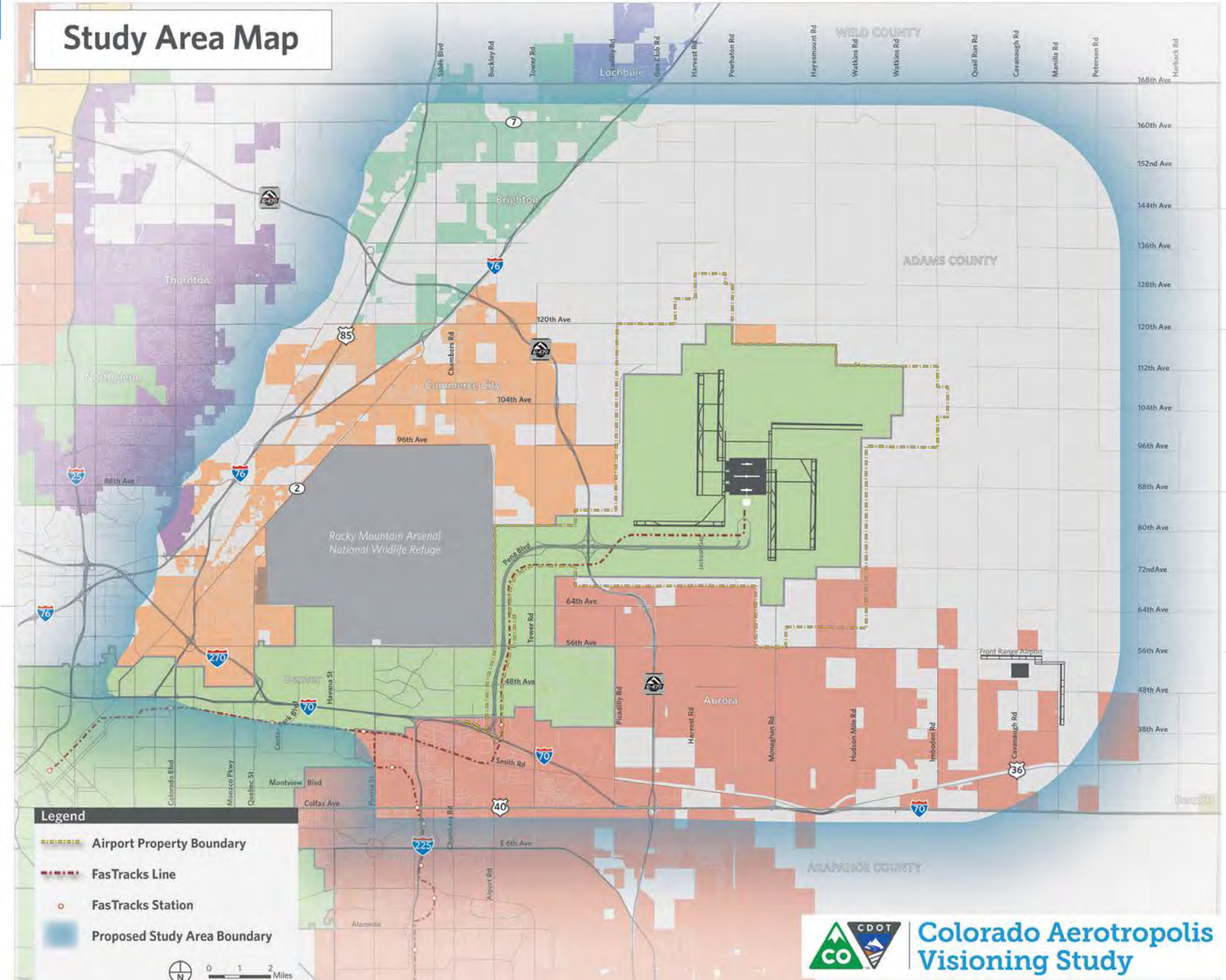
## Colorado Aerotropolis Visioning Study



# Today's Agenda

- Study Overview
- Presentation by Jeff Fegan
- Panel Discussion

# Study Area Map



- Legend**
- Airport Property Boundary
  - FasTracks Line
  - FasTracks Station
  - Proposed Study Area Boundary



**Colorado Aerotropolis  
Visioning Study**





# Study Objectives

- Setting a collaborative vision
- Comparing future growth with or without an Aerotropolis
- Identifying a framework of collaborative infrastructure possibilities
- Outlining a governance framework and implementation steps

# Study webpage

- <https://www.codot.gov/projects/aerotropolis>

The screenshot shows the Colorado Department of Transportation (CDOT) website page for the Colorado's Aerotropolis visioning study. At the top, there is a green navigation bar with the CDOT logo and the text "COLORADO Department of Transportation". Below this is a green header with a white "Projects" button. The main content area has a light green background and features a "Quick Links" sidebar on the left with buttons for "Learn More", "Speaker Series", and "Visioning Study". The main heading is "Colorado's Aerotropolis" in green, followed by a sub-heading "What is an Aerotropolis?" and a brief definition. Below this is a "Visioning Study" section with three columns: "Overview", "Collaborative Investment", and "Stakeholders". At the bottom, there are two statistics: "108 INDIVIDUALS PARTICIPATED" with a person icon and "33 MEETINGS BY THE END OF 2015" with a calendar icon.

**CDOT COLORADO**  
Department of Transportation

## Projects

You are here: [Home](#) / [Projects](#) / Colorado's Aerotropolis

### Quick Links

- Learn More
- Speaker Series
- Visioning Study

## Colorado's Aerotropolis


One of the most compelling economic opportunities in the world is moving forward.


### What is an Aerotropolis?

An urban plan in which the layout, infrastructure, and economy is centered on and around an airport.

### Visioning Study

<b>Overview</b> The Federal Highway Administration funded a grant for a Colorado Aerotropolis Visioning Study to identify opportunities for the efficient infrastructure needed to foster and support economic development around Denver International Airport (DIA)EN. This study, administered by the Colorado Department of Transportation, comes at an opportune time to capitalize on the 1A ballot measure actions approved by Adams and Denver county voters. The visioning study will conclude in early 2016.	<b>Collaborative Investment</b> The planning framework will identify opportunities for collaborative investments in infrastructure (Transportation, Water, Wastewater, Power, and Drainage).	<b>Stakeholders</b> Jurisdictions adjacent to or near the airport are major stakeholders of the visioning study including Adams County, Aurora, Brighton, Commerce City and Denver. Economic development corporations, transportation agencies, and other infrastructure agencies are also involved in the study effort.
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 **108 INDIVIDUALS PARTICIPATED**

 **33 MEETINGS BY THE END OF 2015**

JEFF FEGAN

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# Land Development at DFW International Airport A Collaborative Journey

Jeffrey P. Fegan  
CEO, [JeffFegan.com](http://JeffFegan.com) LLC





**Fort Worth**



**Dallas**

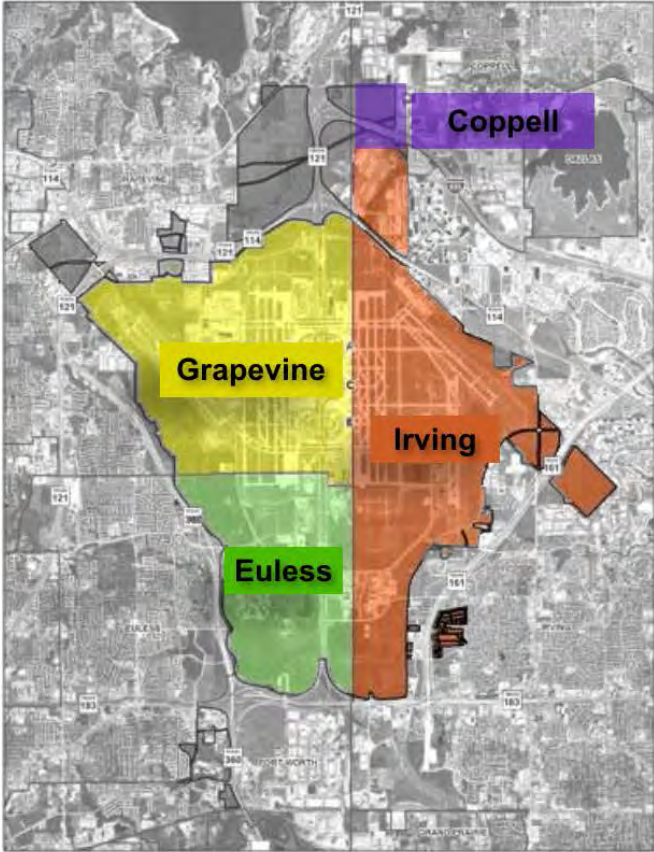




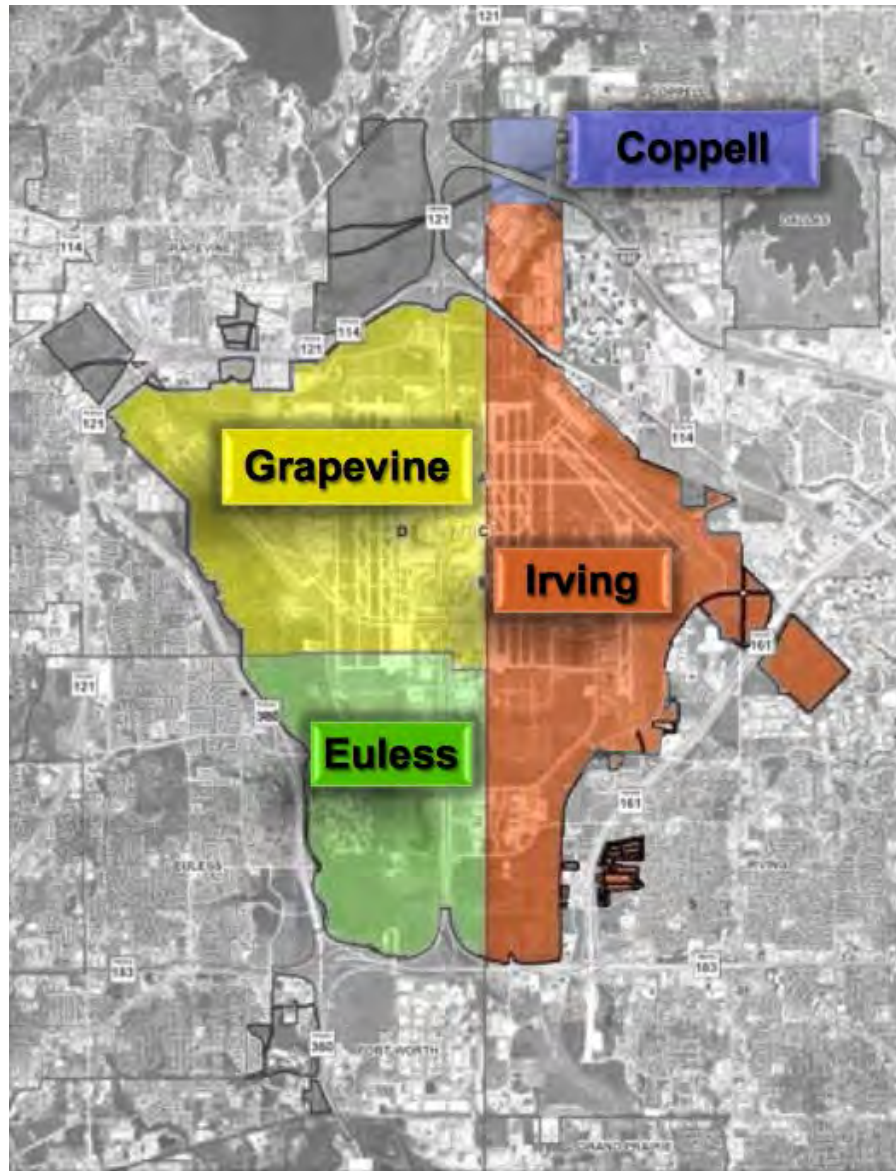




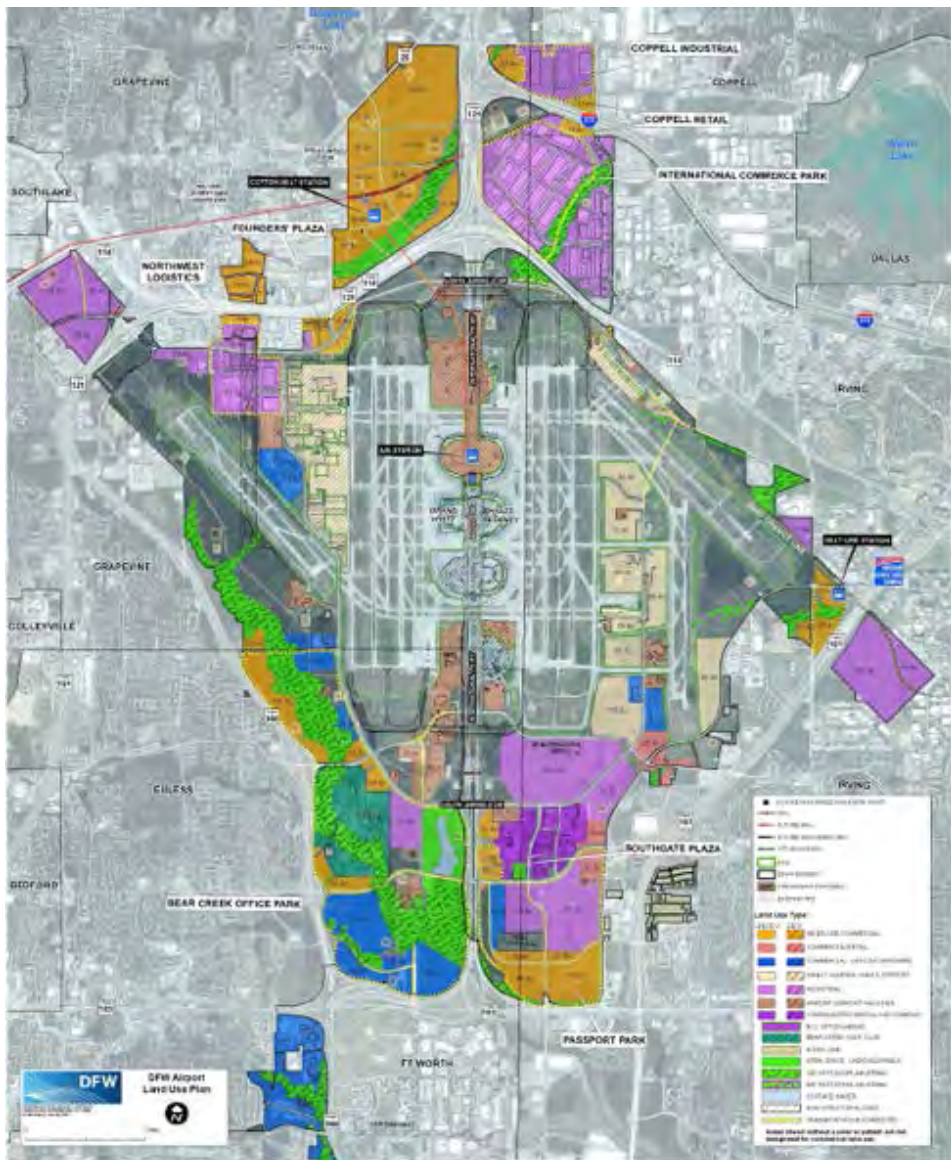
Photo of DFW and political jurisdictions















# Hyatt Regency





## International Commerce Park











# Southgate Plaza



# Sikorsky



# Dallas Airmotive



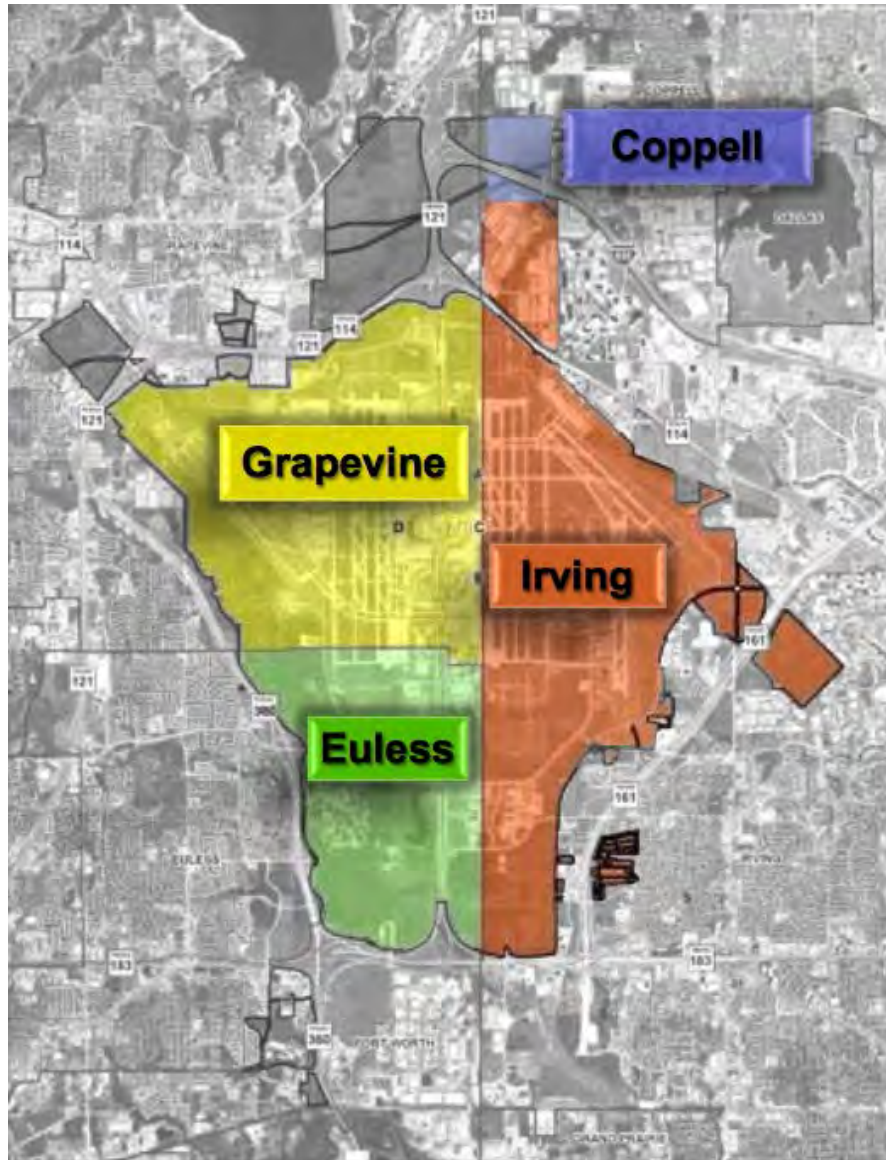
Dallas Airmotive  
DFW International Airport  
September 21, 2015





# Logistics Center I









# PANEL DISCUSSION

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# Panel Participants

Moderator: Barry Gore, Adams County Economic Development

Panel Members:

- Tricia Allen, Adams County Economic Development
- Laura Brandt, Metro Denver Economic Development Corporation
- Michelle Claymore, City of Commerce City
- Yuriy Gorlov, Aurora Economic Development Council
- Michael Martinez, Brighton Economic Development Corporation
- Dan Poremba, DEN Real Estate

# Thank you



## Colorado Aerotropolis Visioning Study





# Colorado Aerotropolis Visioning Study

## Agenda

Project: Colorado Aerotropolis Visioning Study

Subject: Study Review Committee Workshop #6

Date: October 15, 2015 9:00 - 11:30

Location: Commerce City Recreation Center, 6060 E. Parkway Drive

1. Welcome & Introductions
2. Campaign Update
3. Governance
  - a. Presentation - Patrick Mulhern, Southeast Public Improvement Metropolitan District
4. Scenario Comparative Analysis
  - a. Growth Projections
    - i. Magnitude and Allocation Process
    - ii. Comments on Growth Projections
  - b. Infrastructure
5. Aerotropolis Vision Components
  - a. Group Discussion
6. Study Final Products
7. Roundtable Discussion
  - a. Messages to Steering Committee (meeting October 22)
8. Next Meetings
  - a. Combined SRC/Steering November 19, 9:00 to 11:30 **Guest Speaker - Jeff Fegan**  
**Adams County Government Center**  
**Conference Center - Platte River B & C**  
**4430 South Adams County Parkway**  
**Brighton, CO 80601-8214**
  - b. Steering Committee: October 22, 9:00 - 10:30 RMANWR **in Building 130 Lab**  
**Conference Room (east of our usual Building 129)**
9. Next Steps and Action Items
10. Adjourn



### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #6
Date:	October 15, 2015, 9:00 a.m.
Location:	Commerce City Recreation Center
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

## Welcome and Introductions

1. Stephanie White welcomed everyone and directed the participants to the materials distributed in each table. She also noted the announcement cards on each table for the next meeting on November 11 where Jeff Fegan, an authority in Aerotropolis development, will be speaking. This will be a joint Steering Committee and Study Review Committee meeting.

## Campaign Update (Rick Pilgrim)

1. Rick announced that the campaign has started distributing public information. Ballots are out in the mail. Also starting to distribute printed materials on Measure 1A to the public. Measure IA appears to be doing well with early polling. Rick passed around the Measure IA campaign announcement for everyone to see.

## Southeast Public Improvement Metropolitan District (Pat Mulhern, Manager)

### SPIMD

1. District for transportation and economic development along the Southeast Corridor.
2. Southeast Corridor today has 31 million square feet of commercial development, office/retail development, and about 110,000 jobs.
3. The key corridor developers are:
  - a. George Wallace, who founded the DTC.
  - b. John Madden, who developed Greenwood Metro.
  - c. Walt Koelbel, who has been involved in the SPIMD since its development.
  - d. George Beardsley, who developed the Inverness in the 1970s.

These four key developers were astute business people and tough competitors. They saw the need to come together to cooperate on larger infrastructure.

Rick Pilgrim shared an experience he had with George Wallace when he was at RTD.

4. Developer Vision:
  - a. The key to a vibrant business community is to develop and maintain safe and expedient transportation access, and minimize congestion.
  - b. Utilize Metropolitan Improvement Districts to plan and develop local infrastructure.

- c. Partner with local governments to promote regional transportation planning and development. The scale of this type of development is much larger than a developer might have. It is up to the developers to partner with the local government to promote regional transportation planning and development.
5. The original group that was put together for transportation was called the Joint Southeast Public Improvement Association (JSPIA). This group was a club of the districts; no organization that tied them together other than this club. They met monthly to collaborate. The goal of JSPIA was to “Promote improved accessibility to and within the Southeast I-25 Corridor by working with state and local governments in public/private partnerships focused on transportation issues.”
6. The SPIMD organization (which was established in 2005) is a Title 32 Special District and it overlays 15 metro districts in the Southeast Corridor.
  - a. 7 elected board members ( 7 director districts)
  - b. Commercial and retail property (no residential)
  - c. Initial assessed value = \$1.7 billion
  - d. Up to 2 mills of property tax authority
7. The SPIMD district is formed over commercial areas only, not residential. As SPIMD raises money through taxes for transportation, it goes to the residential community to tell them they are not paying for these types of improvements. Their connection to the improvements is through their local community.
8. Went to the legislature originally for the ability to do this, because of two things only: transportation and economic development. Economic development was not in the metro district powers, so they went to the legislature and got them to add economic development. Although, this can only be done if there is over \$1 million in assessed value.
9. The SPIMD service plan includes:
  - a. Partnering with local governments of the Southeast Corridor.
  - b. Supporting economic development.
  - c. Supporting transportation improvements throughout the corridor.
10. The 15 districts throughout the corridor are:
  - a. Goldsmith (DTC)
  - b. Greenwood Metro
  - c. Greenwood South
  - d. Inverness
  - e. Orchard Valley
  - f. Highland Park
  - g. Panorama
  - h. Rampart Range (Ridgegate)
  - i. Centennial 25
  - j. Madre
  - k. Interstate South
  - l. Meridian
  - m. OmniPark
  - n. Park Meadows
  - o. Southgate at Centennial

11. Pat Mulhern presented a map of the boundary of SPIMD. Jay Hendrickson asked whether the yellow boundary on the map indicates municipalities. Pat responded the yellow boundary is for the 15 districts, which have no relation to the local government. There are six local governments in this local area that SPIMD partners with. The boundaries originally were developer boundaries.



12. Rick Pilgrim commented that (from) I-70 to 20th is about 11 miles. On

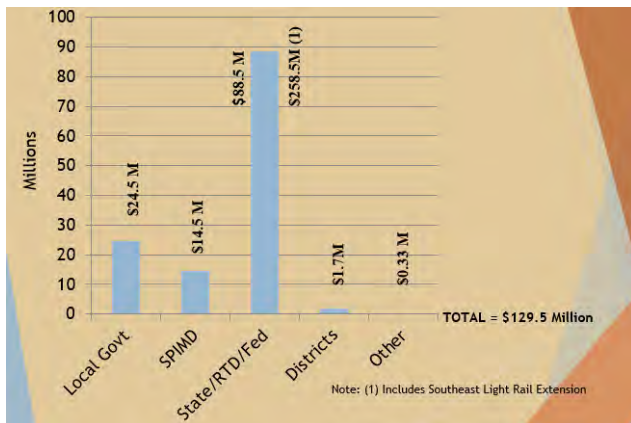
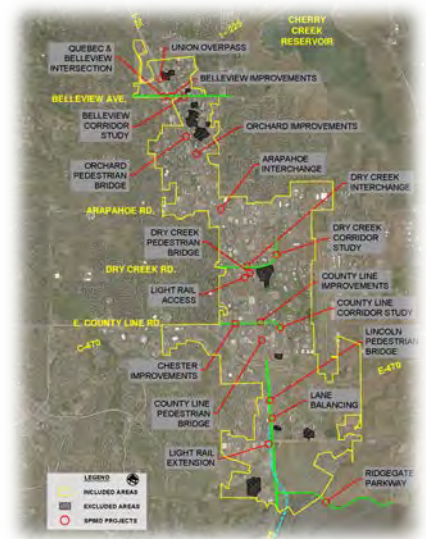
the west side of the airport, if you follow E-470 (about) to the airport, the Aerotropolis study area is a little longer with a lot more area.

13. There are two counties and four cities that are participants in the SPIMD.
14. The SPIMD annual financial plan includes:
  - a. \$4 million annual income (increases with development)
  - b. \$2 million to Transportation (\$4 million in match with local government)
  - c. \$1.7 million to Economic Development (Denver South)
  - d. \$0.3 million to admin, debt, contingency
15. SPIMD's 2025 vision plan lays out a logical scheme for what we are going to do with our funds down the corridor. Having funds available is very critical to SPIMD.
  - a. Provide 50/50 matching funds for I-25 corridor projects.
  - b. \$35 million available through 2025.
  - c. \$3.5 million in each zone (interchange) for regional projects--interchange or arterial projects.
  - d. \$0.5 million in each zone (interchange) for local projects--for sidewalk access and other access to the light rail.
  - e. \$7 million bonus pool (corridor-wide benefits). One project with CDOT is the widening of I-25 from County Line Road down to Peña Boulevard.
  - f. The \$4 million is matched by local government it is really \$8 million.
16. SPIMD's Transportation Funding Partnership is comprised of the following steps:
  - a. Local governments identify regional and corridor projects.
  - b. The local government then file funding application with its local TMA (the TMA operates the transportation arm of this).
  - c. The TMA then makes funding recommendations to the district board.
  - d. SPIMD appropriates funds through funding agreements.

### **Funding Contributions and Projects Participation**

17. JSPIA has made the following regional contributions:
  - a. Funded 2.3 million in I-25 corridor infrastructure from 1998 to 2005.
  - b. Advocated for T-REX improvements (funded \$7.5 million in local match with governments)
  - c. Advocated for T-REX pedestrian overpasses.
  - d. Worked with local governments to form the Transportation Management Agency.
  - e. Provided landscape and landscape maintenance with local governments.
18. JSPIA projects (worth \$30.5 million) that were done in its first 20 years include:
  - a. Belleview Interchange Improvements
  - b. Orchard Interchange Improvements
  - c. Arapahoe Interchange Improvements
  - d. Yosemite Street Overpass
  - e. Dry Creek interchange
  - f. County Line Interchange Improvements
  - g. Interchange landscape Improvements

- h. TREX/pedestrian bridges (with local government match)
- 19. TMA major projects contribution ( with SPIMD match) includes:
  - a. Union Overpass = \$700,000 (additional lanes)
  - b. Arapaho Interchange = \$4,428,000 (design/construction)
  - c. Ridgeway Parkway = \$2,500,000 (by Cabela's)
  - d. I-25 Lane Balancing = 2,000,000
  - e. Light Rail Extension = 3,000,000 (extension down through the Ridgeway development down to Castle Rock)
- 20. TMA local projects (with \$1.6 million total SPIMD match) include:
  - a. Belleview Corridor Study
  - b. Quebec/Belleview Intersection
  - c. Light Rail Sidewalk Access (Belleview and I-25 handrail, Greenwood Plaza Boulevard sidewalk, Yosemite, Dry Creek connectivity, Inverness North, Inverness South)
  - d. Chester Improvements
  - e. County Line Corridor Study
  - f. Dry Creek Corridor Study
  - g. Lone Tree Shuttle
- 21. Pat presented a map showing SPIMD's project participation funding.
  - a. Red line tag indicates transportation projects
  - b. Green line indicates the local improvements SPIMD has done.
  - c. Money is coming throughout the corridor, SPIMD is spending it throughout the corridor.
- 22. Pat discussed the Southeast Corridor Transportation's funding contributions for 2010-2015.

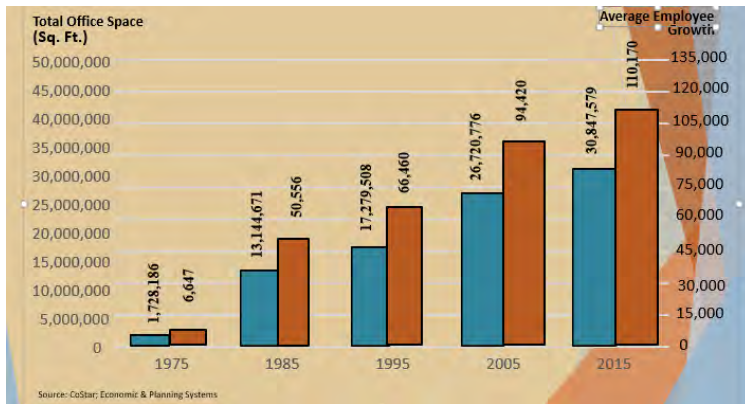


- 23. If you can go out to the state or RTD and you got your checkbook with you, it's going to help you draw them in. They are interested in getting their dollars as far as they can as well.
- 24. Kip Cheroutes asked how much federal share is attributed to the bailout program. Pat replied he couldn't be sure exactly, but he didn't think it was a great part of it.



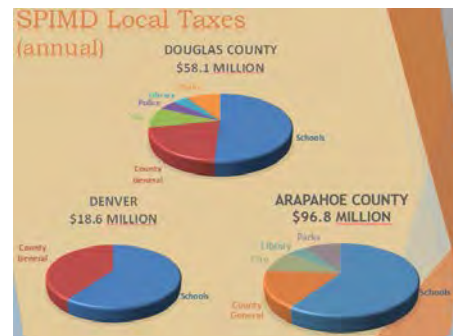
## Economic Development

25. The local governments fund 25% of it and SPIMD funds the other 75%. Most of the economic development agencies operate off dues from businesses.
26. Everything the Denver South EDP is doing is about job creation. Its goals and strategy include retention, innovation and entrepreneurship (continuous improvement), expansion, and relocation and recruitment. All of these are centered toward job creation, payroll, capital investment, and tax base.
27. Denver South EDP's focus areas include branding and promotion, business services, public policy advocacy, and transportation. Innovation and entrepreneurship; bringing in new startups with new ideas and retaining and expanding those businesses by giving them tools for expansion.
28. Pat gave a summary of office space and employee growth from 1975 to 2015. The graph he presented showed a steady growth. This is the growth that makes the community healthy.



## SPIMD Local Taxes (Annual)

29. Pat presented a graph of SPIMD's taxpayers' contribution in dollars—only property tax, not including sales tax or money that is paid out by businesses in the community that contributes to the development of the whole area.



## SPIMD Summary

30. SPIMD partners with local governments by contributing funding for transportation and economic development.
31. Good transportation is key factor in attracting/maintaining companies.

32. Business development and business retention is key to maintaining a vibrant local economy.

### Questions and Comments on the SPIMD Presentation

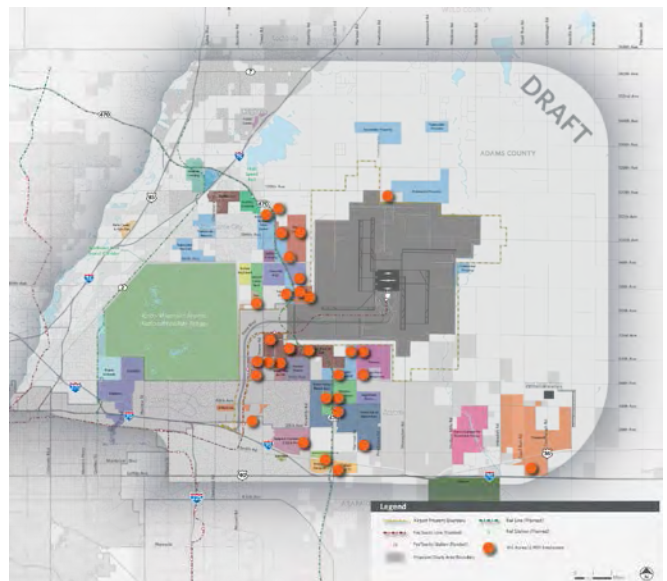
1. Can you elaborate on the ongoing plan for landscaping? *Response*: For example, interchange landscaping, focus on land along the highway, always allocate money for landscaping the area after it has been disturbed. For example, we have half a million dollars set aside for landscaping along I-25. Ask local government to fund the maintenance of the landscaping and SPIMD funds the other half. The TMA contracts out the maintenance.
2. Jay Hendrickson: How would you apply SPIMD to what this study is trying to do? *Response*: The biggest challenge by far is all local governments coming together. It's hard for any one community (except for Denver and Aurora) to get this big view of the world. Having consistent meetings makes everyone very aware of what's going on in each respective areas and you see the synergy starts to build, but it takes a while. We started the TMA in 1999, but it has gotten good traction after a while.
3. Jay Hendrickson: When CDOT first applied for the TIGER grant, it was declined because there wasn't collaboration among the local governments, so we tried again and got together with the local governments.
4. SPIMD benefited from some large-scale developers that cross community boundaries. But if there are small developers, the local governments have to take the lead and form at least a club of those developers. The trick was always getting more and more people to see the vision. It would happen slowly.
5. With regard to mill levy, with the metro districts' relatively high knowledge going into that, in hindsight, what would you do differently in overall SPIMD? *Response*: Mill levies are generally in the 15-25 range. Putting some of their money to regional transportation. It just came off local metro district.
6. Kip Cheroutes: We have a unique circumstance. The IGA amendment includes the creation of a potential Aerotropolis organization. We need to get some people to communicate across the jurisdictions, just like SPIMD did. Do we need to start thinking about individuals like that, who have that experience, to start pushing the Aerotropolis vision? *Response*: Yes, you need all those people in there to make it work, a champion like Ray Bullock. That is key.
7. Rick Pilgrim: What is your experience with water and water infrastructure, in addition to transportation? *Response*: That is tough. When you come down and you are providing water and sewage service through the district, getting them to play into that vision is very tough. People involved with our districts were working with the districts to make sure that wasn't dropped. We weren't as organized as we were in transportation.
8. SPIMD's big advantage down this corridor is that there was very little residential. That was a huge advantage. The residential moved in over time. We are doing big urban corridor study in the area right now to look at the next 20 years through 2035. One of the big things we are looking at now is how much multifamily residential we can get on this corridor to reduce the commute.
9. Pat: I do think that the model here is the JSPIA piece. You are going to need infrastructure districts, and then you create an association of those districts. And have the association be in partnership with local entities, and that's how you get started. Once you get going, it creates seed money for continuing growth around. Wallace and Beardsley and Madden in particular, they created their districts and built them up. We needed the Dry Creek interchange; all the three developed districts lent the money to the undeveloped districts on a 20-year pay back and all got paid back through the assessed value.



6. Keith further compared the magnitude of Aerotropolis jobs to the amount of employment in peer employment centers of Denver CBD, DTC, and Interlocken.
7. Beyond the magnitude of growth, the next step is the allocation of that growth. The growth allocation principles proposed for this Aerotropolis study include:
  - a. Access to super-regional multimodal transportation facilities
  - b. Contiguous to active developments
  - c. Gravitational pull of larger development(s)
  - d. Connectivity to DIA
  - e. Consideration of geographic diversity
8. Kip mentioned that the general projection from Adams County and Denver is that the 1500 acres in the IGA would generate 12,000 new jobs. Can we use the 12,000 new jobs? Should we not consider going into that ratio rather than the other ratios we had looked at? It may not be drastically different but may be more consistent with the other data we are looking at. We are generally looking at a 25-year time frame. Chris responded the method we have right now is very conservative. We would be willing to provide a range.
9. On-airport would include private jobs on DIA property.
10. Do the job numbers change the infrastructure? If we use a range, would the answer still be the same?  
*Response:* We would certainly look at that.

### Allocation Exercise (Stephanie White)

1. The breakout session focused on the allocation of Aerotropolis growth. Stephanie gave instructions on how the breakout session would work. Orange sticky dots were provided in each table to place on the study area map to indicate allocation of Aerotropolis growth. Each dot equals 5000 jobs.
2. The study area map with growth allocation marked was projected on the screen and the participants compared their worksheet to the map. **Action: E-mail copy of the map to the whole group.**
3. Chris then discussed how the study team came up with the growth allocation. A map depicting conceptual supporting infrastructure for the employment growth was projected on the screen and Chris provided a summary of the data shown on the map.
4. Chris presented an illustration of public and developer infrastructure collaboration to the group.
5. We are not close to detail modeling for this study yet. We are letting the Peña Boulevard study play out.



6. Tom Reed: On behalf of DIA, Peña Boulevard will be expanded and have additional capacity added to it. And the airport can pay for the capacity requirement for airport access. The expansion is anticipated to be one to two more lanes in each direction in the next 20 years.
7. How much north-south capacity do we need? We got a little more parallel capability though E-470. There are some limitations to Peña Boulevard that you don't have with E-470.
8. Curious about other jurisdictions and drainage impact fees. *Aurora*: In the spirit of having incrementally complete facilities, there are costs involved. How we look at it is, what are some marginal, less than whole cross sections that allow development, and allow the frontage adjacency as well as upstream and downstream, so to speak, to make those work.

## Group Discussion

Stephanie White asked the group to vote on a series of questions using the colored cards provided on the tables. Red = No; Yellow = Needs more discussion; Green = Yes. The following questions were asked:

1. Do you want to continue rectangular arterial grid structure, or master plan a curvilinear structure? A mix of red, green, and yellow cards was displayed.
  - a. We have an opportunity to do something different so we can have both.
  - b. For a grid, I am fine with that.
  - c. Should not be constrained by the grid.
  - d. Can we do a hybrid?
2. Are you willing to preserve right-of-way for multimodal treatment? Mostly green cards were displayed.
  - a. We need to be cautious about this, seeing some new toll roads along US 36. Would like to see how this plays out.
  - b. Preserving right-of-way, yes; but don't think we are there yet to spend that kind of money to build. But yes on preserving right of way.
3. Are you willing to preserve right-of-way for a high-capacity Ring Road? A mix of cards was displayed, with many Yellow.
  - a. Important to look at access management principle.
  - b. Need more info--location, etc.
  - c. More study.
  - d. Timing sequence.
  - e. There's not much to north and east, why would we need a road for it?
  - f. Benchmark airports have ring road, so generally try to move in that direction.
  - g. Just the sheer volume of infrastructure to create a ring road is mind-boggling.
  - h. Jay Hendrickson: Just to clarify, this is not going to happen tomorrow. This is going to happen incrementally through the years. Being able to get around once you are at the airport, without some kind of facility, I think it's incrementally important.
  - i. Along that ring road will be developments and destinations. We are thinking about what it is right now, but in the long term, there will be developments along that ring road.

4. Are you willing to collaboratively define a common aesthetic? A mix of cards was displayed, with the vast majority red or yellow.
  - a. Agree.
  - b. Not committing; maybe think about very discrete elements, something limited in nature but universal, like wayfinding elements. Maybe identify unifying elements as opposed to a common standard.
  - c. Preserving individuality.
  - d. If you think about it regionally, it's a mind-blowing idea. Not bad to have diversity.
  - e. It is difficult at best.
  - f. Maintain individual identities.
  - g. Maybe some core branding elements that could be useful globally.
  - h. Jay Hendrickson: diversity will be the draw to this.

## Moving Forward

1. Chris suggested to the group that the final products of this study would include a report, an executive summary, a video, and a Web presence.
2. Two Hundred has been contracted to help the project develop Web presence.

## Communication (Marjorie Alexander, Two Hundred)

1. Marjorie Alexander presented a concept of a website and video for this study. A sample video was showed on the projection screen.
2. Why a website and video?
  - a. Sustain the study.
  - b. Communicating technical issues to non-technical audience to give people a sense of what could be for this project.
  - c. Intention was to collect the content that has been developed for the study and give it a home so interested parties can access the information easily online.
3. Chris asked whether the group support the idea of having a website.
4. Dan Poremba: I think it's a perfect opportunity. If the IGA goes through, the jurisdictions are going to be looking at this study. If there is some way to bring together the information we have collected so far for the elected officials, I think it would be beneficial.
5. Wasn't there a subgroup or committee about communications comprised of jurisdictions? *Response (Dan)*: That actually did not happen, but I think that at this point, it would probably be beneficial.
6. Stephanie reminded the group that the question today was about the format of our final deliverable. Kip: I think that both printed material and a video. Make the video as multilingual as possible to make it an international video. It would communicate across boundaries.
7. The group liked the idea of a video.

## Next Steps and Action Items

1. Steering Committee Meeting #2: Oct 22, 10:30  
Location: RMANWR - Bldg 130, Lab Conference Room
2. Joint Steering/Study Review Committee, November 19  
Guest Speaker: Jeff Fegan  
Location: Adams County Government Center
3. **Action: E-mail copy of the growth allocation map to the group.**

## Adjourn

Jay Hendrickson announced the next Steering Committee meeting (Thursday 10/22) and if anyone has any topic suggestion, to let Chris Primus know. He also encouraged everyone in attendance to take some meeting announcement cards for the 11/19 combined Steering and Study Review Committee speaker event to distribute to peers and spread the word.









# Welcome



## Colorado Aerotropolis Visioning Study



# Today's Purpose

- Governance and Study Analysis Update



# CAMPAIGN UPDATE

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# GOVERNANCE

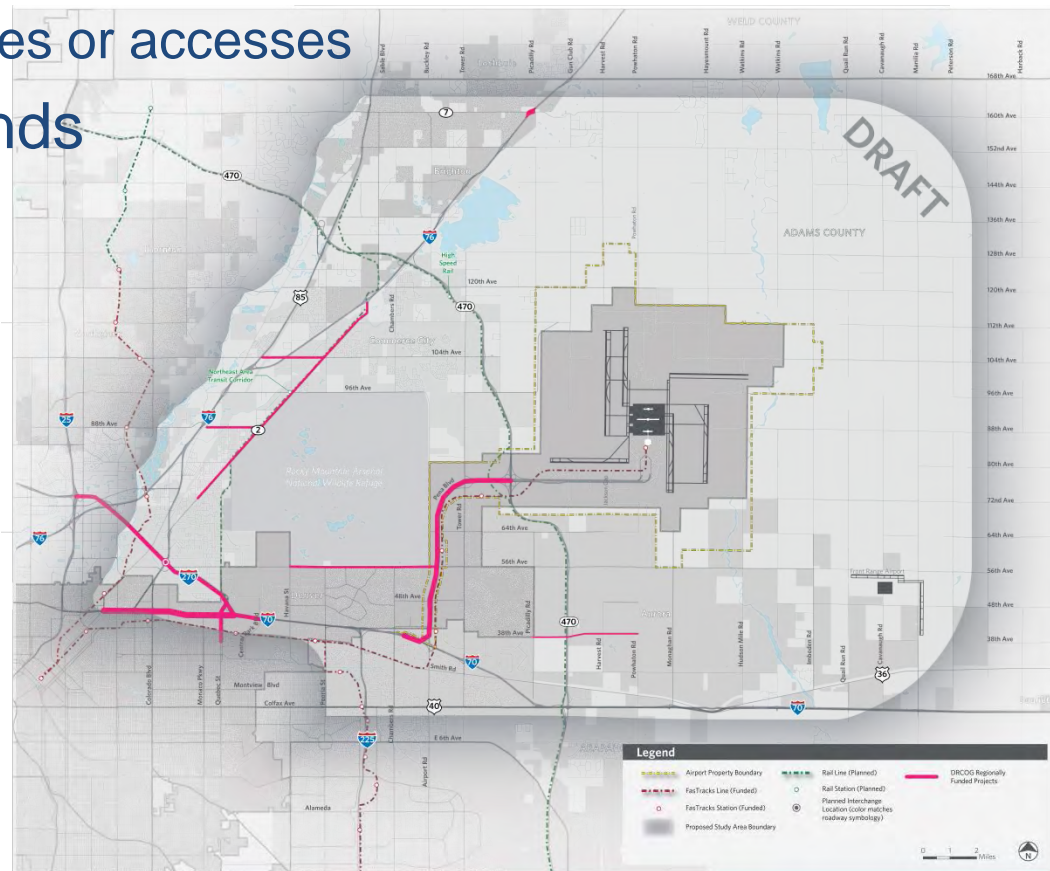
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# SCENARIO COMPARATIVE ANALYSIS

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# Current Trends Scenario

- 2040 DRCOG RTP (federally funded projects)
- No New IGA Agreement
  - No new on-airport nodes or accesses
- Limited Additional Funds





# Aerotropolis Scenario

- 2040 Horizon Year
- IGA Amendment
- New Regional Governance Mechanism
- Attracts Additional Development
- Advance Planned Roadway Improvements

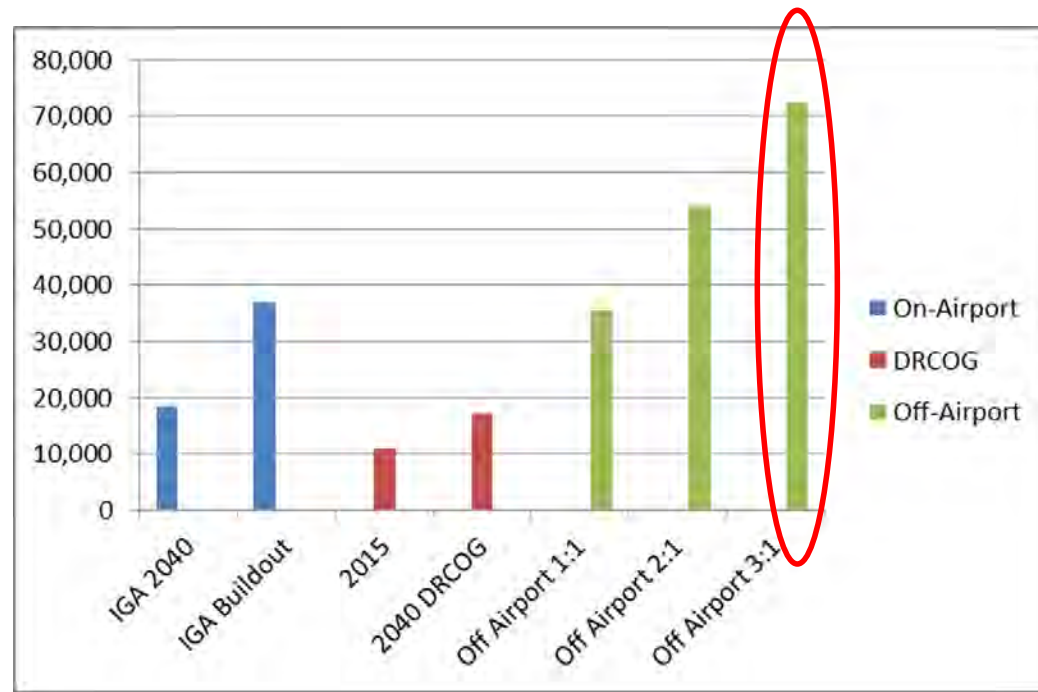


# Growth Projections

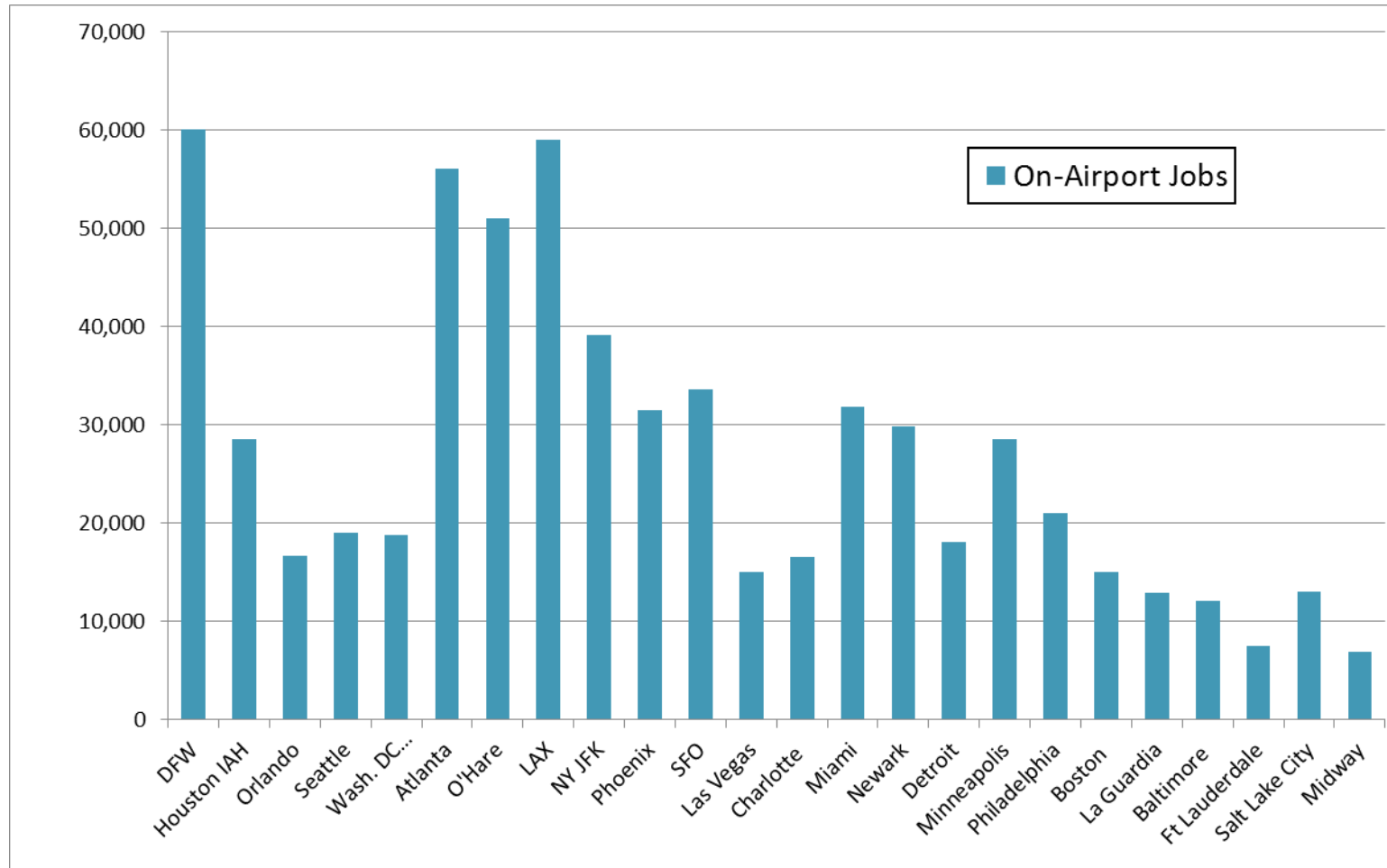
- Magnitude
- Allocation

# Aerotropolis Employment Projections

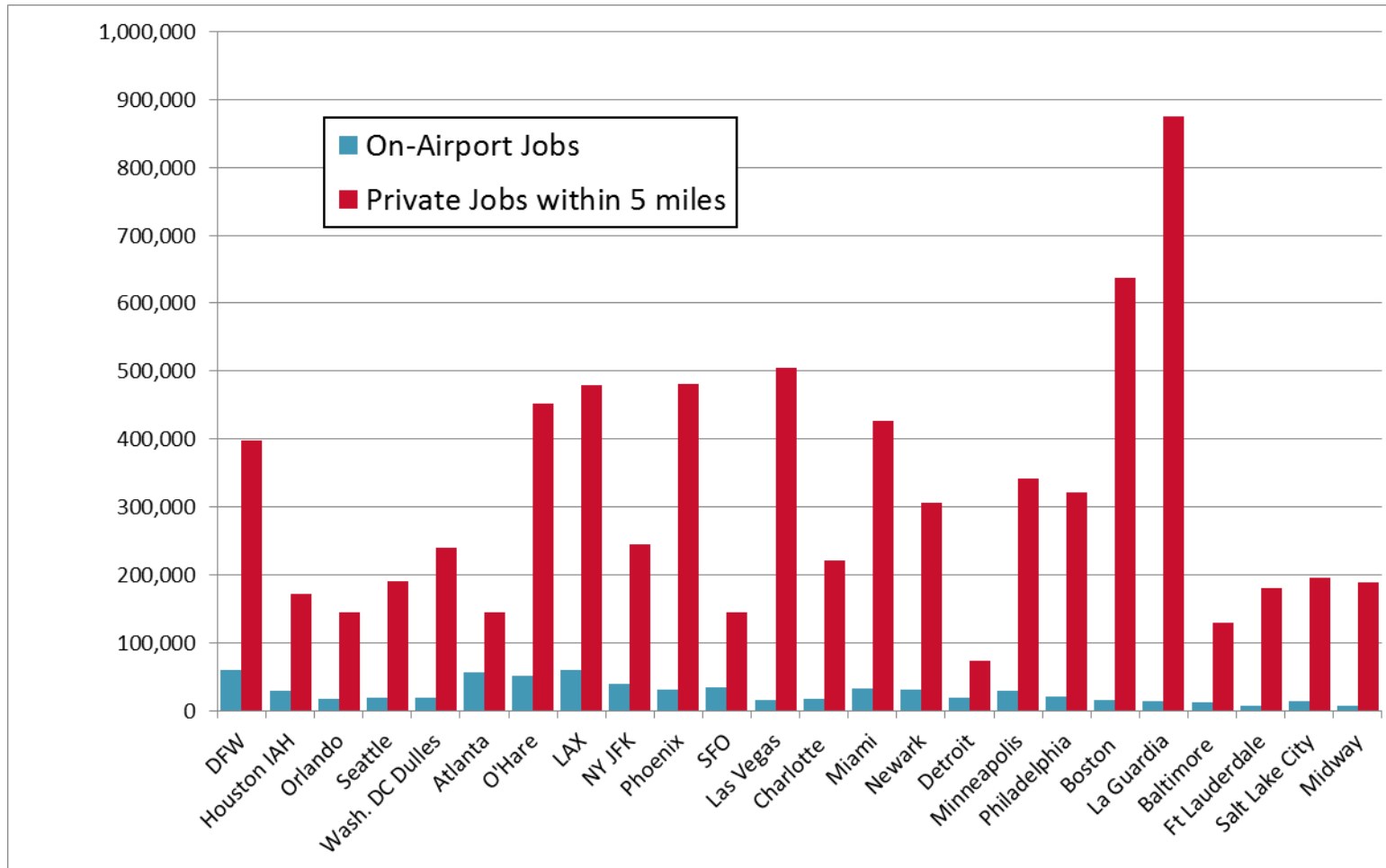
- Higher than DRCOG 2040 Projection
- Two Possibilities:
  - Reallocation among DRCOG Region
  - Exceed 2040 Regional Control Total



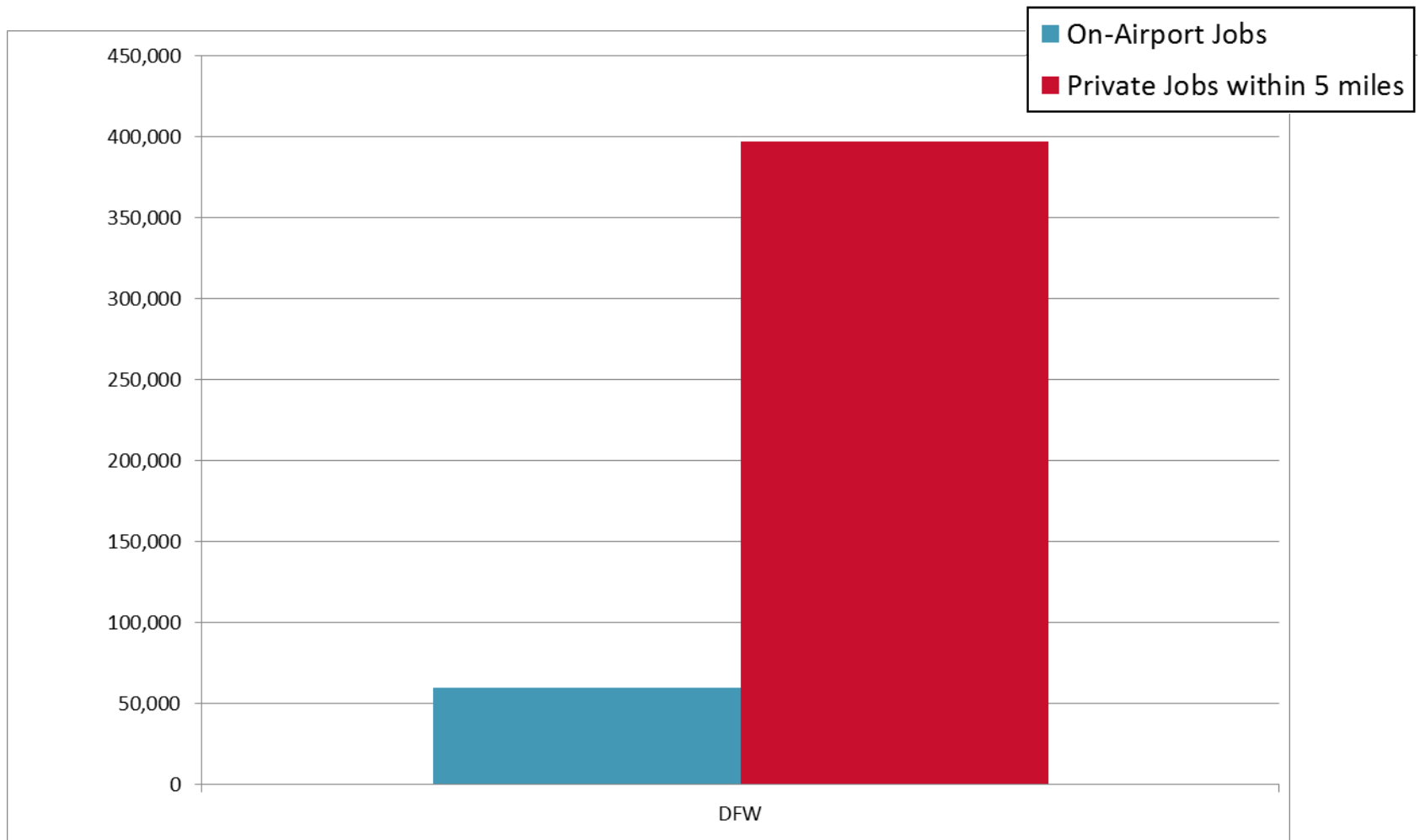
# Peer Airports – On-Airport Jobs



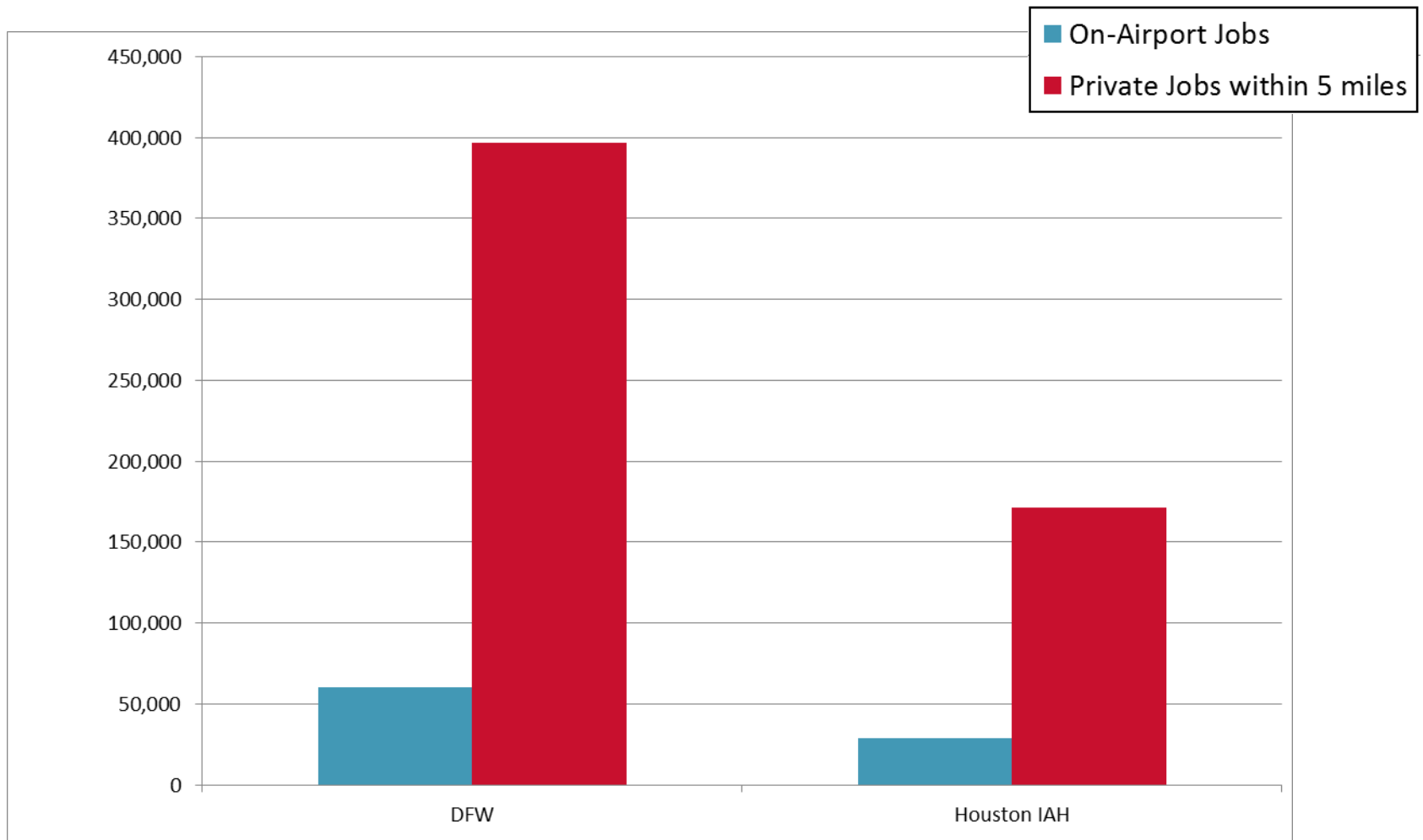
# Peer Airports – Jobs within 5 Miles



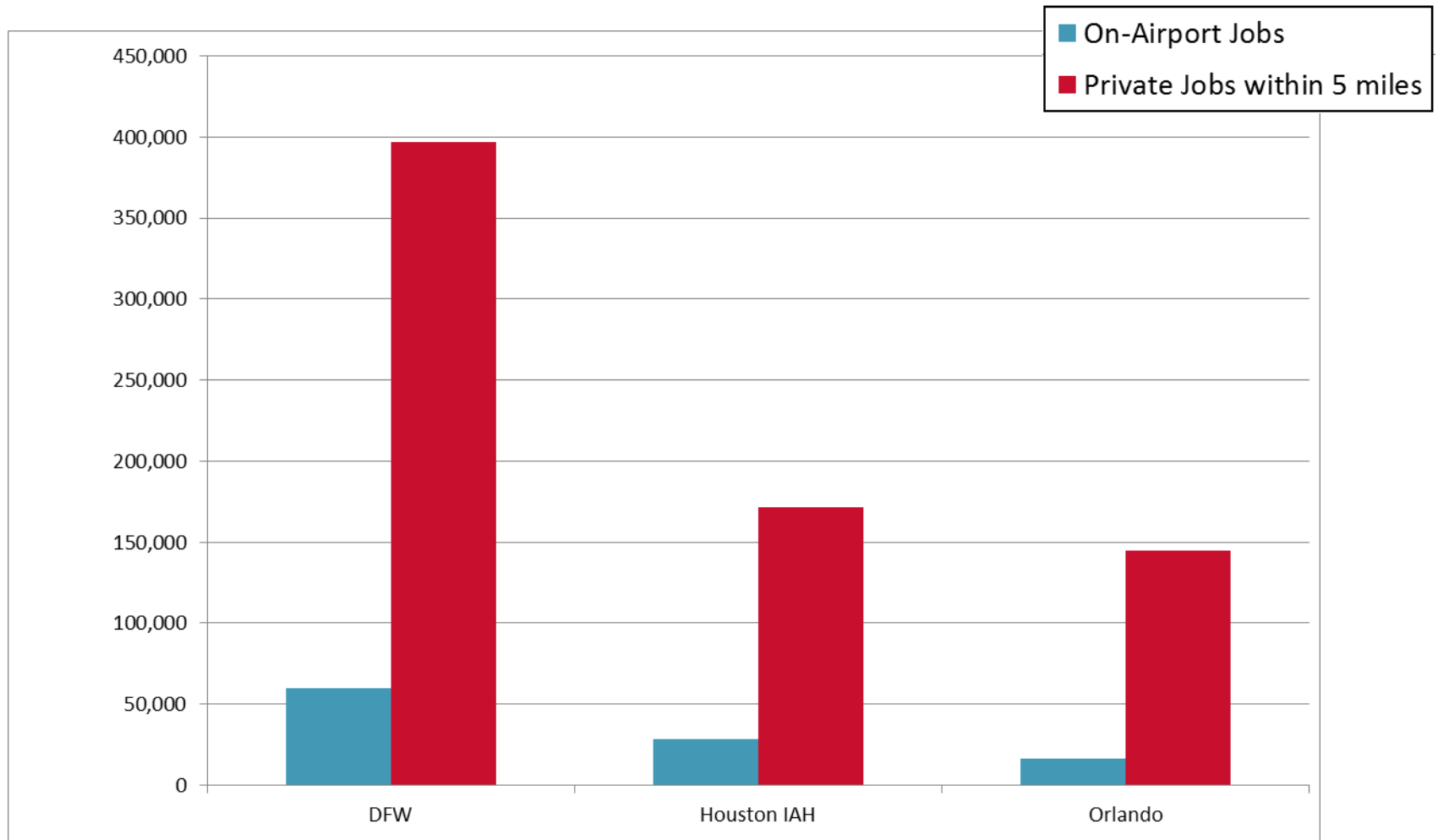
# Peer Airports – Jobs within 5 Miles



# Peer Airports – Jobs within 5 Miles

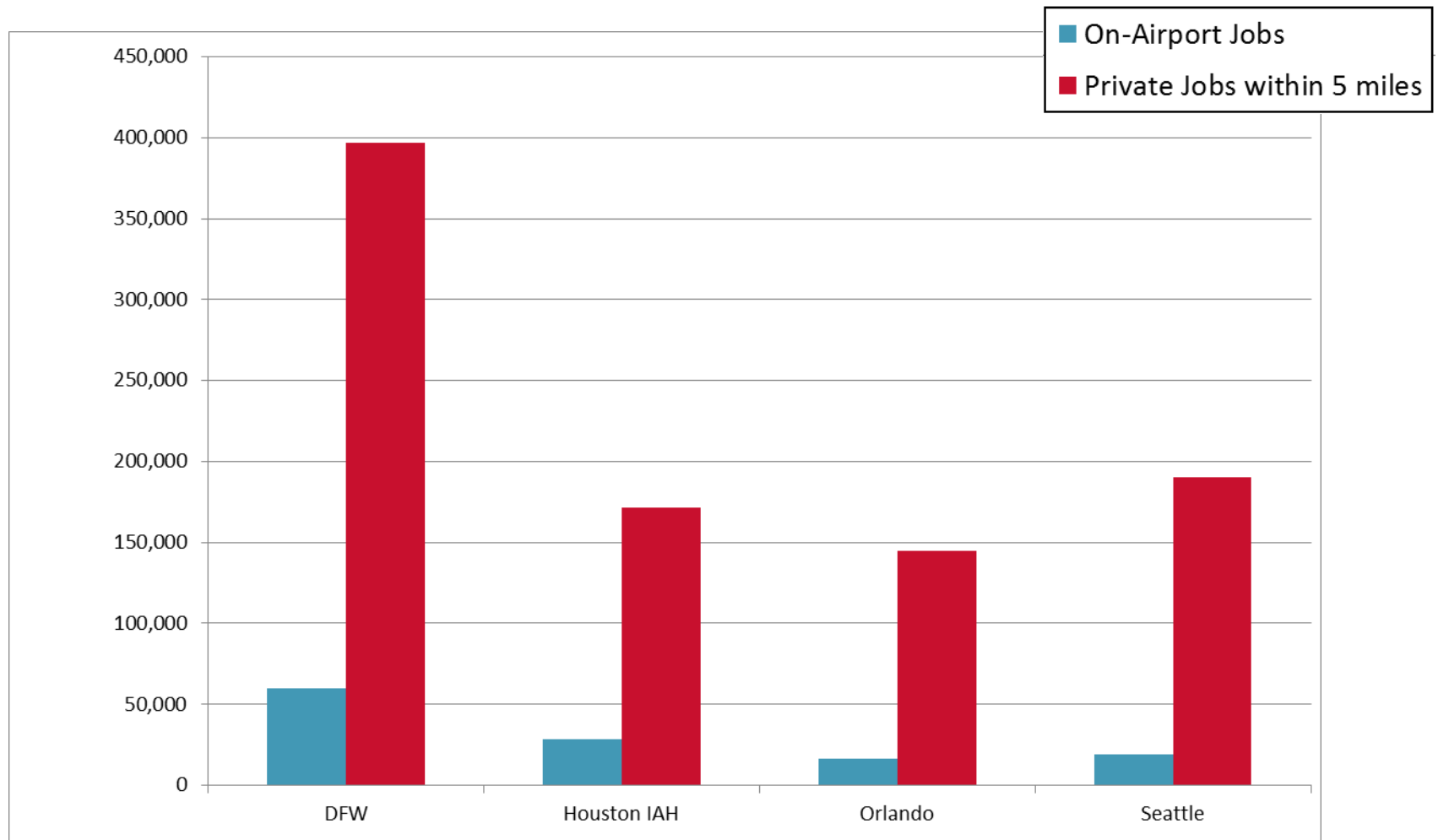


# Peer Airports – Jobs within 5 Miles

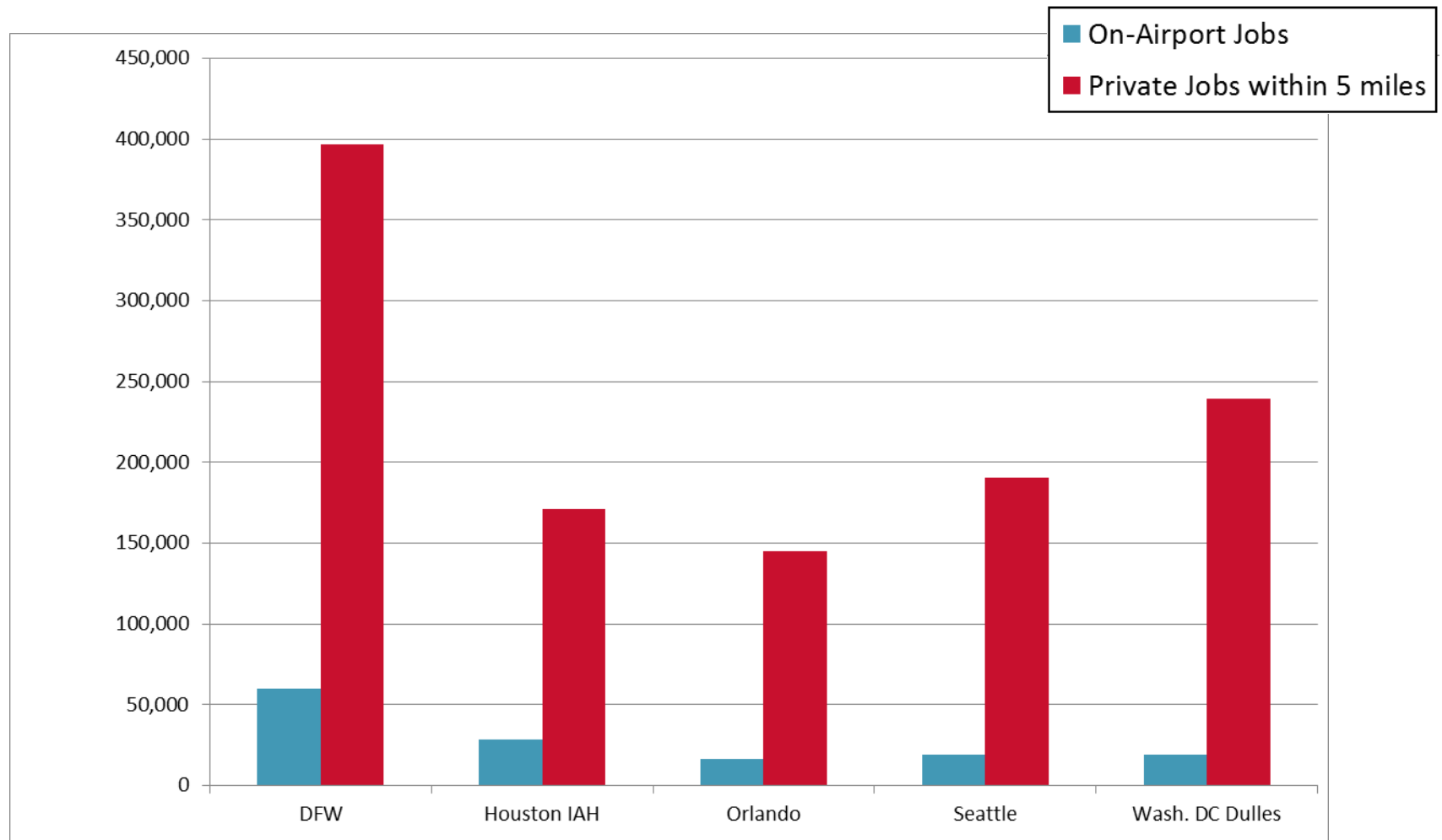




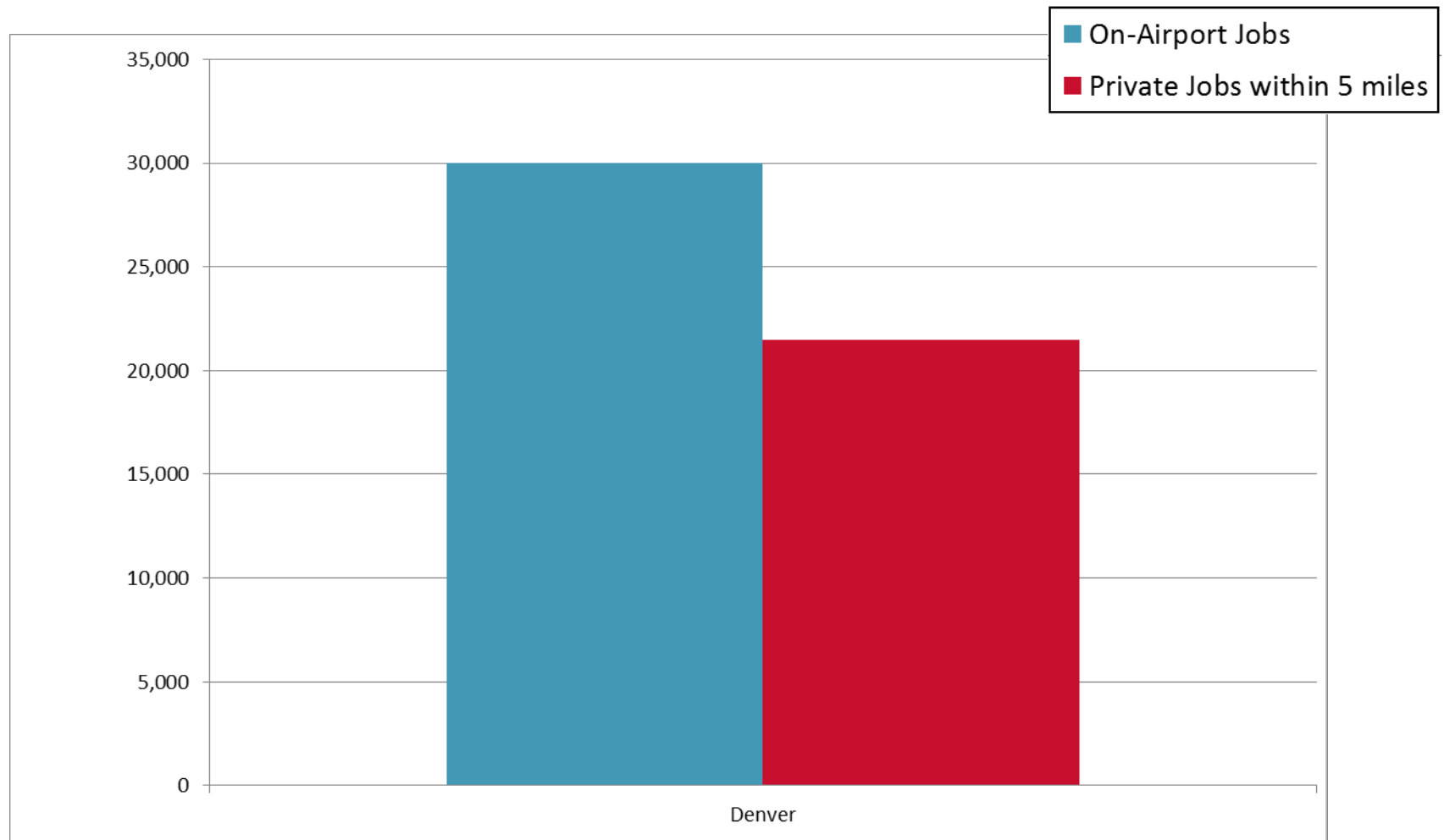
# Peer Airports – Jobs within 5 Miles



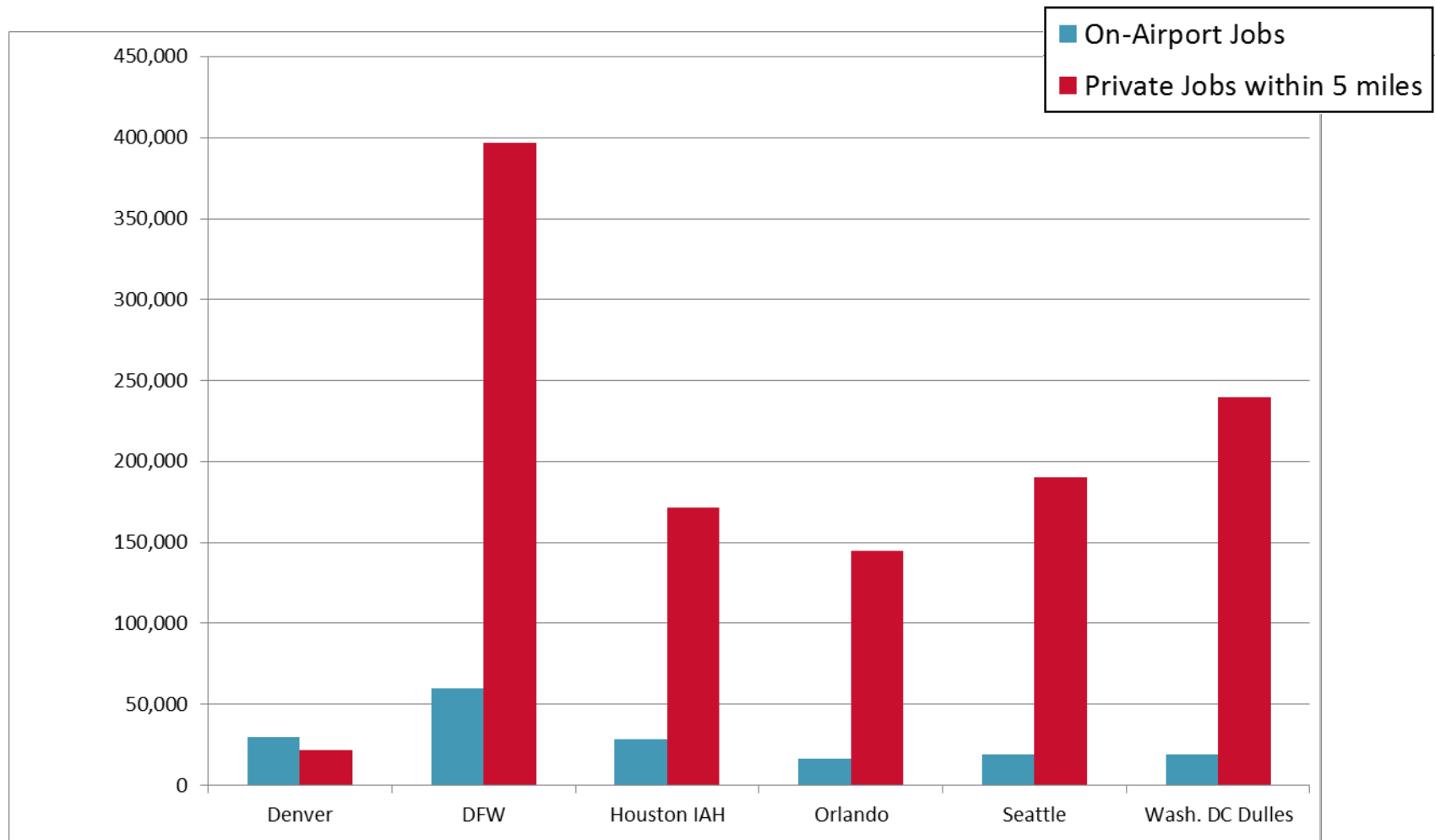
# Peer Airports – Jobs within 5 Miles



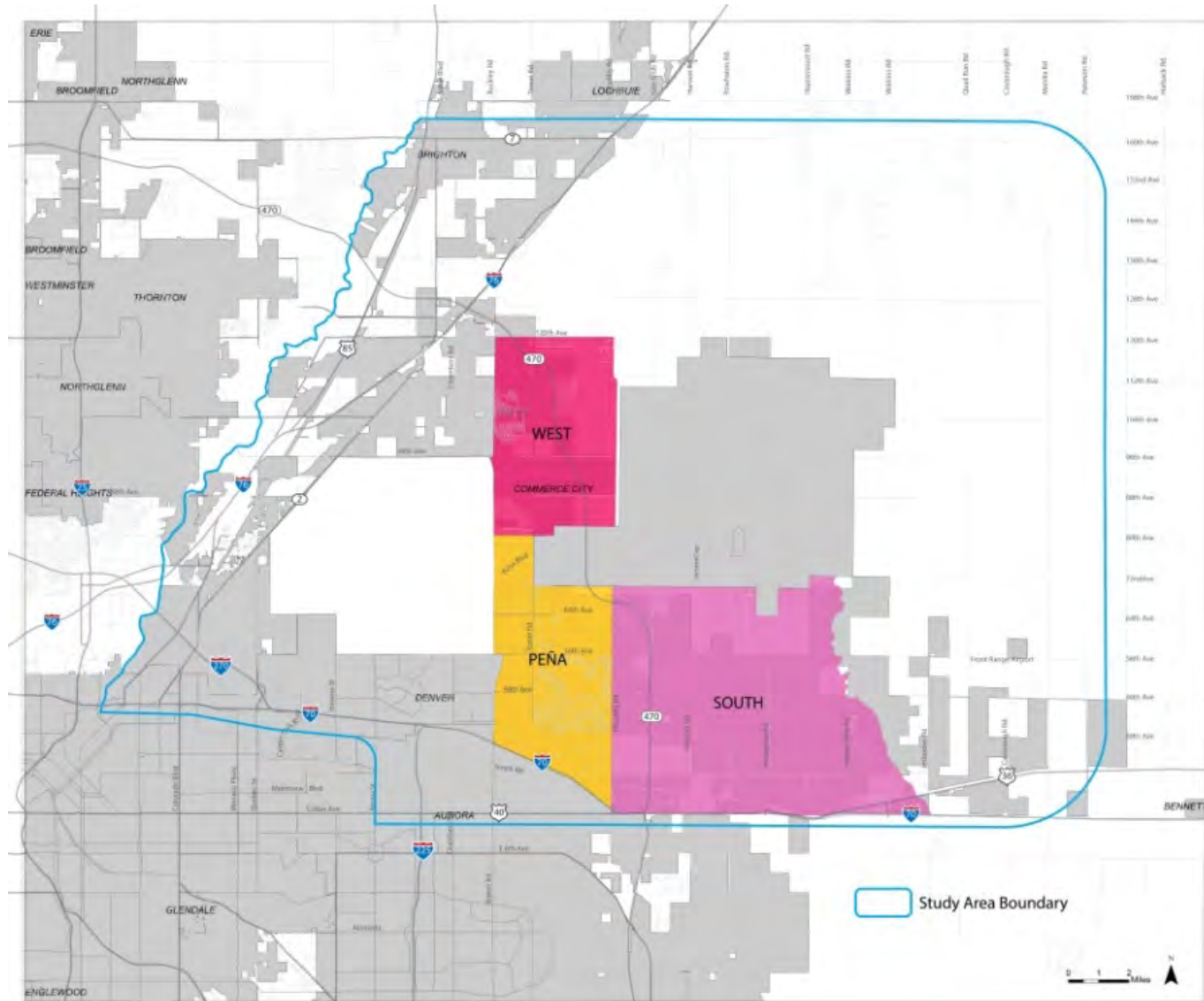
# Denver – Jobs within 5 Miles



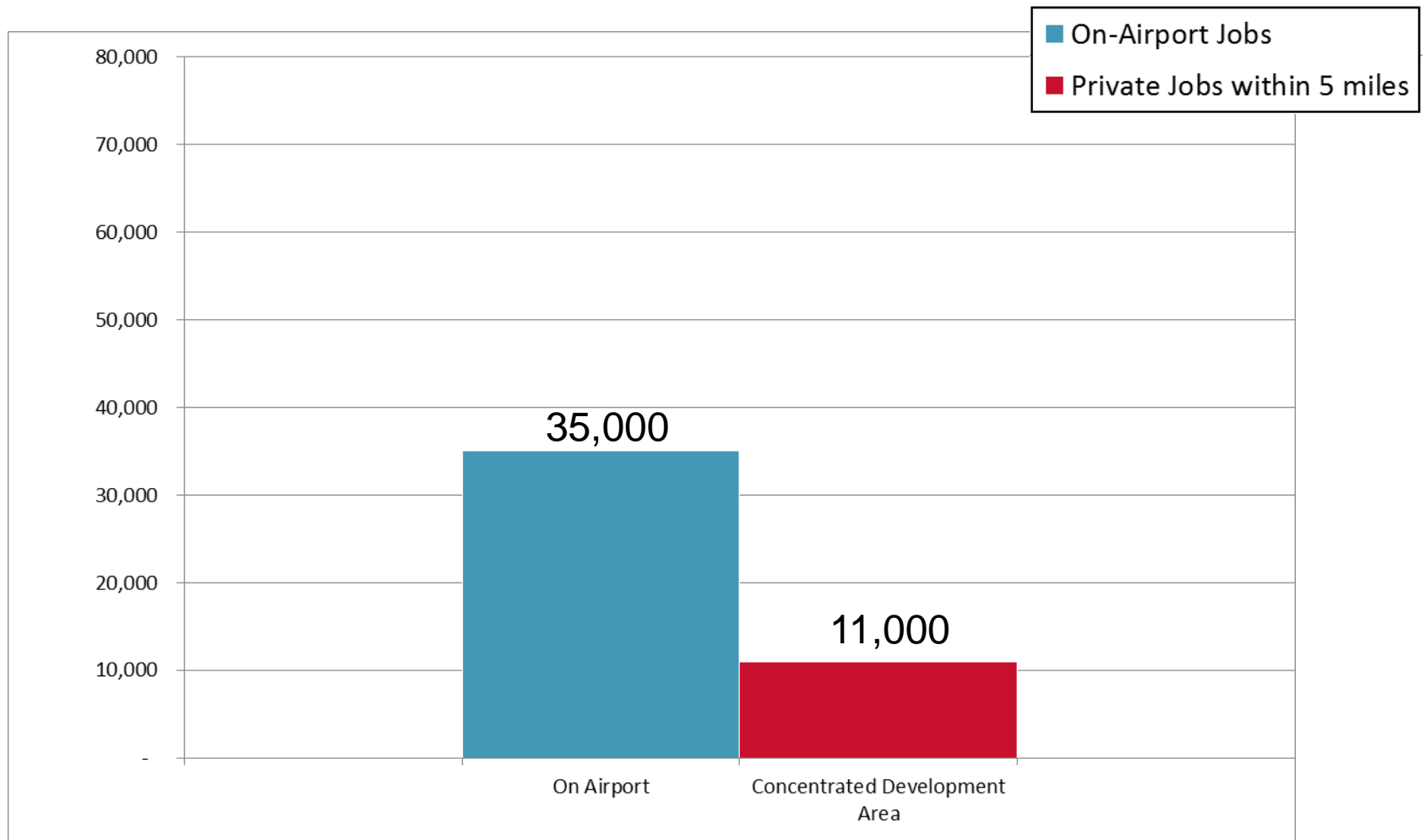
# Denver & Peers – Jobs within 5 Miles



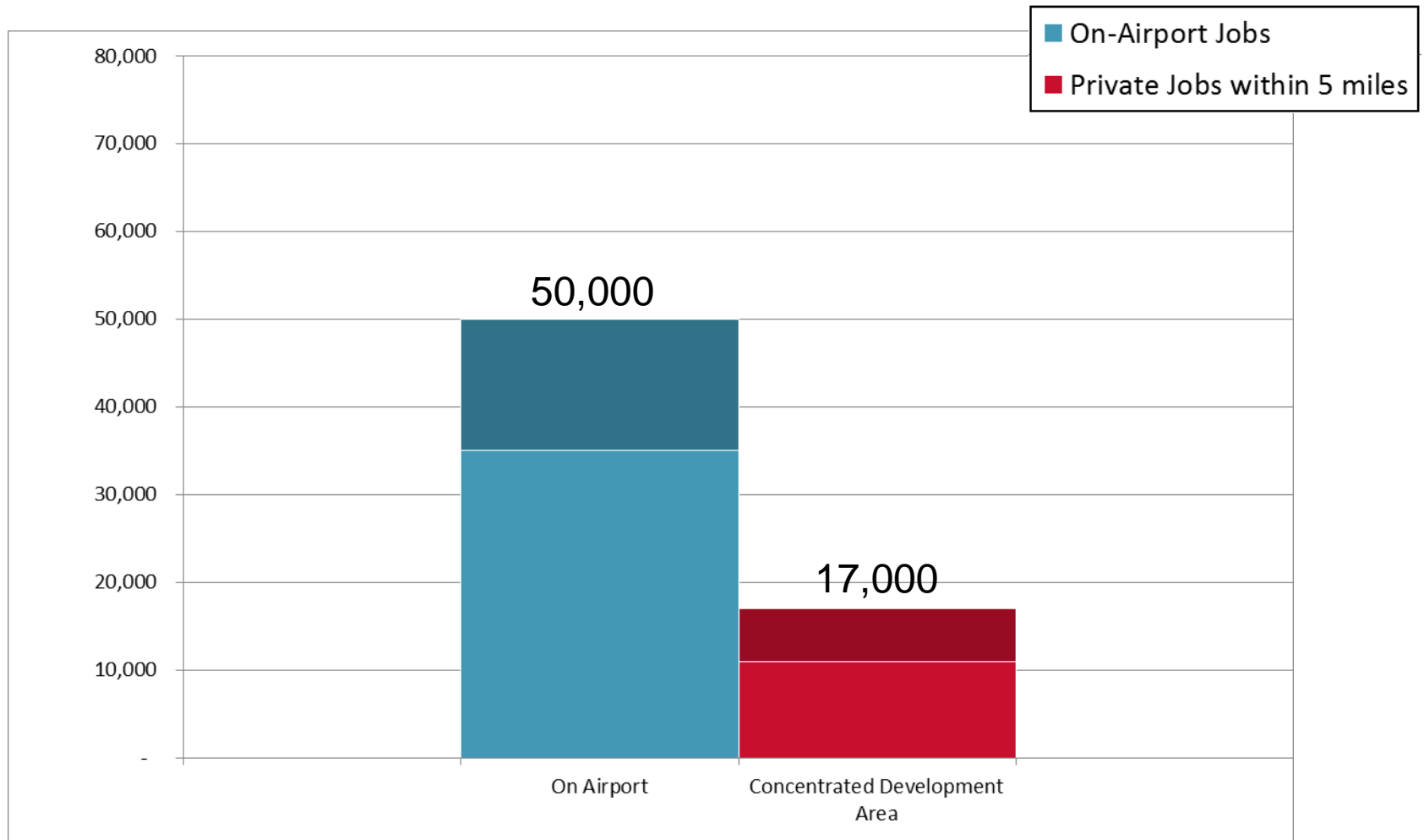
# South, West, and Peña Districts: Concentrated Development Area



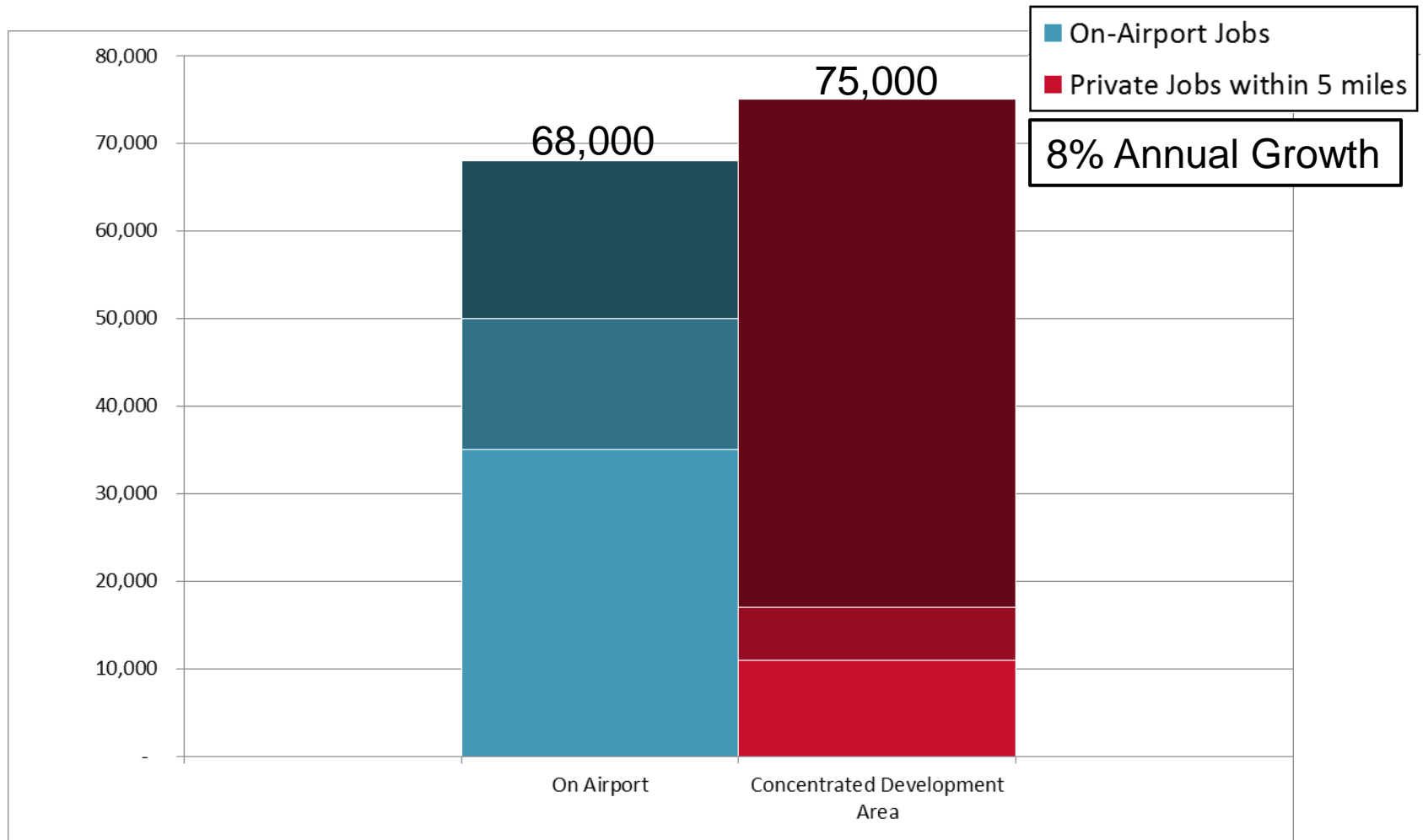
# Existing Denver – 2015



# Current Trends – 2040 DRCOG

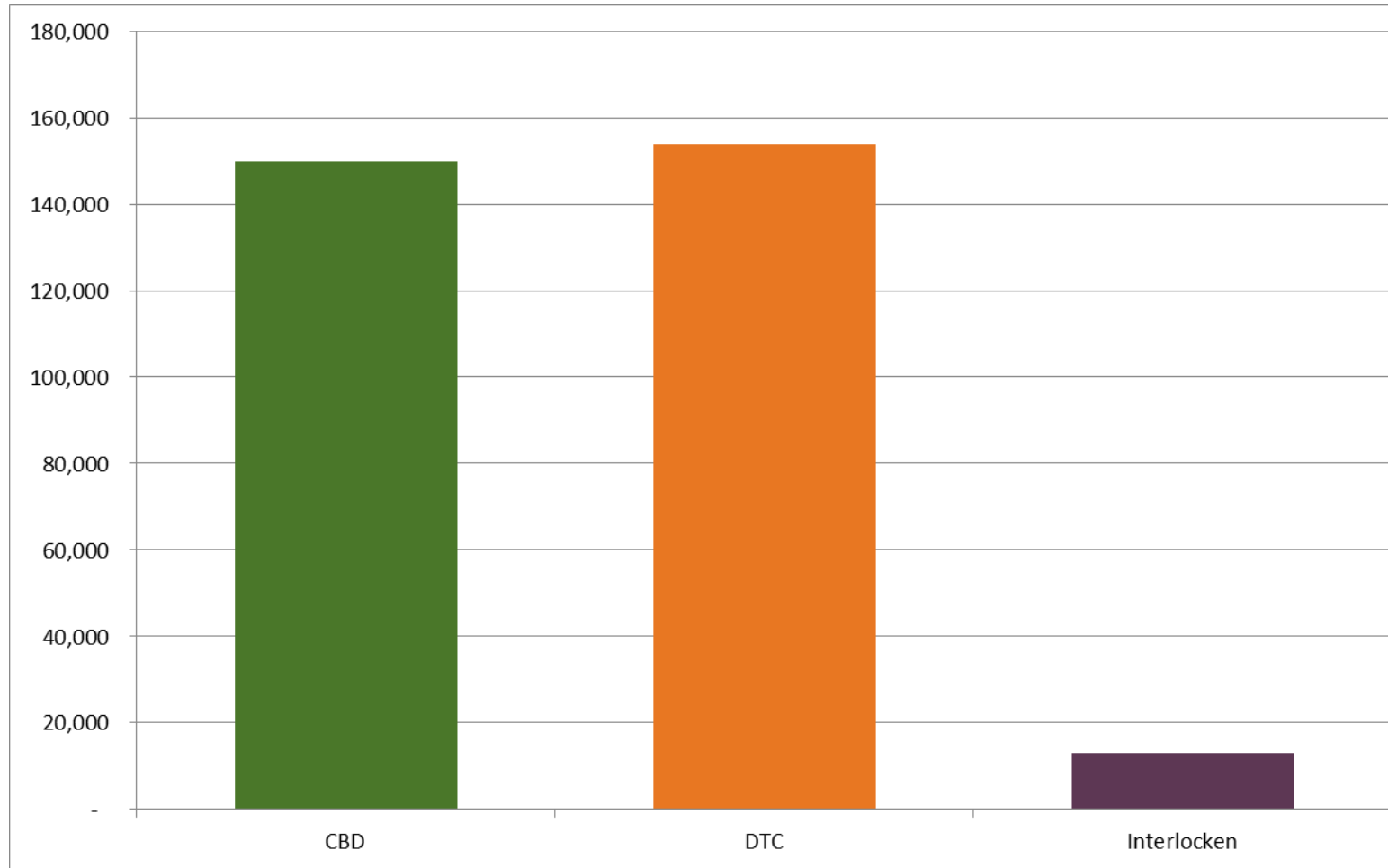


# Aerotropolis Scenario

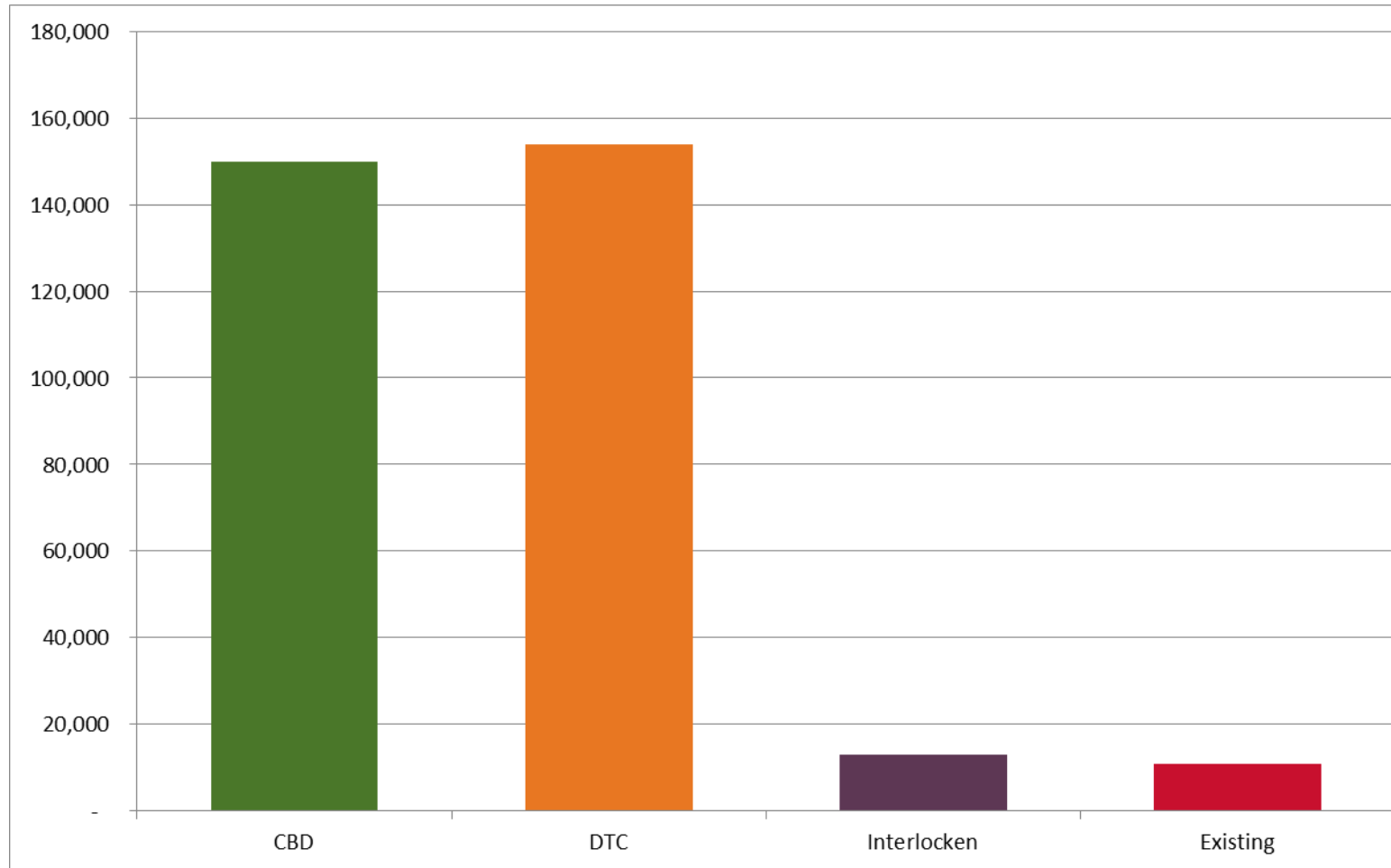




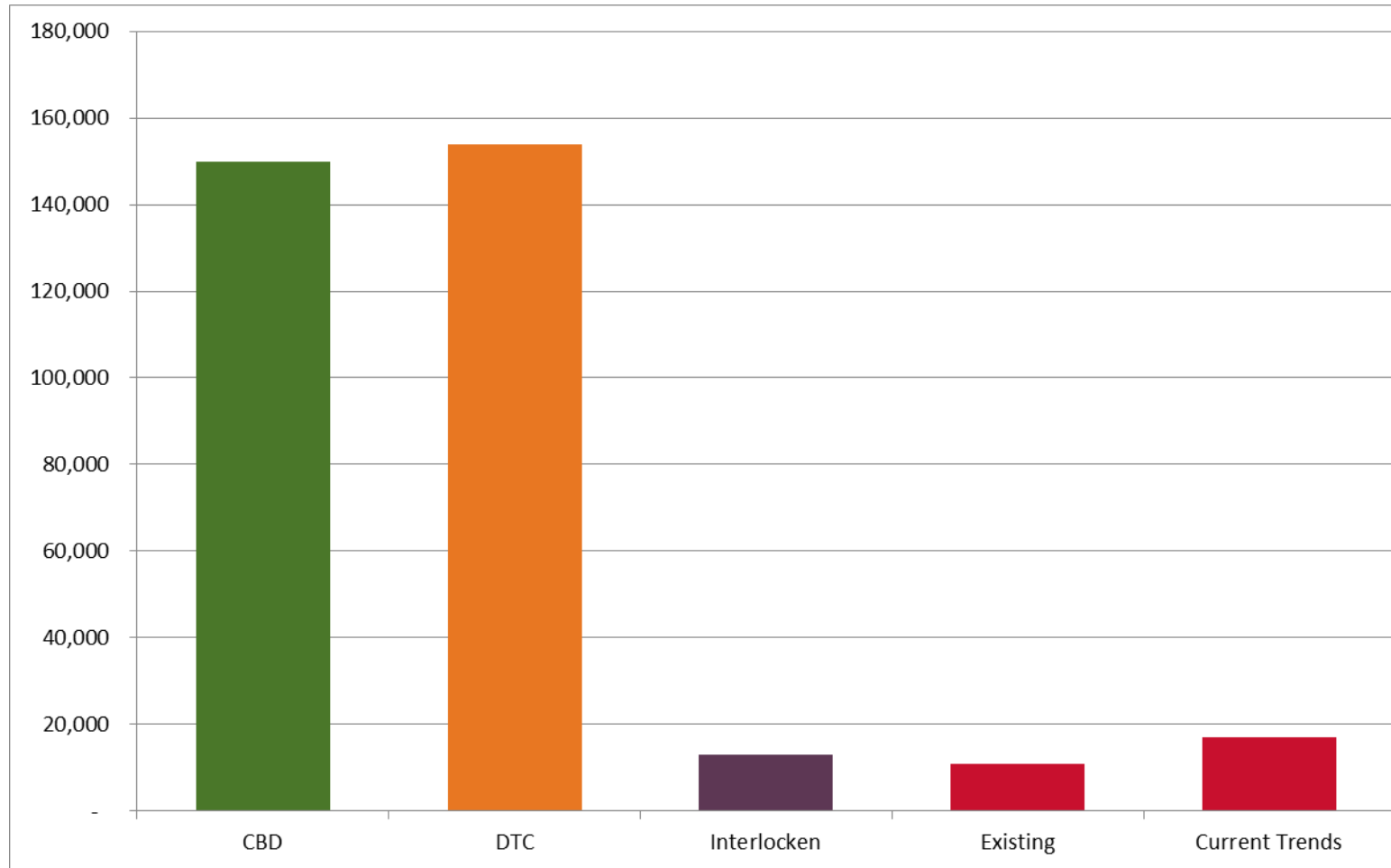
# Regional Comparison



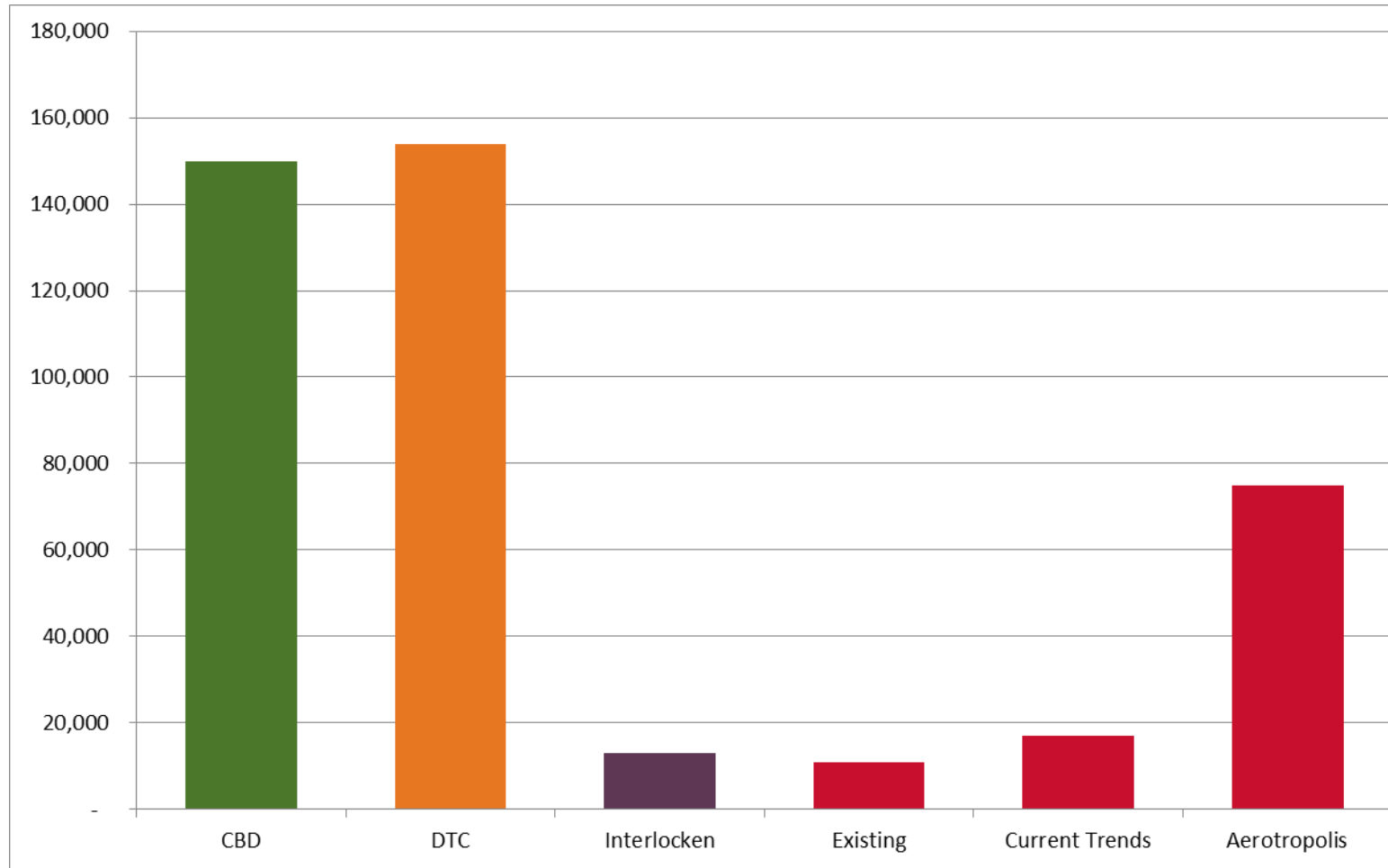
# Regional Comparison



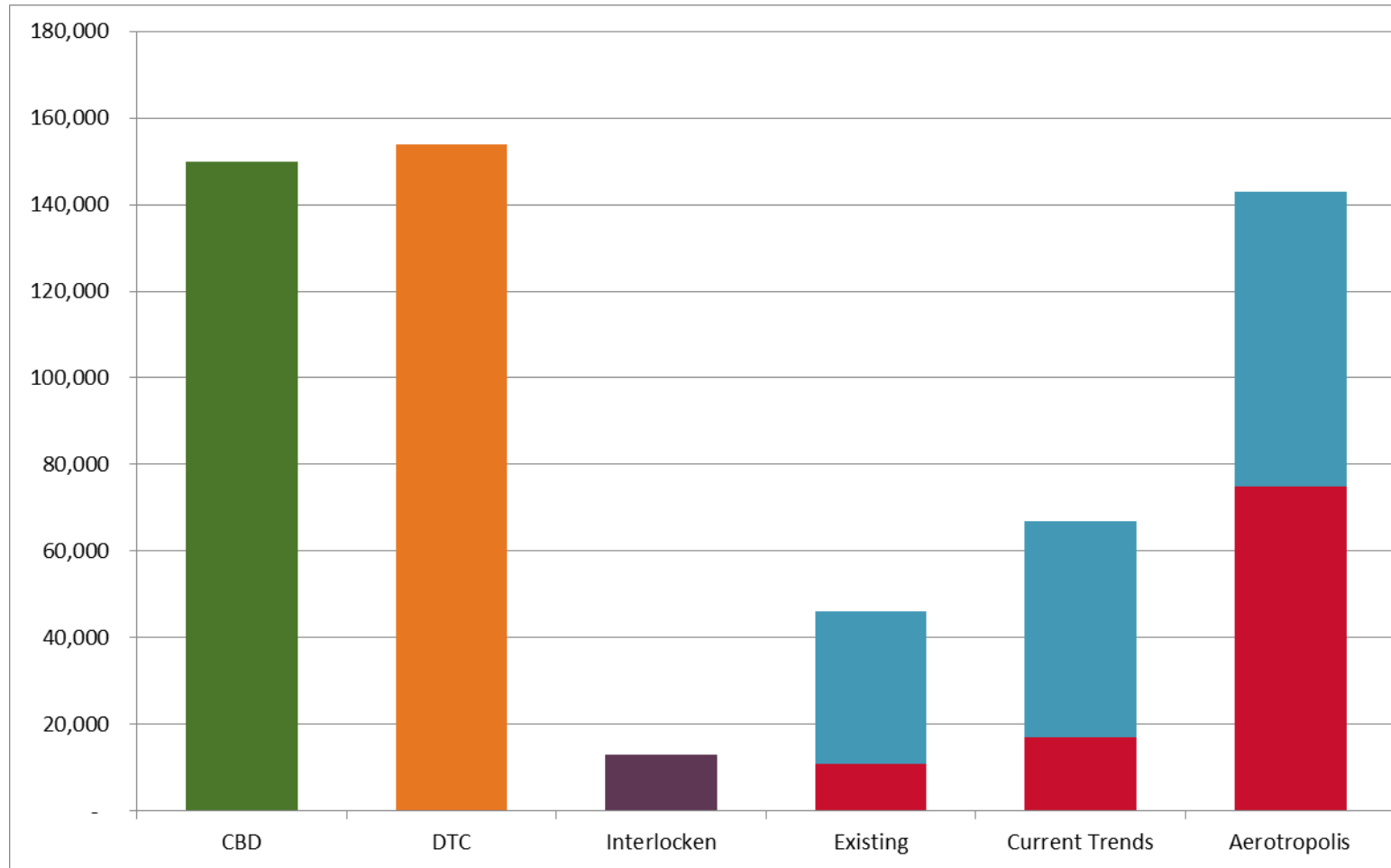
# Regional Comparison



# Regional Comparison



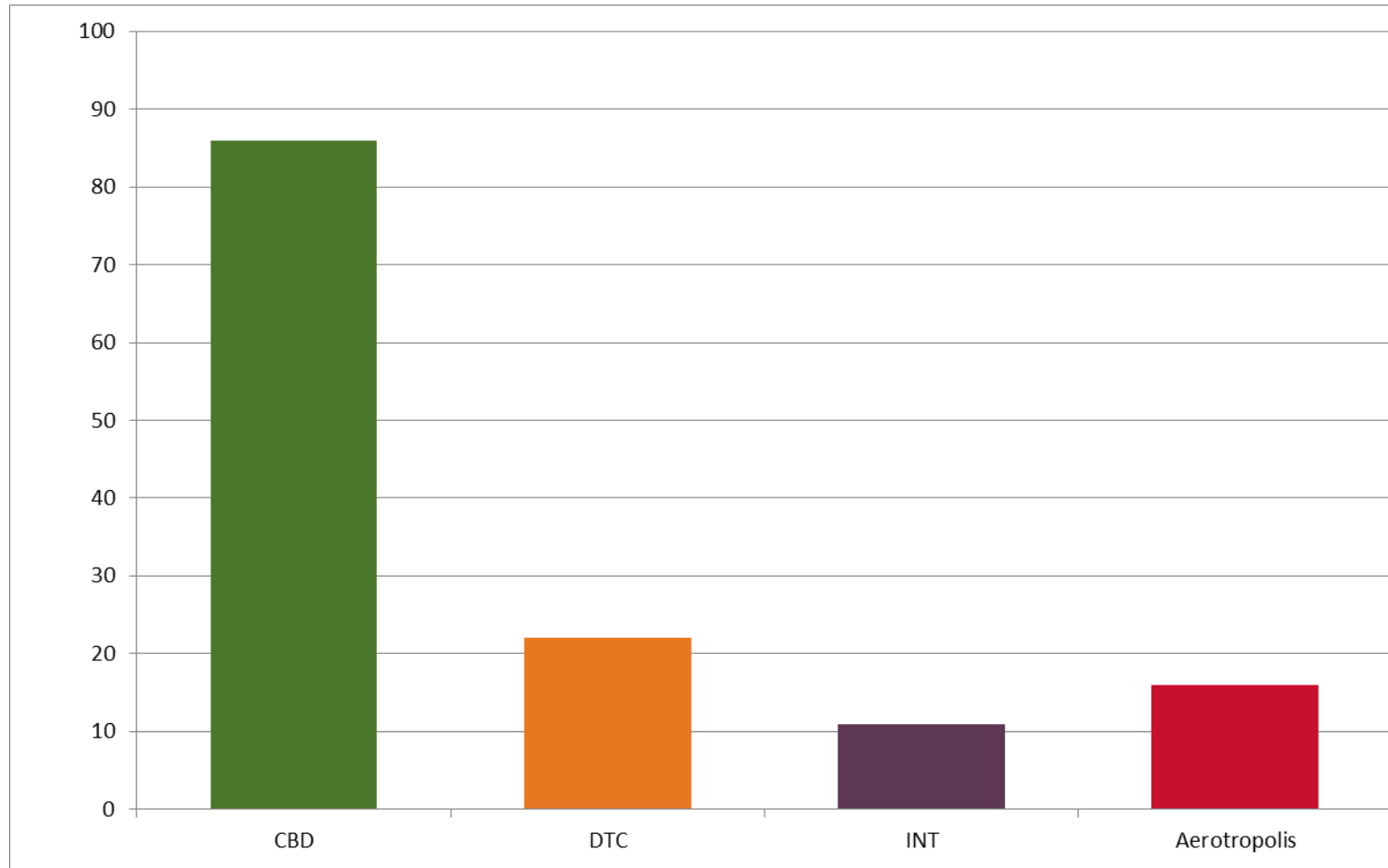
# Regional Comparison



# Growth Allocation Principles

- Access to Super-Regional Multimodal Transportation Facilities
- Contiguous to Active Developments
- Gravitational Pull of Larger Development(s)
- Connectivity to DIA
- Consideration of Geographic Diversity

# Regional Comparison – Jobs per Acre



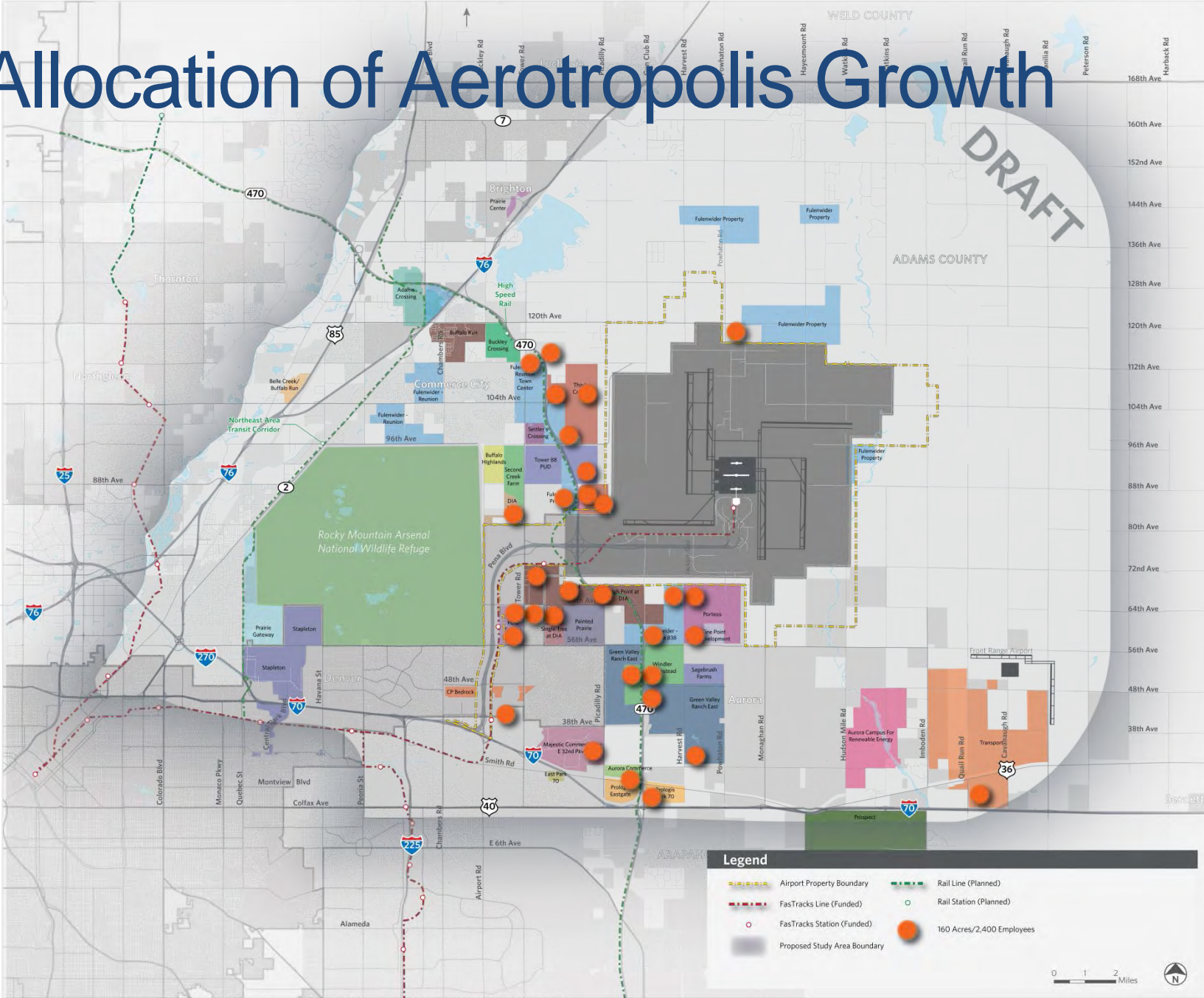
# ALLOCATION EXERCISE

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# Allocation of Aerotropolis Growth

DRAFT



**Legend**

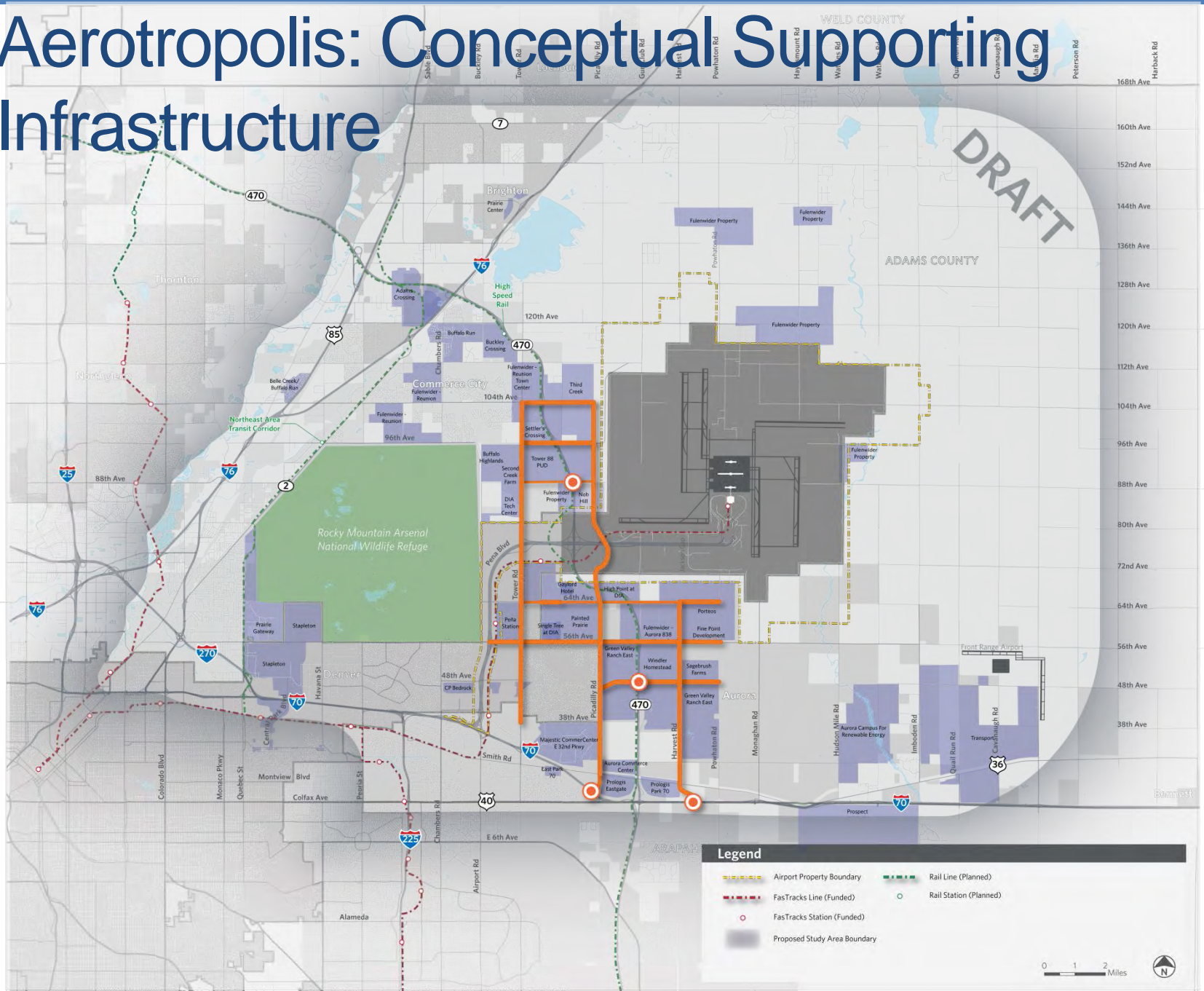
- Airport Property Boundary
- FasTracks Line (Funded)
- FasTracks Station (Funded)
- Rail Line (Planned)
- Rail Station (Planned)
- 160 Acres/2,400 Employees
- Proposed Study Area Boundary



# Transportation Development Principles

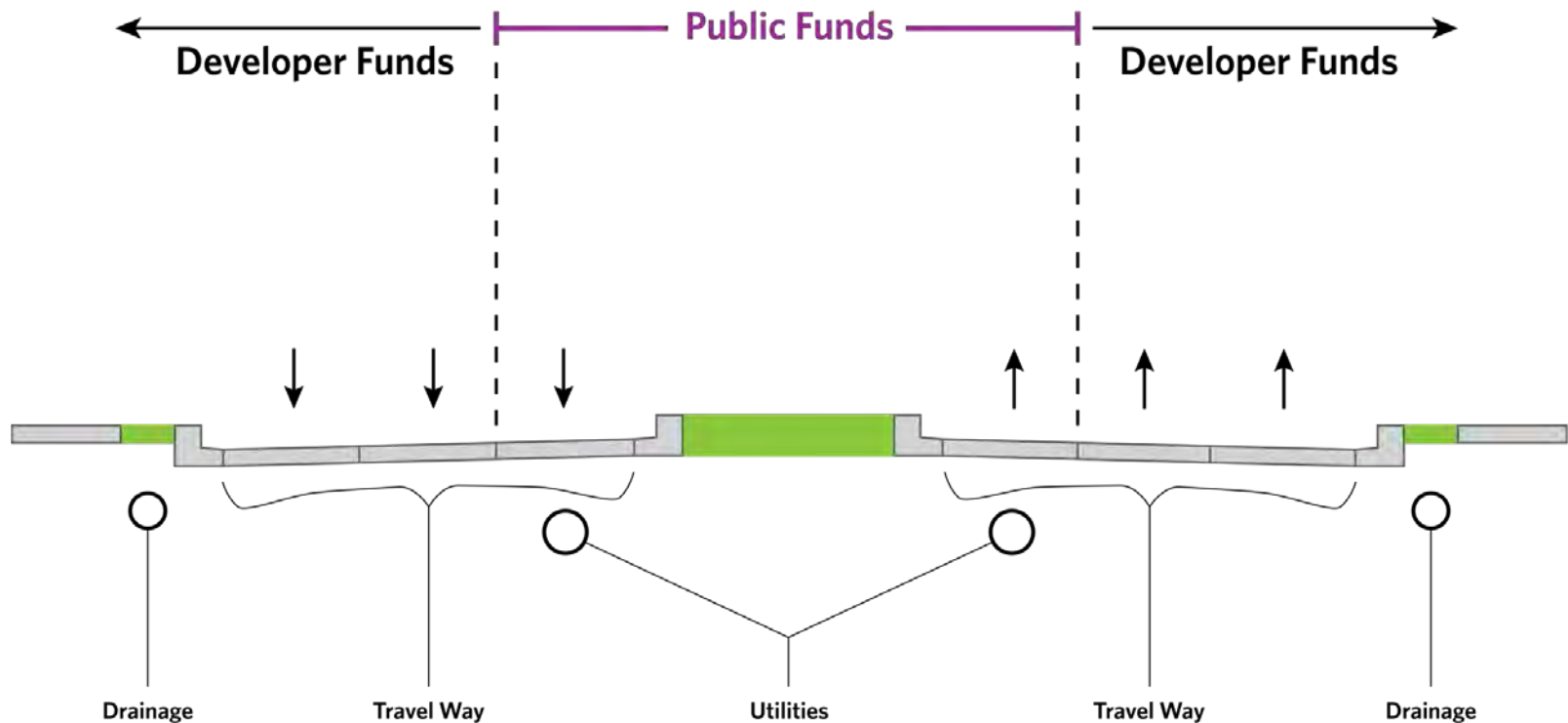
- Access to Super-Regional Multimodal Transportation Facilities
- Contiguous to Active Developments
- Incremental to Previous Investments
- Gravitational Pull of Larger Development(s)
- Connectivity to DIA
- Consideration of Geographic Diversity

# Aerotropolis: Conceptual Supporting Infrastructure



# Public and Developer Infrastructure Collaboration

## Roadway Section



# AEROTROPOLIS VISION COMPONENTS

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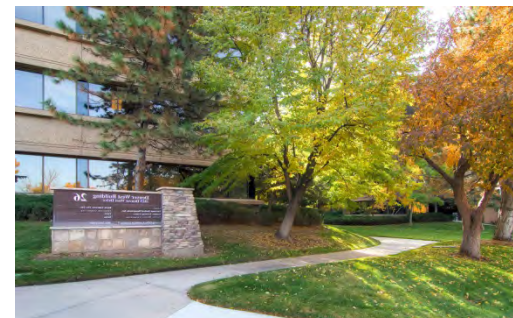
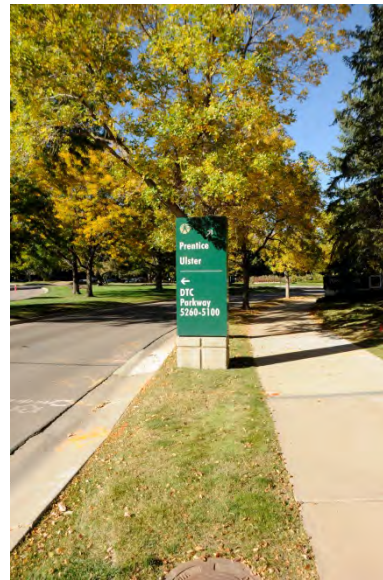
# Regional Collaboration

- Joint Governance for Infrastructure Funding
  - Transportation
  - Utilities
- Common Aesthetic

Denver West Office Park



Denver Tech Center



# GROUP DISCUSSION

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Do you want to continue rectangular arterial grid structure, or master plan a curvilinear structure?



Are you willing to preserve right-of-way  
for multimodal treatments?

Should we identify post-FasTracks  
high-capacity transit connections?

Are you willing to preserve right-of-way  
for a high-capacity Ring Road?

Are you willing to collaboratively define a common aesthetic?

MOVING FORWARD

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# Study Final Products

- Report
- Executive Summary
- Video
- Web Presence

# Next Meetings

## Steering Committee

- Meeting #2: Oct 22, 10:30

Location: RMANWR – Bldg 130, Lab Conference Room

## Joint Steering/Study Review Committee

- Guest Speaker: Jeff Fegan
- Nov 19, 9:00
- Adams County Government Center

# ROUNDTABLE DISCUSSION

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# THANK YOU

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# Colorado Aerotropolis Visioning Study

## Agenda

Project: Colorado Aerotropolis Visioning Study

Subject: Study Review Committee Workshop #5

Date: September 17, 2015 9:00 - 11:30

Location: Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)

1. Welcome & Introductions
2. Campaign Update
3. Study Components
4. Panel Recap
5. Comparative Analysis
  - a. Evaluation Criteria Breakout Groups
6. Growth Projections
7. Approach to Infrastructure Development
  - a. Transportation
  - b. Water
  - c. Wastewater
  - d. Special Districts
  - e. Landowners
8. Roundtable Discussion
9. Next Meetings
  - a. Study Review Committee: October 15, 9:00 - 11:30  
**Commerce City Recreation Center  
Community Room  
6060 E. Parkway Drive  
Commerce City, CO 80022**
  - b. Steering Committee: October 22, 9:00 - 10:30 RMANWR **in Building 130 Lab  
Conference Room (east of Building 129 where we are now)**
  - c. Combined SRC/Steering November 19, 9:00 to 11:30 RMANWR **Guest Speaker**
10. Next Steps and Action Items
11. Adjourn

## COLORADO AEROTROPOLIS | Visioning Study



### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #5
Date:	September 17, 2015, 9:00 a.m.
Location:	Rocky Mountain Arsenal National Wildlife Refuge
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome and Introductions

1. Stephanie White welcomed everyone and announced the purpose of today's meeting. Two handouts were previously distributed via e-mail to the committee to review prior to the meeting. These documents (in draft form) were the *Assessment of Growth Projections* and *Comparative Evaluation Process* for Colorado Aerotropolis.
2. Stephanie then distributed a few copies of the previously distributed documents to the group noting that today's meeting will focus on study methodologies.

### Campaign Update (Evan Dreyer)

1. Evan Dreyer provided a brief update on the campaign to get the Adams County and Denver unified. Amended the IGA to allow for non-airport commercial businesses to be developed at the airport. We are asking voters in Denver and Adams County to open the door to other commercial businesses.
2. He mentioned a survey result: Do you think the airport has been doing well? Response: 95 percent yes in Denver, 80 percent yes in Adams County. People really do get the economic benefits that the airport brings to the whole metro Denver.
3. Got the ballot number to be the same in Denver and Adams County—"1A" series. Being able to use the 1A for DIA for both Denver and Adams County is a good thing.
4. Conducting a unified campaign—consultant helping us get the mailing out. Ballots start arriving in mailboxes in less than a month. Campaign kickoff a little over a week ago. A budget of \$900K, probably closer to \$800K to produce mail pieces and communicate to the voters.
5. There hasn't been a lot of opposition, but maybe some environmental issues we need to address in Adams County.
6. Doing a lot of outreach with aggressive schedule to meet with the public.
7. If we raise enough money, we will be on radio and TV as well.
8. Jay Hendrickson: What is the plan to raise awareness? Is there anything that this group can do to help?  
*Response:* The more you start talking about issues that are more complicated, the worse it gets. I think pushing people to the website (*1AforDIA.com*) is really helpful. That would be the place to go to see exactly what's happening. If you know of opportunities to speak where it will be helpful for the campaign, that would be something this group can do.
9. Jay Hendrickson: The Society of Industrial and Office Realtors has reached out to CDOT. They are very interested in Aerotropolis. They were on board with the whole thing. *Response:* Need to get contact info from you about this group.

10. Question: The Denver ordinance, are you okay if this study team distributes the wording of that ordinance (the whereas clauses)? *Response:* Yes, that would be fine. But this study group cannot distribute campaign materials.
11. Rebranding of DIA: Official unveiling was yesterday (9/16) of the logo and new brand. DEN is now the official logo.

### Study Components (Rick Pilgrim)

1. Rick Pilgrim introduced today's topics. One is the forecast of development growth in the study area. We have growth comparison and projections that we want the group to look at.
2. A comparative evaluation of the scenarios is another topic we will be discussing today. We want to use the evaluation criteria as the framework from which to compare scenarios. We are working on a working paper format, so these are draft.
3. From a larger perspective, Rick gave an overview of the major components of the Aerotropolis study:
  - a. Collaborative Vision. Developed from input of this group.
  - b. Growth Projections. These are fundamental to an economic analysis.
  - c. Infrastructure. Framework of collaborative infrastructure implementation possibilities.
  - d. Governance. A framework of next steps for a regional district or other structure.
  - e. Framework and Next Steps

### Panel Recap: Governance Panel, July 23 (Keith Borsheim)

1. Keith Borsheim provided a brief review of the Governance Panel at the last SRC meeting. The panel was composed of:
  - a. Peter Kinney—Metro Mayors Caucus
  - b. Tom Clark—Metro Denver EDC
  - c. Ed Icenogle—Partner at Icenogle, Seaver, Pogue
  - d. Don Hunt—Former Executive Director, CDOT
2. The panel provided insight into the following:
  - a. Past examples of collaborative efforts in the Denver metro area to develop infrastructure and market real estate development.
  - b. Examples of the types of governance mechanisms available to strategically provide infrastructure.
  - c. Stressed the need to be all-inclusive—both public and private stakeholders. Get everybody at the table.
  - d. Do not overlook traditional funding sources.
  - e. Create the grand vision but do not attempt to bite off more than you can chew as you start. Small successes will be the proof of concept and will provide a foundation of trust.
  - f. Governor Hickenlooper—“Collaboration is the new Competition.”

3. Comment (Dan Poremba): There was some talk about this study having Ed or somebody like him to help us survey the finance mechanisms and identify the most likely range of finance mechanisms. I think that was a pretty practical Idea.

### Comparative Analysis (Chris Primus)

1. Current Trends Scenario
  - a. Baseline assumption is we are using the 2040 DRCOG RTP.
  - b. No new IGA Agreement (no new on-airport nodes or accesses).
  - c. There are limited additional funds.
2. Aerotropolis Scenario
  - a. 2040 horizon year
  - b. Assuming the IGA amendment
  - c. New regional governance mechanism
  - d. Attracts additional development
  - e. Advanced planned roadway improvements
  - f. Allows additional improvements
3. Dan Poremba: From the IGA, 1,500 acres was identified as the maximum. There will be future phases of development that will spin from that. The 1,500 acres really is expected to be the net land leased. Probably 2,000 + gross acres. IGA does not specifically allow for new access funded with shared tax revenues. It will be up to the jurisdictions how to prioritize such accesses.
  - a. Chris: We do use the 1,500 acres in our analysis; and we will incorporate this good information.

### Evaluation Criteria Breakout Groups (Chris Primus)

1. We have categories and topics for evaluating each scenario. This is the SRC's chance to provide input on how to evaluate each scenario.

Evaluation Category	Criteria
<b>Regional Compatibility</b>	Effect on region growth
	Consistency with Metro Vision's Guiding principles: <ol style="list-style-type: none"> <li>1. To protect and enhance the region's quality of life</li> <li>2. To be aspirational and long-range in focus</li> <li>3. Offer direction for local implementation</li> <li>4. Respect local plans</li> <li>5. Encourage communities to work together</li> <li>6. Plan is dynamic and flexible</li> </ol>
<b>Community Acceptance</b>	Effect on adjacent development
	Consistency with adopted plans

Evaluation Category	Criteria
<b>Environmental Sustainability</b>	Effect on region air quality
	Effect on region water quality
	Resiliency to environmental changes
<b>Infrastructure Efficiency</b>	Transportation System
	Utility system/network continuity
	Cost-efficient infrastructure development
<b>Economic Development</b>	Quantitative benefits: <ol style="list-style-type: none"> <li>1. Reduction in the capital and operating cost of sewer and water conveyance systems</li> <li>2. Increases in real estate values</li> <li>3. Increases in property and sales taxes</li> <li>4. Direct and indirect jobs associated with construction</li> <li>5. Increases in State income taxes from new permanent jobs</li> </ol>
	Qualitative Benefits <ol style="list-style-type: none"> <li>1. Increases in rate of wage growth</li> <li>2. Increases in productivity</li> <li>3. Decreases in household and business transportation costs</li> </ol>
	Costs
	Qualitative Features

2. Stephanie pointed each group/table to the worksheet for the groups to use. Each group was given 5-10 minutes to discuss and each group then reported back.
3. Table 1 (Rick Pilgrim)
  - a. Regional Compatibility: seemed okay.
  - b. Transportation Efficiency: maybe more specific and get to reduction and average ADT.
  - c. Economic Development: the quantitative benefits. What about just income in general? How about positively impact average income? Maybe visit the Community survey to get more background. Calculate the number of more permanent jobs. Maybe a little bit more explicit.
  - d. Qualitative Benefits. What do you mean by increase in productivity? What does that mean? does it mean together we can be more productive?
  - e. Maybe there should be a criterion for contribute to a unified brand.
4. Table 2 (Kristin Sullivan)
  - a. Economic Development: add words to the criterion of cost—cost benefit, not just cost itself; smart strategic investment.

- b. Sustained regional cooperation: A good effect on our cooperation as a region and would it be sustained for a long time?
  - c. Global competitiveness of Aerotropolis.
5. Table 3 (Jacob Riger, DRCOG)
- a. Regional Compatibility: long process to update our plan to 2040, so the thematic content probably won't change. In making these scenarios, we need to be thoughtful about that.
  - b. Plans can be amended, so it is not always just about the plan.
  - c. Infrastructure Efficiency: Local transportation connectivity, mobility, transit impacts. Need to clarify.
6. Table 3 (Tom Reed)
- a. Regional Compatibility: To DRCOG, we need to be thoughtful about how to apply the metro vision plan to the area.
  - b. Community Acceptance: reconcile differences in each jurisdiction's plans.
  - c. Infrastructure Efficiency: no major recommendations.
  - d. Economic Development: make sure there is growth in all sorts of areas.
7. Table 4 (Kip Cheroutes)
- a. General comment: maybe there should be a process that could be done to give some weights to these criteria.
  - b. Community Acceptance: What is the community? Voters? Planning people? Elected officials? Beyond an IGA vote, whatever creation we come up with, is that going to need a vote? Either by specific jurisdiction or statewide?

## Economic Analysis (Arleen Taniwaki)

1. Comparing baseline growth. Not assuming Aerotropolis but rather DRCOG and applying that to an Aerotropolis scenario.
2. Agglomeration economic benefits:
  - a. Benefits that come when firms and people locate near one another.
  - b. Networks that facilitate the transfer of innovative ideas and knowledge.
  - c. Reduces household and business transportation costs.
  - d. Increases in productivity, wage rates.
  - e. Enhances the ability of a region to attract and retain a qualified talent pool.
3. Economic Analysis Methodology ("Business as Usual" and Aerotropolis Scenarios)
  - a. Quantitative benefits
    - Increases in real estate values
      - Land use assumptions
      - Aerotropolis premiums
      - Additional 1,500 acres in the IGA

- Direct and indirect jobs associated with construction and permanent jobs
  - Increases in property and sales tax revenues
  - Increases in State income taxes from new permanent jobs
  - Reduction in the capital and operating cost of sewer and water conveyance systems
4. Jay reminded the group that if anyone has any comments or thoughts about the methodology, this is where we want to discuss it. We need to get buy-in on our methodology so we can go forward. We need our methodology to be robust.

### Growth Projections (Chris Primus)

1. Chris announced to the group that growth projections are part of the study's methodology and that they are fundamental to this study. Projected growth is a direct indicator of economic activity.
2. Chris then summarized the 16-page paper that was sent to the SRC previously so everyone would have an understanding of the assumptions that will be used for the analysis.
3. The study will look at different approaches and references to get a handle on the amount of employment that could develop with an Aerotropolis scenario. There are several ways to forecast growth for the Aerotropolis study, including the IGA Amendment, DRCOG forecasts, comprehensive plans, and peer employment centers.
4. A known reference is based on the new IGA amendment identification of 1,500 acres of airport property for commercial development—node-focused and with new accesses.

For potential on-airport employment, our study team has used this data to create assumptions about usable lands and take into account open space and transportation needs. We came up with 37,000 employees at full build-out of the 1,500 acres. To be conservative, we took half of that and assumed 1,800 by 2040 for on-airport employment.

We have broken down the study area into districts and looked at potential off-airport employment. We need to first realize that our study area is very large. Realistically, the Aerotropolis development will occur first to the west and south. We looked at employment projections and current employment data.

For planning purposes, we are going to focus on the south, west, and Peña Districts (concentrated development areas), not including the airport and not including the 1,500 acres from the IGA.

5. 2015 values from DRCOG show there are currently 11,000 employees; this is expected to grow to 17,000 by 2040, which is a modest amount of growth. The 17,000 would be the baseline for the Aerotropolis scenario.

There are several ways to come up with an estimate of employment off airport under the Aerotropolis scenario. We had different levels of assumptions. On the low end, we assumed one-on-one: for every on-airport job of that 17,000 jobs, we assume there would be one off-airport job, and that is pretty conservative. But the ratio could easily be higher: For every on-airport job of the 17,000 jobs, there may be two or three off-airport jobs. Those ratios are still actually conservative.

6. The Aerotropolis employment projections are higher than the DRCOG 2040 projections, which leads to one two possibilities: the reallocation of employment among DRCOG region or the employment exceeds the DRCOG 2040 regional control total.
7. If DRCOG reallocates the future growth in employment from elsewhere within its region to the Aerotropolis area—from elsewhere in Adams, Denver, Commerce City, Aurora, as well as from



Jefferson, Broomfield, Arapahoe Counties, and others. But as we all know, this could become contentious among some of these partners. Each is on a growth trajectory, and expect growth to continue in their communities. One question would be, would aerotropolis-oriented firms necessarily compete with growth in these other areas?

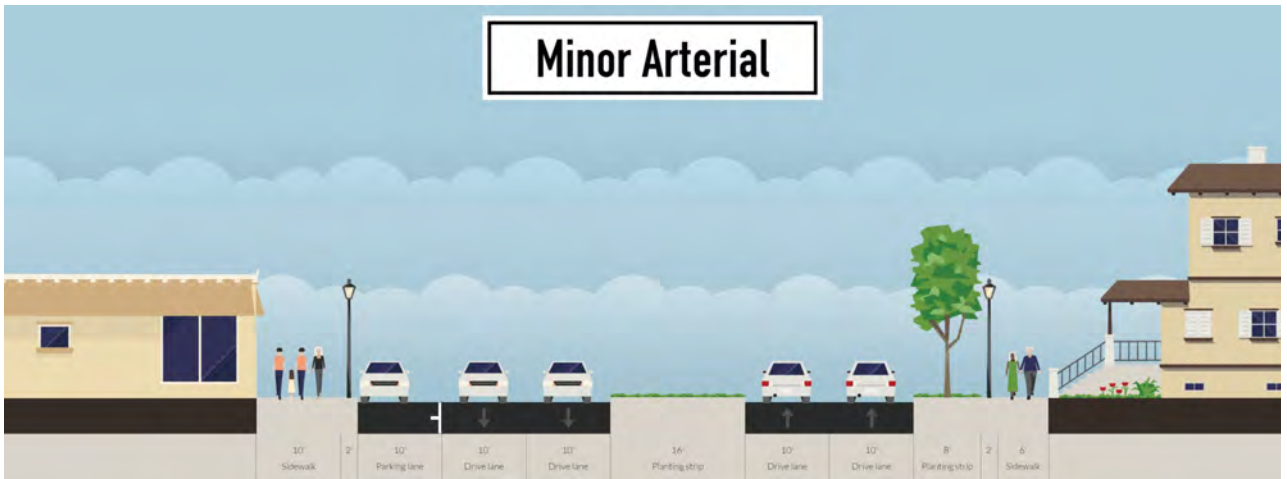
8. The second possibility could be that the Aerotropolis development could instead attract development that otherwise would have occurred in other cities across the nation, and across the globe. DRCOG would then be exceeding the regional control totals. (These are established in consultation with the state demographer.) This is in fact the key premise of the study—that the development of a collaborative Aerotropolis will advance the regional economy faster than otherwise expected.
9. Comment (Bob Watkins): When you get into distribution, there are no magic projections. It's what you want to happen. It is not a question of what's predetermined; the question is what we want. With employment, are we taking away from other employment centers from the region, or are we growing because of what we're doing?
10. Jay reminded the group that the paper the study team prepared has more details about all this.

## Infrastructure (Rick Pilgrim)

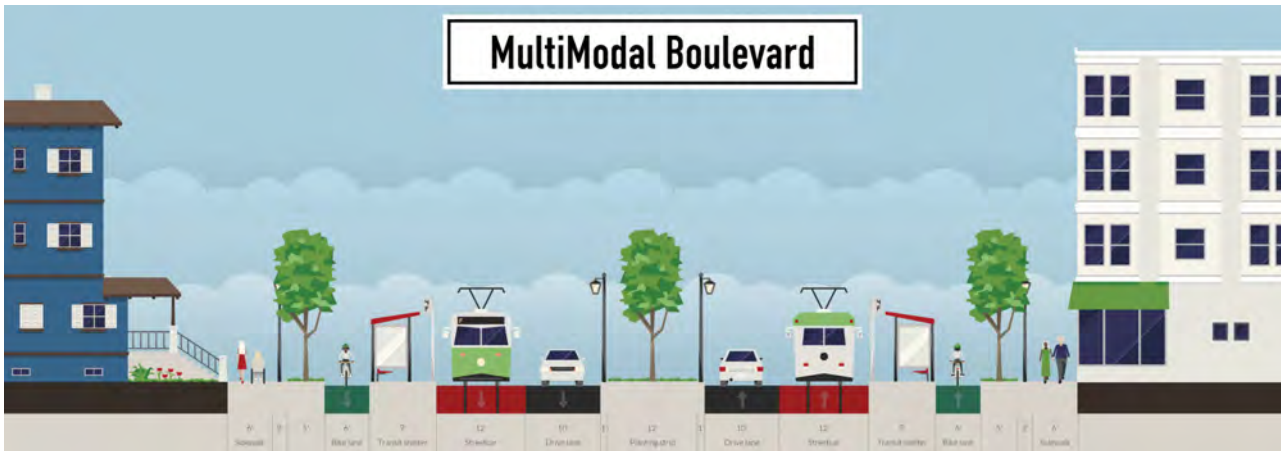
1. Rick repeated the priority issues the jurisdictions have identified in previous meetings. All comments have been related to infrastructure.
2. Some near-term initiatives identified for the study include:
  - a. Super Regional Infrastructure Authority
  - b. Super Regional Master Plan
  - c. Pinch point north-south capacity
  - d. Marketing
  - e. 72nd and Himalaya
  - f. Dialogue with FAA
  - g. Foundational infrastructure connections
  - h. TOD (more locations)
  - i. Identify key economic development areas
  - j. Funding mechanisms (regional and localized)
  - k. Rezone clear zones (to common definition)
3. Transportation Network—Near Term
  - a. Define base network
  - b. Logical infrastructure development
  - c. Address priority issues
  - d. Incorporate local and regional plans
  - e. Link nodes of development
4. Transportation Network—Future
  - a. Evolve to future network
    - Urban design context
    - Functional classifications to reserve right-of-way
      - Super-regional
      - Regional (Peña, Tower)
      - Local area
      - Fastway Loop (ring road)

- a. Comment (Bob): Concerned about the Fastway Loop concept. The idea that we would spend money on a new facility when we have such extreme needs for improvements to our existing highways and arterial connections is a big concern. And could be disruptive.
  - b. Response (Rick): That is a fair concern. In setting a framework, it is good to not exclude possible options. We definitely need to look into it further.
- b. Rick presented to the group some cross-section concepts (below). We will consider what it will take to build the needed cross section and what it will take to install utilities. We'll be looking at what that phasing might be so we don't overload the land use.

**90'-110' ROW**



**100'-120' ROW**



**140'-160' ROW**



**200'-300' ROW**



**200'-220' ROW**



**5. Utility Network**

- a. We met with Denver Water and will be meeting with the other water districts. We will connect with utilities and with the Urban Drainage and Flood Control District.
- b. Basic utilities using transportation right-of-way are wastewater, power, and drainage.
- c. Major components are regional, trunk, sub-trunk.
- d. Dan Poremba asked whether (for the methodology) the study team would be looking at several regional projects and use those to drive cost and look at the potential for financing possibilities. Rick responded that is exactly the methodology that the study team is using.

Do we know what those prioritized infrastructure projects might be? Yes. We are meeting with Jim Mallory with Metro Wastewater Reclamation District tomorrow.

## Roundtable

Stephanie White asked each meeting attendee to provide one thought that each person came away with from today's meeting.

1. Want to make sure the projections and estimates are on point.
2. Would like to continue the discussion about projections.
3. Good hearing the feedback about what needs to be included in the economic analysis.
4. Surprising how things have gone.
5. On the side of data and criteria we use, normalizing as much as we can. Per capita or whatever it may be to help with understanding if it's new or transfer from other regions.
6. DRCOG doesn't prepare forecast for the Aerotropolis area, we want to be clear about that. Plans and work is regional level, but we are here as a resource for this group and want to help out.
7. Interesting to hear what the potential might be for something like the Aerotropolis.
8. Understand why the on-airport employment was taken out of the Aerotropolis projections. If you do one-on-one projections, that would be a lot more people working at the airport.
9. Most interested in the projections and the ratios, specifically learning more about other Aerotropolis in other areas. That might be some different type of marketing that might help with our projections.
10. When we talked about the distribution around the Aerotropolis area, we have to think about what we want. On the transportation side, we want to emphasize once again we have a well-defined plan in Aurora. One challenge has always been around the border. We look at cross-sections and making them multimodal. We have very well-defined network that we are working on and implementing, so we caution you to not radically change our plans in that area. I am not saying you can't change anything, but I caution you to not recreate the transportation plan. What we really need is money.
11. Economic development: thinking about the marketing side of all of this.
12. Like where everything is going. Think about accelerating these meetings as we go into fall and making an effort to get the attendance back up. Need to get matching dollars out by the end of the year. Look at what the recommendations are looking like.
13. Need to be flexible with the upcoming election. What will this study say if the election fails, or pass on one side and fail on the other? How does all that analysis change, or would it, depending on the outcome of the election?
14. How we present ourselves to the world. This is so much better than us going this alone.
15. Focus is the next five years. Interested to hear DFW's business case. What kind of businesses do they attract?
16. Interested in the multimodal concept.
17. Maintain flexibility in terms of growth projections. We are dealing with a global and national perspective in terms of Aerotropolis. It will be Denver competing with DFW or Lisbon. Really a global

effort. But long term, 50 years to 80 years from now, maybe there is a need for a beltway. Should take a careful look.

18. Like to see how we can leverage infrastructure development.

## Next Meetings

1. **Study Review Committee Meeting #6:** October 15, 9:00-11:30 (**Commerce City Recreation Center, Community Room, 6060 E. Parkway Drive, Commerce City, CO 80022**)
2. **Steering Committee Meeting #2:** October 22, 9:00-10:30 (**RMANWR Bldg 130 Lab Conference Room**). Encourage the Steering Committee to attend. This will be the second meeting only for the Steering Committee, so it would be good to have good attendance.
3. **Joint Steering Committee/Study Review Committee Meeting:** November 19, 9:00-10:30 (**RMANWR**). Will have a guest speaker from DFW at this meeting.

## Adjourn

Jay thanked everyone for their efforts so far and encouraged everyone to be the cheerleader as people go back to their respective groups. He noted to Bob that it is not CDOT's intent to modify Aurora's plans by any means. CDOT will respect Aurora's plans.















# Welcome



## Colorado Aerotropolis Visioning Study



# Today's Purpose

- Study Methodologies



# CAMPAIGN UPDATE

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# STUDY COMPONENTS

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# Study Components

- Collaborative Vision
- Growth Projections
- Infrastructure
- Governance
- Key Issues
- Framework & Next Steps

## COLORADO AEROTROPOLIS | Visioning Study





# PANEL RECAP

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# Governance Panel, July 23

- Peter Kinney – Metro Mayors Caucus
- Tom Clark – Metro Denver EDC
- Ed Icenogle – Partner at Icenogle, Seaver, Pogue
- Don Hunt – Former Executive Director, CDOT

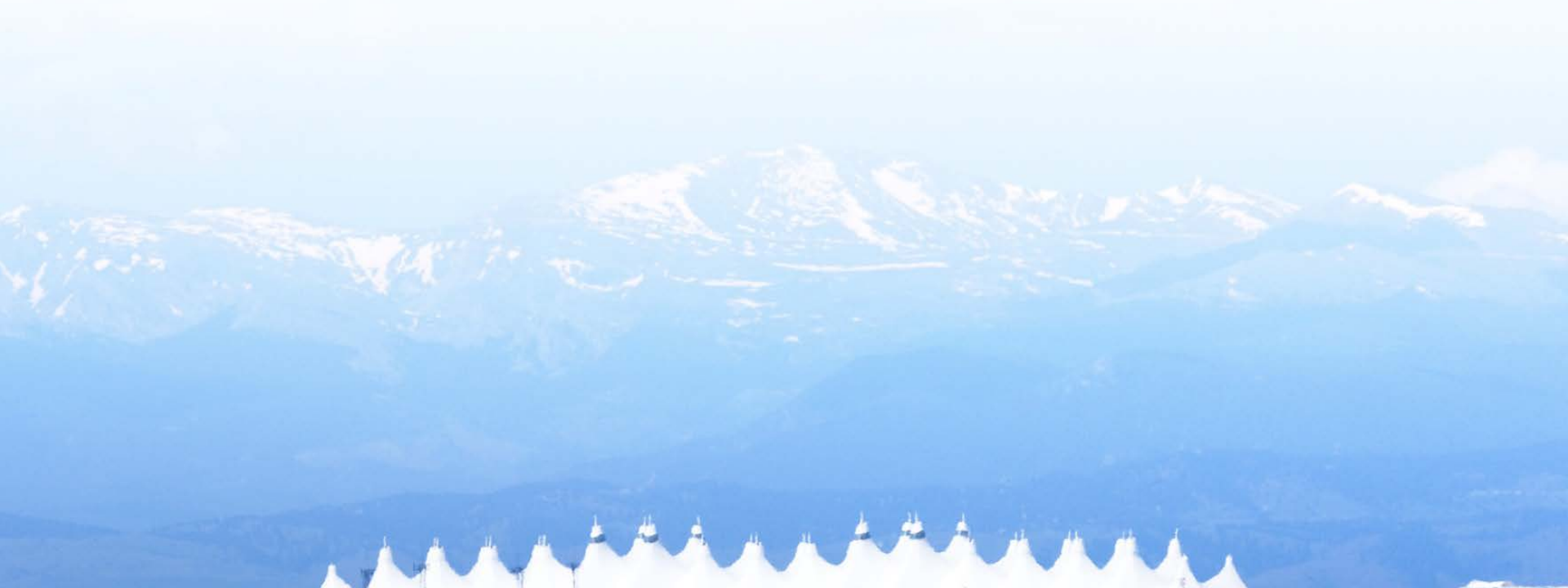


# COMPARATIVE ANALYSIS

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# Current Trends Scenario

- 2040 DRCOG RTP
- No New IGA Agreement
  - No new on-airport nodes or accesses
- Limited Additional Funds



# Aerotropolis Scenario

- 2040 Horizon Year
- IGA Amendment
- New Regional Governance Mechanism
- Attracts Additional Development
- Advance Planned Roadway Improvements
- Allows Additional Improvements



# EVALUATION CRITERIA BREAK-OUT GROUPS

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# Economic Analysis

- Agglomeration economy benefits:
  - Benefits that come when firms and people locate near one another
  - Networks that facilitate the transfer of innovative ideas and knowledge
  - Reduces household and business transportation costs
  - Increases in productivity, wage rates
  - Enhances the ability of a region to attract and retain a qualified talent pool



# Economic Analysis Methodology

## “Business as Usual” & Aerotropolis Scenarios

### Quantitative Benefits

- Increases in real estate values
  - Land Use Assumptions
  - Aerotropolis Premiums
  - Additional 1,500 Acres in the IGA
- Direct and indirect jobs associated with construction and permanent jobs
- Increases in property and sales tax revenues
- Increases in State income taxes from new permanent jobs
- Reduction in the capital and operating cost of sewer and water conveyance systems



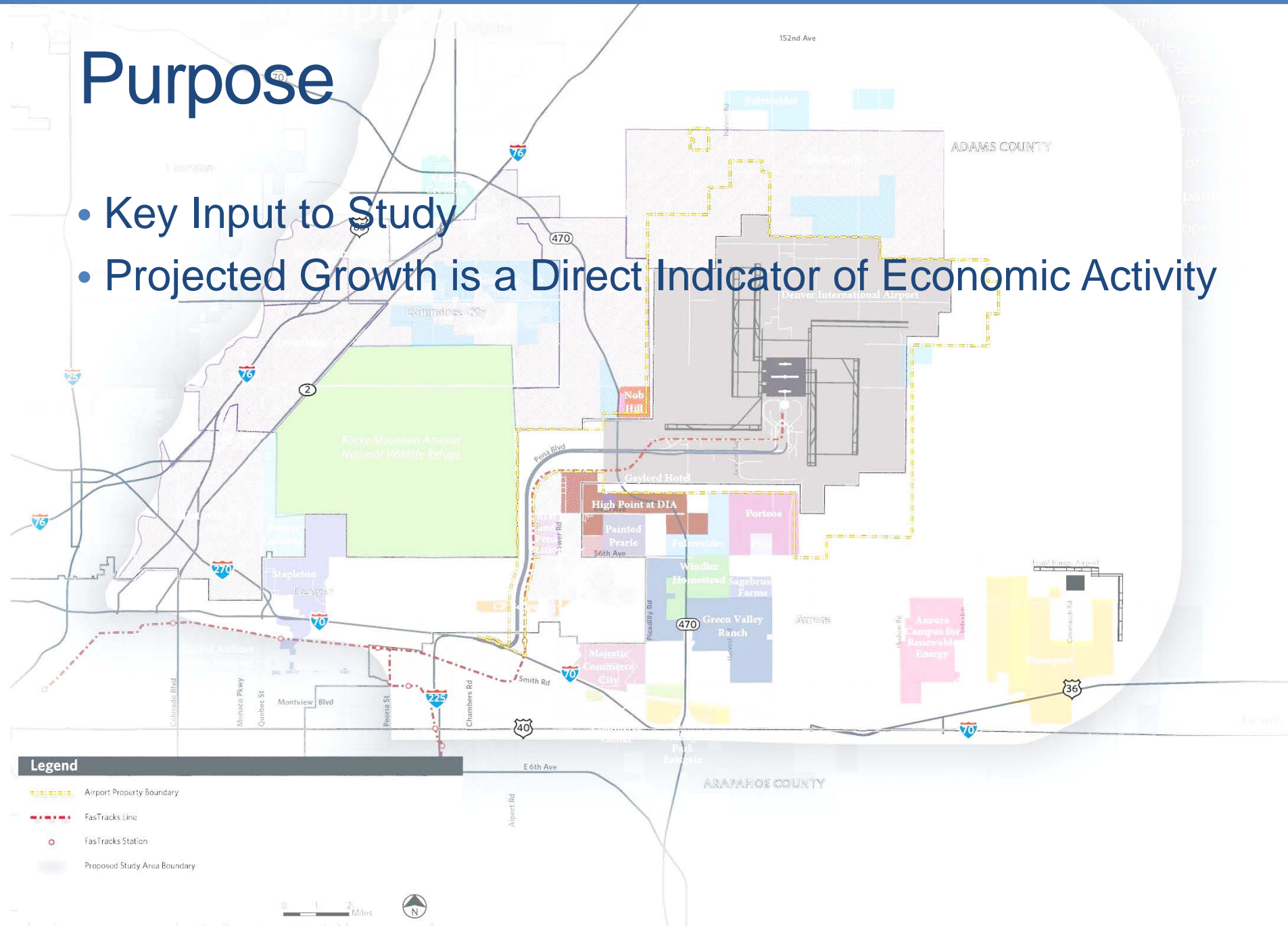


# GROWTH PROJECTIONS

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# Purpose

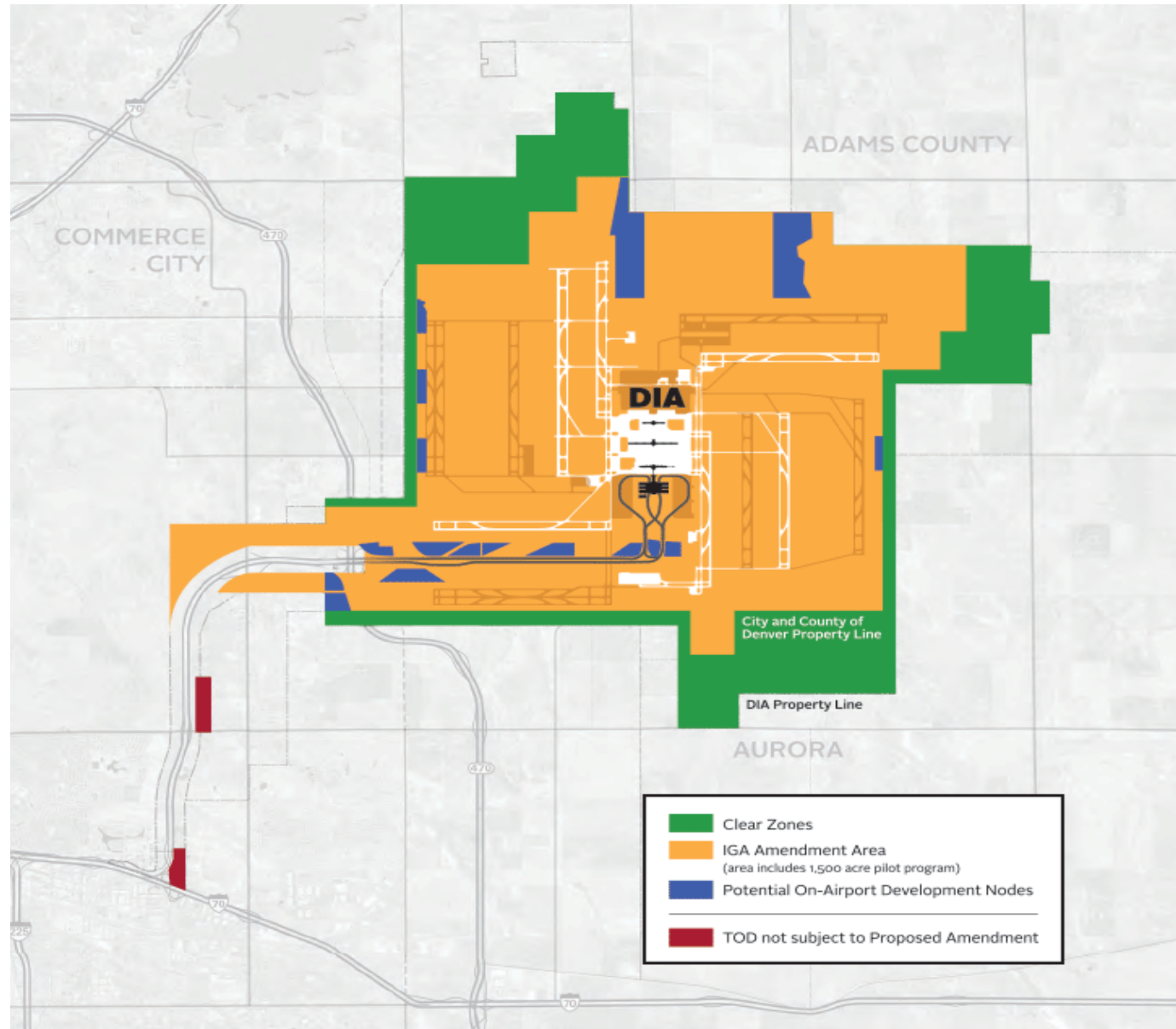
- Key Input to Study
- Projected Growth is a Direct Indicator of Economic Activity



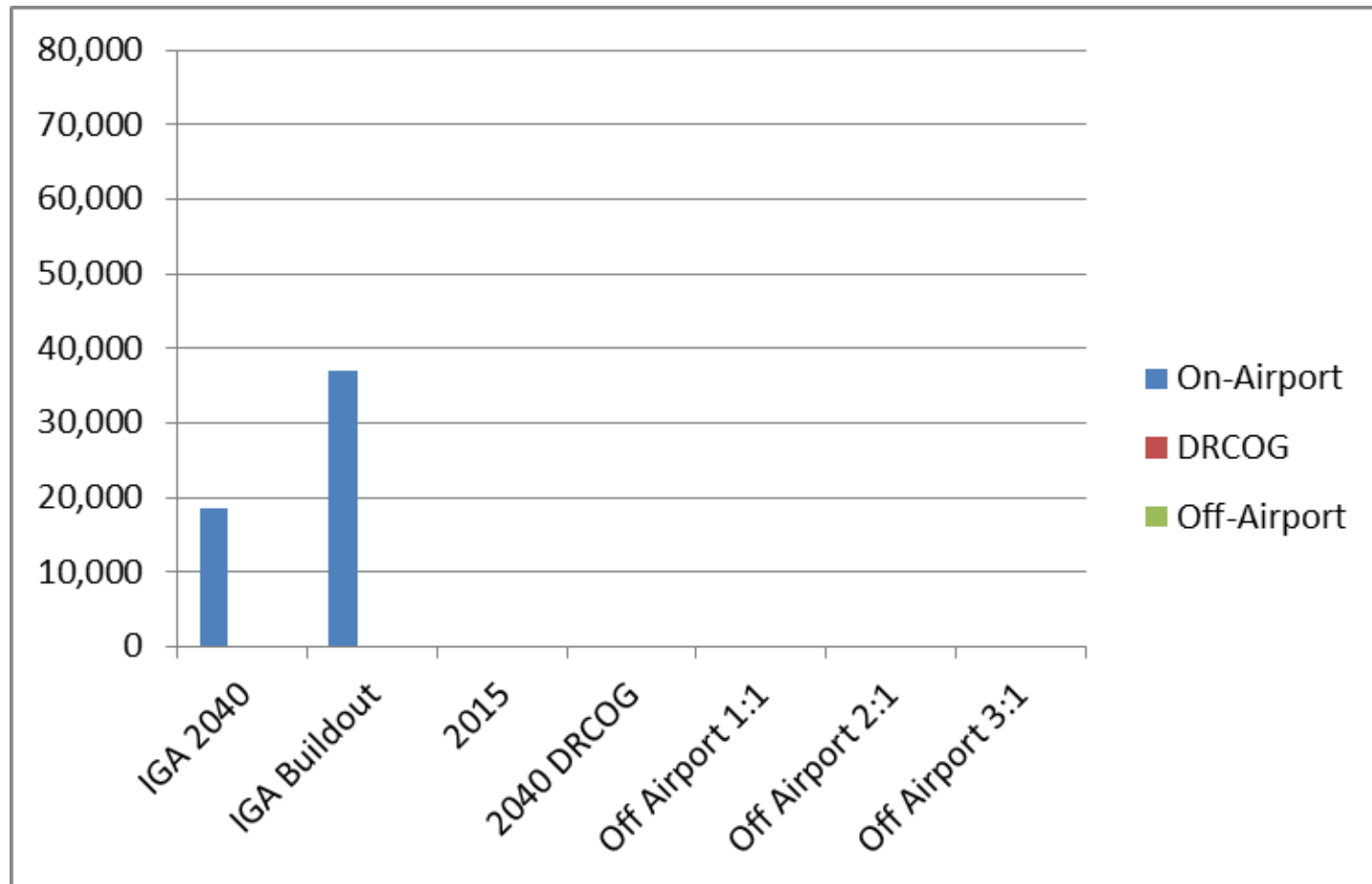
# Range of Ways to Forecast

- IGA Amendment
- DRCOG Forecasts
- Comprehensive Plans
- Peer Employment Centers

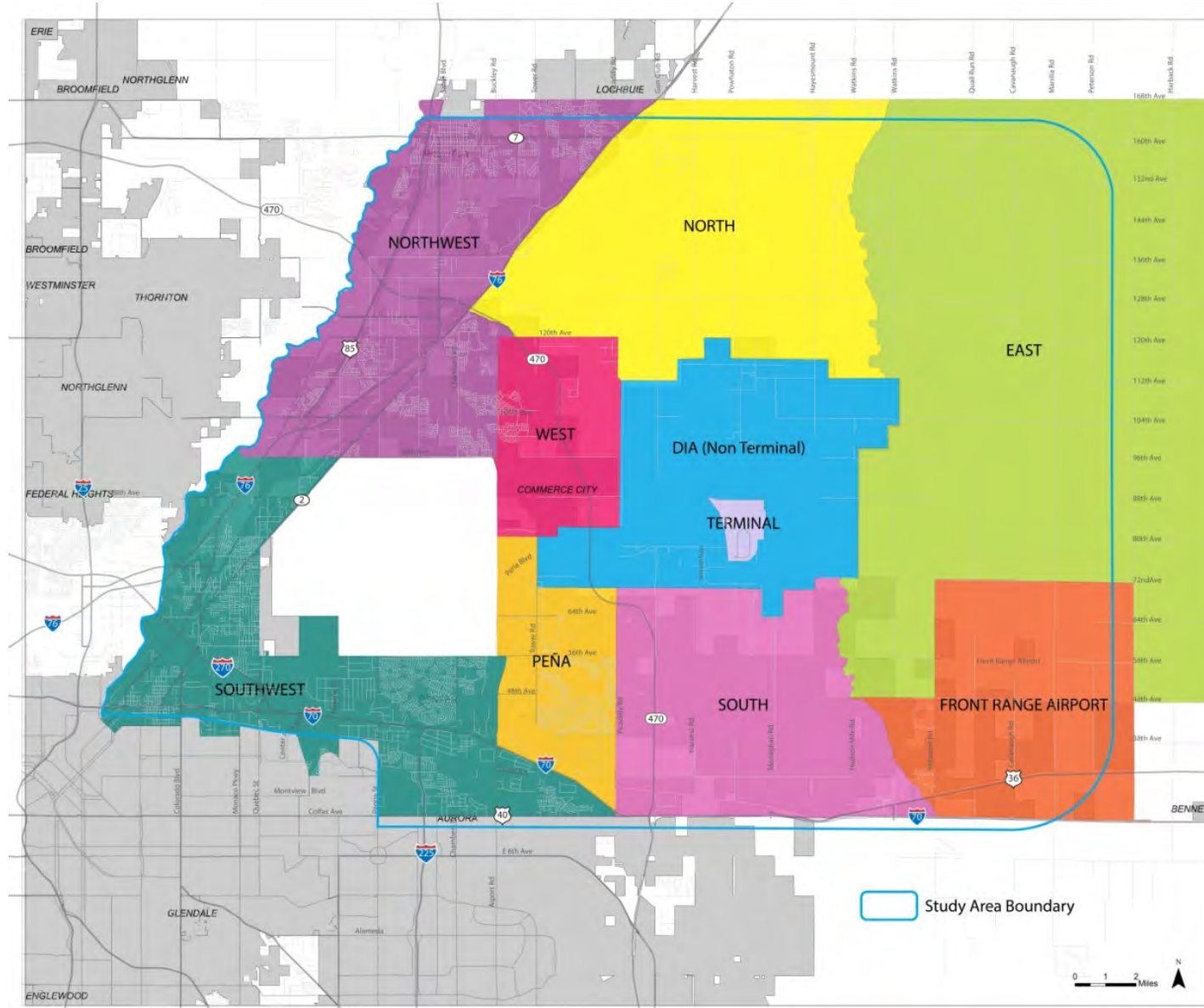
# IGA Amendment



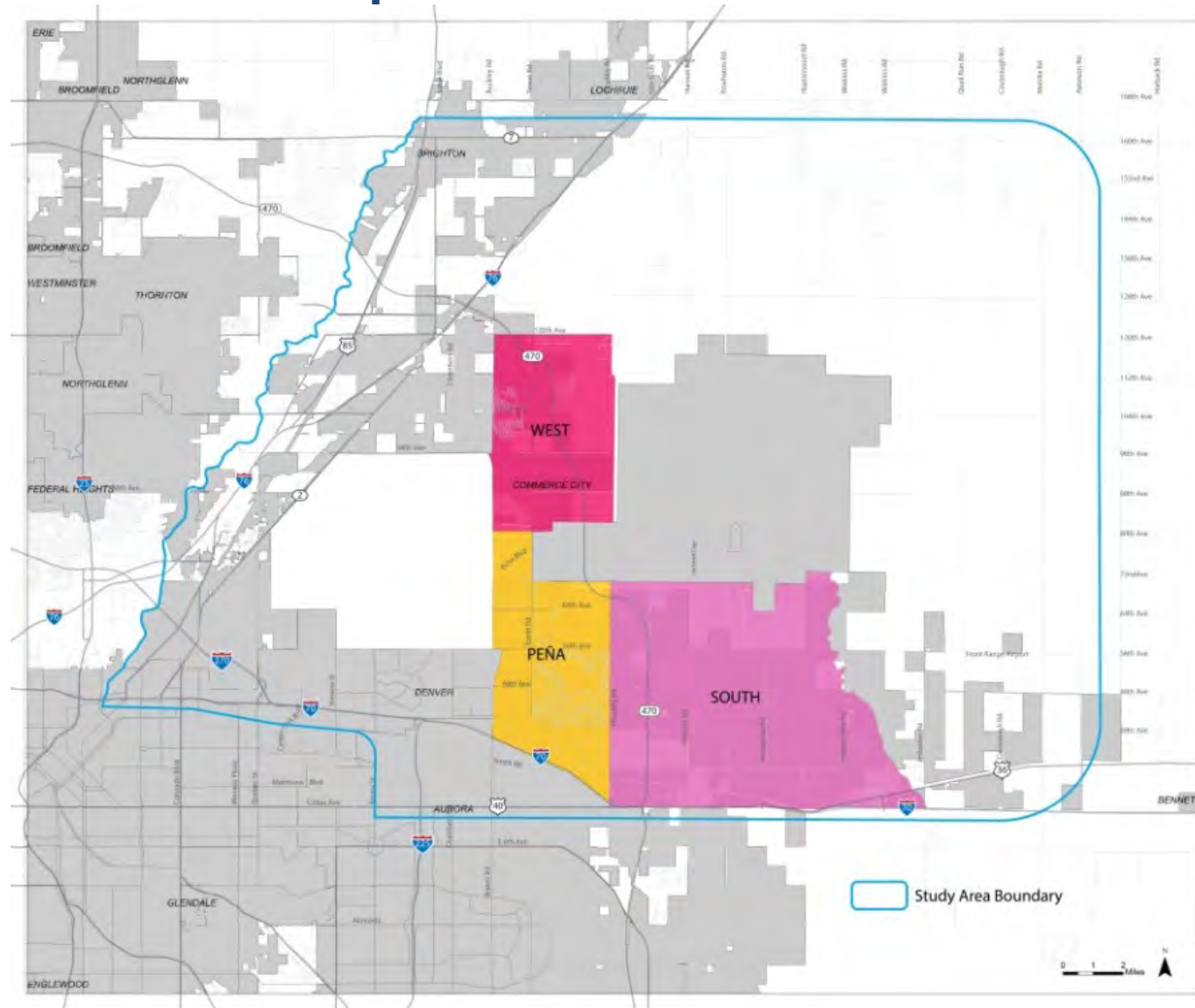
# Potential On-Airport Employment



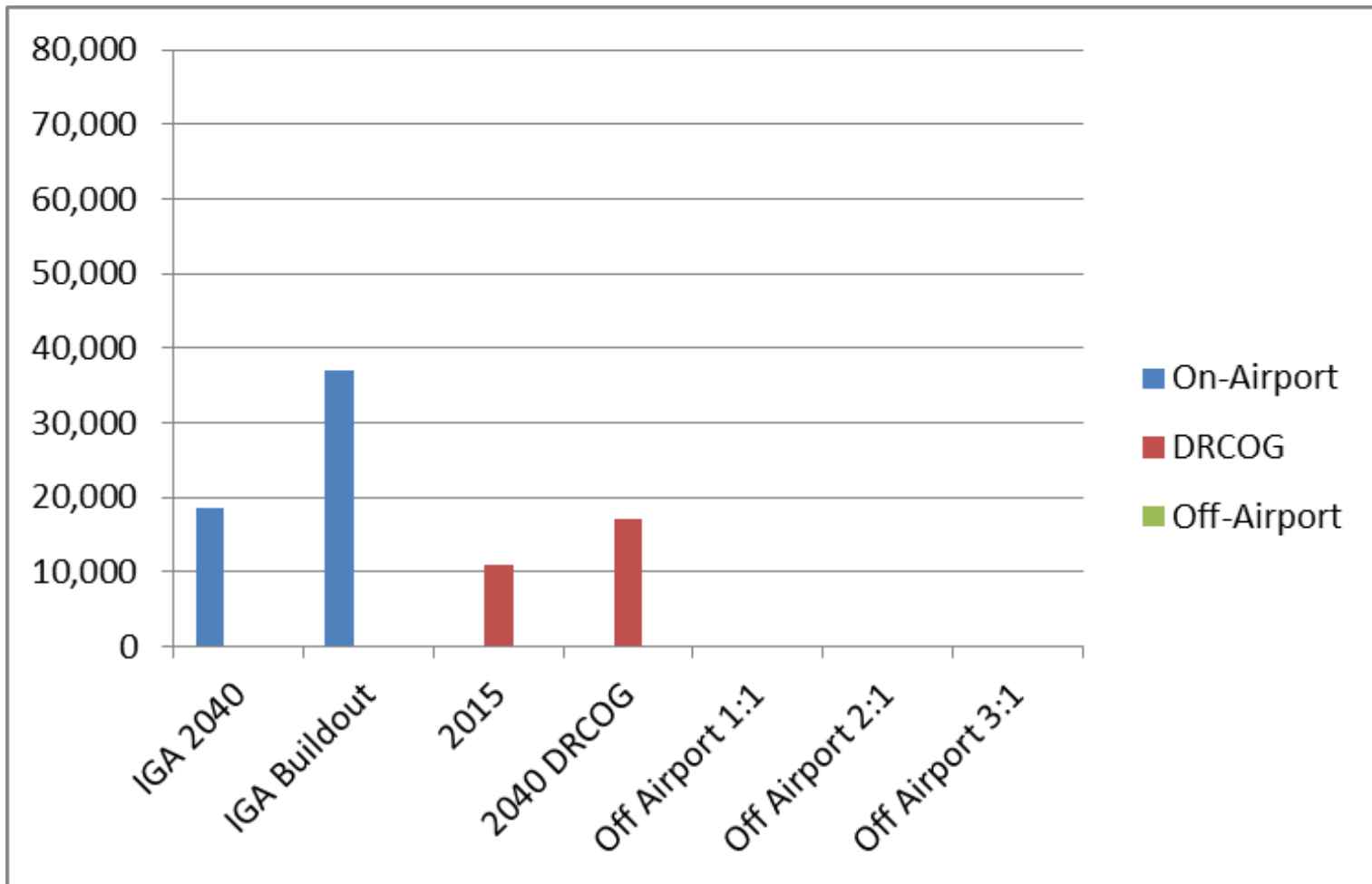
# Study Area Districts



# South, West, and Peña Districts: Concentrated Development Area

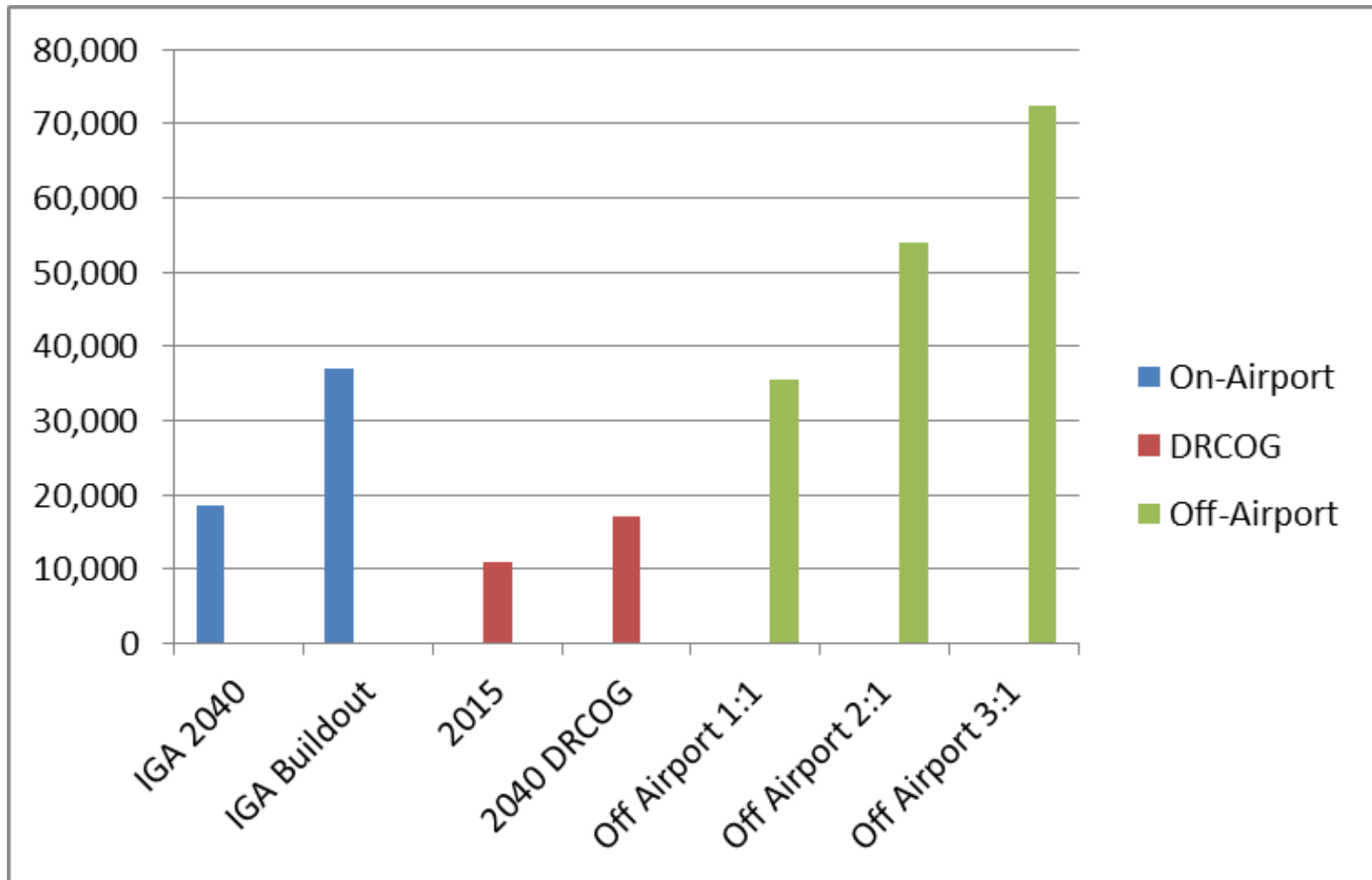


# DRCOG Employment Projections

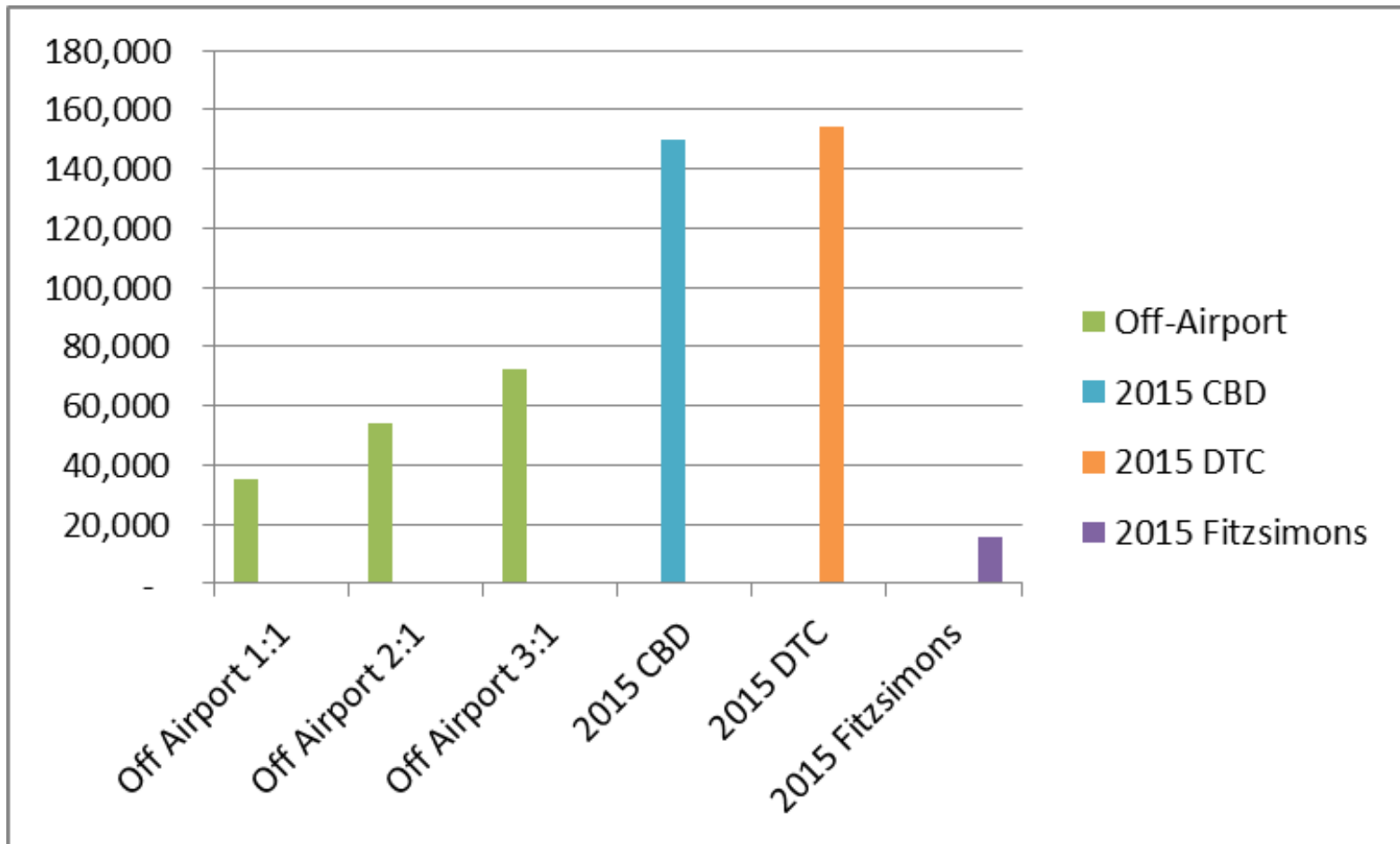




# Potential Off-Airport Employment

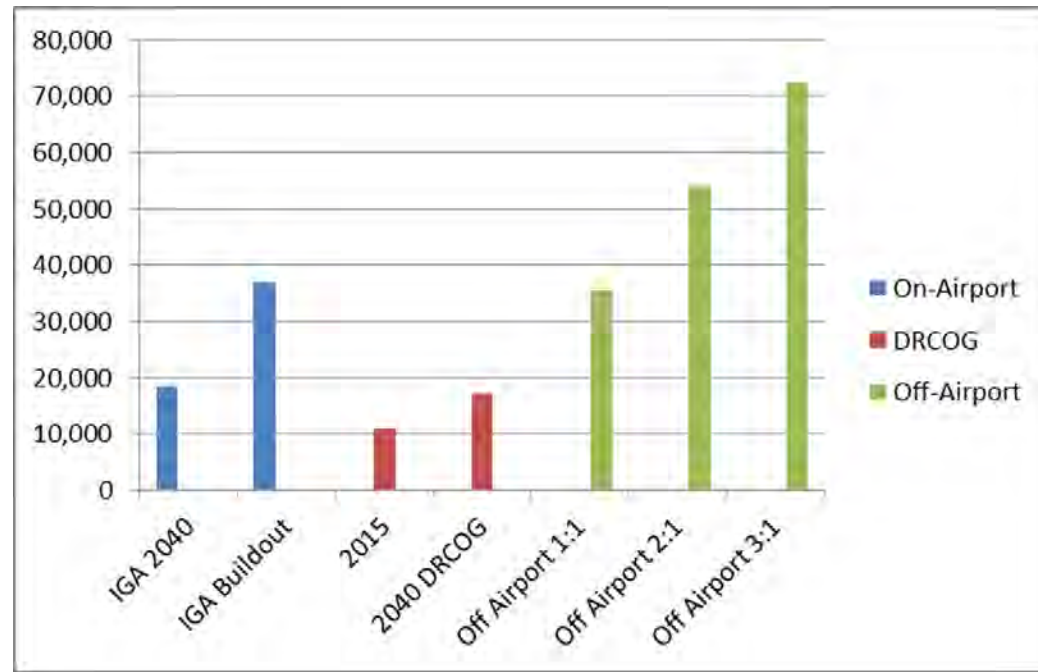


# Comparison Employment Centers



# Aerotropolis Employment Projections

- Higher than DRCOG 2040 Projection
- Two Possibilities:
  - Reallocation among DRCOG Region
  - Exceed 2040 Regional Control Total

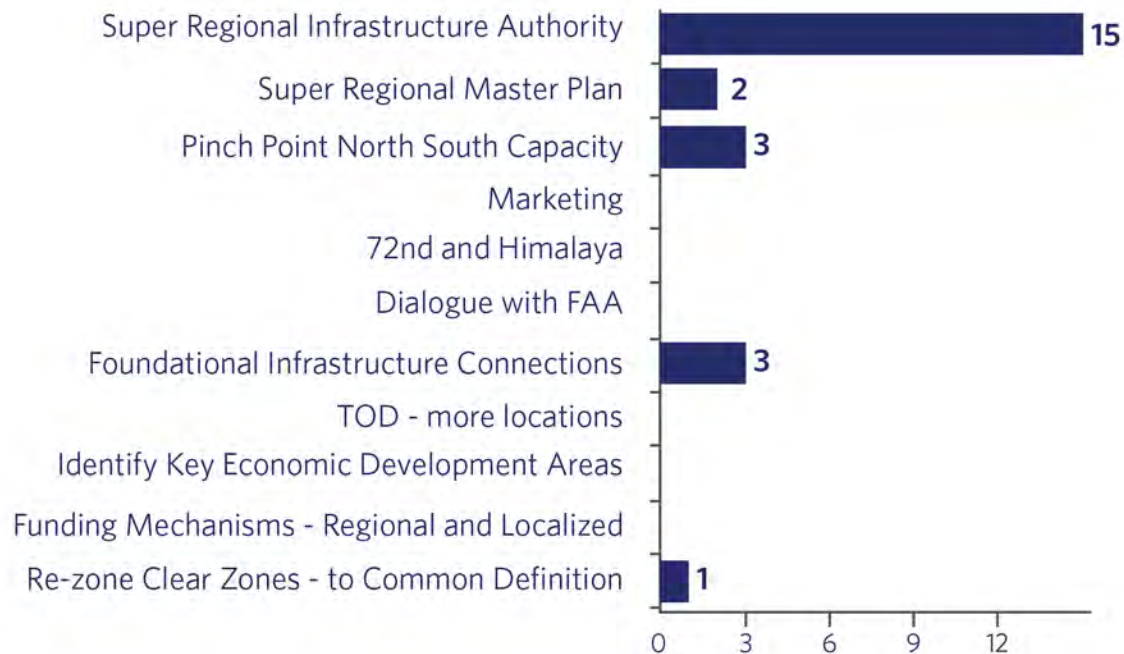


# INFRASTRUCTURE

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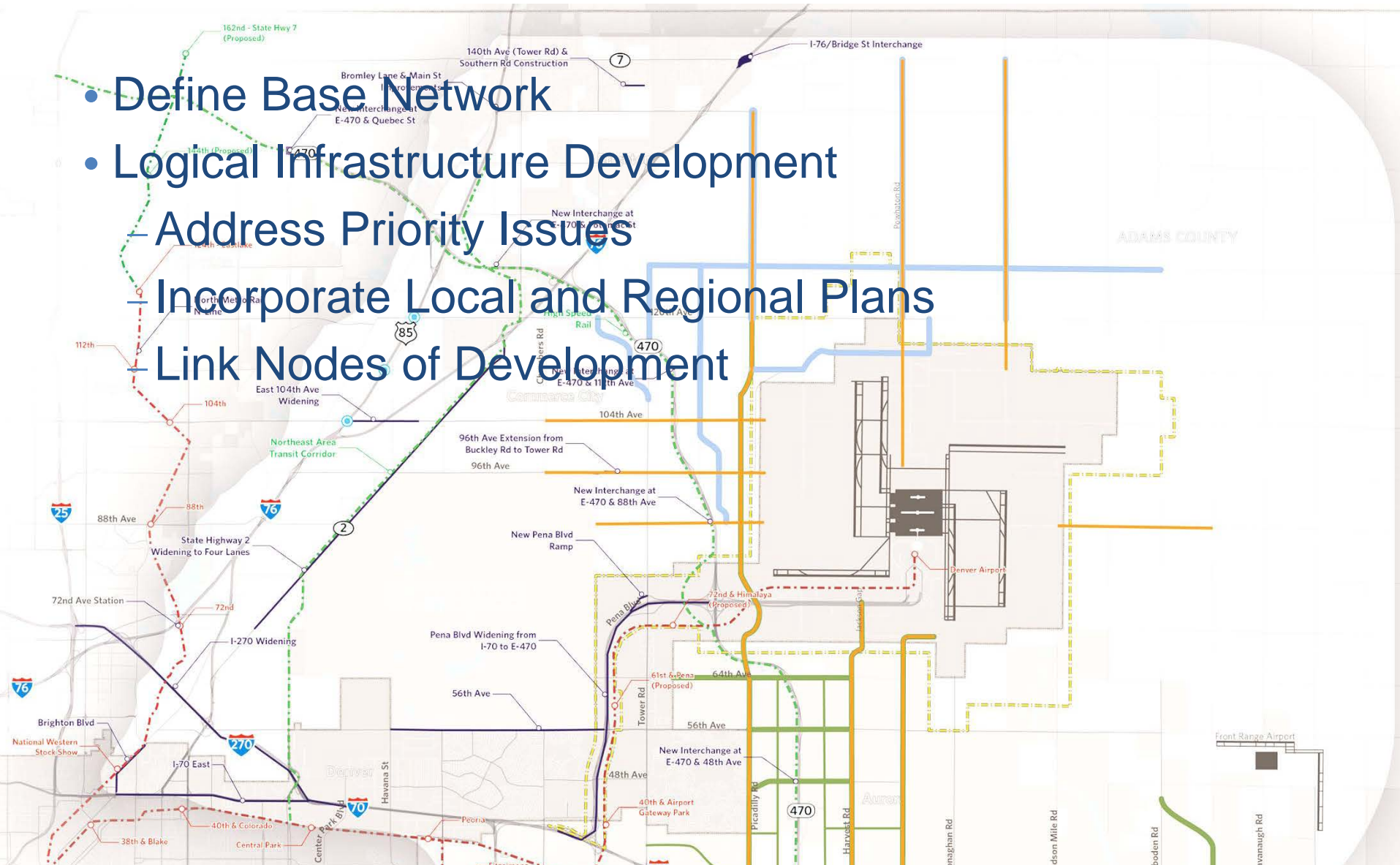
# Infrastructure

- Priority Issues of Jurisdictions
  - All comments have been related to infrastructure
- Identified Near-term Initiatives for Study



# Transportation Networks – Near Term

- Define Base Network
- Logical Infrastructure Development
  - Address Priority Issues
  - Incorporate Local and Regional Plans
  - Link Nodes of Development

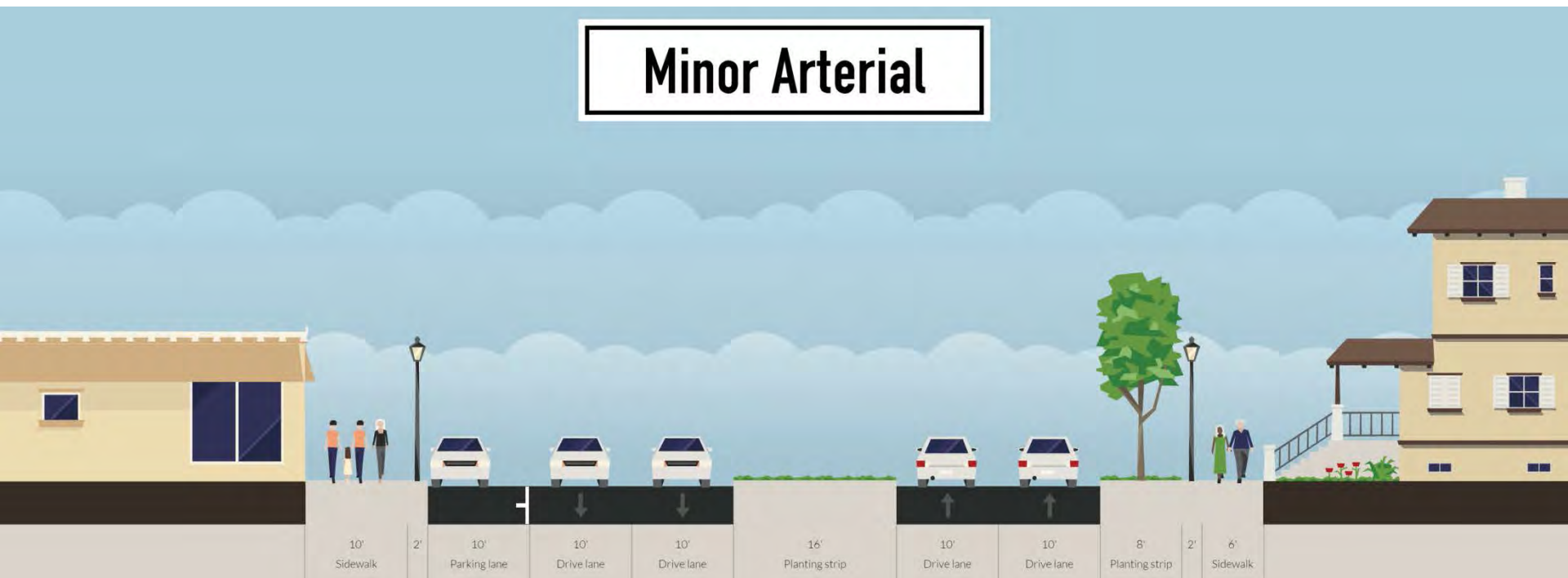


# Transportation Networks - Future

- Evolve to Future Network
  - Urban Design Context
  - Functional Classifications to Reserve Right-of-Way
    - Super-Regional
    - Regional
    - Local Area
    - Fastway Loop

# 90'-110' ROW

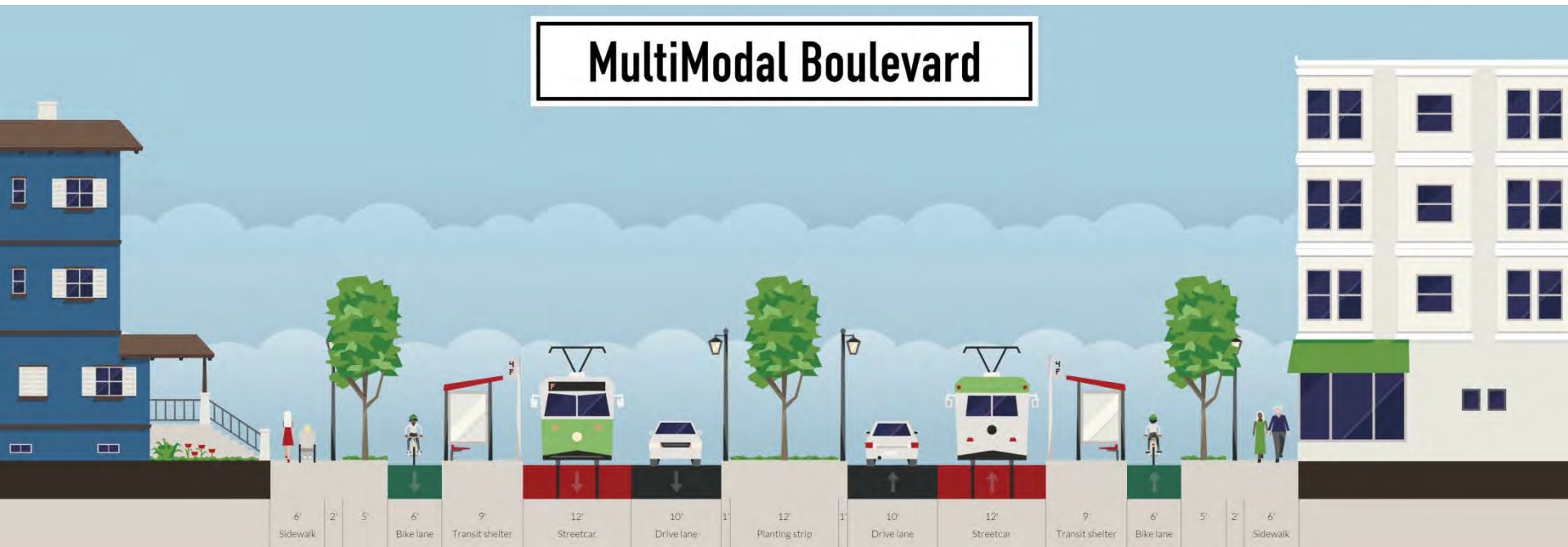
## Minor Arterial



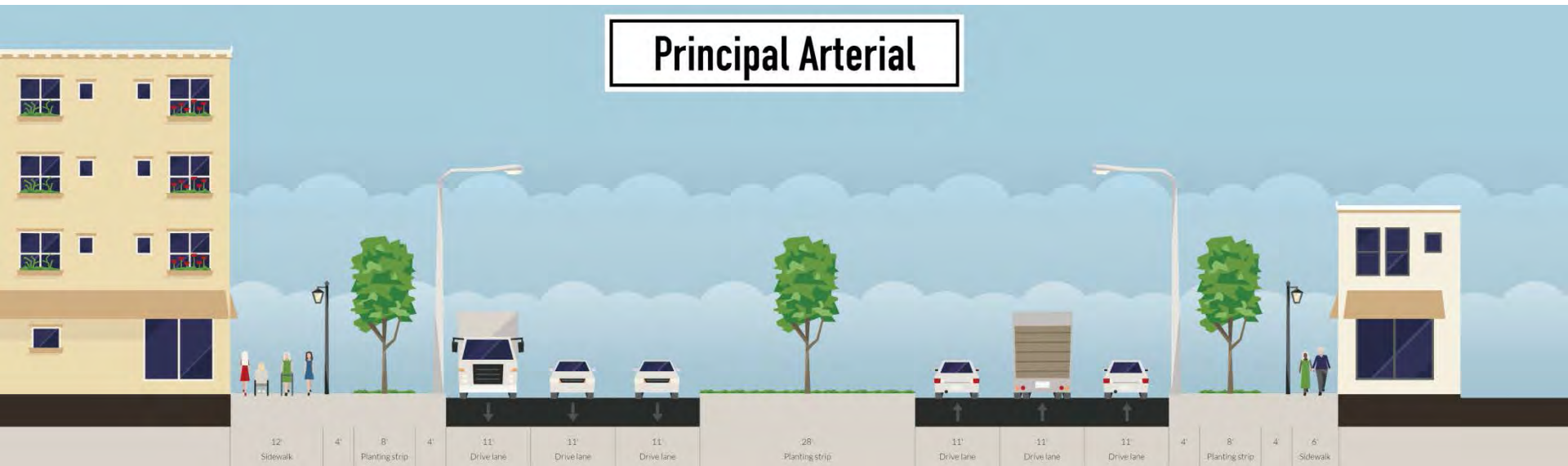


# 100'-120' ROW

## MultiModal Boulevard



# 140'-160' ROW



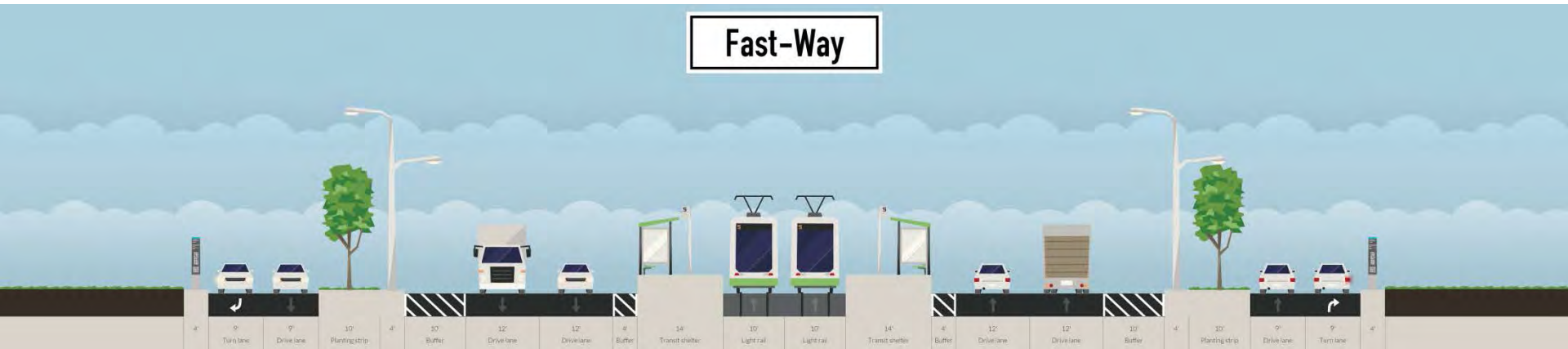
# 200'-300' ROW

Freeway



# 200'-220' ROW

## Fast-Way



# Utility Networks

- Basic Utilities Using Transportation Right-of-Way
  - Wastewater
  - Power
  - Drainage
- Identify Major Components
  - Regional
  - Trunk
  - Sub-trunk

# ROUNDTABLE

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MOVING FORWARD

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# Next Meetings

## Steering Committee

Meeting #2: Oct 22, 9:00

Location: RMANWR, Bldg  
130, Lab Conference Room

## Study Review Committee

Meeting #6: Oct 15, 9:00

### Location:

Commerce City Recreation Center  
Community Room  
6060 E. Parkway Drive  
Commerce City, CO 80022

## Joint Steering/Study Review Committee

Guest Speaker: Nov 19, 9:00

Location: RMANWR



# THANK YOU

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# Colorado Aerotropolis Visioning Study

## Agenda

Project: Colorado Aerotropolis Visioning Study

Subject: Study Review Committee Workshop #4

Date: July 23, 2015 9:00 - 11:30

Location: Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)

1. Welcome & Introductions
2. Panel Discussion - Governance
  - a. Tom Clark - Metro Denver Economic Development Corporation
  - b. Don Hunt - The Antero Company
  - c. Ed Icenogle - Icenogle Seaver Pogue, P.C.
  - d. Peter Kenney - Civic Results, Metro Mayors Caucus
3. Aerotropolis Scenarios
4. Roundtable Discussion of Scenario Concepts
5. Study Check-in
6. Next SRC Meeting
  - a. August xx 9:00 - 11:30 Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
  - b. Topic: Scenario Analysis Results and Campaign Briefing
7. Next Steering Committee Meeting
  - a. August 27, 9:00 - 10:30 Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
8. Next Steps and Action Items
9. Adjourn



### Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #4
Date:	July 23, 2015, 9:00 a.m.
Location:	Rocky Mountain Arsenal National Wildlife Refuge
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome and Introductions

1. Stephanie White called the meeting to order and introduced herself and directed the group to sign in.
2. Jay Hendrickson thanked everyone for coming and thanked the panel participants for being part of the day's agenda.

### Recap of Last Meeting and Update on IGA

1. Stephanie reviewed the results of the survey taken at the end of the last meeting. The group had overwhelmingly responded that the most important near-term initiative is the "superregional infrastructure authority." Based on the subject of a new governance moved up in the priority level and influenced the course of the study.
2. Evan Dreyer (City and County of Denver) updated the group on the upcoming campaign for the IGA amendment.
  - a. The terms of the amendment will only take effect if both Adams County and Denver approve it by vote. There will be a unified campaign with a public affairs team and another team working the grass roots angle. It will be focused on education and awareness. The Adams County EDC has provided seed money for the campaign, but there will be additional fund-raising efforts for the campaign.
  - b. Evan noted that the IGA establishes the regional governance entity that will have a joint marketing function initially. It will eventually plan and develop infrastructure, which is important to the SRC.
  - c. Jay affirmed this and offered that any of the work on this study that could help would be available to the campaign.

### Panel Discussion on New Governance

1. Rick Pilgrim (HDR) introduced the panel discussion on new governance. The panelists were:
  - Peter Kinney - Metro Mayors Caucus
  - Tom Clark - Metro Denver EDC
  - Ed Icenogle - Partner at Icenogle, Seaver, Pogue Law Firm
  - Don Hunt - Former Executive Director, CDOT
2. The panelists provided insight into past examples of how collaborative initiatives in the Denver Metro Area led to the development of infrastructure.
  - E-470 Public Highway Authority

- C-470
  - I-25 South and Denver Tech Center
  - Pikes Peak Area Council of Governments
3. Lessons learned noted from these and other collaborative initiatives in Colorado:
    - a. Collaboration is key to aggregating the power and financial capability of districts with shared interests—to create a system that functions, rather than individual projects.
    - b. Governor Hickenlooper - “Collaboration is the new Competition.”
    - c. Leadership is needed to see the larger opportunities.
    - d. Identifying the stakeholders or functions needed to develop the organization is important—those who have access to financing mechanisms and the private sector, in addition to the public sector entities.
    - e. Identify all possible stakeholders from the beginning, even reluctant ones, and reach consensus on needs and goals early.
    - f. The entity needs two groups—a policy body and a technocracy body (advisory that tackles technical issues).
    - g. A strong communication system makes sure that information is shared, confidentiality is maintained, and no one is caught off guard.
    - h. Facilitating relationship-building between elected officials builds trust and a willingness to support each other.
    - i. Identify what needs to be financed, identify stakeholders, and then think about the governance structure to accomplish the goals. Ed shared a chart with numerous mechanisms and processes in Colorado law that can be used to expand infrastructure.
    - j. Consider traditional funding sources first, then decide if there is a need for an entity to generate funding; if so, choose the mechanism based on the need and what will be needed to accomplish both short- and long-term goals.
    - k. Important to start with a project that can be an early success. This sets the foundation of trust for larger, more long-term efforts.
  4. The panelists offered the following observations on what challenges the group may face:
    - a. Number one issue is roads—jointly planning for and creating a system of connectivity
    - b. Next is water and how to coordinate multiple jurisdictions under current agreements
    - c. Continuity of leadership is jeopardized because of term limits.
    - d. Identifying and accomplishing incremental successes.

## Aerotropolis Scenarios

1. Chris Primus (HDR) presented three Aerotropolis scenarios of employment and transportation network and the proposed methodology for comparing them for an economic analysis. The comparative analysis is underway.
2. Chris reminded the group of the size of the study area—370 square miles.

### Current Trends Scenario

- Assumptions:
  - 2040 DRCOG RTP (2015-2040) employment projections
  - No New IGA Agreement
    - No new on-airport nodes or accesses
  - Limited Additional Funds
- Most of the projected employment from DRCOG is in the south and west of the Visioning Study area. The project team is proposing to focus on that part of the area for the analysis.
- In 2040, jobs in the “L” area represent 0.7% of regional jobs.

### Hypothetical Aerotropolis Scenario

- Assumptions:
  - 2040 Horizon Year
  - IGA Amendment in Place with a New Regional Governance Mechanism
  - Attracts Additional Development
  - Advance Planned Roadway Improvements
  - Additional Funds Generated by the Governance Mechanism for Improvements Beyond Those in the DRCOG 2040 RTP
- Differs from the Current Trends Scenario:
  - New access points south and west, using nodes
  - Jobs are attracted to the nodes; more jobs off-airport at each node than on-airport
  - Additional transportation network connections
  - Addition of a surface transit connection between Pena Station and DIA

### Hypothetical Future Aerotropolis

- Assumptions:
  - +/- 2075
  - Build Out
  - Visionary
- Differs from 2040 Aerotropolis Scenario:
  - Addition of a ring road - “fastway” - that reaches to Front Range Airport
  - Additional transit access on the east side - 72nd Avenue Station
  - Efficient, supporting grid of major arterials
  - Pods of development with internal connections (pedestrian, transit, etc.) at high-concentration points throughout the study area

### 3. Discussion/Suggestions

- a. There will be additional development off-airport that would create additional nodes - need to identify/recognize.
- b. Project team will distribute dots on future versions of maps where they can be predicted to occur, rather than randomly scattering in the TAZs.

- c. Add land use to the maps.
- d. Ring or “fastway” needs to show ties to future transit to the north and to the west. Reference the High Speed Rail Study and incorporate transit on E-470 corridor.
- e. Extend the “L” focus area east to include Front Range Airport.
- f. Incorporate information from the long-range plans prepared by the various jurisdictions.
- g. An idea was suggested to work with the various metro districts to include a mechanism for mill levies that could build over time and be used when needed to support bonding of a regional governance body.
- h. Create the vision first—then cooperate to build the smaller projects to support the vision.

## Comparative Evaluation Process

1. Rick Pilgrim (HDR) presented the proposed methodology to compare the 2040 Current Trends and 2040 Aerotropolis scenarios. The scenarios will be evaluated in the following categories:
  - Costs and Affordability
  - Economic and Financial Effects
  - Infrastructure Systems Compatibility
  - Ease of Implementation
2. Through the process, the Project Team will use the following methodology to assess the Agglomeration (of Aerotropolis) Economy Effects:
  - Quantitative
    - Capital/Operating Cost Savings
    - Real Estate Values
    - Property and Sales Taxes
    - Direct/Indirect Jobs
    - Permanent Jobs
  - Qualitative
    - Wage Growth
    - Productivity
    - Transportation Savings
    - Quality of Life
3. The team will prepare a working paper that will describe the draft evaluation process for review of the Steering Committee and the SRC.

## Study Check In

1. Jay Hendrickson wanted to check in with the SRC to make sure that the direction of the study was according to their expectations. We’ve completed the initial steps of visioning, and now the analyses are starting. If there are concerns about the direction or the prioritization of the work efforts, Jay encouraged the participants to contact him directly.
2. Jay also asked if there were stakeholders that need to be included in the SRC. Some suggestions from the group:

- a. Additional private sector representatives—reach out to landowners and potentially hold a panel discussion about their perspectives.
- b. Additional districts—water, for example.
- c. DRCOG.
- d. There was a question if the Project Team is concerned about conflicting with the campaign for the IGA amendment. Jay responded that this study will support with information exchange and not be part of the campaign as an advocate.
- e. Suggestion to have a panel with representatives who have been part of developing an Aerotropolis.

## Next SRC Meeting

1. Stephanie announced the next SRC meeting:
  - September 3, 2015, at 9:00 a.m., Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
  - Topic: Scenario Analysis

## Next Steps/Meetings

The following topics will be discussed at future SRC meetings:

1. Special districts/landowners
2. Scenario analysis results
3. Speaker
4. Updated scenario analysis results
5. Funding and finance
6. Framework recommendations

Future SRC Meetings:

- Meeting #5: Sep 3, 9:00
- Meeting #6: Sep 17, 9:00
- Meeting #7: Oct 15, 9:00
- Meeting #8: Nov 12, 9:00

Future Steering Committee Meetings:

- Meeting #2: Aug 27, 9:00
- Meeting #3: Oct 22, 9:00
- Meeting #4: Nov 19, 9:00

## Adjourn

1. Chris reminded everyone that the meeting notes and other study information is on the project SharePoint site. Representatives from all of the SRC groups have access; if additional individuals need access, please contact Chris.
2. Jay thanked everyone for coming and for their continued support.











# Welcome

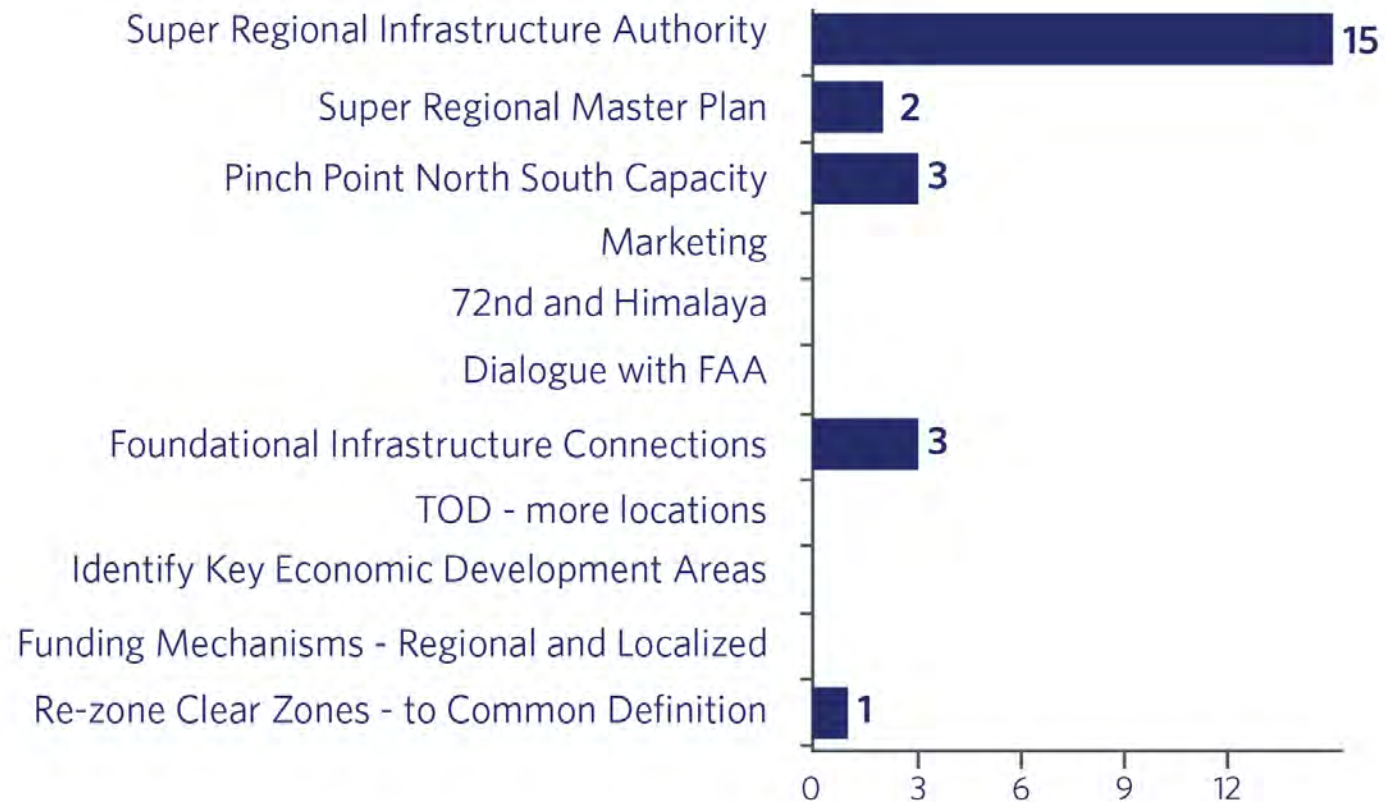


## Colorado Aerotropolis Visioning Study



# Today's Purpose

- Panel Discussion on New Governance
- Aerotropolis Scenarios



# PANEL DISCUSSION

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# Panelists' Perspectives

- Importance of a collaborative organization to address shared interests of the area jurisdictions
- Type of “collaborative efforts” for the Aerotropolis concept
- How shared interests get to a governance format
- Lessons learned on forming a “new governance” format
- Roles of the private sector and the public sector
- Biggest obstacles to forming a “new governance” and how they can they be overcome
- First steps (action items) for moving forward

# AEROTROPOLIS SCENARIOS

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# CURRENT TRENDS SCENARIO

- 2040 DRCOG RTP
- No New IGA Agreement
  - No new on-airport nodes or accesses
- Limited Additional Funds



2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment



**DRCOG**



**Each Dot = 50 Jobs**





2015 | 2020 | 2025 | 2030 | 2035 | 2040

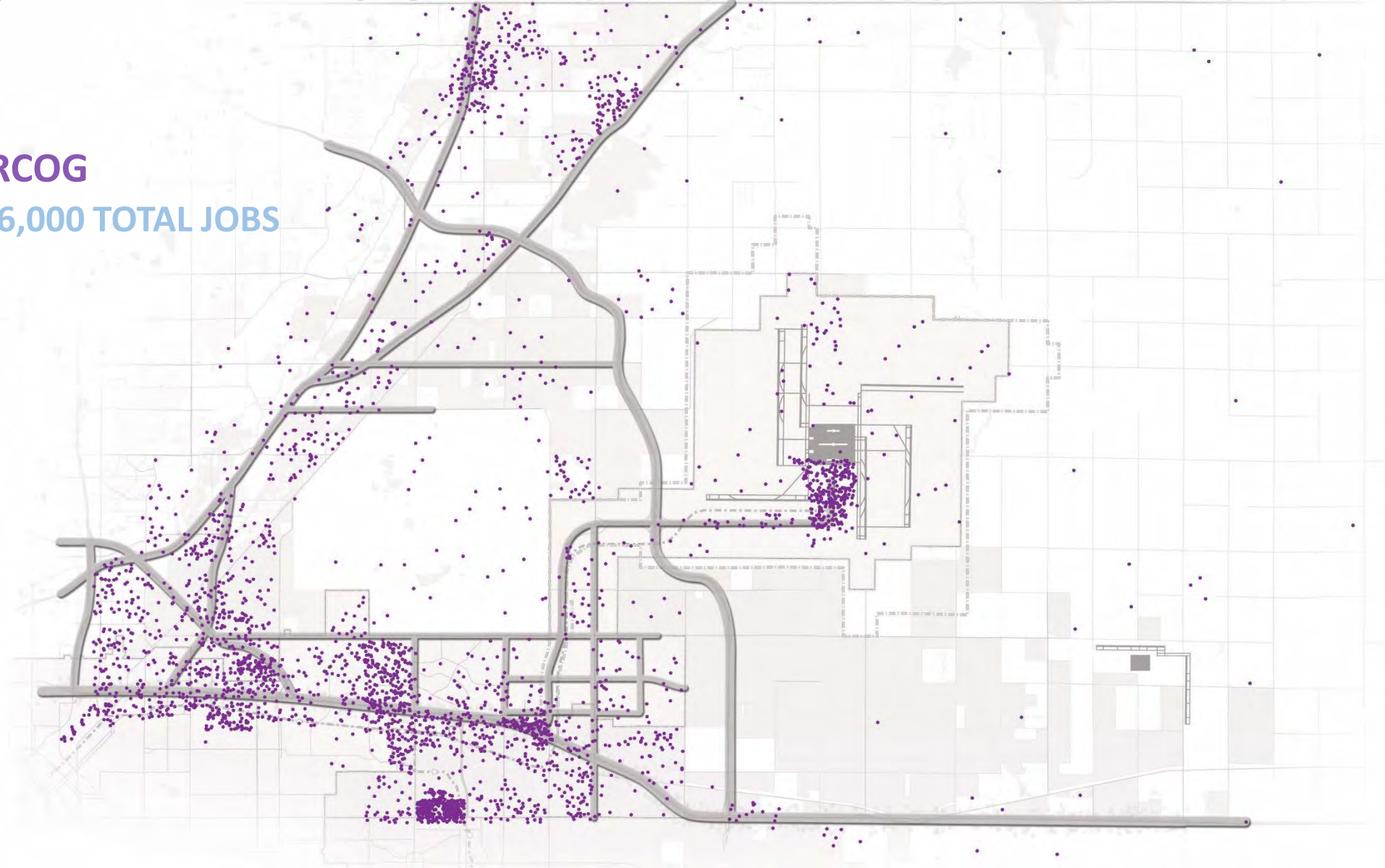
employment



50

**DRCOG**

**146,000 TOTAL JOBS**





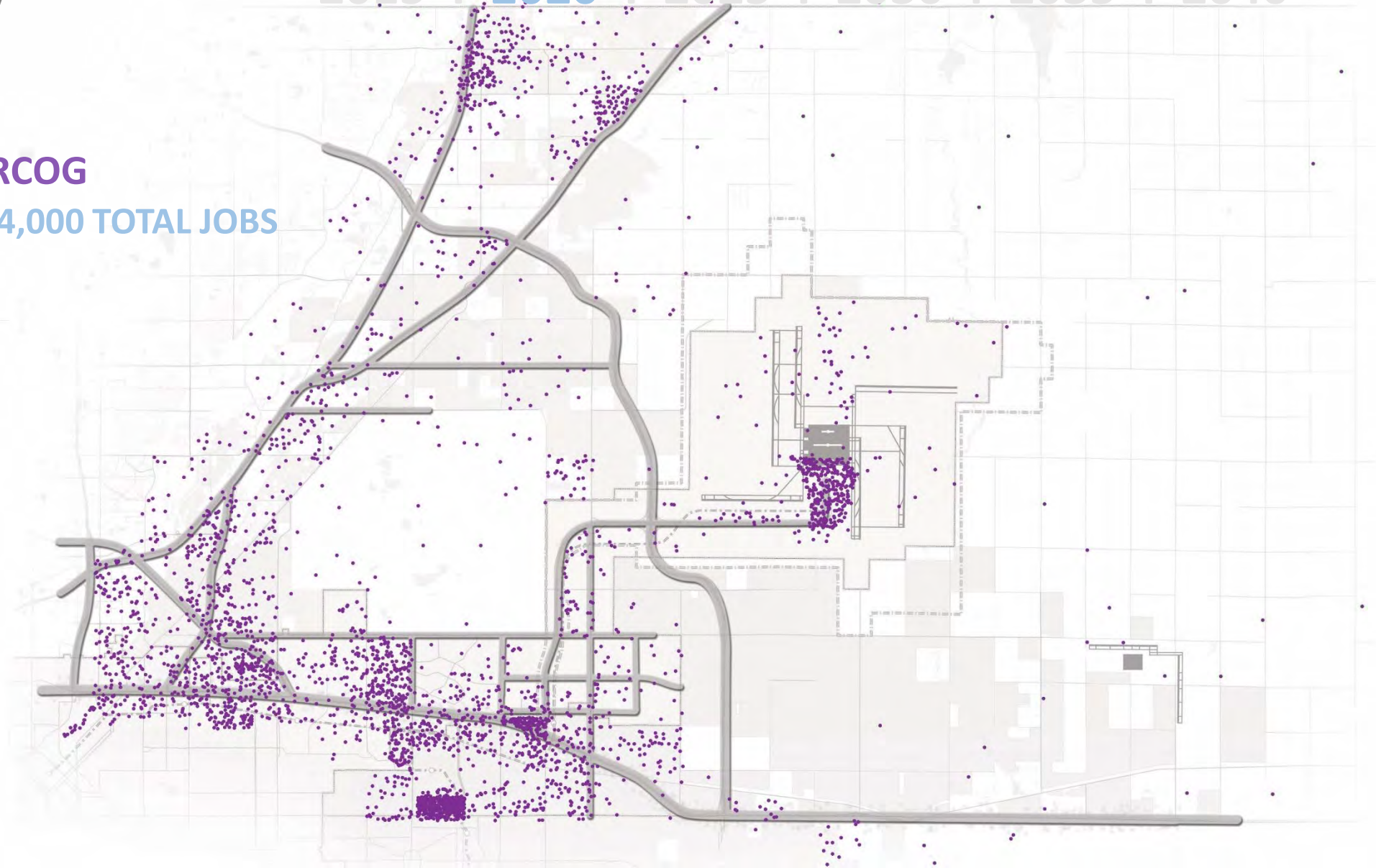
2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment



**DRCOG**

**164,000 TOTAL JOBS**





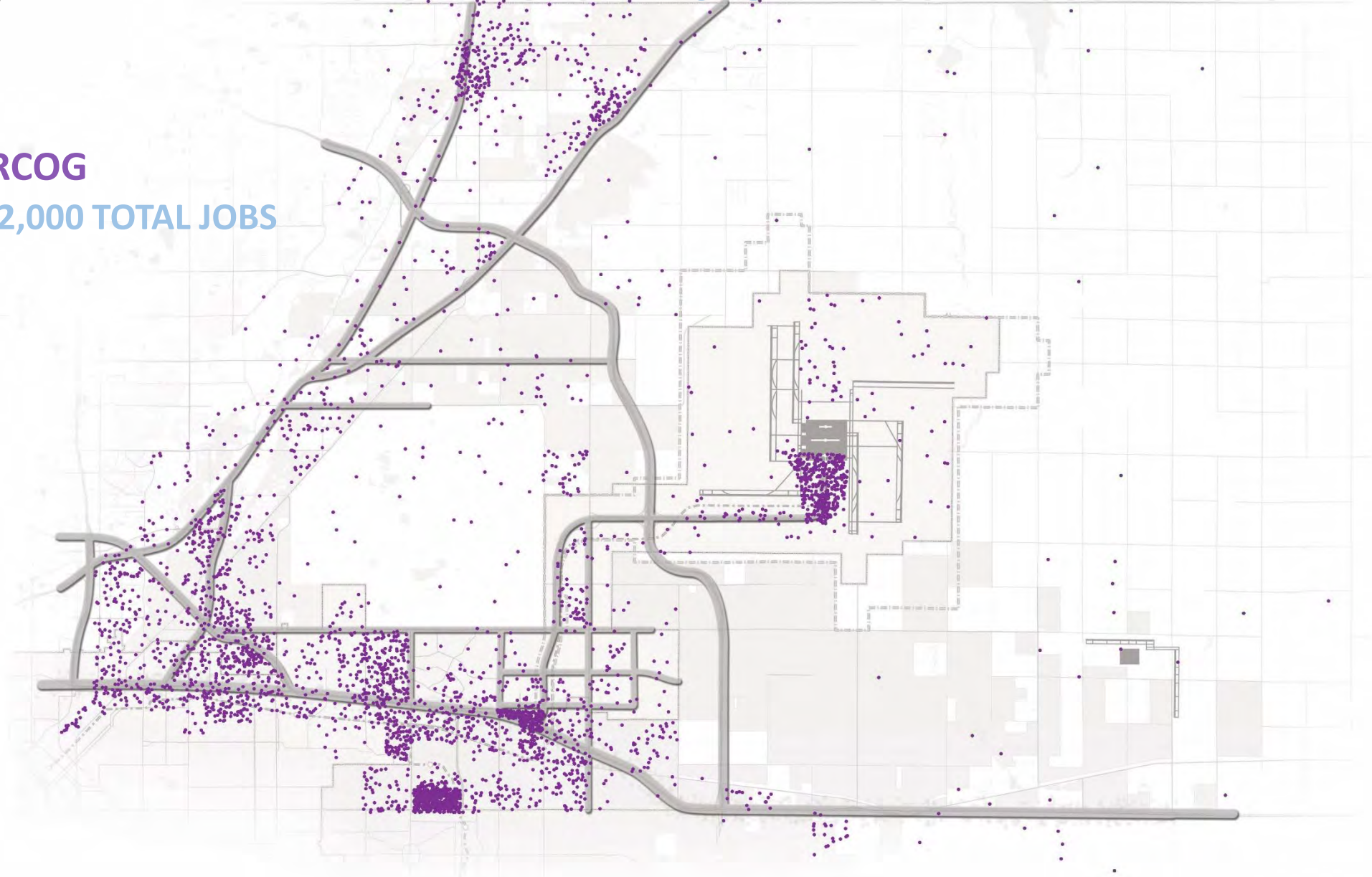
2015 | 2020 | **2025** | 2030 | 2035 | 2040

employment



**DRCOG**

**182,000 TOTAL JOBS**





2015 | 2020 | 2025 | **2030** | 2035 | 2040

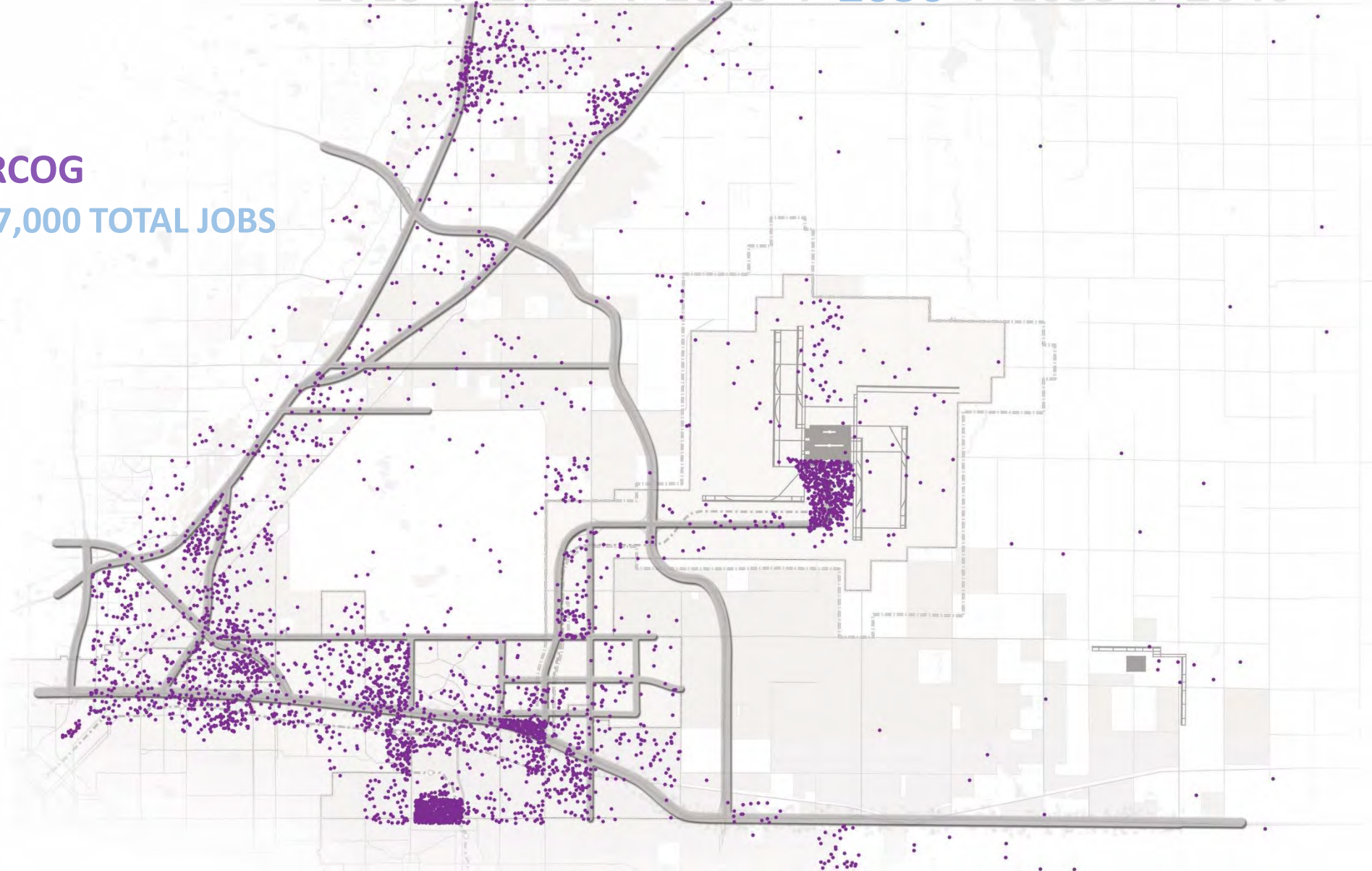
employment



50

**DRCOG**

**197,000 TOTAL JOBS**





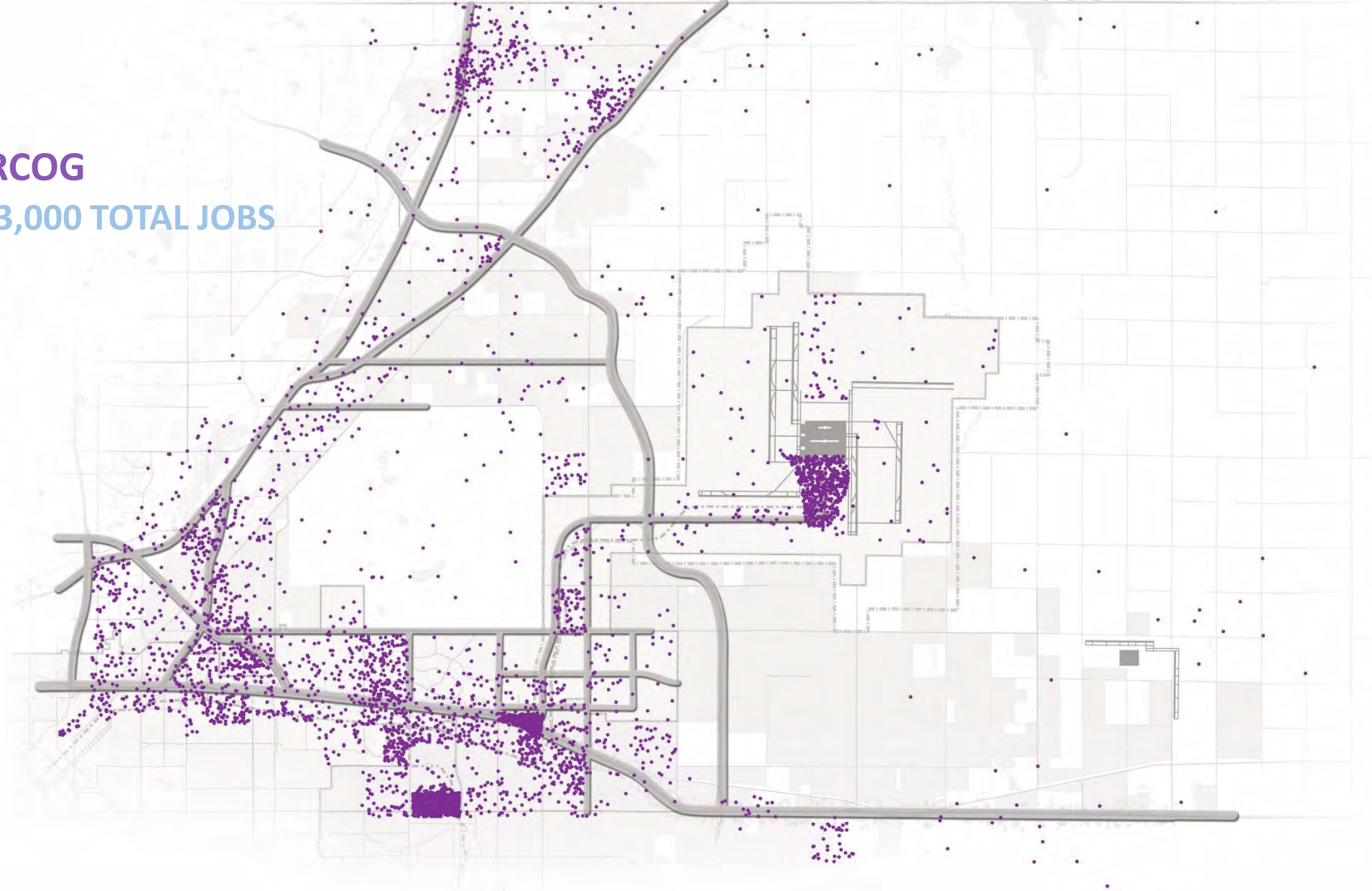
2015 | 2020 | 2025 | 2030 | **2035** | 2040

employment



**DRCOG**

**213,000 TOTAL JOBS**





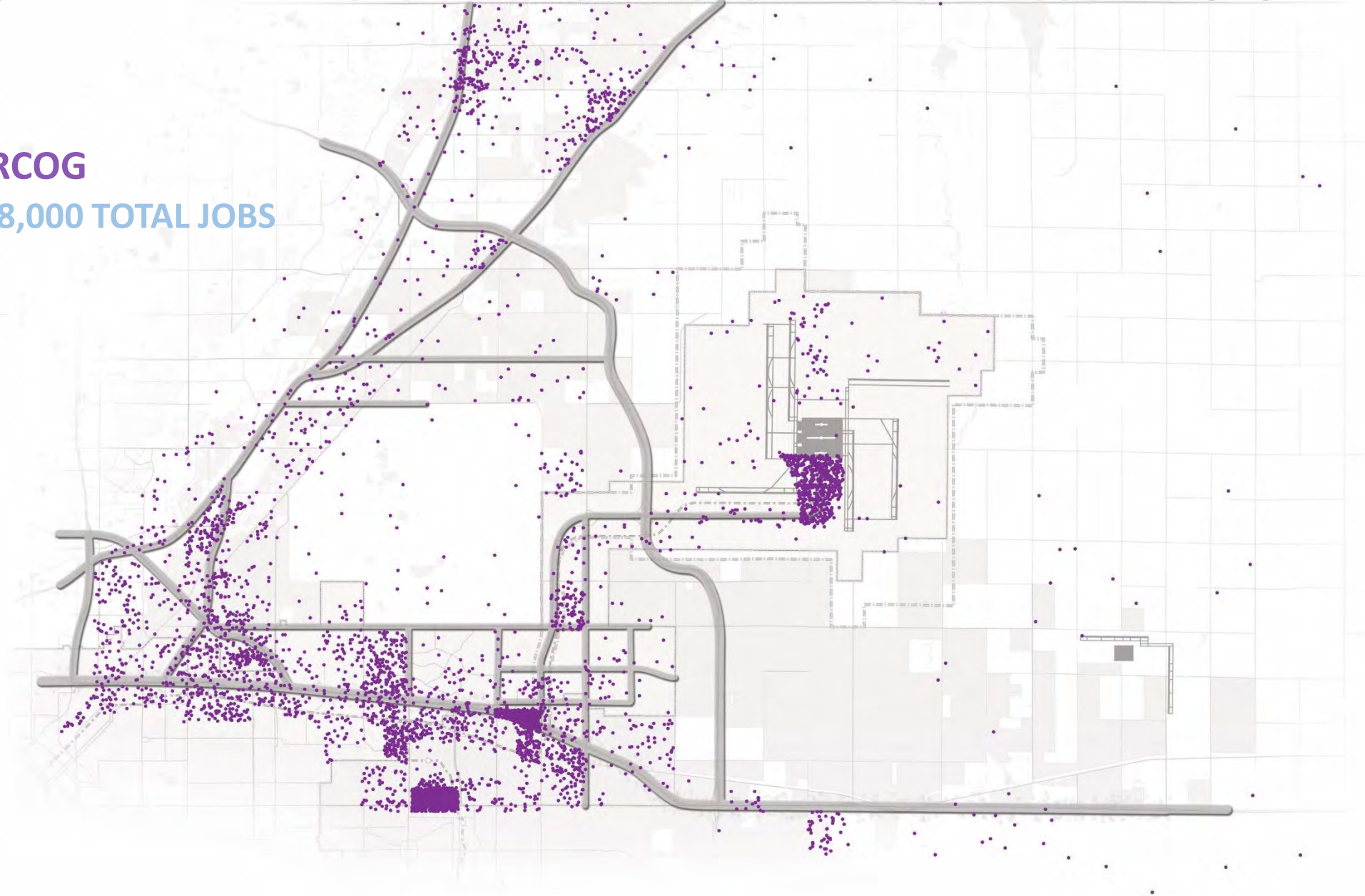
2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment



**DRCOG**

**228,000 TOTAL JOBS**



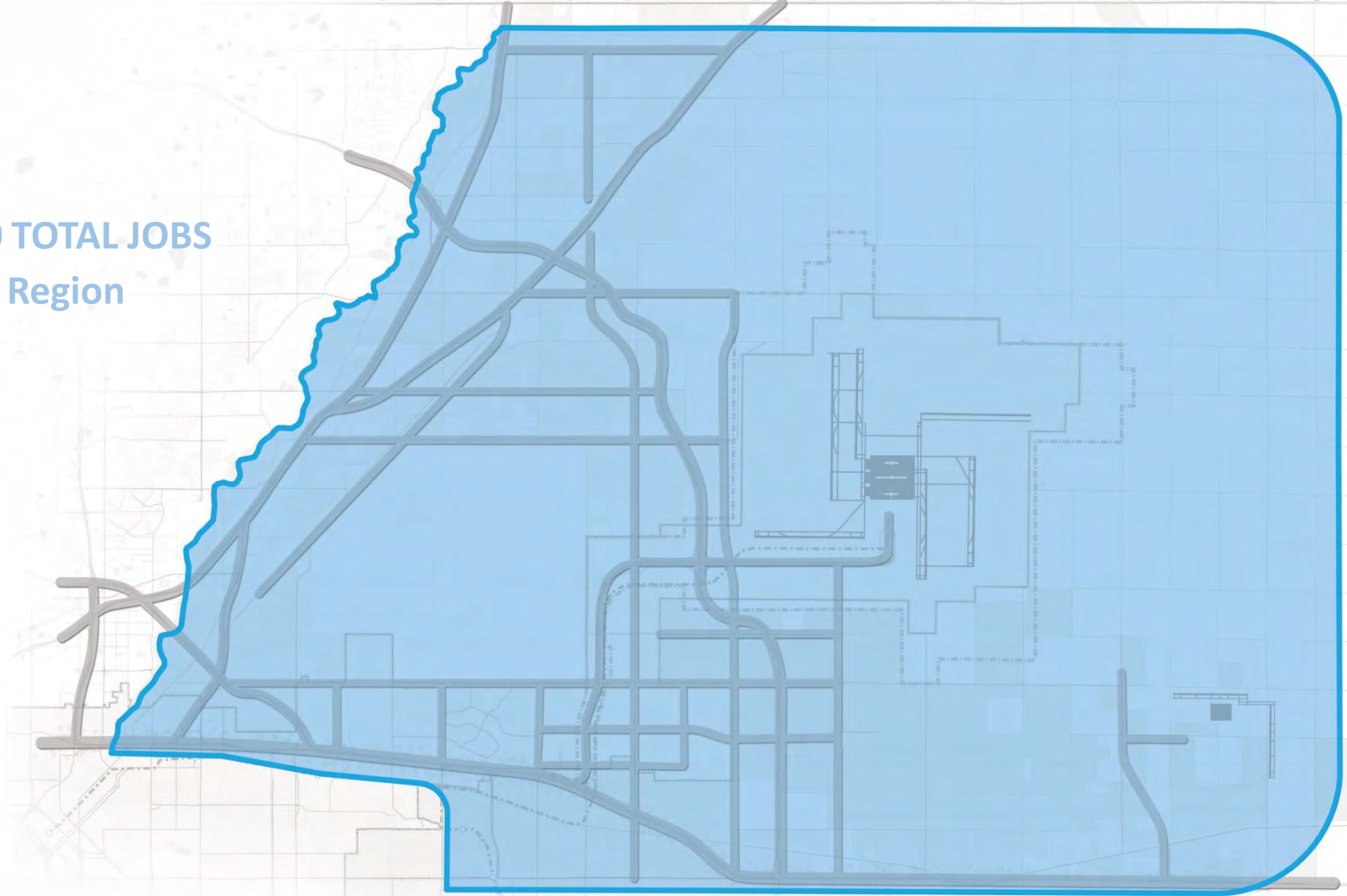




2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment

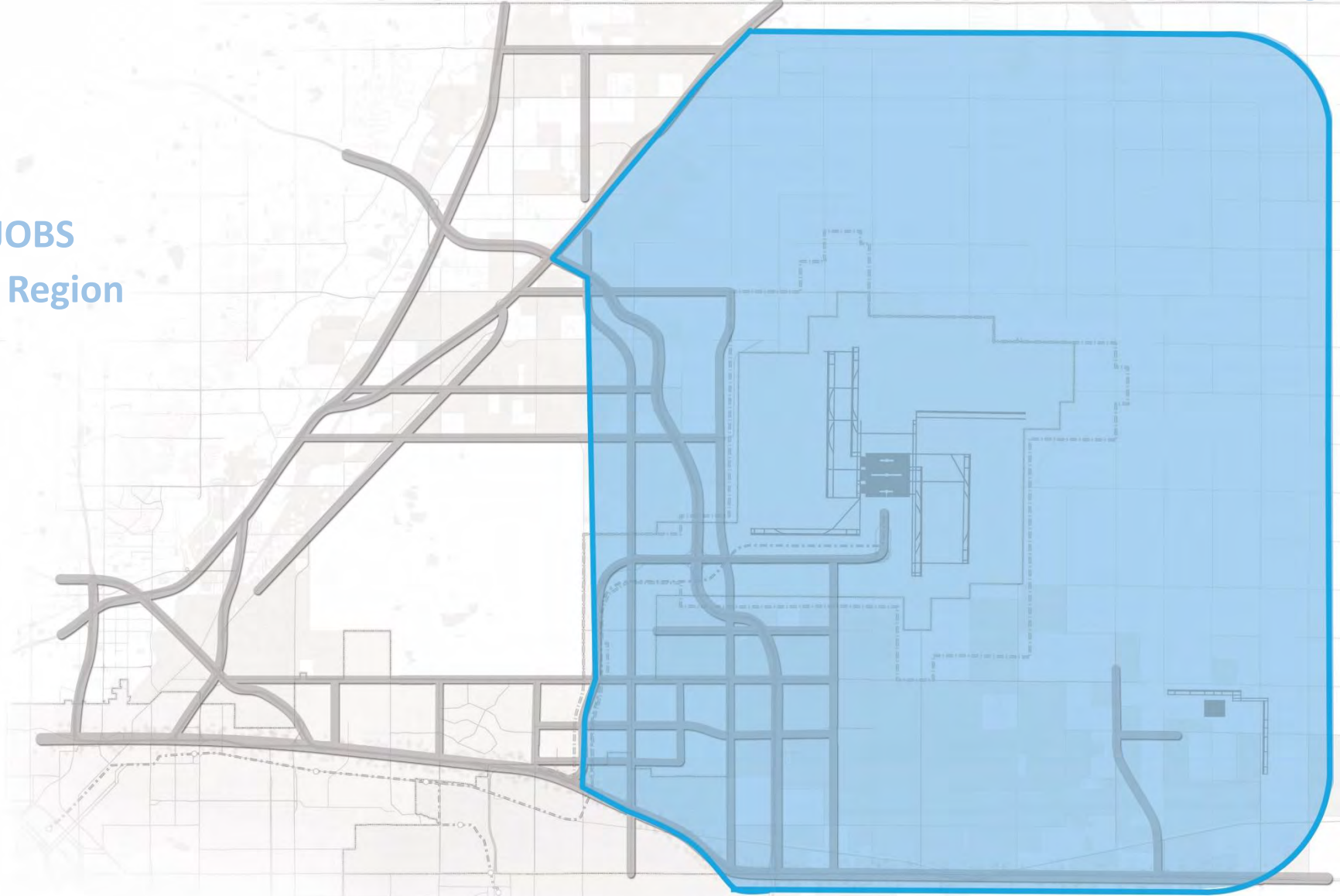
**228,000 TOTAL JOBS**  
**9.7% of Region**





# employment

**64,000 JOBS**  
**2.7% of Region**

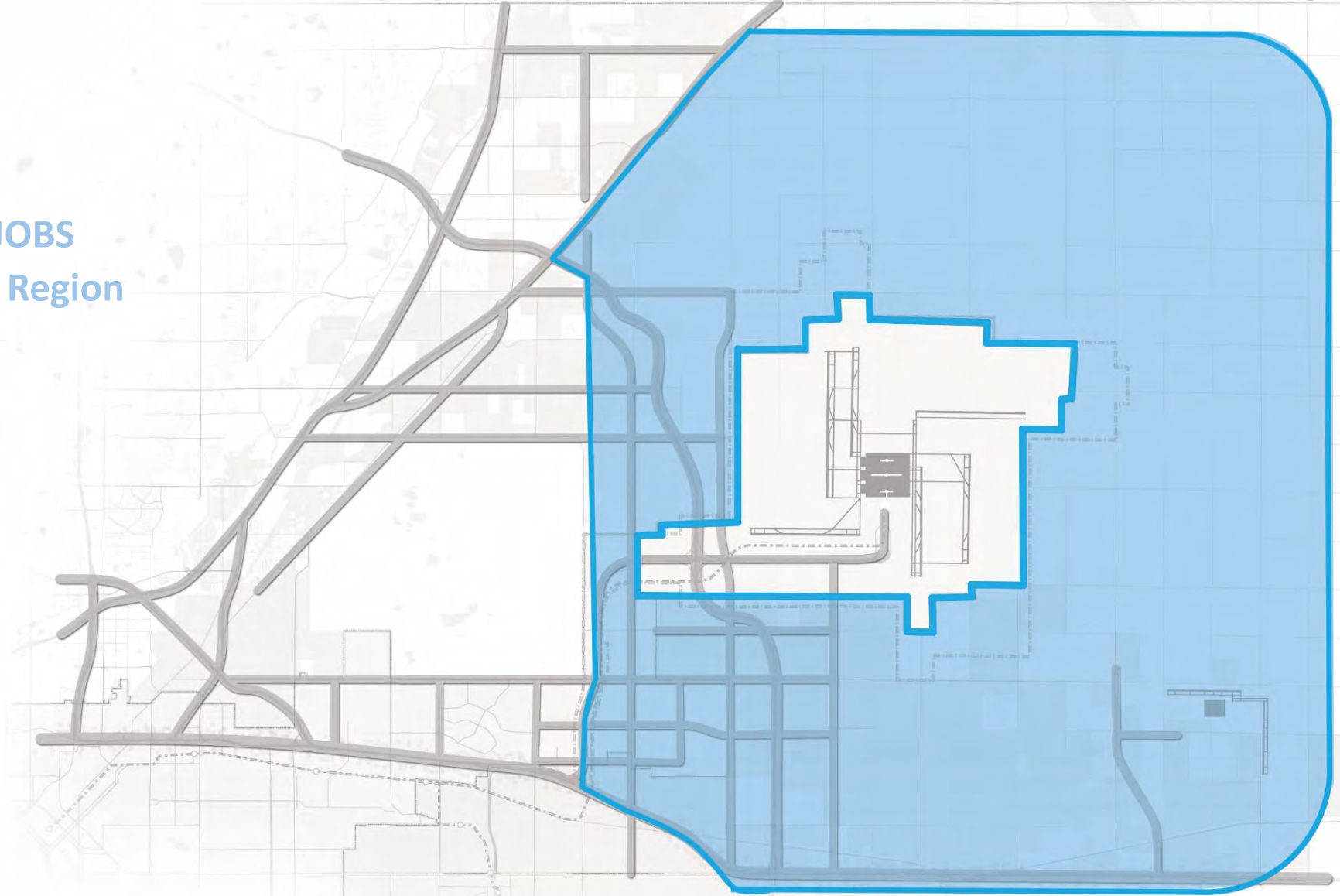




2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment

23,000 JOBS  
1.0% of Region

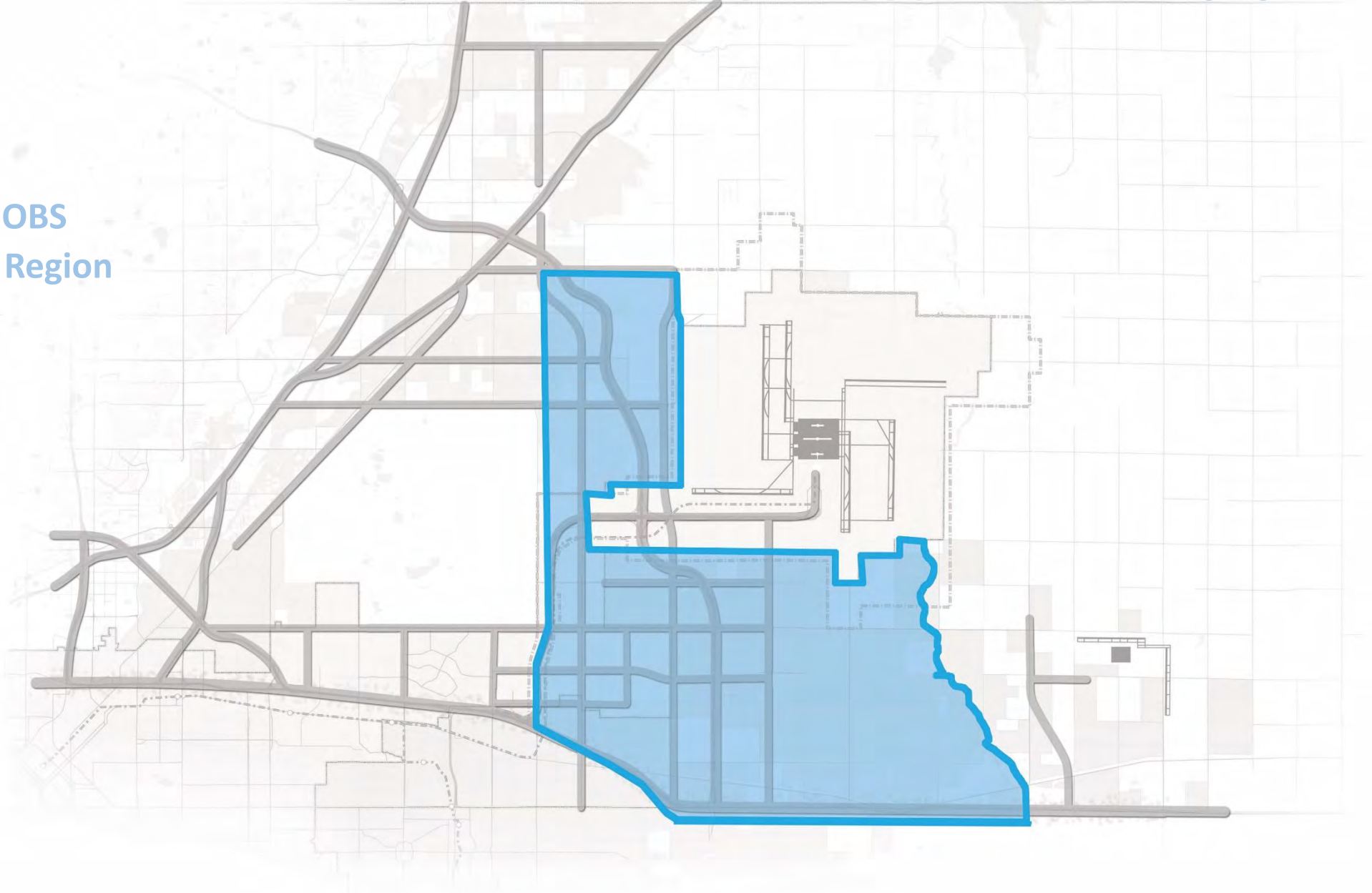




2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment

17,000 JOBS  
0.7% of Region



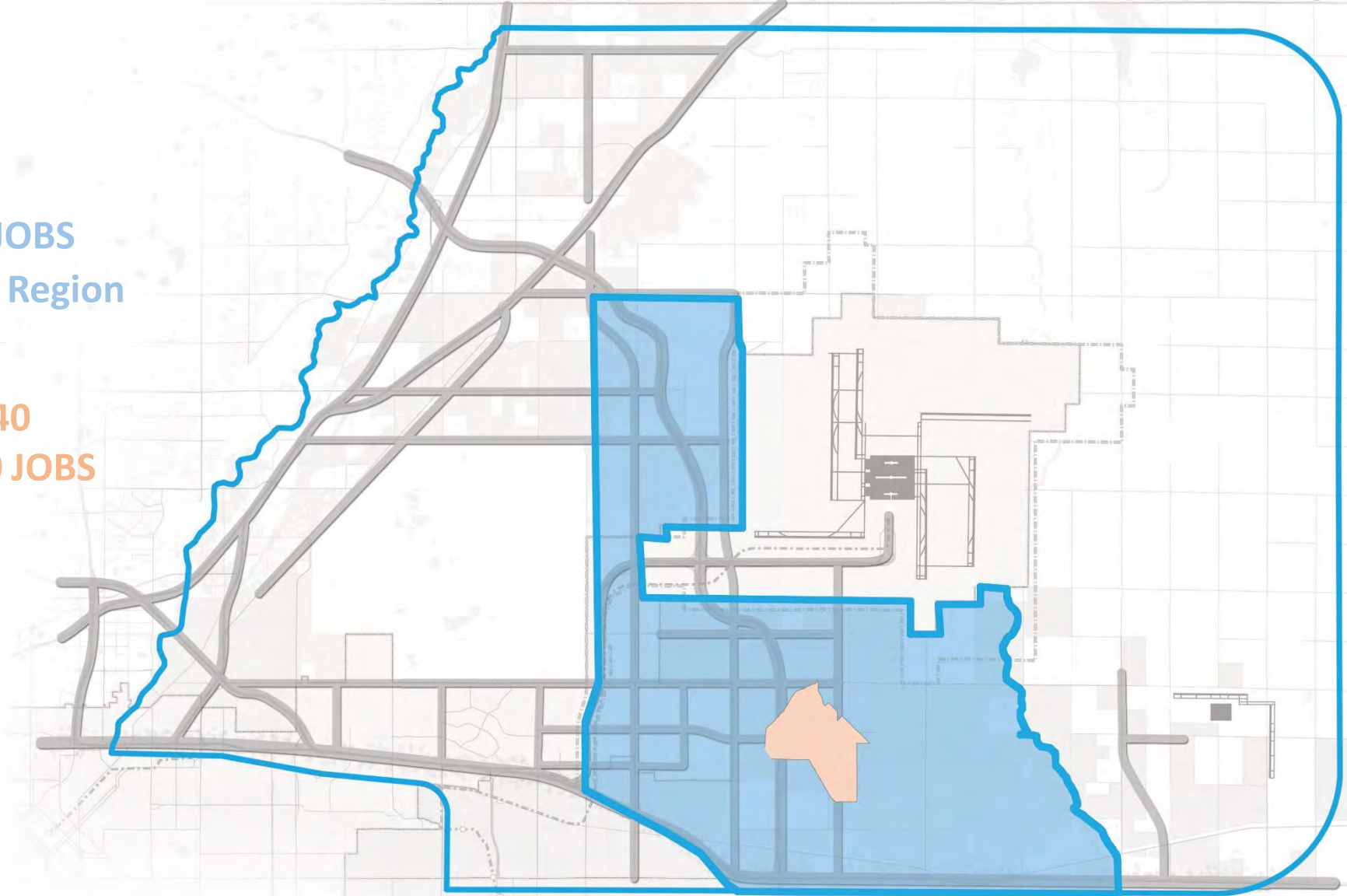


2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment

17,000 JOBS  
0.7% of Region

CBD 2040  
152,000 JOBS



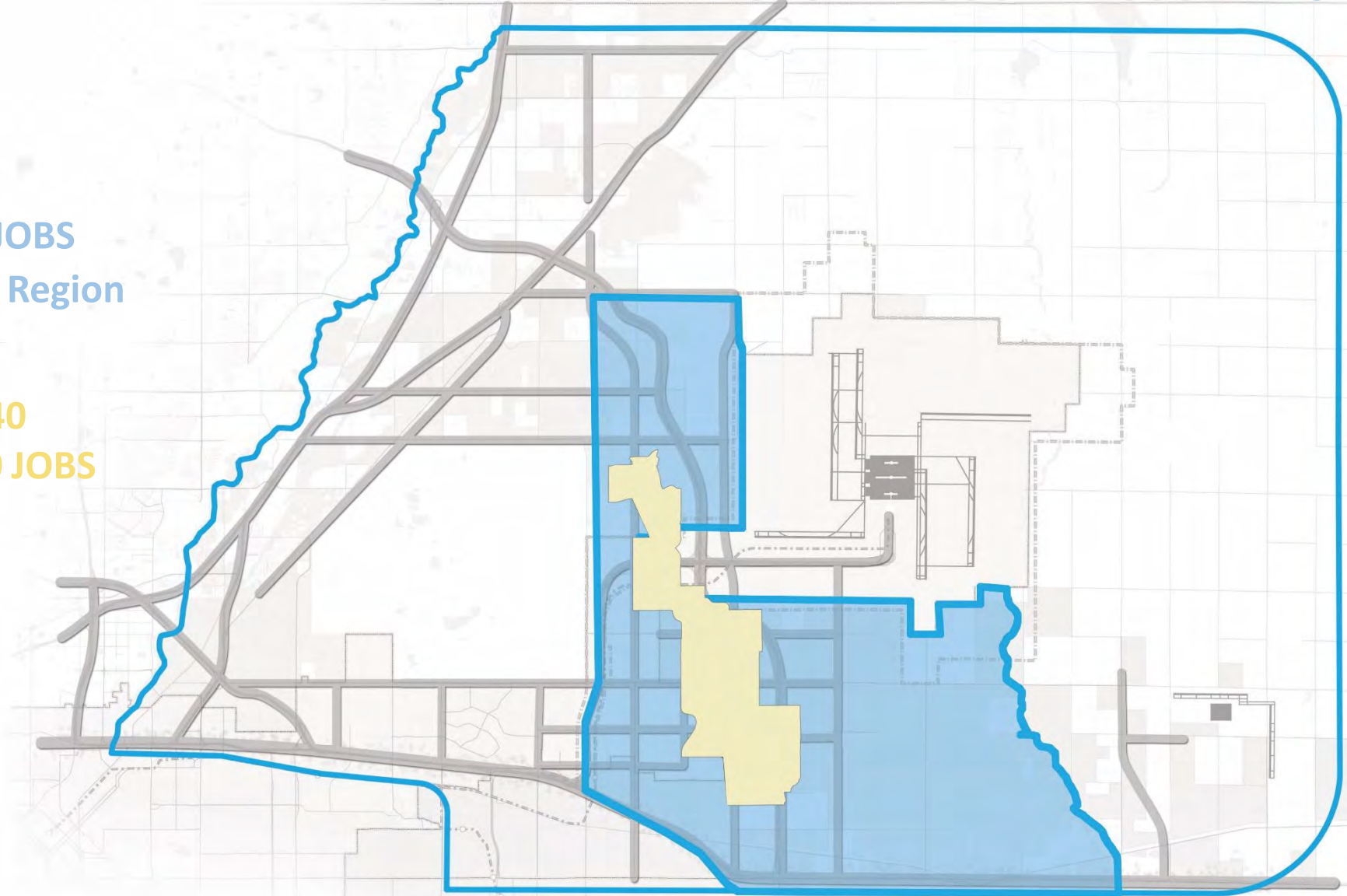


2015 | 2020 | 2025 | 2030 | 2035 | 2040

employment

17,000 JOBS  
0.7% of Region

DTC 2040  
214,000 JOBS



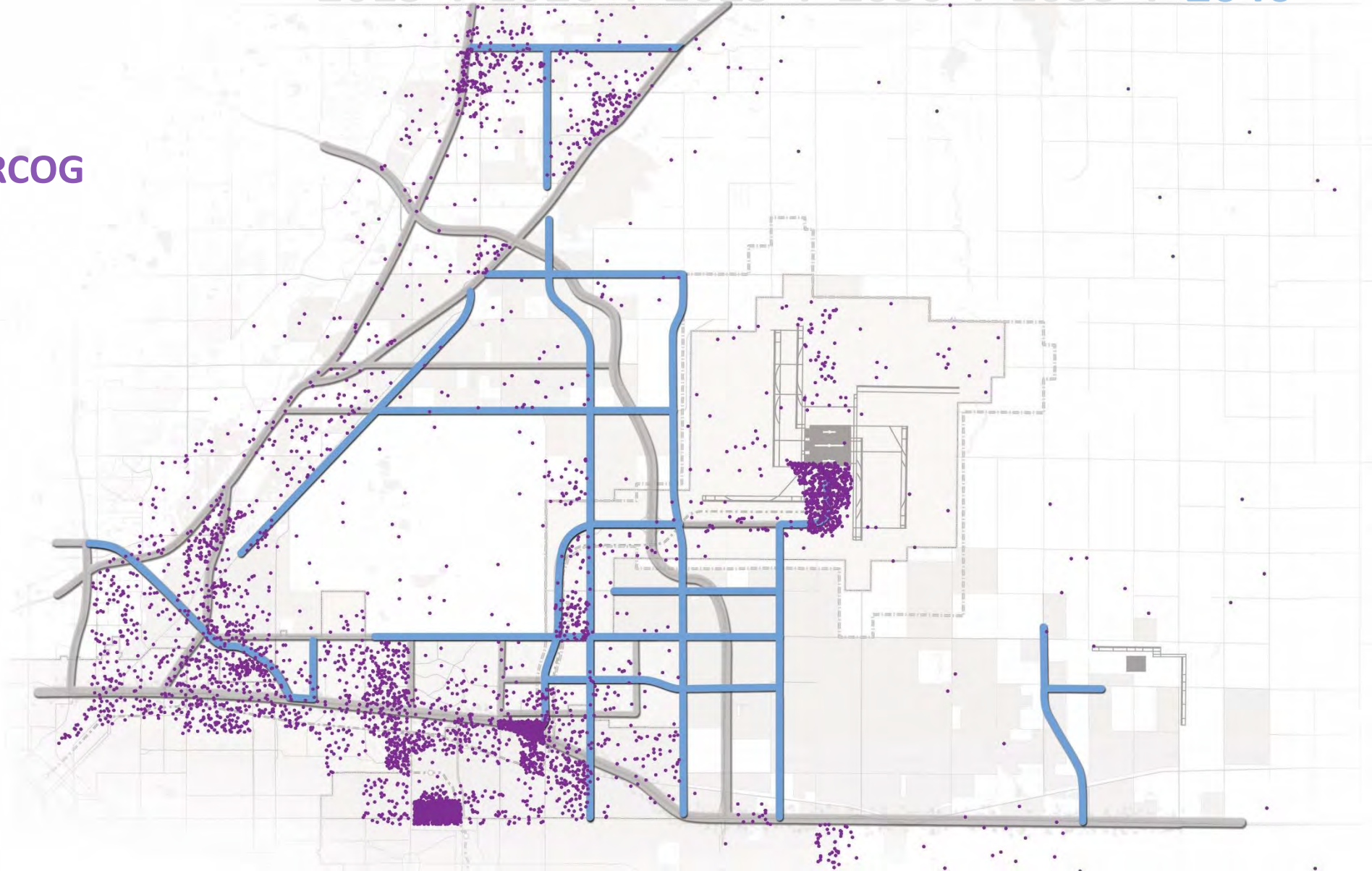


2015 | 2020 | 2025 | 2030 | 2035 | 2040

2040 RTP



DRCOG





# AEROTROPOLIS SCENARIO

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- 2040 Horizon Year
- IGA Amendment
- New Regional Governance Mechanism
- Attracts Additional Development
- Advance Planned Roadway Improvements
- Allows Additional Improvements

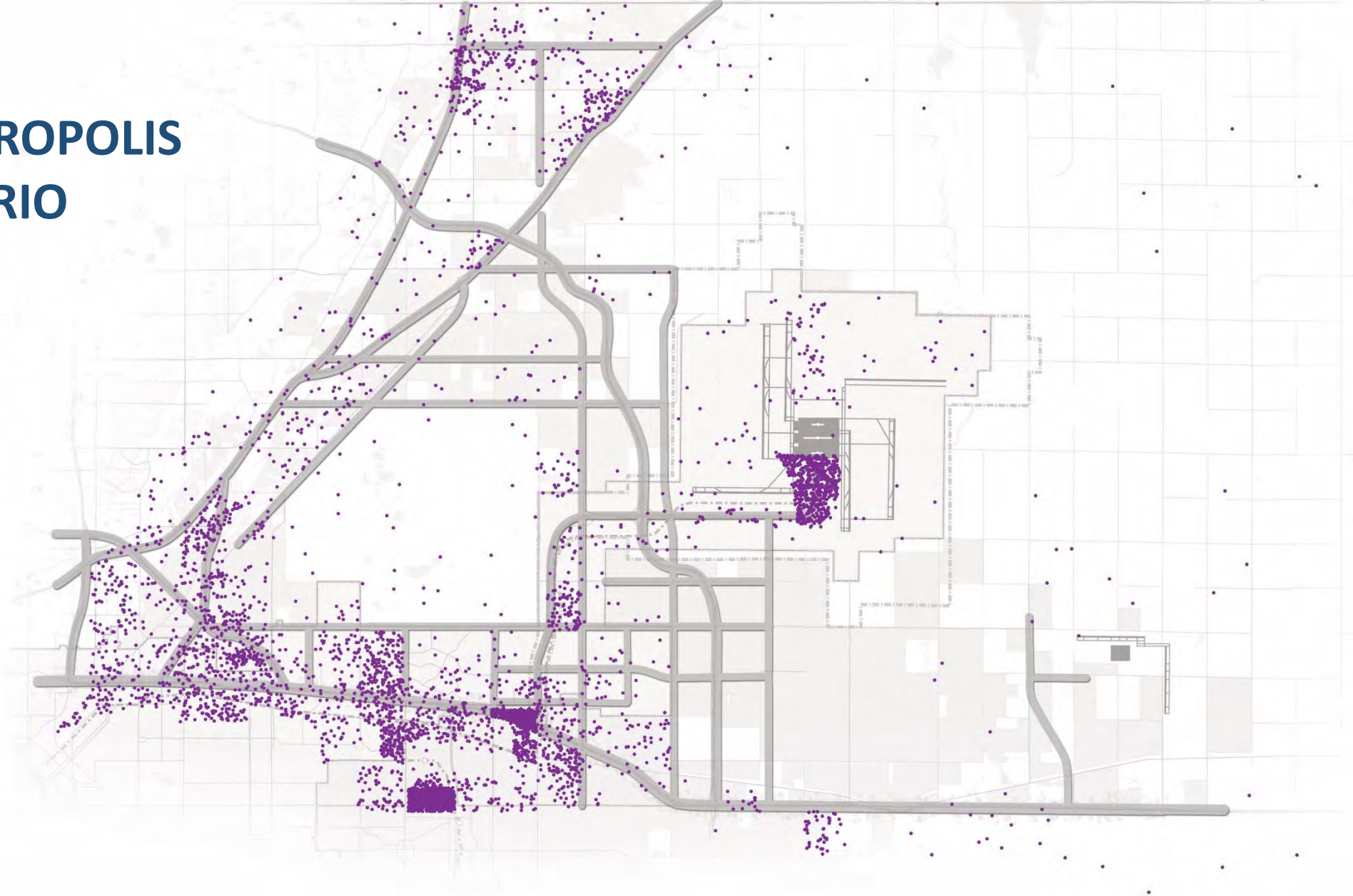




2015 | 2020 | 2025 | 2030 | 2035 | 2040

DRCOG - RTP

## AEROTROPOLIS SCENARIO





2015 | 2020 | 2025 | 2030 | 2035 | 2040

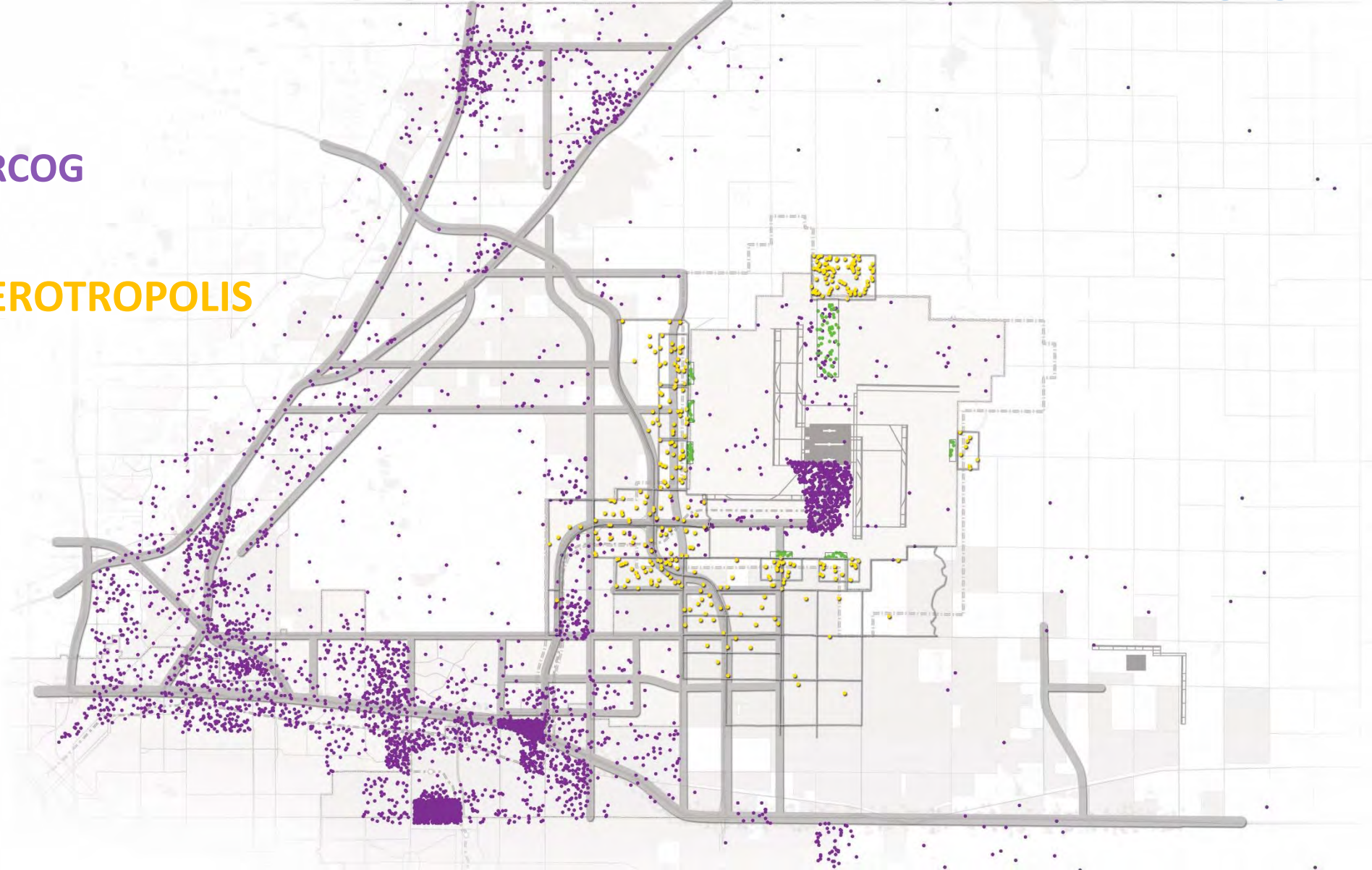
employment



**DRCOG**



**AEROTROPOLIS**

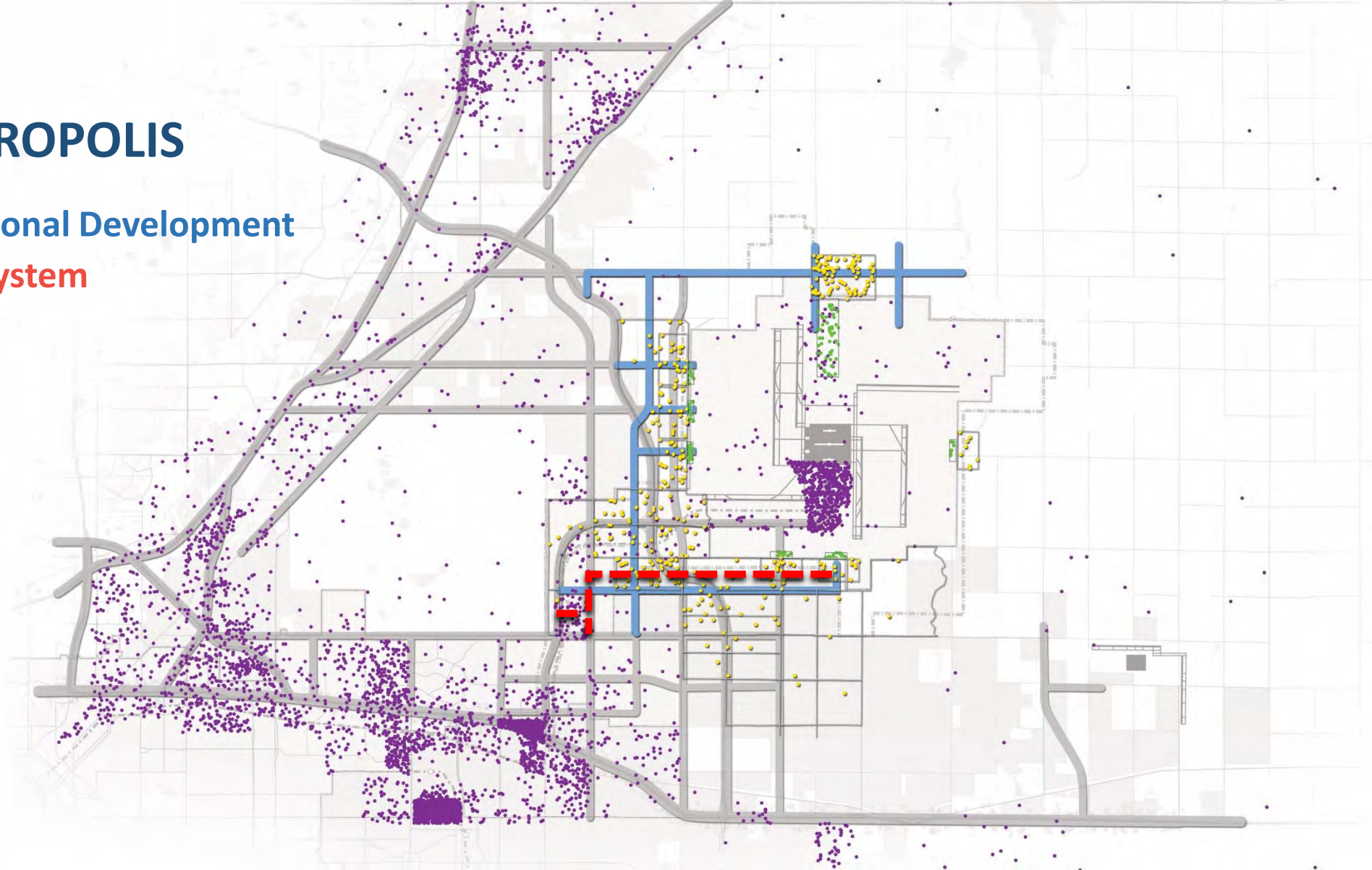




AERO 2040

## AEROTROPOLIS

- Additional Development
- - - BRT System





# FUTURE AEROTROPOLIS

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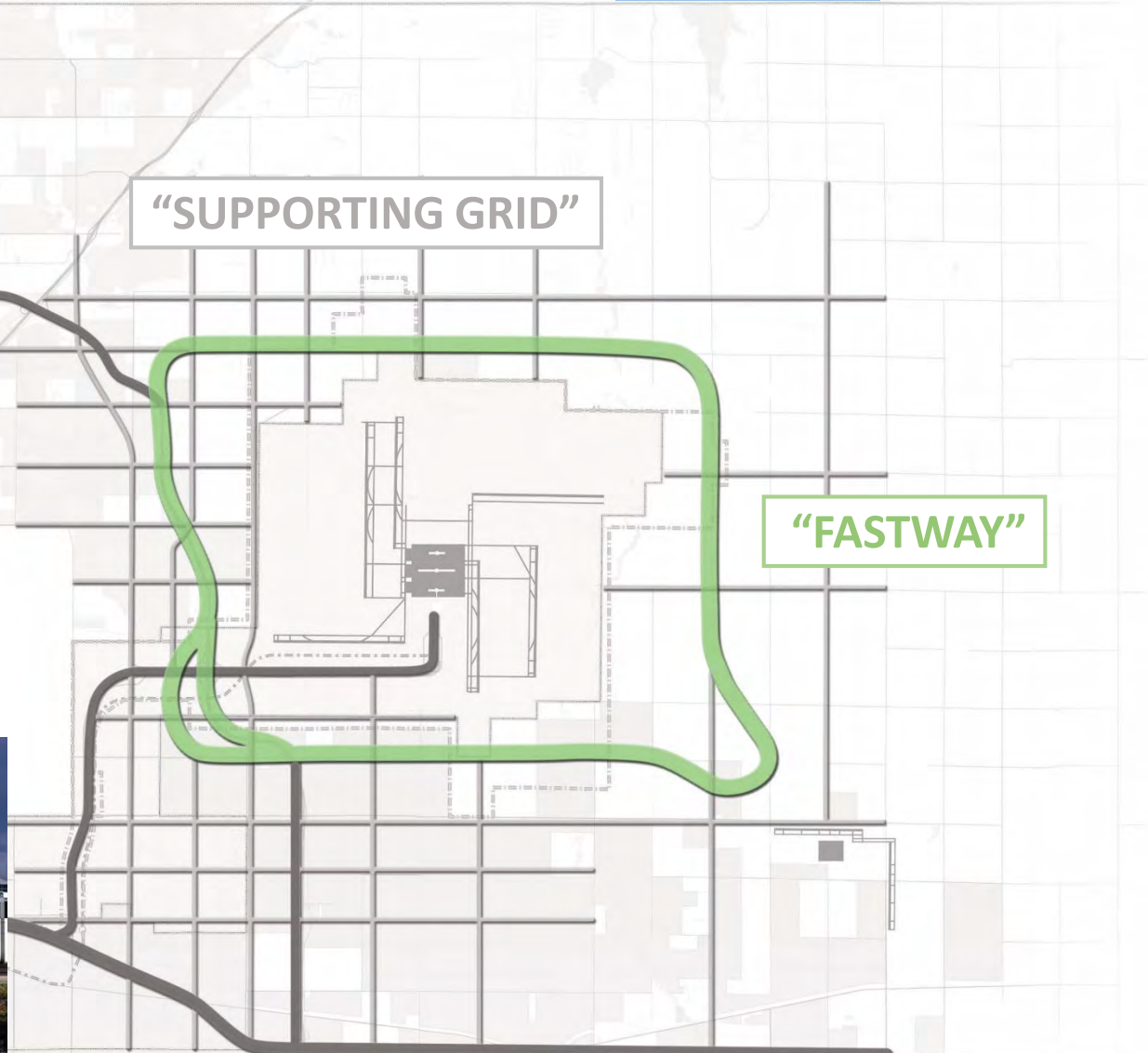
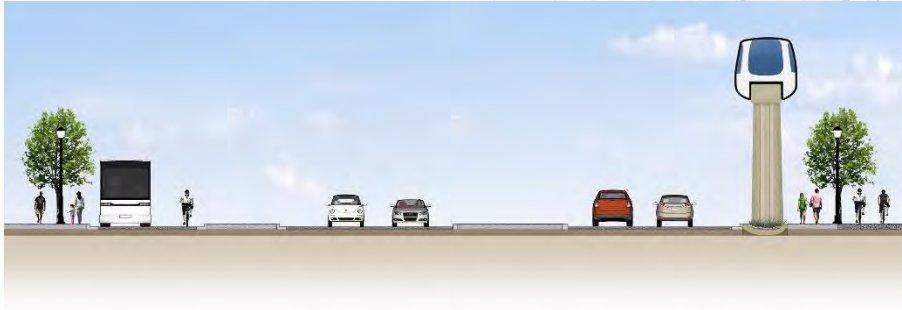
- + - 2075
- Build Out
- Visionary





FUTURE

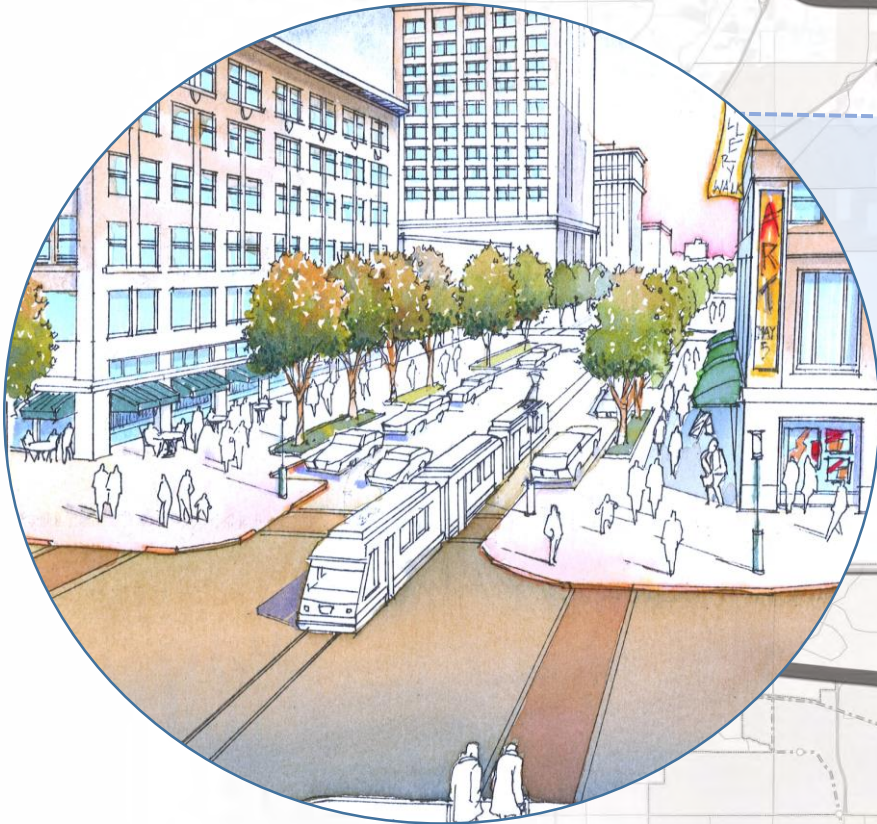
# AEROTROPOLIS





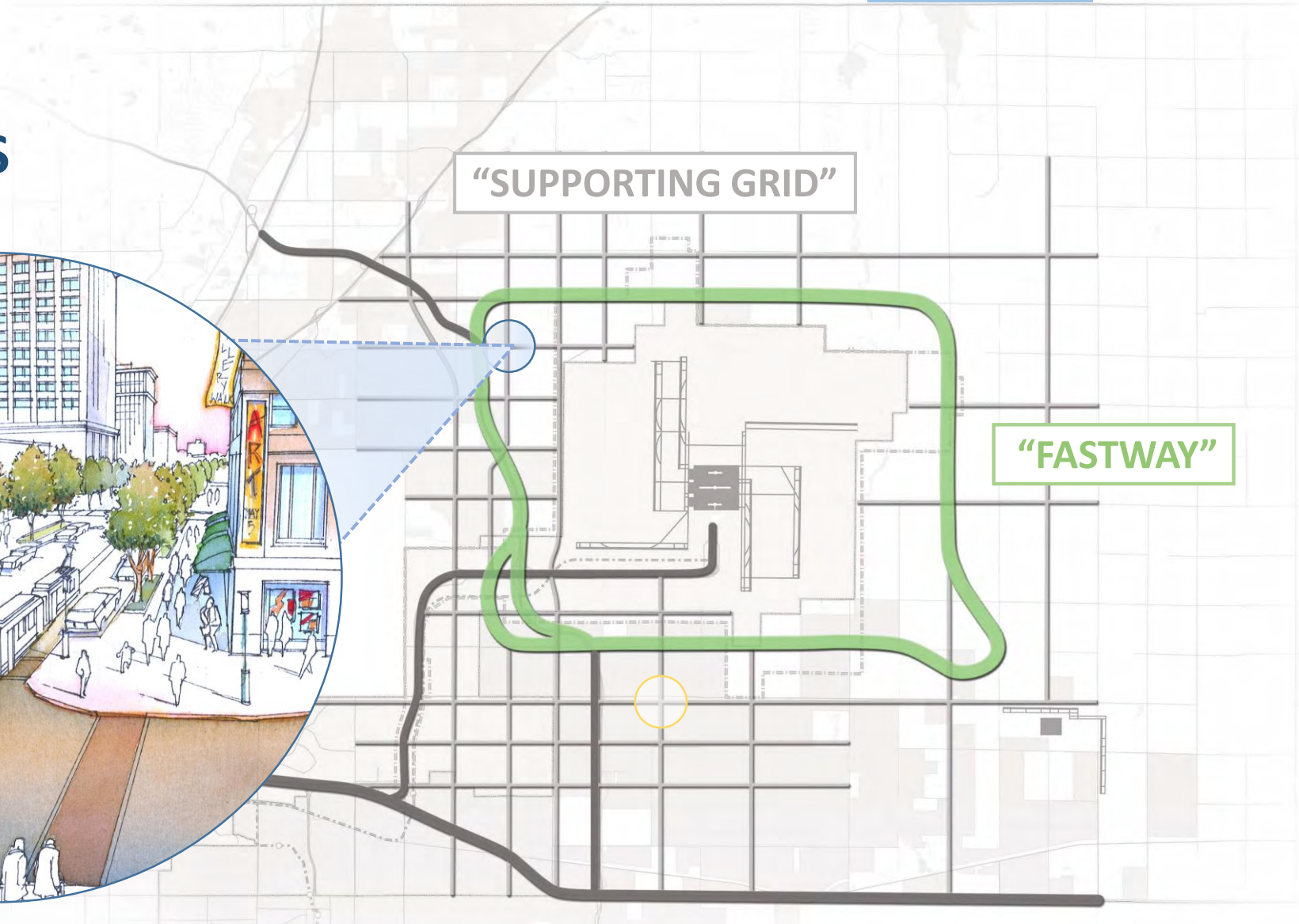
FUTURE

# AEROTROPOLIS



“SUPPORTING GRID”

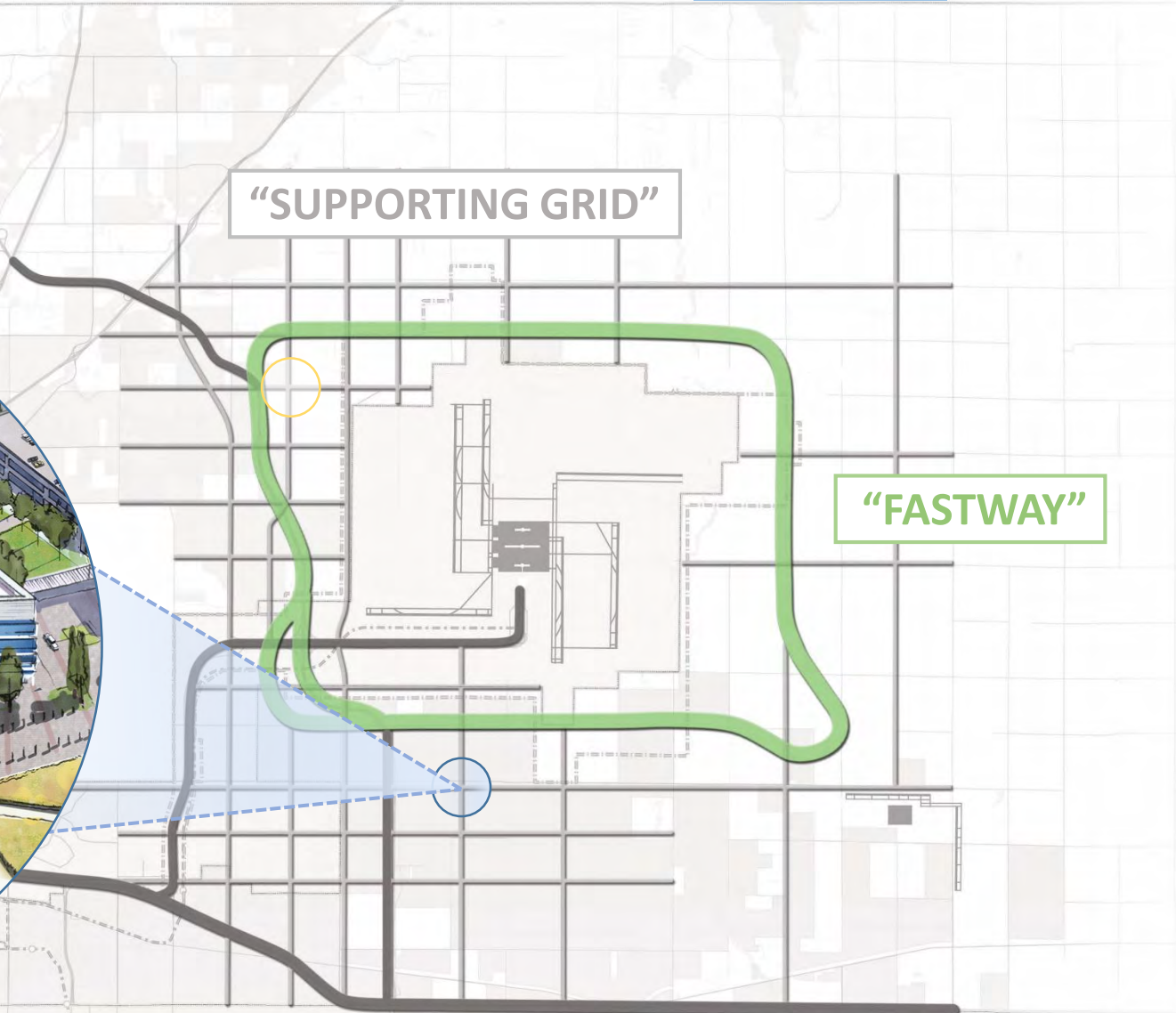
“FASTWAY”





FUTURE

# AEROTROPOLIS





*“It’s not the big that eat the small,  
it’s the fast that eat the slow”*

- John Kasarda





# **COMPARATIVE EVALUATION PROCESS**

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**Objective: Compare Scenarios**

## **Criteria Categories**

- Costs and Affordability
- Economic and Financial Effects
- Infrastructure Systems Compatibility
- Ease of Implementation



# Economic and Financial Effects

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## Methods

Objective: Assess Agglomeration  
Economy Effects

- **Quantitative**

- Capital/Operating Cost Savings
- Real Estate Values
- Property and Sales Taxes
- Direct/Indirect Jobs
- Permanent Jobs

- **Qualitative**

- Wage Growth
- Productivity
- Transportation Savings
- Quality of Life

CHECK IN

---

MOVING FORWARD

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# Next Meetings

## Steering Committee

- Meeting #2: Aug 27, 9:00
- Meeting #3: Oct 22, 9:00
- Meeting #4: Nov 19, 9:00



## Study Review Committee

- Meeting #5: Aug xx, 9:00
- Meeting #6: Sep 17, 9:00
- Meeting #7: Oct 15, 9:00
- Meeting #8: Nov 12, 9:00

# THANK YOU

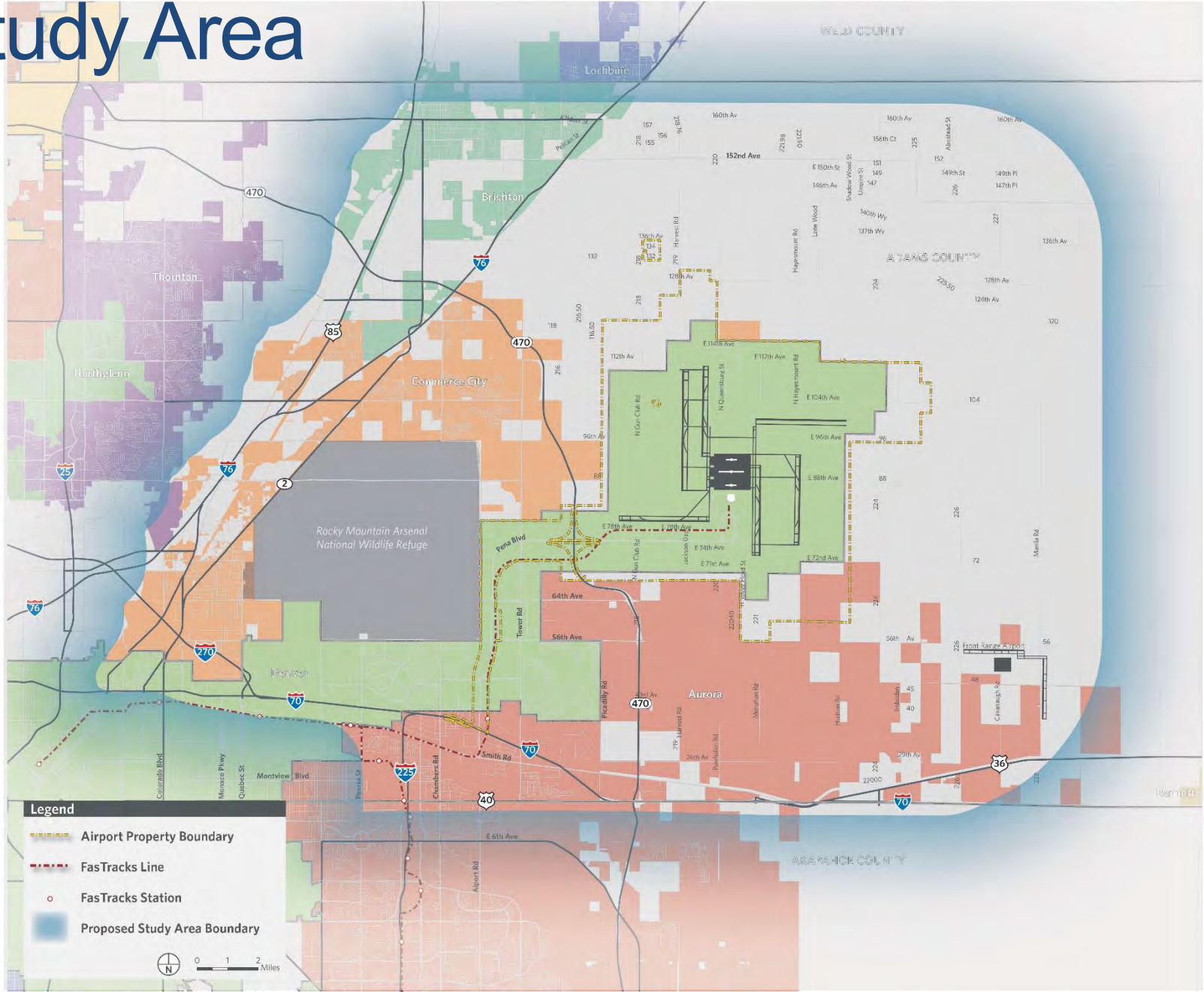
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# ADDITIONAL INFORMATION

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# Study Area







## Agenda

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Project: Colorado Aerotropolis Visioning Study

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Subject: Study Review Committee Workshop #3

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Date: June 18, 2015 9:00 - 11:30

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Location: Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)

1. Welcome & Introductions
2. Purpose of Meeting
3. News Update
4. Briefing Summary
5. Overview of Other Aerotropolises
6. Work Session - Scenario Development
7. Roundtable
8. Next SRC Meeting
  - a. July 23 9:00 - 11:30 Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
  - b. Topic: Compiled Scenarios, Special Districts/Landowners
9. Next Steps and Action Items
10. Adjourn



Vision Statement:

A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #3
Date:	June 18, 2015
Location:	Rocky Mountain Arsenal National Wildlife Refuge
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome and Introductions

1. Stephanie White called the meeting to order and introduced herself and directed the group to sign in. Self-introductions followed.

### Purpose of Today's Meeting

2. Jay Hendrickson welcomed everyone. He provided an update on the successes of the IGA. He noted the momentum this group has achieved and encourage the group to build on the momentum. We hope to start rolling up our sleeves at today's meeting and talk about land use and scenarios. Aerotropoli in other states are developing - this is not something that Denver is doing alone.
3. Stephanie asked everyone to take out their cell phones to test text polling and directed everyone to text HDR to 2233. She then asked the group to answer the question: *Where did your last flight from DIA take you?* The participants then started texting their replies, which showed on the projection screen. This text polling was used later in the meeting to answer some questions about the study.

**Poll:** Where did your last flight from DIA take you?

**Responses:** DCA, San Diego (x2), NYC, California, Memphis, Philadelphia, Orlando, Las Vegas, PHL, Edinburg, Toronto, Seattle (x2), Madison, Wisconsin, Burbank, Connecticut, Baltimore

### News Update

1. **Study Name.** Chris Primus updated the participants regarding the Steering Committee meeting held on June 4, 2015 (Adams County, Aurora, Adams County, Brighton, and DIA). Some of the ideas the SRC team has brought forward were presented to the Steering Committee. The Steering Committee has agreed on the study name the SRC has selected.
2. **Study Vision.** The Steering Committee has made a small revision to the Vision Statement previously agreed by the SRC to emphasize the action that was intended.

#### Revised Vision Statement

*A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.*

#### Original Vision Statement

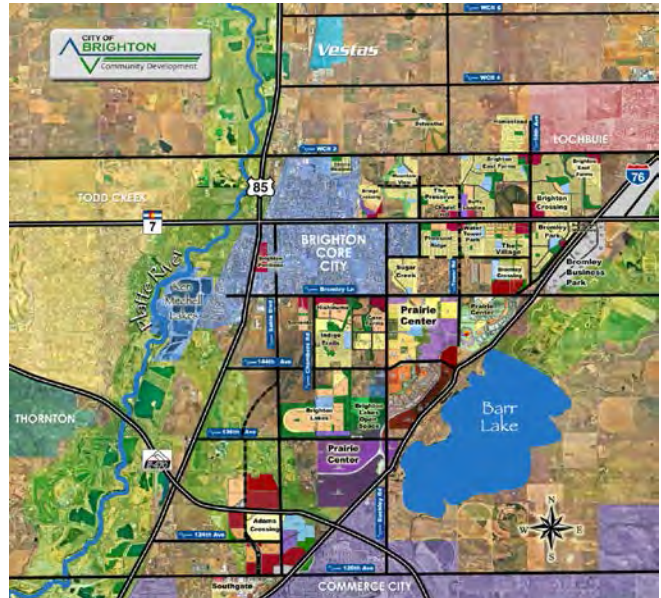
*Create A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.*

3. **Study Area.** The Steering Committee recognized that the study area moved down about a half mile south of I-70, to capture the interchanges and associated developments.
4. **Proposed IGA Amendment**
  - a. Kristin Sullivan gave an update on the IGA Amendment. There was a 1988 IGA that allowed the annexation of the Adams County land on which DIA has been built. That IGA only allowed for development of aviation uses. Recently, after two years of mediation, the airport community committee and Denver have come to an agreement on a proposed IGA amendment, which would go on a vote in November. The highlights of the proposed amendment are:
    - The pilot program identifies 1,500 acres on-airport that can be developed in 20 to 35 years.
    - These are largely driven by this concept of nodes of development around the airport. A dozen nodes of development that have been targeted.
    - Free up some land use changes in the neighboring communities.
    - 500 to 800 acres that are high-value commercial developments.
      - Clear zones identified along the Porteos property.
    - Three nodes along the western side along Commerce City.
    - Financing of the deal—basically the tax revenues from that freed-up development will be shared between Adams County and the jurisdictions in perpetuity. Denver will make an initial \$10M payment to Adams County in January 2016, pending the vote outcome.
  - b. Kristin noted that this group's meeting is really well-timed with the IGA solutions. With the start of this grant, as well as reaching an agreement on the IGA, we can all start to talk now. This group would become a very valuable support group—not only supporting the election coming up to get the amendment to pass, but also with the regional aerotropolis committee, which makes the work of this group even more valuable in that context.
  - c. There was some discussion about how this announcement affects the work we are doing with the aerotropolis study. There will be a lot of work to be done to educate voters between now and November.
  - d. Kaia Nesbitt asked whether there is a plan currently on how the \$10M will be used. Kristin responded there is a plan on how the \$10M will be shared using a specific formula to split the money (the same formula that will be used to share the upcoming tax revenues) but no description on how the jurisdictions would use that.
  - e. Both sides are still working on the detail language of the amendment. Denver is trying to get it submitted as final by end of this week for city council action.
  - f. Rick Pilgrim asked whether it would be a good idea for the aerotropolis study to be represented at the Denver City Council during the IGA hearing. Should someone from this project speak about the planning process we have going on? We provide a lot of commentary internally about how well this is going and how important this is. But that is a good point whether CDOT/HDR should be there. We should probably talk to Evan Dreyer and give it more thought.
  - g. Jay noted that there is obviously a lot of work yet to be done to get it to pass to vote. He asked Kristin if there are any opportunities for this group to help that effort. Kristin thinks it's a little early to know, but there is definitely an opportunity for this team to help out.

## Briefing Summary

### 1. Briefing Addendum—City of Brighton (Holly Prather on behalf of Marv Falconburg)

- a. Very brief overview of where Brighton is today and where we hope to be in the future. Generally, we are bounded by major transportation corridors. Over 11,000 households; 40% of population is Hispanic. Principal employers include Adams County, 1,900 employees. Next larger employer is School District 27 employing about 1,600. The City itself employs about 500.
- b. Historically, our growth was centered in the core of the city since the mid-80s.
- c. Focus on the Prairie Center development with 4,500 units and 2 million square feet of commercial. There has been some growth along 120th Avenue. There is a new Adams Crossing development.
- d. Growth projections for the future: 90 permits for this year right now. If things went well, we would have enough residential development in Brighton that would take us out into the next 40 years. Kicking around the idea of a local food production plan. Last update of our comprehensive plan is outdated. Need to do an amendment.
- e. Kip asked about the railroad lines shown on the map. Holly replied they are the UPRR and Burlington Northern Railroad.
- f. What is the plan for the area in brown on the map? That land is farmland, with little parts that are in development, but it is all part of the agricultural plan.



### 2. Briefing Overview. Kaia Nesbitt presented a brief overview of the briefings made by each agency at the last SRC meeting. Her observations were categorized by Land Use and Development, Transportation, and Utilities.

#### a. Land Use

- Development coming from the west and south coming across. Future development for land use is really on the east side.
- How this could potentially become the next tech center. Being more relative to some of the markets that have been defined.
- Spaceport was also highlighted as a unique opportunity in this area.
- Also the idea of price point.
- Respect for the noise contour especially for the residential development.
- Idea of global connectivity.
- Constraint: over 350 square miles. Hard to know where to start; what would make the biggest impact first.

- Constraint: decrease in cargo activity. For other aerotropoli across the globe, cargo has been a huge part of their success. This is definitely a constraint for DIA.

b. Transportation

- The east line and having that connectivity.
- Connection points from the south—Jackson Gap and Piccadilly.
- Constraint: How are they working together and what can we do to make sure that some of the transportation corridor and projects are really linking and provide benefits?
- Constraint: Funding mechanism; some maybe project-related, some maybe politics.
- Constraint: pinch point: Rocky Mountain Arsenal and DIA land.
- Constraint: Pena Boulevard; FAA restrictions

a. Utilities

- This study is an opportunity to think regionally—use of water/wastewater and supply and location are some of the things that should be considered.
- New wastewater facility in Adams County in the Brighton area.
- Constraint: lack of water.
- Constraint: connection to new wastewater plant.
- Constraint: Drainage facility needs.

- b. Chris reported that another take-away from the last SRC meeting was the cycle of development on an airport.



Cycle of Development on an Airport

## Overview of Other Aerotropoli (Chris Primus)

1. **Amsterdam Schiphol Airport.** Schiphol's cargo is center around the transport of flowers. Operated by the Schiphol Group—a public-private partnership.
2. **Narita International Airport, Japan.** Seafood market, so they fly fish around the world. They have a very successful shopping mall. People go to the airport just to shop.
3. **Memphis International Airport.** This was not created as an aerotropolis per se, but it just kind of morphed into that way when FedEx chose to use this airport for its operations.
4. **Louisville International Airport.** The same with this airport, when UPS decided to use this airport for its operations. Louisville has really embraced the need for an aerotropolis concept; has moved homes, neighborhoods, and commercial areas for airport expansion needs; and is quite successful.
5. **Chicago O'Hare International Airport.** Spent billions of dollars improving the airport. More than 40 years ago, the FAA noted that O'Hare would be outdated by the end of the 20th Century and suggested building a much larger airport somewhere in the Midwest. A tri-state commission was formed to study the best location for such an airport and selected a site near Peotone. Then the planned airport

vanished off the FAA's radar. The plan for the airport lacked a regional consensus. No collaboration and lack of consensus on location; therefore, not moving forward.

6. **Berlin-Brandenburg Airport, Europe.** Europe's largest airport construction project—planned for 27 million passengers. Should have opened in October 2011 but now opening likely before 2017/2018. Former director is facing corruption charges; accused of accepting 680,000 euros in bribes being investigated for price fixing.
7. **Detroit International Airport.** About 10 years ago, they heard about this concept and embraced the idea for an aerotropolis. The aerotropolis idea is to develop the land in between Detroit and Ann Arbor. It has been delayed. Have not collaborated very well to get the aerotropolis off the ground. They have the land but not enough collaboration.
8. **Incheon/Songdo International Business District, Seoul.** They built Incheon to capitalize on the market in China and to compete with Hong Kong. They built Songdo to serve the airport. It has done pretty well. Very green city, lots of activities, lot of people living there, but the commercial aspect of Songdo has not really taken off like they hoped.
9. **Edmonton, Alberta.** Land is much smaller but they have good collaboration. They are doing a series of studies, including the Land Use Compatibility Plan, Aero Hub Study (an academic type study), Aero Visibility Study, and Collaborative Land Use Plan.
10. **LAX.** They really took off during the Second World War. The rest of California really grew up in the 50s and 60s. Really constrained, very hard to expand.

Jay noted the reason we included LAX in this overview of other aerotropolisi is because it is a perfect example of what we don't want to do—an airport that is avoided, congested, not attractive, which is what we don't want for Denver.

11. **Dallas/Fort Worth.** DFW has really embraced attracting businesses. Kind of a company town. Lot of tax incentives, very friendly to businesses, lots of high-end clientele. The aerotropolis area surrounding the airport is kind of running out of land.

## Work Session—Scenario Development

### Small Group Task Description (Rick Pilgrim)

1. Need help in putting together some scenarios. We are suggesting two different time frames: near-term (10 to 15 years) and long range.

**Objective:** Develop collaborative actions to advance development.

**Near Term:** Develop three catalytic actions that are *foundational*, *transformative*, and *collaborative*.

**Long Range:** Describe a path to realize the Vision: *Distinguishing features of Colorado Aerotropolis and achieve self-sustaining momentum*.

2. Rick Pilgrim presented a proposed land use map on the projection screen. A smaller printout of this same map was on each group's table to refer to when developing scenarios.
3. Another map of major development that showed connection points to the airport proper itself was projected on the screen to help with development of the scenarios..
4. A third map of existing and committed transportation plans was presented.

5. Stephanie started the second text poll with the question: *What is the most important collaborative action in the near-term?* Replies from the participants starting rolling into the projection screen.

**Poll:** What is the most important collaborative action in the near-term?

**Responses:**

- Multi-governmental regional committee structure beyond this plan
- Infrastructure (x3)
- Cross Jurisdictional Planning
- Governance/financing structure
- Funding
- Pass IGA Amendment this Fall
- Cost sharing
- \$
- Marketing and infrastructure
- Establish some form of governance/oversight
- Link west side of DIA via Piccadilly
- Cargo
- Peña Corridor solution
- Priority development areas
- Collaborative funding structure
- Roads
- Identify long-term funding stream
- Pass IGA Amendment vote
- Extend water supply to strategic areas outside DIA
- Understand specific regional water and wastewater needs, sources, timing, constraints, and funding operations

### Exercise: Catalytic Actions

The participants broke off into 6 groups and brainstormed for 25 minutes to develop scenarios using 3 catalytic actions that are *foundational*, *transformative*, and *collaborative*.

### Report Back

#### Yuri Gorlov

1. Super regional infrastructure authority and Infrastructure governance. How does that look? Can we hire someone to help us?
2. Super regional master plan—to incorporate all the land use that all the jurisdictions have.
3. Focus on pinch points with E-470 and Pena Boulevard and how to avoid the pinch point.

#### Kip Cheroutes

1. 72nd And Himalaya—TOD area. Starwood coming. Is there a way we could draw Denver Water into the conversation to supply water in that area?
2. Continue dialogue with FAA. Where will FAA allow us to do this accessory development over time?

#### Deb Perkins-Smith

1. Foundational Infrastructure governance.
2. TOD—on Pena Station for example.
3. Marketing—where do you really focus your effort?

#### Bob Watkins

1. Economic development area—spaceport maybe a mid-term.
2. Key infrastructure areas.
3. Funding mechanism—local vs. regional.

#### Kristin Sullivan

1. Piccadilly Road—if it were built from 120th Avenue all the way to I-70.
2. Super regional governance structure—committees, political group, marketing, financing.
3. Clear zones to become a common zone district—adopt the same regulations.
4. Comment: Piccadilly was good but harvest Road should also be considered.

## Exercise: World Map

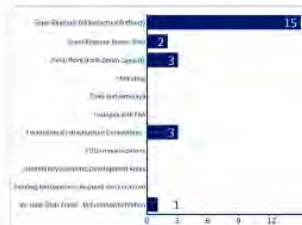
Rick Pilgrim announced the next idea to brainstorm: *How do you put us on the world map?* Responses from the participants included:

1. Regional cooperation, gateway to the plains and the west, and transportation hub.
2. Strength of the aerospace and commercial space potential in the Denver area, as well as medical and other high-tech type work (aerospace and high tech).
3. Existing authorities—you know who to go to, have a defined space. One-stop shopping. Export of intellectual capital.
4. Spaceport. Not limiting it to just aerospace but capitalizing on the cluster studies that have been done. Developing marketing strategy.
5. Idea of being regenerative. Maybe sustainable is just not good enough. Net Zero as an opportunity; solar farms. Expand to something that is bigger, maybe state level, or regional level.

## Text Poll: *What is the Most Important Near-Term Initiative?*

1. All the near-term ideas the groups have presented were turned into a poll and Stephanie asked the participants to vote once via text.
2. Super regional infrastructure authority has the most votes = 15.

### What is the most important near-term initiative?



Answers	Responses	Percentage
Super Regional Infrastructure Authority	15	63%
Super Regional Master Plan	2	8%
Pinch Point North South Capacity	3	13%
Marketing	0	0%
72nd and Himalaya	0	0%
Dialogue with FAA	0	0%
Foundational Infrastructure Connections –	3	13%
TOD – more locations	0	0%
Identify Key Economic Development Areas	0	0%
Funding Mechanisms – Regional and Localized	0	0%
Re-zone Clear Zones – to Common Definition	1	4%



## Roundtable

Before ending the meeting, Stephanie asked the participants to provide one characteristic of this study so far that each participant is most excited about. Responses included:

- Opportunity (3)
- Potential
- Openness
- Momentum
- Political
- Possibilities
- Catalytic
- Agreement
- Optimism



- Real (2)
- Collaborative (4)
- Unknown
- Transformative
- Connected
- Global
- Surprise
- Practical
- Energizing
- Positive

## Next SRC Meeting

Chris announced the next SRC meeting and announced to the group that there is a SharePoint site for the study that is available for anyone who would like to have access.

1. July 23, 2015, at 9:00 a.m., Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
2. Topic: Special Districts/Landowners

## Next Steps/Meetings

The following topics will be discussed at future SRC meetings:

1. Special districts/landowners
2. Scenario analysis results
3. Speaker
4. Updated scenario analysis results
5. Funding and finance
6. Framework recommendations

Future SRC Meetings:

- Meeting #4: Jul 23, 9:00
- Meeting #5: Aug 20, 9:00
- Meeting #6: Sep 17, 9:00
- Meeting #7: Oct 15, 9:00
- Meeting #8: Nov 12, 9:00

Future Steering Committee Meetings:

- Meeting #2: Aug 27, 9:00
- Meeting #3: Oct 22, 9:00
- Meeting #4: Nov 19, 9:00

## Adjourn

1. Rick thanked everyone for the big ideas/catalytic actions. A one-on-one follow-up with this group might be a good thing as we progress. This group's input has been invaluable. The roadmap that has us going through November presented on the screen is really nice.
2. Jay added how the group's progress has been phenomenal, and he really appreciated the effort that this group has put in.













# Welcome



## Colorado Aerotropolis Visioning Study





# Today's Purpose

- Scenario Development Work Session

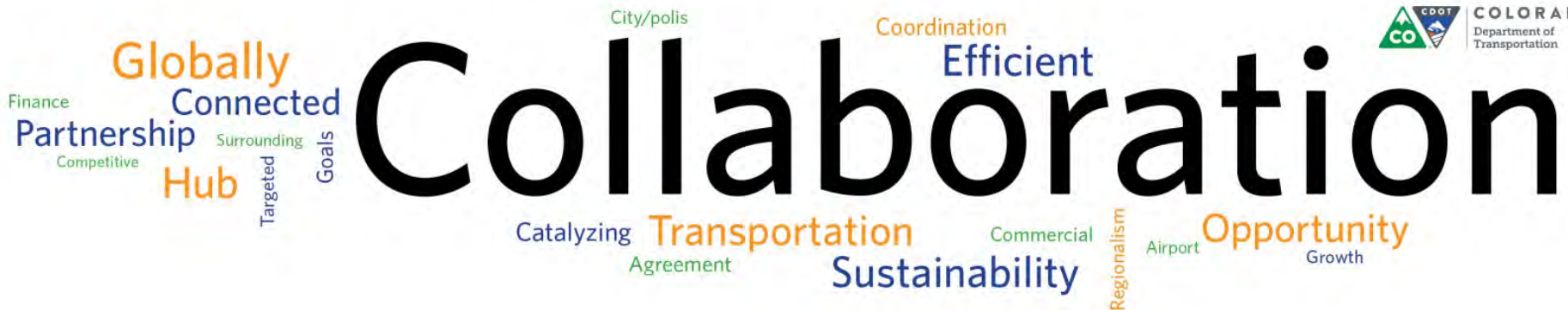


# NEWS UPDATE

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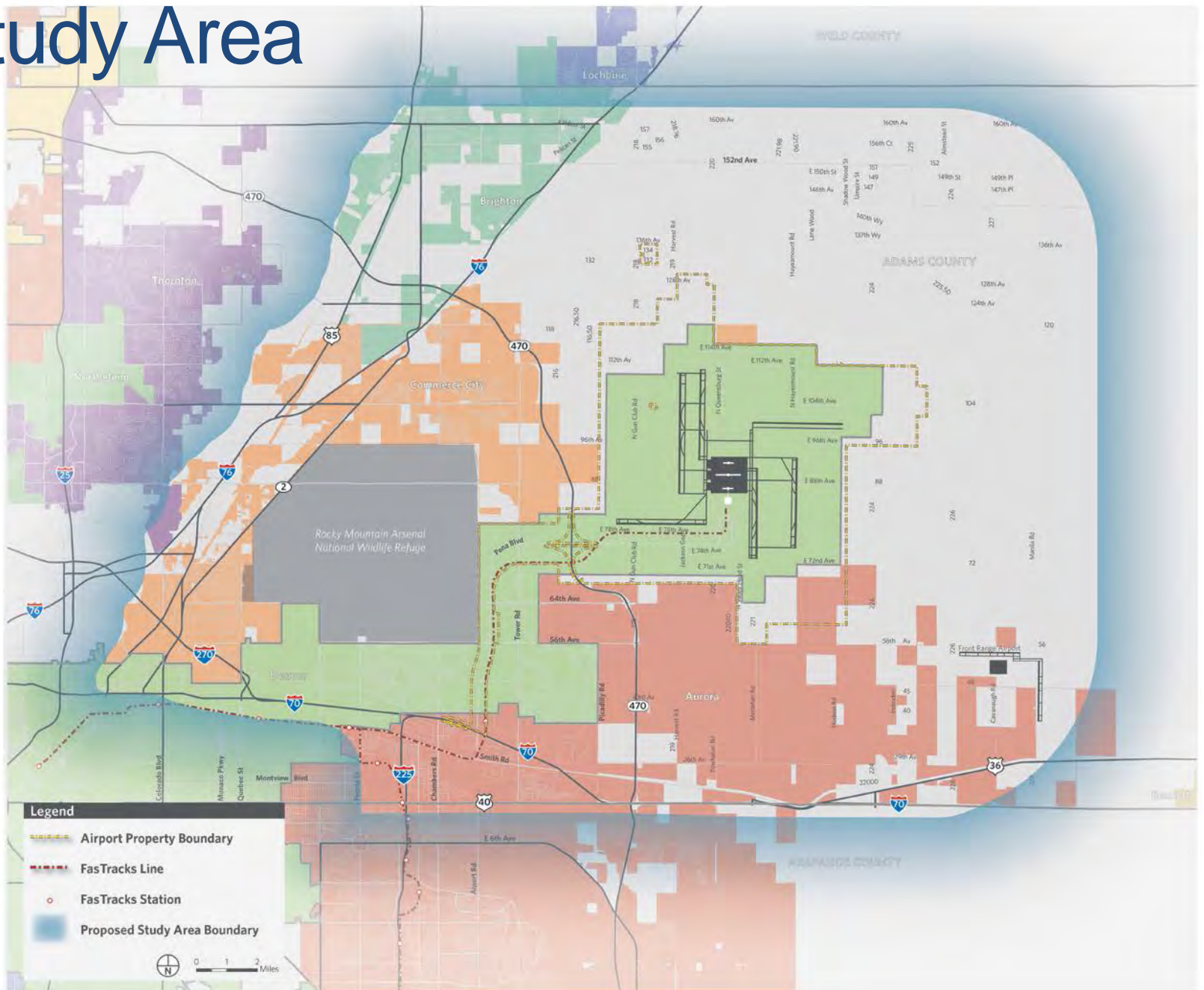
# Vision Statement

## COLORADO AEROTROPOLIS | Visioning Study



A sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning, development, and marketing.

# Study Area



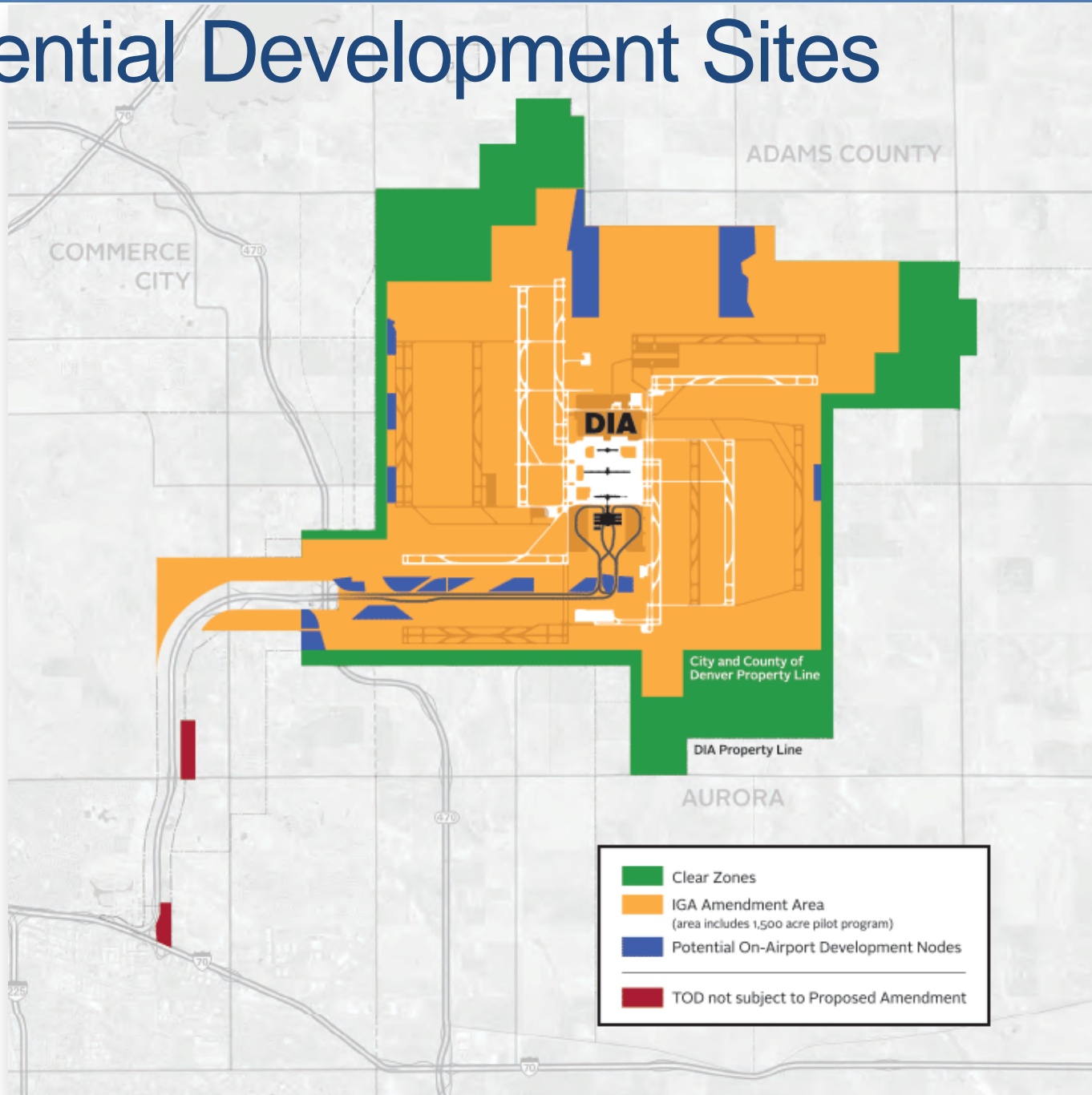
# Proposed IGA Amendment



New Regional Agreement on DIA Development

Metro Denver Economic Development Corp.

# Potential Development Sites



# BRIEFING ADDENDUM

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# BRIEFING SUMMARY

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\* DEN identified  
certain key dev. points -  
Good for air scenarios.

# LAND USE & EC. DEV

DRCOB  
+ 1.3M ppl by 2040 in region

RTD  
1st & Final Mile

DEN Real Estate:  
- 9,000 acres available for non-airline revenue  
- Phase 1 - hotel + transit ✓  
- 2000 - Park station  
- East line connectivity

3 - on-airport commercial dev  
60-90 yr build out  
- nodal strategy that takes advantage of transp & access

- Dev has been slow around DIA  
- Shrinking car + business focus  
- on mixed use, intellectual capital  
- 70% of commercial dev will land off airport. Regional

GLOBAL CONNECTIVITY  
3rd strongest domestic hub  
growing international (3.7M → 6M in 5yrs)

Commerce City  
- Fastest growing - 199% in Adams county - 51,000 pop  
- became increasing  
- youngest city in Adams county  
- Dev challenge: where do you start? so much work!

100,000 jobs projected  
CSU teaching up  
53 sq miles  
53 m. per zone

High Growth County "Land of Opportunity"  
- 21% 2000-2010 - growth  
- 65% population young - 32.4 yr old median  
- 1,111 miles<sup>2</sup> - diverse total land area  
- Agriculture  
- Mfg - training goods > jobs  
- Ag. op. oil & gas (processing)  
- Warehousing  
- Revision = New Tech Center by 2015  
- Pop. 400k current - 67% growth expected

Rocky Mountain Arsenal National Wildlife Refuge

staple built at Denver  
- Pop. 643,000 (+ 100,000 since 2006)  
- Intellectual growth  
- Increasing housing prices  
- Housing stock tight  
- 5-10 yrs will be built out  
- Metropolitan & impact fees funding

Bullcat Creek Valley Ranch

Aurora  
- 3rd largest city (340k) population  
- Tax - declining in some diverse realty  
- 20% pop is foreign born

- Employment:  
all new slight rail + commuter rail stations  
- Possible City & County  
Prosper influence

Slow movement of pop. growth in future

200-2010 most of Aurora pop growth is south

Space Port CO  
- 400 acres of property most undeveloped  
- Space port creates dev. op.  
- aerospace research

**Legend**

- Airport Property Boundary
- FasTracks Line
- FasTracks Station
- Proposed Study Area Boundary



# WELD COUNTY TRANSPORTATION

## DELOG

- MPO • creates long range transp plan
- creates Visionary & fiscally conservative plan
- TIP - 3-5yr plan fed fund
- 2014 state grant projected & experienced +14% in 2014

## BD

1st Final Mile (not just bus lanes)

New Quebec st interchange

Widening plan Peña to I-25 by 2035

- robust transp network

- P. Tower, 56', Peña  
CIP - 2035 will shift focus from West to East (east of airport)  
- Multi-modal hub by 2075

470 - 227 of traffic exits airport

2010 roadway classification plan  
- Bike, Ped plans  
- limited arterials

Shaw Festack's North Metro?

Rocky Mountain Arsenal National Wildlife Refuge  
barrier to transp connection regionally

Cost roadway dev infrastructure funded by federal & state distribute  
- Regional network challenges

Peña  
- DIA funded  
- 70-80k vep  
- airport roads could be used for hup & road  
- consider other projects done 2015

DIA point will create precise barrier at 4th street

possible #7 runways 2020-2030

heavy rail I-70 access

Corridor of Opportunity

Aurora

- need to rethink street finding  
- wants multiple interchanges on I-70

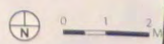
- light rail commuter rail stations. Mixed use zoning  
station area planning

- protecting airspace - DIA, Buckley & access

2016 - Peña + Tower ramp  
• 470 paying for map  
• Commerce city will contribute to maintenance funding

## Legend

- Airport Property Boundary
- FasTracks Line
- FasTracks Station
- Proposed Study Area Boundary



# UTILITIES

24 mil gallons  
new Metro Wastwate.  
- needs connection to Aurora

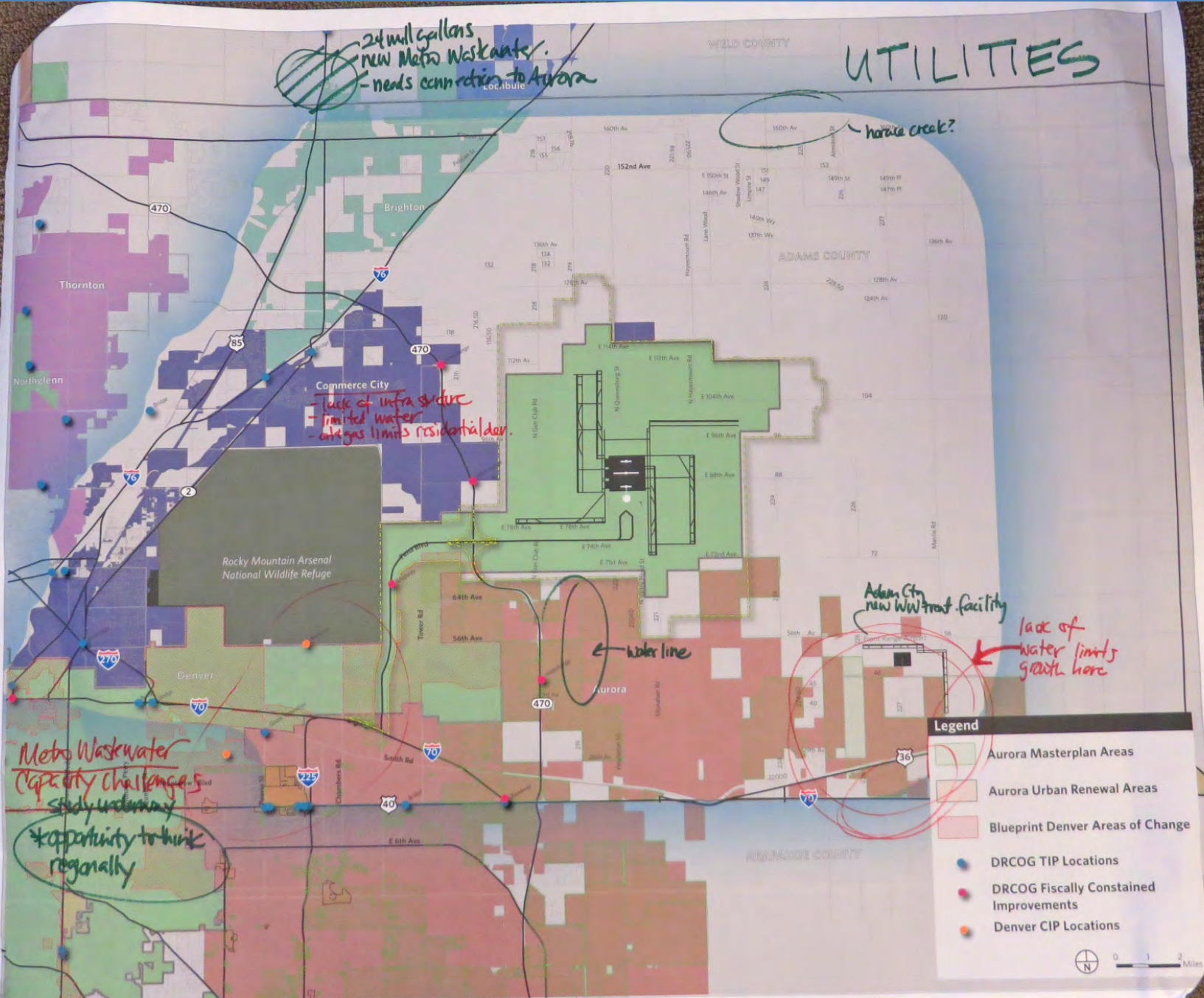
horse creek?

Commerce City  
- lack of infra strc  
- limited water  
- oil gas limits residential dev.

Aurora Cty  
new WW treat facility  
lack of water limits growth here

water line

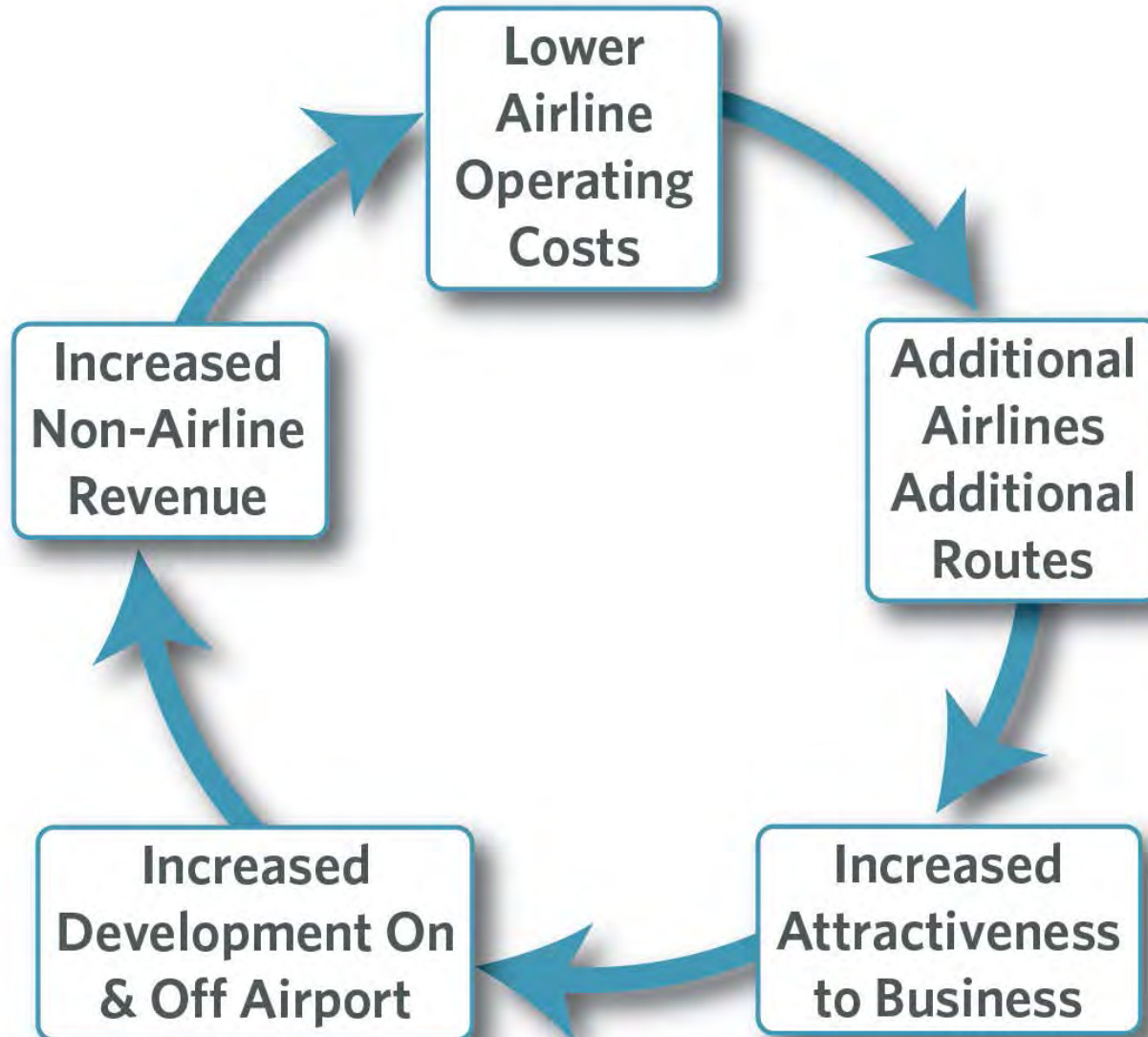
Metro Wastewater  
Capacity Challenge  
study underway  
\*opportunity to think  
regionally



- Legend**
- Aurora Masterplan Areas
  - Aurora Urban Renewal Areas
  - Blueprint Denver Areas of Change
  - DRCOG TIP Locations
  - DRCOG Fiscally Constrained Improvements
  - Denver CIP Locations



# Economic Development Cycle



# OVERVIEW OF OTHER AEROTROPOLISES

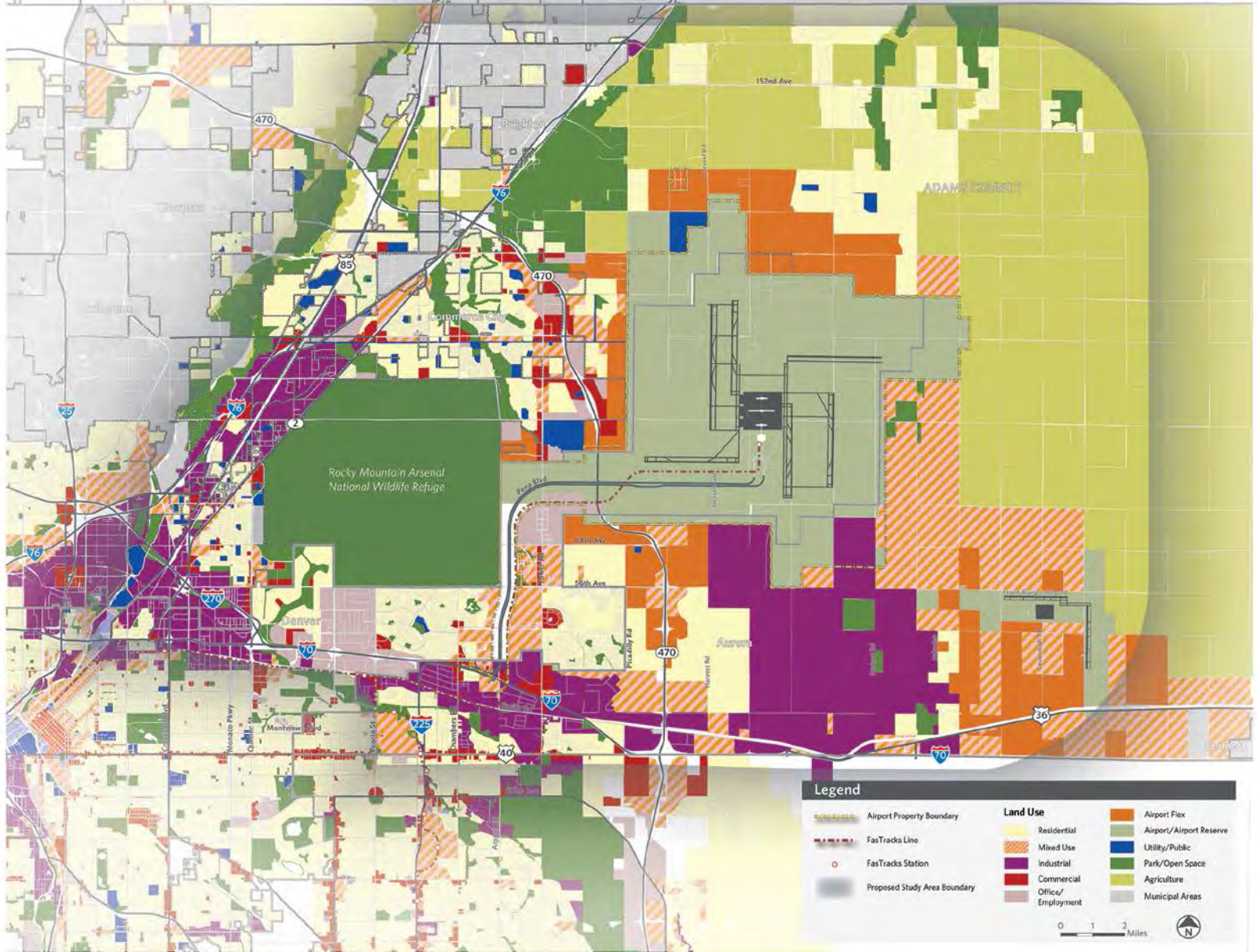
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# WORK SESSION

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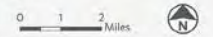
# Land Use - Proposed

WELD COUNTY



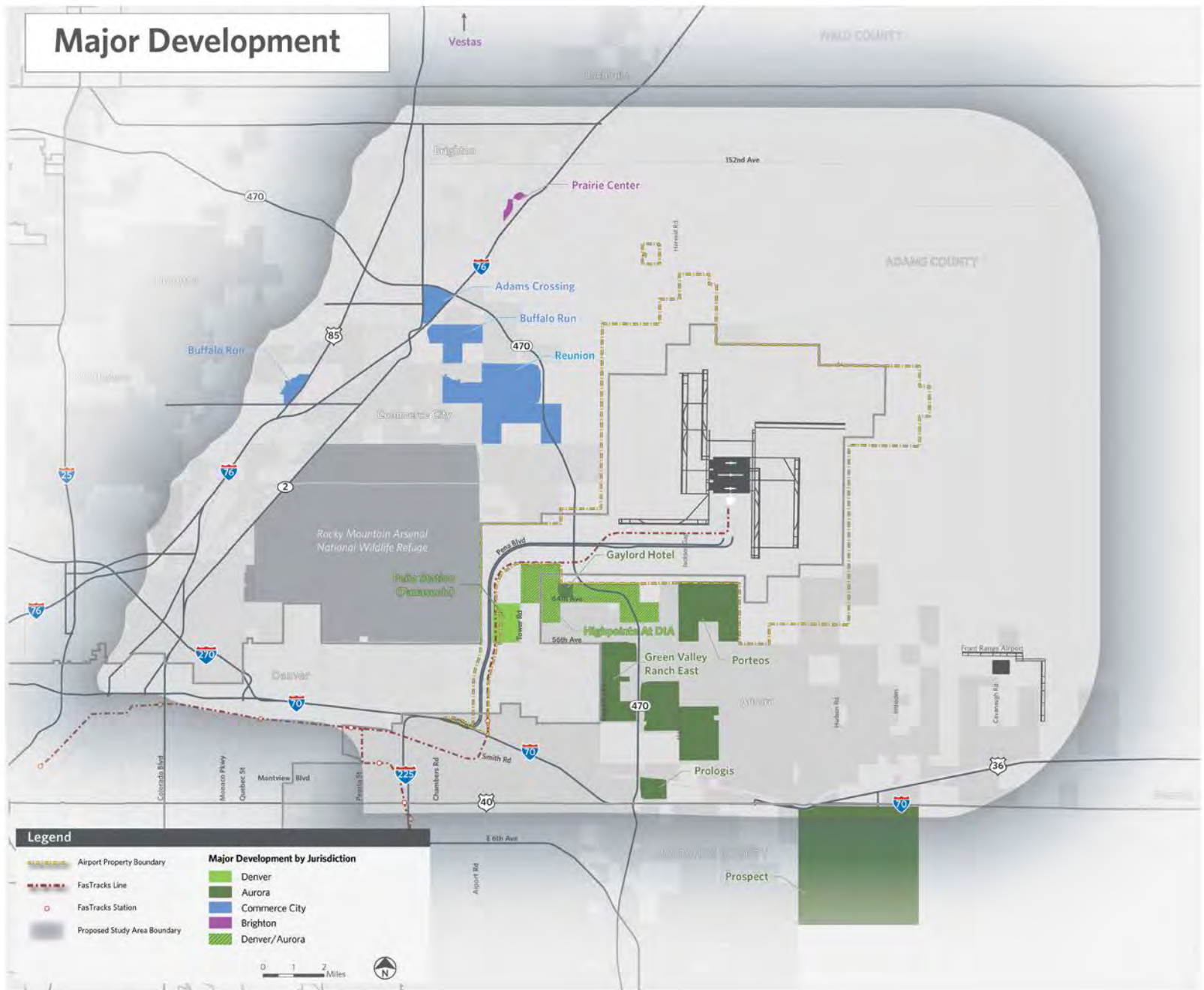
**Legend**

Airport Property Boundary	<b>Land Use</b>	Airport Flux
FasTracks Line	Residential	Airport/Airport Reserve
FasTracks Station	Mixed Use	Utility/Public
Proposed Study Area Boundary	Industrial	Park/Open Space
	Commercial	Agriculture
	Office/Employment	Municipal Areas

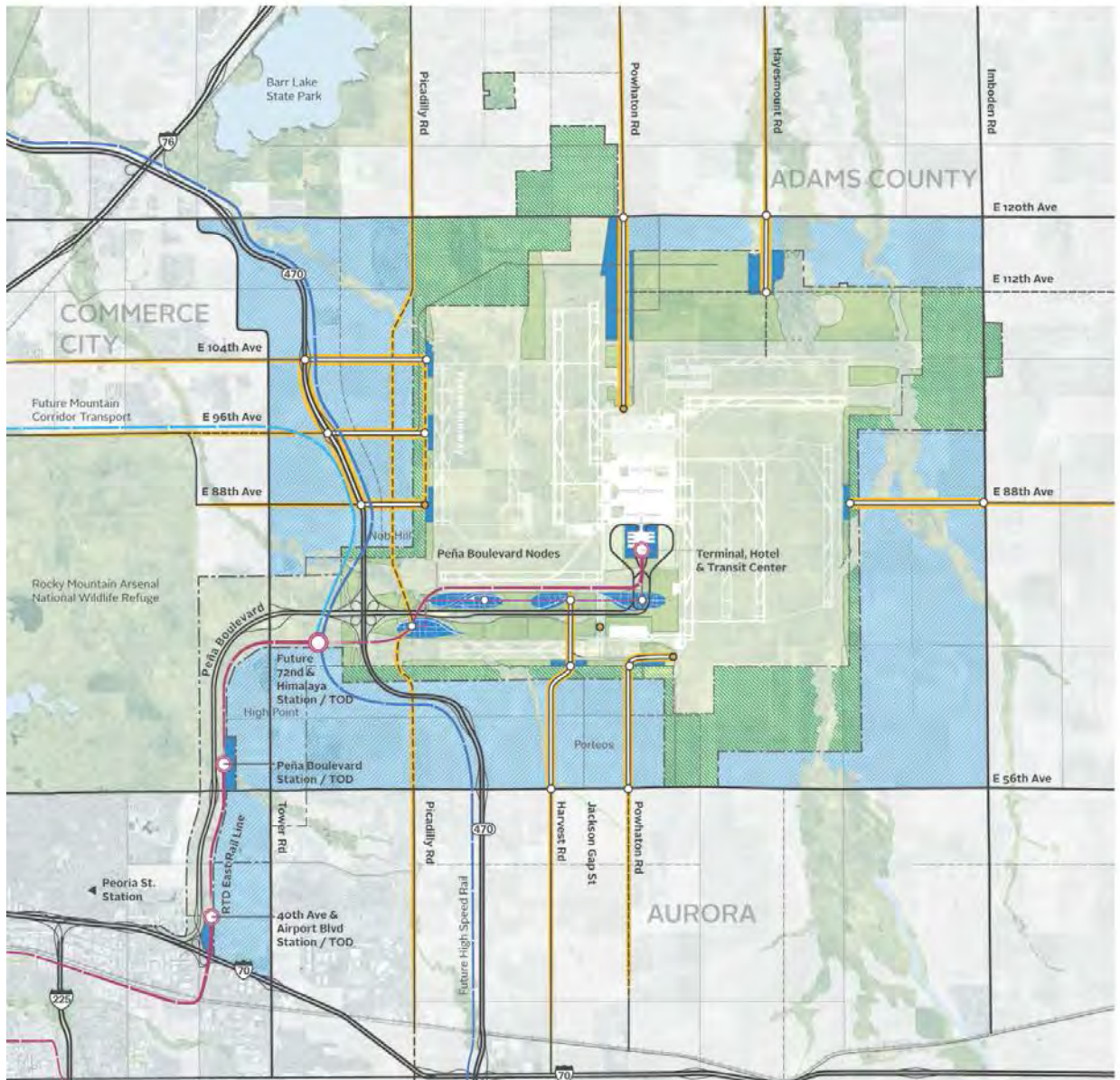





# Major Development



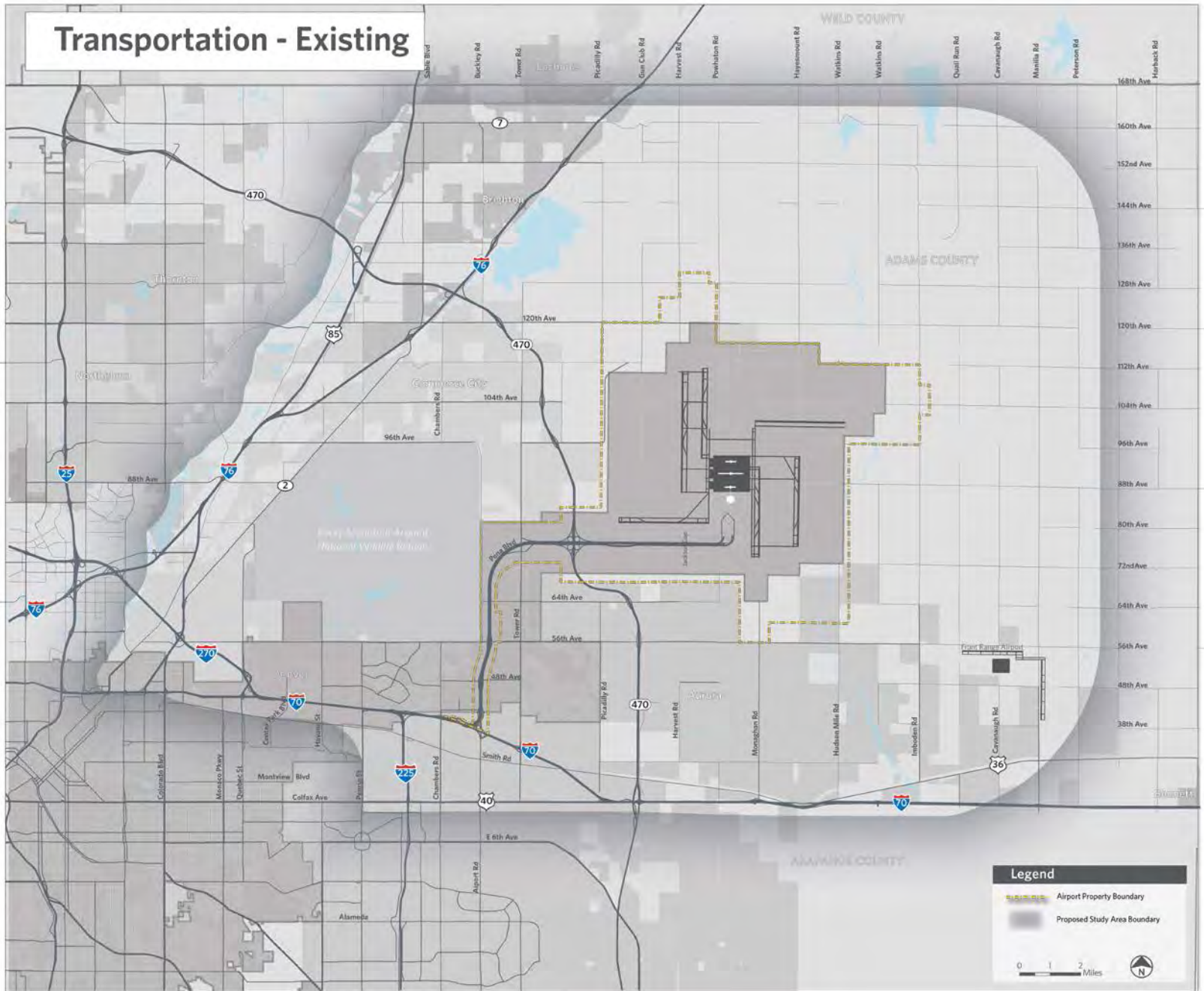
# DIA Development Opportunities



-  On-Airport Development Opportunity
-  Neighboring Development Opportunity
-  Adams County Clear Zone
-  Airport Open Space
-  Major Surface Connector
-  Highway
-  Arterial
-  RTD East Commuter Rail
-  Future High Speed Rail
-  Future Mountain Corridor Train
-  Bus Rapid Transit
-  Secure Gate
-  Access Point
-  RTD Station and Transit Oriented Development

\*Drawing features full 12 runway buildout

# Transportation - Existing



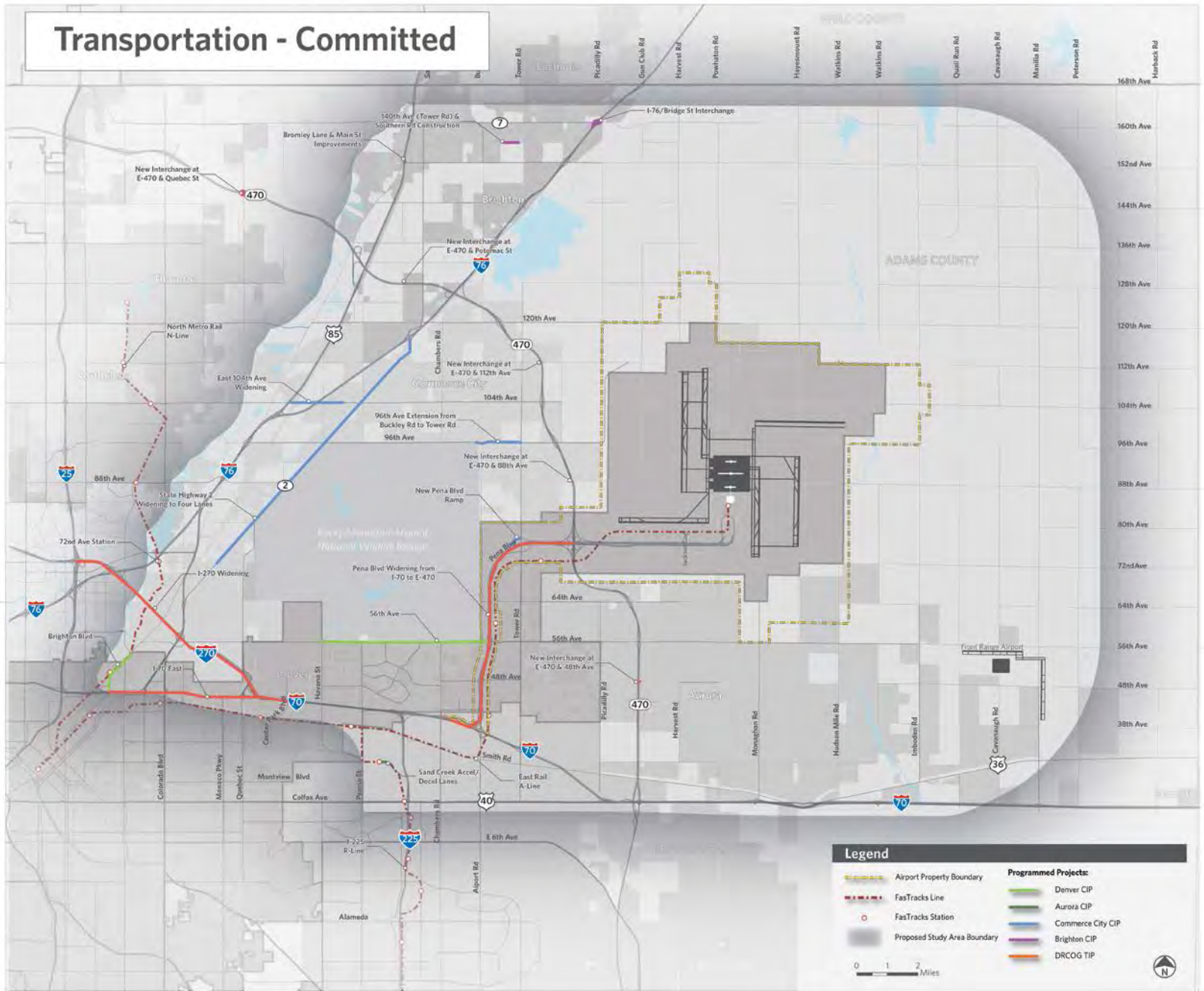
## Legend

- Airport Property Boundary
- Proposed Study Area Boundary

0 1 2 Miles



# Transportation - Committed





# Scenario Development



# Input to Scenarios

- Objective
  - Develop collaborative actions to advance development
- Near Term
  - Develop 3 catalytic actions that are:
    - Foundational
    - Transformative
    - Collaborative
- Long Range
  - Describe a path to realize the Vision:
    - Distinguishing features of Colorado Aerotropolis
    - Achieve self-sustaining momentum

MOVING FORWARD

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# Next Meetings

## Steering Committee

- Meeting #2: Aug 27, 9:00
- Meeting #3: Oct 22, 9:00
- Meeting #4: Nov 19, 9:00



## Study Review Committee

- Meeting #4: Jul 23, 9:00
- Meeting #5: Aug 20, 9:00
- Meeting #6: Sep 17, 9:00
- Meeting #7: Oct 15, 9:00
- Meeting #8: Nov 12, 9:00

# THANK YOU

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1. Welcome & Introductions
2. Purpose of Meeting
3. Decision Points From SRC #1
  - a. Study Name
  - b. Study Vision
  - c. Study Area
  - d. Media Protocol
4. Roundtable Briefings
  - a. Major Stakeholders
    - i. Adams County
    - ii. Aurora
    - iii. Brighton
    - iv. Commerce City
    - v. Denver
  - b. Airports
    - i. DIA Master Plan
      1. DEN Real Estate
    - ii. Front Range Airport
  - c. On-going Studies
    - i. I-70 East
    - ii. Pena Boulevard
  - d. Transportation Agencies
    - i. CDOT Aeronautics
    - ii. DRCOG
    - iii. E-470 Authority
    - iv. HPTE
    - v. RTD
5. Work Session
6. First Steering Committee Meeting
  - a. June 4, 2015 8:30 Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
7. Next SRC Meeting
  - a. June 18 9:00 - 11:30 Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
  - b. Topic: Scenarios
8. Next Steps and Action Items
9. Adjourn

## Meeting Notes

Project:	Colorado Aerotropolis Visioning Study
Subject:	Study Review Committee Meeting #2 - Briefings
Date:	May 27, 2015
Location:	Rocky Mountain Arsenal National Wildlife Refuge
Attendees:	See attached sign-in sheet
Distribution:	SRC members, File

### Welcome and Introductions

1. Jay Hendrickson welcomed and thanked everyone for coming. Today's meeting is a briefing workshop to get information from different jurisdictions—information that could be useful for this study. Each jurisdiction will be doing a 5-minute presentation.
2. The project team has compiled the feedback and input from the first SRC visioning workshop (held on May 7, 2015) and is in the process of reviewing and compiling each jurisdiction's plans.
3. In June, the Steering Committee will be convened for the first time in a workshop to discuss the outcome of the first two SRC meetings.

### Purpose of Today's Meeting

1. Stephanie White introduced the participants to the handouts distributed at each table—agenda and worksheet. The worksheet is for participants to jot down any opportunities and obstacles that they feel the study might encounter.
2. Three maps posted on the wall will serve as notepads for opportunities and obstacles relating to transportation, land use, and utilities.

### Decision Points from SRC Meeting #1

1. **Study Name.** Chris announced the results of the votes from the last SRC meeting for a favored name. The vote was for the name "Colorado Aerotropolis Visioning Study." At this point, the project will be called that.
2. **Study Vision.** During the last meeting, the participants were asked for words that they felt are important to them. The project team incorporated the suggested words and revised the Vision Statement for the project:  
*Create a sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning.*
3. **Study Area.** Another discussion at the last meeting was the proposed study area. The project team has incorporated the suggestions from the group. Chris presented the revised study area and noted the soft boundary added to the map based on suggestions from the last meeting—that this aerotropolis vision extends way beyond DIA.
4. **Media Protocol.** Emily Wilfong (CDOT Region 3 communications manager) discussed how the team should handle communications. She will be working with Amy Ford (CDOT), HDR, and the study team to identify what message we should be disseminating internally. They have identified seven questions for a Question & Answer (FAQ) sheet and asked the group to review these questions today and make edits

or suggestions. CDOT would be mainly handling communications for the public but would also like to get a representative from this group. Emily will send out a draft of the FAQ to get feedback on it.

## Roundtable Briefings

These conversations are meant to be 8 minutes to 10 minutes. The worksheet can be used to jot down questions because we might not have enough time for Q&A.

### 1. MAJOR STAKEHOLDERS

#### a. Adams County (Kristin Sullivan)

- Adams County population in 2014 is 480,000. One of the prevailing characteristics of Adams County is it's a fast-growing county. Population is expected to double by 2040.
- A fairly young county: lots of younger families living in Adams County.
- A fairly diverse county; continues to grow Hispanic population.
- A large county as it relates to land area with 1,184 square miles of land, of which 68% is used for agriculture. This gives you a sense of how much land there is in Adams County for growth.
- A powerhouse for jobs. During the recession, had a net positive job growth while all other counties in the metro area lost jobs during the recession.
- All major highways in the state go through Adams County. A lot of jobs relate to manufacturing and transportation of goods.
- We see trends in commercial and industrial development.
- With the oil and gas activity on the eastern side of DIA, we see a lot of transportation-related activity serving the oil and gas industry.
- There is a 5,000-acre master planned community along the I-70 corridor.
- Limited by lack of water supply; no public water in the general area of the I-70 corridor.
- An economic development project is the spaceport in the Front Range airport and general aviation business around Front Range airport.
- Working on some paving project along the Imboden corridor, eastern edge of DIA. We are collaborating with Aurora in the upgrade.
- Water treatment plant in the Front Range Airport.
- Between now and 2025, dramatic shift from the western portion of the county—the new focus in our CIP.
- County will participate in stormwater improvements.
- 2075 vision—a full build out; multi-modal transportation. The vision is for Adams County to be the new tech center for the metro Denver area.

#### Stephanie asked the meeting attendees for the biggest takeaways on Adams County

- Wastewater plant at the Front Range Airport
- East and west Adams County—what defines the two? Response: It's a dividing line between the more urban Adams County and the eastern side of DIA. Generally, on the eastern side of DIA. Totally different character.
- Regarding water, is generally available within the City of Aurora boundaries (where the water supply has currently been developed); no other infrastructure in the ground. Adams County has three wells that provide water service but not long-term, sustainable water supply.

- Are there any opportunities for surface water storage? Response: Not aware of any entity pursuing such a plan.
- Regarding population for the planning window, what is the population growth projection for Adams County? Response: 67% growth is expected in the next 30-year period.
- Total land area

b. **Aurora** (Jim Sayre)

- A diverse city.
- Median family income is a critical trend; Aurora is getting poorer over time compared to some other suburbs.
- Aurora has 7.3% of the population graduate with a professional degree compared to 15% to 20% in other cities.
- Third largest city in Colorado; relatively young population; 20% of population is foreign-born
- Need to create primary jobs.
- Current activities include the Jackson Gap-Porteos Gaylord development. Have water rights that Aurora essentially managed.
- Has a huge recycling system.
- Growth Trends relative to DIA: primarily residential growth. Aurora is committed to the noise contour boundaries. Master planned community in the Cherry Creek school district, by the Centennial airport. Issued 1600 new residential permits in 2003; starting to blossom. Issued 20,000 single-family home permits 2003-2013.
- Beginning to slide into the recession in 2007. Down south, a lot of permits being issued. Beginning to fill up in 2010. Can no longer annex into Douglas County. Filling up by 2013 and it's going to spill northward. That will be very slow. The I-70 corridor will remain industrial.
- Near-term transportation planning and infrastructure projects—street construction priority program for the area south of DIA.
- Funding mechanisms for streets south of DIA—need to completely revamp the way we fund streets because the taxpayers won't do it, and neither would federal funds.
- Looking to make Aurora as a county by 2075. Interested in creating a city and county of Aurora. There is a long-term focus on transit and a focus to become a county.
- Committed to protecting airspace at DIA.
- Transit Station as mixed-use places—Dayton, Nine Mile, Iliff, Florida, Centrepoint at the Aurora City Center, Abilene at 2nd Avenue, 13th Avenue, Fitzsimmons/Colfax, Montview, Peoria-Smith, Gateway Park East, High Point.

**Stephanie asked the meeting attendees for the biggest takeaways on Aurora**

- Aurora's desire to be a city and county.
- Aurora protecting airspace at DIA.

c. **Commerce City** (Steve Timms)

- City is moving out toward the airport.
- Fourth fastest growing city in Colorado (144% population increase since 2000).
- Commerce City has the majority of recent growth in Adams County.
- Highest income increase in the Denver metro area (rose by 2/3 in the last 10 years).

- Population is 51,762.
- Historic area in southern part of the city. Majority of growth is in the northern edge of the city. Western boundary and northern boundary, lots of residential. 175,000 people for future residential.
- Future non-residential growth: about 12,000 acres of developable land.
- Several target industries—advanced manufacturing, logistics and distribution, business and professional services, retail/hospitality/leisure.
- As a transportation corridor, Commerce City is adjacent to DIA. Can reach either coast in one day and be home for dinner the same night.
- Roadway classification plan done in 2010 that relates to the airport area. Tower road is in the process of being developed into 6 lanes into the future.
- Highway accessibility includes I-70, I-270, I-76, Highway 85, Highway 2, E-470, and Peña Boulevard.
- Has rail access to two major rail lines—BNSF and Union Pacific.
- Public Transportation
  - Multi-modal transportation, including FasTracks. RTD operates four local routes, one express, one skyRide, and two regional routes connecting to downtown Denver, Boulder, Brighton, DIA, Stapleton, and the existing light rail station at Colorado Boulevard and I-25. There will be a future FasTracks location at 72nd Avenue and Colorado Boulevard and a future mass transit along Highway 2 and along E-470.
  - Bike/pedestrian trail plan: Future connections to open space involved regional connection through Denver, through DIA, around the arsenal, around south Platte.
  - Significant projects include Reunion (Shea Homes' master-planned development), Belle Creek (Gorgeous new-urbanist community), and Buffalo Run Golf Course (one of the state's top facilities).
  - Other city projects include Victory Crossing, Mile High Greyhound Park, Derby Downtown District, and North Metro Line Station Area.
  - Challenges near the airport include:
    - Lack of infrastructure, consisting of roadways, utilities, and regional drainage facilities.
    - Barriers to regional arterial network.
    - Water! Commerce City has a separate water district and there is a limited supply of water available for development.
    - Various utility, oil and gas interests, and pipeline easements.
    - Residential/non-residential balance; there is so much land; where to start?
- General improvement districts for future improvements.
  - Regarding DIA North development, how would that align with the preliminary aerotropolis notion that we have? Response: A lot of the planning for that type of development still needs to occur.
  - What is involved not only on the highway for the Commerce City section? Response: The Master Transportation Plan includes a listing of major interchanges; the most intense and dense area of the city up to the I-76 interchange.



**Stephanie asked the meeting attendees for the biggest takeaways on Commerce City**

- South Adams County Water and Sanitation District.

d. **Denver** (Tykus Holloway; Peter Baertlein)

- Denver population shows 663,000 from the Census; due to statistical questions, debating whether this may be higher.
- Heavy growth in the downtown area; lot of debate of overgrowth--residential and traffic.
- 23,000 millennials come to Denver and don't see any end in sight to this cohort growth.
- I-70 East Line Corridor—one of areas of opportunity corridor. Traffic, housing, jobs have seen a tremendous amount of growth.
- TODs—quite a few across the city; some closer to the airport, a lot is planned for what's going to be developed around those TODs.
- Growth trends around Green Valley Ranch. Green Valley is filling up at this point. In 5 years to 10 years, we could be pretty much built out with the space we have right now.
- First Creek Bike trail is going to be finished this year as a part of the First Creek Restoration Project.
- Denver finances improvements in this area through the Gateway Impact Fees. The City is slowly building out the arterial roads such as 56th Avenue and Piccadilly. What we don't have is the big picture. Roadway network is getting complete but still have a long way to go with it.
- Denver did an planning environmental linkage study for 56th Avenue but Denver does not have enough funding to complete the project.
- Tower is a big item on Denver's agenda at the City's North and South City Limits
- 
- Metro Waste Water District is opening a new plant at 168<sup>th</sup> and Hwy 85; and the Second Creek Sanitary Sewer Study will line look at the possibility of constructing a new trunk line as far South as Aurora. The 18-month study will determine the best way to provide service to this portion of the metro area
- Denver Water is installing a water reuse line—part of the program to treat and recycle water.

**2. AIRPORTS**

a. **DIA Master Plan** (Tom Reed)

- General overview of airport master plan for DIA.
  - 2006 hired a consultant to conduct a master plan update.
  - DIA appreciates the working relationships that have been established with some of the participants in this group.
  - Brought a board of the airport layout plan as approved by FAA, it's the major planning document for DIA.
  - Brought copies of master plan update executive summary that everyone can take.
- DEN ranks as second-largest airport in the world with 53 square miles (34,000 acres/137 square kilometers/13,700 hectares). Currently operates 6 nonintersecting runways; can expand to 12.
- DEN is ranked 15th in the world and 5th in the U.S. for passenger traffic. DEN airlines served more than 53 million passengers in 2014.

- With 15 passenger airlines, DEN provides 1,500 daily flights to more than 170 destinations worldwide.
- DEN is a primary economic engine for metro Denver and Colorado. It generates over \$26 billion in annual economic impact with 35,000 total employees (city, FAA, airlines, concessions, etc.).
- 580,000 take offs and landings—third busiest airport in the county; 126,000 annual operations in 2014.
- Very strong domestic hub operations (United, Southwest, Frontier). Ranked 3rd strongest domestic hub in the county.
- Busy trying to increase international service from DIA; increase by 40% in the next 5 years.
- Master Plan Preferred Concept for New Concourses (after build-out of A, B, and C—likely after 2025)
  - Alternative concourse layout with north/south configuration.
  - Advantages of preferred concept include increased operational efficiencies, expandability to meet future needs, reduction of burden on AGTS infrastructure, and minimal passenger travel/transfer time.
  - 105 mainline gates; up to 140 gates, if not more, for the full build out. Looking at what is more efficient for the airport.
- Master Plan Airfield needs: 6 existing runways; future runways; capability to expand from 6 to 12 runways.
- Moving to more of satellite-based transportation network under the NextGen technology.
- Later in 2020, will make decision on where to build the 7th runway. Or we may not need the 7th runway until 2030. At this time, looking at the 7th runway in 2030.
- DEN Real Estate (Dan Poremba)
  - Brought brochures from the Aerotropolis Conference in Denver.
  - To become more competitive globally, we initiated a real estate development program several years ago with a concentrated planning effort.
  - Our goal is to leverage the 9,000+ gross acres that are available after the full build-out of the airport to 12 runways.
  - The financial objective is to generate non-airline revenues to offset airport operating and capital expenses to make the airport a more sustainable airport going forward. This will allow us to keep airline rates and charges as low as possible, which in turn will allow us to attract more airlines, more routes, and more passengers.
  - As an integrated transportation and real estate hub, we can generate more passenger and cargo traffic and become a bigger, better international hub airport.
  - Three phases of DEN Real Estate:
    - ◆ *Phase One:* Hotel and Transit Center—under construction: 519-room Westin Hotel opening in late 2015; Transit Center opening in early 2016. Transit Center will anchor the new East Commuter Line (a new commuter line connecting DIA to downtown and the entire Denver region via the RTD FasTracks system, opening in 2016).
    - ◆ *Phase Two:* Transit Oriented Development—To leverage the FasTracks system, the airport is blessed with three East Line Stations and transit-oriented development (TOD) opportunities located on more than 200 acres of DIA land. The first two of these stations are currently under construction: the Pena Boulevard Station and 40th and Airport

Boulevard Station. The first TOD project is called Peña Station, which is a 400-acre mixed-use TOD community that involves 60 acres of DIA land at the station.

When the East Line opens it will connect DIA to the entire FasTracks system. For DIA, the FasTracks connectivity is a game changer for our passengers and employees, and also for the global appeal of our airport real estate.

- ◆ *Phase 3: Mixed-use Development On-Airport*

- DEN Real Estate Nodes

- ◆ Nodal development strategy seeks to leverage current and future utilities and access. More than a dozen specific development areas will be focused on for the first 25 years. This focused approach seeks to leverage current and future utilities and access and to limit infrastructure costs.
- ◆ Planning effort includes a regional perspective.
- ◆ Focus on three TODs along the north/south leg of Peña Boulevard and probably 4 or 5 nodes of development along the east/west leg of Peña Boulevard.
- ◆ Northern side of the airport—agricultural research opportunities in tandem with CSU.
- ◆ First TOD development—working closely with the three adjacent landowners and the City of Denver on a 400-acre TOD development project known as “Peña Station.”
- ◆ Anchor tenant: Panasonic—Development has been slow around DIA, but I think this shows that with increasing connectivity, all of a sudden we have a new story to tell the world, and there are companies out there that are very reactive to that.
- ◆ Most airport city/development around the U.S. has really been driven by cargo. We have a shrinking cargo business, so we have to come up with a new paradigm.

#### Biggest takeaway from DEN Real Estate

- The need to generate non-airline revenues to keep airline rates as low as possible, which in turn will allow DIA to attract more airlines & routes, and therefore more on- and off- airport development
- Interest in nodal map. Looks like something that would be helpful for the aerotropolis project.

#### b. **Front Range Airport** (Dave Ruppel)

- Front Range Airport is a general aviation airport focusing on business and aviation uses with two 8,000-foot runways, three precision approaches, fixed-base operator, hangars, based businesses, easy access to Denver and DIA, easy corporate access, room to grow, room to operate.
- Candidate airport designated by the state for Spaceport Colorado
  - Environmental assessment prepared
  - Launch Site Operator License
  - Horizontal Launch/Recovery
- Current and future plans around DIA includes:
  - Aerospace and Commercial Space Center of Excellence
  - Aviation Business Center
  - Corporate front door to DIA and Denver metro area
  - Multi-Modal Business and Transportation Center

- Horizontal space launch facility for point-to-point travel, space tourism, small satellite delivery, and more.

### 3. ONGOING STUDIES

#### a. Peña Boulevard (Tom Reed, DIA)

- The airport reached a major milestone in the last few months—20 years ago in February 1995, DIA opened. It accommodated about 30,000 passengers during that year.
- 72,000 total passengers by year 2030 (15 years).
- Peña Boulevard opened in 1993; primary roadway access for DIA; DIA funded the construction of Peña Boulevard; DIA owns, operates, and maintains the roadway.
- Traffic and Development Trends
  - Significant residential and commercial development near DIA since opening.
  - Non-airport traffic increasing in total numbers as percentage of total traffic.
  - E-470 traffic coming into the airport represents about 25% volume of traffic.
- Federal Funding for DIA and Pena Boulevard
  - DIA receives significant funding from the FAA to maintain runways and taxiways
  - Federal law requires all revenue generated by DIA to be used for airport purposes only.
- Problem
  - Airport funds cannot be used to pay for the additional maintenance and future expansion needs as a result of non-airport traffic.
  - DIA must find a solution to pay for added costs on Peña Boulevard. Could be a funding solution, political solution.
- Purpose of Pena Boulevard Study
  - Identify short- and long-term transportation needs of the Peña Boulevard corridor.
  - Identify and analyze alternatives for improving and funding Peña Boulevard.
  - Work with neighboring jurisdictions and local, state, and federal partners to find solution.
- Pena Boulevard Study Area. Peña Boulevard is just one piece of a regional transportation network. This study must look not only at Peña Boulevard but at the local and regional transportation needs of the surrounding communities.
- Key Study Tasks and Products
  - Establish baseline traffic conditions around DIA.
  - Model and analyze traffic conditions.
  - Develop and analyze a full range of short, medium- and long-term physical, financial, and policy solutions.
  - Review alternatives with stakeholder groups.
  - Select a set of preferred solutions.
  - Produce a fully implementable plan for the Pena Boulevard Corridor moving forward that will be in compliance with the FAA's Revenue Use Policy.
- Next Steps
  - Outreach to agencies and jurisdictions in summer 2015

- Public outreach in fall 2015
- Select a preferred alternative in December 2015
- How to stay involved
  - More information about the study will be posted on [www.flydenver.com](http://www.flydenver.com)
- Question: What is the status of Tower Road ramp? Getting agreement in place, meeting next week to talk about the NEPA process. Goal is to start design and NEPA process this year with the goal to start construction sometime next year.
- Question: Is traffic generated by parking lot there considered airport traffic? Response: Yes.

#### 4. TRANSPORTATION AGENCIES

##### a. **CDOT Aeronautics** (T.K. Gwin)

- Worked only in airports, kind of obscure in the transportation department. Commissioned to maintain viable 73 airports in Colorado.
- Use tax to provide grant program for the airports.
- Works with FAA to make sure everyone is coordinated.
- Grant program is for a runway-type of a program; safety issues at airport. Cover some primary areas in airports to relieve some of their funding for more creative use.
- For this project, we can take a look at from a standpoint of aviation and how to fix the overall program in the state and just give advice to the team.
- CDOT Aeronautics is located at Front Range Airport with state patrol.

##### **Biggest takeaway from CDOT Aeronautics**

- Did not know CDOT handled airports.

##### b. **DRCOG** (Steve Cook)

- The only agency that doesn't own land or administer land. DRCOG is a planning organization where local governments collaborate to establish guidelines, set policy, and allocate funding in the areas of transportation and personal mobility, growth and development, and aging and disability resources.
- 3 million people today living in the region.
- Coordinating entity within the jurisdictions in the area.
- Transportation aspect: federally required metropolitan planning organization; creating a long-range transportation plan; fiscally constrained plan with reasonable expectation that funds will be there for a particular project; constantly amending plan based on funding availability.
- Short range aspect: TIP, short-term is 3 years to 4 years; any project using federal dollar has to be in the TIP.
- Roadway projects are long-term for fiscally constrained elements: identify 10-year horizon windows.
- Transit side: identify fiscally constrained transit system; identify stations; will have plan amendments from RTD come in so DRCOG's plan has to be nimble and can be amended twice a year.

##### c. **E-70 Public Highway Authority** (Jason Meyers)

- First 5 miles of E-470 (a 47-mile centerline on the eastern perimeter of the Denver metro area) opened in 1991; one of the first toll roads to implement open road tolling (ExpressToll). Final section opened in 2003, completing the 47-mile semi-circle.
  - A political subdivision of the state of Colorado; user-financed, with \$1.6 billion in debt and a maturity date of 2041.
  - Discontinued cash collection in the lanes in 2009 and introduced License Plate Toll (LPT).
  - In 2014/2015 became the back office and customer service for US 36, I-25 North Expansion, and I-70 Peak Period Shoulder Lanes.
  - Member jurisdictions include road owners and eight voting members (Adams County, Arapahoe County, Douglas County, Aurora, Brighton, Commerce City, Parker, and Thornton), as well as non-voting members (Arvada, Broomfield, Greeley, Lone Tree, Weld County, CDOT, DRCOG, and RTD).
  - ExpressToll Service Center operated by E-470 Public Highway Authority provides services in account management and maintenance, transponder issuance and replacement, transaction and payment processing, collections, and violation and adjudication processing. It serves E-470, NW Parkway (ExpressToll customers only), I-25 Central/US 36 Managed Lanes (Plenary—HPTE Concessionaire), and the Colorado High Performance Transportation Enterprise (HPTE)—for future facilities.
  - The Authority's interoperable transponders can be used on all toll facilities in Colorado. One transponder means one ExpressToll billing statement.
  - Recent projects include the Quebec Street Interchange, which opened in November 2014.
  - An \$89.1 million widening project in the southern segment is scheduled for 2016-2017—to include three lanes in each direction, with bridges for ultimate build out to four lanes. Based on results of CDM Smith Traffic and Revenue Study for LOS. Anticipated completion is end of 2017.
  - The 2014 Traffic and Revenue Study done by CDM Smith is available on the E-470 Web site under investor relations. This is an investment grade Traffic and Revenue Study that includes widening in the area for 2035. Future interchanges include the Potomac Street and 48th Street Avenue, which is a part of I-76 interchange (2025), and the 88th Avenue and 112th Avenue to complete the I-76 and I-70 interchanges (2035).
- d. **HPTE** (Mike Cheroutes)
- A unit lodged within CDOT created by the Faster Act of 2009.
  - Operates with its own board of directors.
  - Created as an enterprise—exempt from the limitations of constitutional amendment.
  - Created to address the accelerating and mobility problem in the state, primarily in the metro region, but also the I-70 intermountain corridor.
  - Has innovative ways to get some mobility and congestion relief and has powers that CDOT doesn't have in the state level.
  - CDOT decides on what to do and goes to the HPTE to figure out how to do it.
  - Tolling is new to Colorado and sometimes controversial. We learned that cooperation does not only mean collaboration with agencies but with the public itself. Transparency has become very important.
  - Why are we here? I-70 has a major impact on this visioning study and vice versa. In the middle of a procurement of a \$200 million project that would not only replace the viaduct but add additional express lanes on I-70.

- Been involved with the airport for years and years and would like to be part of this project. Consider HPTE as a facilitator.

e. **RTD** (Mike Turner)

- East Rail Line is anticipated to have great influence on travel patterns and development.
- With East Line, there are a lot of questions about how long it will take for people to connect to/from the East Line to the airport.
- Lots of anticipation between downtown and the airport.
- Looking at potential bus rapid transit in Commerce City.
- The last and final mile concept is important. Focus more on how people get there by either multi-modal means; any kind of future possibilities aside from driving.

### Work Session

At the meeting's end, Stephanie asked each person to summarize their main takeaway from the prior discussions:

1. Impression of the overwhelming importance of integrated needs—collaboration as a goal but also collaboration as a necessity.
2. Specific nodes of development. Something that we can hang the aerotropolis study on.
3. Leverage what we have. Lots of big ideas out there.
4. Growth is coming to the region; water and lack of water really needs to be addressed.
5. Time for the long-range vision. Do we have time? How soon is that growth coming?
6. There are more opportunities than obstacles.
7. The study area map, even though that's something we generated at last meeting. It contains what will evolve.
8. Consider the millennials moving into the area and the infrastructure and water needed for increased population.
9. Optimism and lots of tremendous growth; this group will open up so many opportunities.
10. Regional cooperation is a huge obstacle and opportunity. Our region is in a sweet spot; great opportunity to take advantage of that.
11. Collaboration is a necessity and the nodal concept within the real estate world.
12. We have an amazing opportunity on a global scale to do something that has global implications. Collaboration is needed, as well as leadership to make it happen, to help define the tradeoffs with the communities.
13. Scale—the magnitude is so much bigger, so collaboration is really important.
14. Specific cooperation—the scale makes you think how to work together.
15. Links, accesses, demographics, change are all important consideration.
16. Shared marketing at the region, not necessarily at individual jurisdiction. Hopefully we can continue these discussions, not just isolated coordination effort but more of a holistic effort.
17. Need to think about the future. What we're planning for now is really going to be the future. Foresight to think ahead because we have a clean slate ahead of this. West side of DAI is really constrained physically, so that needs to be really taken into account.

18. Think about the transportation infrastructure for this whole concept—not only Peña Boulevard, I-70, I-70 development, rail lines. The whole transportation infrastructure would be the lifeline of this development.
19. Millennials, growth—consider how that impacts transportation in this area.
20. Expectations for growth for all of the communities in the area and the impact on infrastructure and water.
21. Power of working together on this could really transform the region—identifying the geographic area as one place rather than individual jurisdiction.
22. Metro Waste Water; financing creativity.
23. Amount of planned development—how do we get started; about Panasonic and their interest.
24. Collaboration and need for sure messaging; opportunity for messaging.
25. Remove jurisdiction aspect and look at them clearly, we might see this in a different way. Collaboration can reveal new connections.

### Upcoming Events

1. **Adams County Forum**. Adams County is hosting a forum on aerotropolis development sponsored by HDR on June 4 from 11:00-1:00. It is free for everyone to attend.
2. **First Steering Committee Meeting** is scheduled for June 4 at 8:30 a.m., Rocky Mountain Arsenal National Wildlife Refuge (RMANWR)
1. **Next SRC Meeting** is on June 18 at 9:00 a.m., Rocky Mountain Arsenal National Wildlife Refuge (RMANWR). Topic for this meeting: Scenarios

### Adjourn

Jay thanked everyone for attending and for the refuge for allowing the team to use this facility. Biggest takeaway: sensing a developing synergy; group coming together; seeing the opportunities.



Colorado Aerotropolis Visioning Study



Colorado Aerotropolis Visioning Study  
 Study Review Committee  
 Date: Wednesday, May 27, 2015

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Colorado Aerotropolis Visioning Study

Colorado Aerotropolis Visioning Study  
Study Review Committee  
Date: Wednesday, May 27, 2015

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Colorado Aerotropolis Visioning Study

Colorado Aerotropolis Visioning Study  
Study Review Committee  
Date: Wednesday, May 27, 2015

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# Welcome

## Rocky Mountain Arsenal Wildlife Refuge



# Today's Purpose

- Review SRC #1 Decision Points
- Agency Briefings

# SRC #1 DECISION POINTS

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# Study Name

## SRC MEMBER VOTES

**22** Colorado Aerotropolis Visioning Study

**3** Aerotropolis Land Use and Transportation Study

**2** Colorado Front Range Aerotropolis Study

**1** Rocky Mountain Region Aerotropolis Study

**0** Aerotropolis Infrastructure Study

**0** Northeast Area Aerotropolis and Visioning Study

# Vision Statement

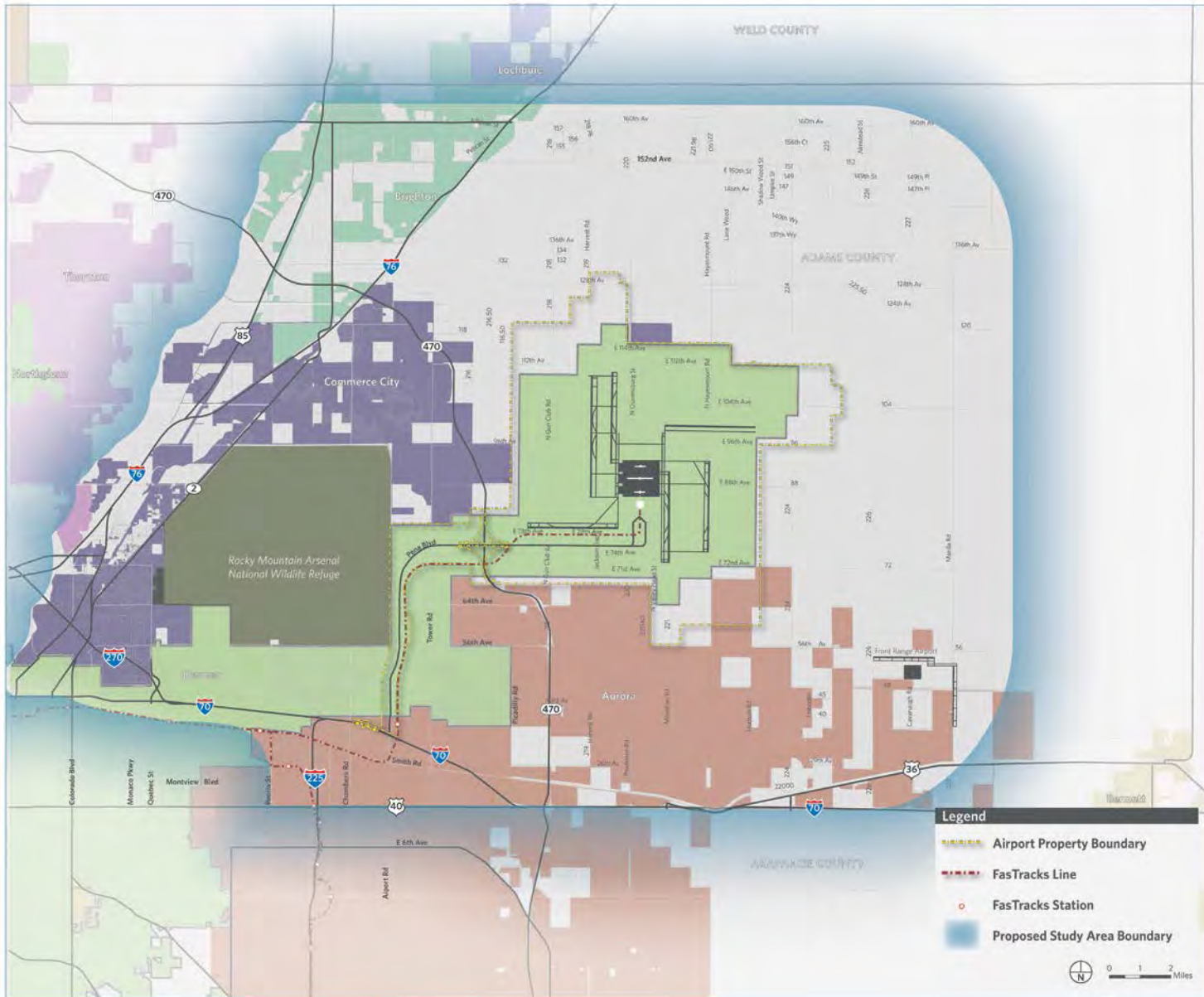
## COLORADO AEROTROPOLIS | Visioning Study



Create a sustainable, efficient, well-connected, and globally recognized Aerotropolis that capitalizes on the economic opportunity surrounding the Denver International Airport through collaborative planning.



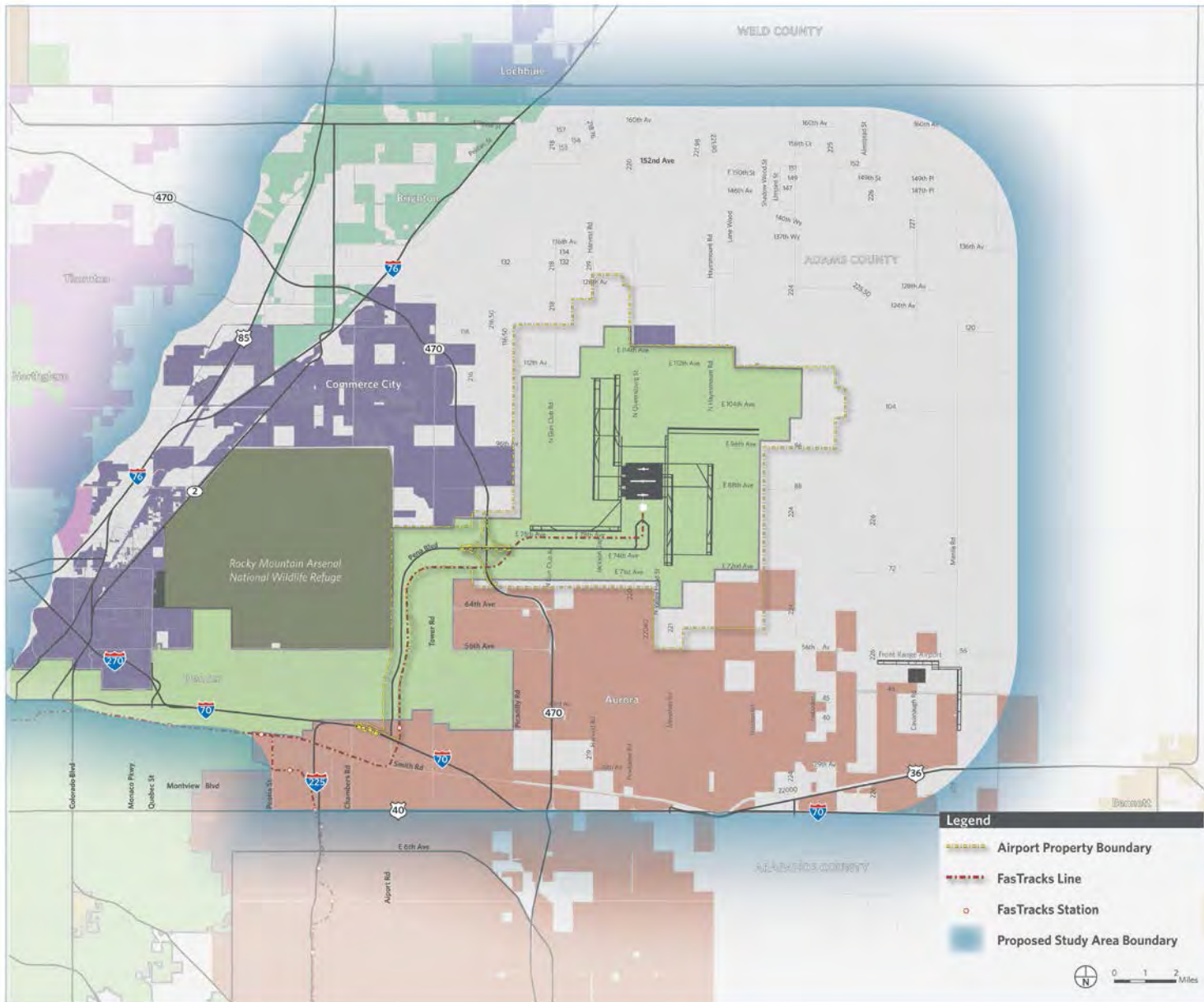
# Study Area



# Media Protocol Discussion

# AGENCY BRIEFINGS

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# WORK SESSION

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MOVING FORWARD

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# Next Steps

## Steering Committee

- Meeting #1 June 4, 8:30

## Study Review Committee

- Meeting #3 June 18, 9:00

# THANK YOU

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# Study Review Committee Visioning Workshop

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May 7, 2015

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## WORKING VISION STATEMENT

*A globally recognized hub of commercial, industrial, and academic activity surrounding the Denver International Airport, underpinned by efficient transportation, utility, and jurisdictional systems due to agency coordination and collaboration.*

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## Agenda

1:30	<b>Welcome</b> <ul style="list-style-type: none"><li>– CDOT Welcome</li><li>– Refuge Welcome</li><li>– Quick Project Overview</li></ul>
1:45	<b>Working Vision Session</b>
2:15	<b>Aerotropolis Fundamentals</b> <ul style="list-style-type: none"><li>– Glossary of Terms</li><li>– 2014 Conference Lessons</li><li>– DFW</li></ul>
2:30	<b>Colorado's Opportunity</b> <ul style="list-style-type: none"><li>– Study Methodology</li></ul>
2:40	<b>BREAK</b>
2:50	<ul style="list-style-type: none"><li>– Breakout 1: Visionary</li><li>– Breakout 2: Restraints to Growth</li></ul>
3:40	<b>Study Parameters</b> <ul style="list-style-type: none"><li>– Objectives</li><li>– Area</li><li>– Name</li></ul>
4:25	<b>Moving Forward</b> <ul style="list-style-type: none"><li>– Media Protocol Discussion</li><li>– Next Steps</li></ul>

## Meeting Notes

Project: **Northeast Quadrant Visioning Aerotropolis Study**

Subject: Study Review Committee Meeting #1—Visioning Workshop

Date: May 7, 2015

Location: Rocky Mountain Arsenal Wildlife Refuge (RMAWR)

Attendees: See attached sign-in sheet

### WELCOME

1. Jay Hendrickson (CDOT Region 1 Central Program Engineer) opened the meeting and welcomed everyone. This is an informal kickoff and collaborative meeting. He thanked the RMAWR for letting the study team use the room for this meeting. Dave Lucas of the RMAWR provided a short introduction about the refuge and arsenal cleanup, as well as the number of visitation to the refuge. The trail is a big component to the refuge.
2. Brief overview of today's workshop:
  - a. Concept has always been to develop around the airport. Over the years some developments happened but perhaps not as much as anticipated. There have been some challenges.
  - b. Denver received a grant to conduct a study and development of an aerotropolis. The grant has a funding expiration date of December 31, 2015. We have lot to do and a not a lot of time to do it. We need coordination efforts to happen quickly.
  - c. Denver requested CDOT to be a neutral third-party administrator. Ideally what we want to accomplish today as a group is come up with a formal name for the project, as well as come up with study objectives. To date we have conducted several one-on-one meetings to understand the needs of local agencies and coordinating organizations.
  - d. Four decision plans that we want to get consensus on:
    - Vision for the aerotropolis
    - Objectives of the study
    - Study area
    - Study name
3. We want to foster a collaborative environment among the jurisdictions.
4. Stephanie White provided an introduction about today's workshop and directed the group to the study area map that was provided for the participants at each table, as well as other materials, including the agenda.

### INTRODUCTIONS AND VISION STATEMENT

*A globally recognized hub of commercial, industrial, and academic activity surrounding the Denver International Airport, underpinned by efficient transportation, utility, and jurisdictional systems due to agency coordination and collaboration.*

1. The study team has come up with a draft Working Aerotropolis Vision Statement. Stephanie White asked each workshop participant to come up with one word that each feels is the most important or

missing from the vision statement and state that word following self-introduction. The study team will take these words and fold them into the vision statement. Words suggested included:

- **Airport** (Steve Timms, Commerce City)
- **Globally** (Michelle Claymore, Commerce City)
- **Opportunity** (James Hayes, Commerce City)
- **Growth** (Chris Cramer)
- **Surrounding** (Bob Watkins, Aurora)
- **Collaboration** (Maria D’Andrea, Commerce City)
- **Collaboration** (Robert Smith, Brighton)
- **Efficient** (Chontel Trujillo, Brighton)
- **(missed word)** (Marv Falconburg, Brighton)
- **Regionalism**(Dan Poremba, DIA)
- **Hub** (Debra Perkins-Smith, CDOT)
- **(missed word)** (Yuriy Gorlov, AEDC)
- **Hub** (Tom Reed, DIA)
- **Collaboration** (Suzanne Culin, DIA)
- **Globally** (Bill Poole, DIA)
- **Transportation** (Stan Koniz, E-470)
- **Finance** (Tom Blickensderfer, DIA)
- **Efficient** (Jason Meyers, E-470)
- **City/polis** (Steve Cook, DRCOG)
- **Efficient** (Crissy Fanganello, Denver)
- **Opportunity** (T.K. Gwin, CDOT Aeronautics)
- **Goals** (Jim Sayre, Aurora)
- **Connected** (Evan Dreyer, Denver Mayor’s Office)
- **(missed word)** (Raymond Gonzales, Adams County)
- **Collaboration** (Kristin Sullivan, Adams County)
- **Partnership** (Abel Montoya, Adams County)
- **Transportation** (Nick Farber, HPTE)
- **Collaboration** (Paul Jesaitis, CDOT R1)
- **(missed word)** (René Valdez, Adams County)
- **Commercial** (Dave Ruppel, Front Range Airport)
- **Collaboration** (Roger Tinklenberg, Commerce City)
- **Agreement** (Ron Papsdorf, CDOT)
- **Collaboration** (Kaia Nesbitt, HDR)
- **Sustainability** (Tykus Holloway, Denver)
- **Catalyzing** (Arleen Taniwaki, Arland/HDR Team)
- **Collaboration** (Bill Siros, RTD)
- **Partnership** (Jose Cornejo, Denver)
- **Connected** (Peter Baertlein, Denver)

- **Targeted** (Aurora)
- **Collaboration** (Commerce City)
- **Competitive** (Jay Hendrickson, CDOT)
- **Globally** (Chris Primus, HDR)
- **Agency Coordination** (Kip Cheroutes, HDR Team)
- **Sustainability** (Ali Kranz, HDR)
- **Collaboration** (Michael Sobol, HDR)
- **Collaboration** (Lorena Jones, HDR)

## AEROTROPOLIS FUNDAMENTALS

### Glossary of Terms

1. Rick Pilgrim discussed the glossary of terms. This glossary will grow as we progress in our study. Some of the terms covered in our glossary to date includes:
  - a. **Aerotropolis.** An urban plan in which the layout, infrastructure, and economy is centered on and around an airport.
  - b. **Airport City.** Development within the airport boundary.
    - Comment from Denver: Remember that we've moved away from the "airport city" term. Denver is not using that anymore for our real estate. We want to think more regionally in terms of what we're doing.
  - c. **Planning Horizon.** Short-term (2015 to 2025); long-term (2025 to 2075)
  - d. **Steering Committee.** Advisory committee comprised of one representative from each major stakeholder.
  - e. **Study Review Committee (SRC).** The technical advisory committee for the study.

### 2014 Aerotropolis Americas Conference

1. Rick gave a summary of the December 2014 Aerotropolis Americas Conference:
  - a. "It's no longer the big eat the small. It's the fast eat the slow."
  - b. The fastest, best connected places will win in the 21st century.
  - c. Keys to developing an Aerotropolis:
    - Collaboration, visioning, strategic planning
    - Global positioning
    - Economic growth and development
2. A key point that came out from the conference is *collaboration*.

## Planned and Operational Aerotropoli Around the World

1. Jay Hendrickson noted that air travel is key for high-value people and high-value goods and products. There are several aerotropolis developments around the world that are competing for this high-value people and goods. And that is what the competition is for. It's not the big or small but the fastest—how fast people can get from point A to point B. That is the basis that DIA is going to be competing on against all of these facilities that already have a head start.
2. Rick Pilgrim stated it is important for us to understand the necessary requirements for a successful airport, and aerotropolis. This is especially important as DIA must compete on global basis. The 50+ square miles of land that is available within DIA is a consideration.
3. Rick described DFW Airport as an example. DFW came online in the '70s and DIA followed about 20 years later. DIA is now 20 years old and the range of opportunities are still very open. Characteristics that benefit DFW include:
  - Joint ownership
  - 4 municipalities
  - Surrounding area has grown from 2.5 to 6.7 million
  - 200/54 destinations
  - Economic growth engine for north Texas. There are over 400,000 jobs within a 5-mile radius of DFW.
  - Key requirements for success
4. Given urban planning and infrastructure, we can open up the world.

## COLORADO'S OPPORTUNITY

### Study Methodology (How are we going to do this project?)

1. **Existing Conditions and Plan Compilation.** A lot of good planning has been conducted and we will overlay it and analyze.
2. **Scenario Development Growth Analysis.** We need to identify and then propose ways to address all the things that are holding us back. Developing those scenarios and restraints can help us. Utility corridors are going to be equally important. This team will help us identify those restraints and we will then test those scenarios. We will also take into consideration input from all the communities.
3. **Post-Study Framework.** This part is going to be pretty important. Once we start working together, the key point to address is how will the participants continue to make these decisions on a collaborative basis? The term governance came up at one time. There are examples around the country about how we could work together, and we will examine those together.

-15-Minute Break-

## ONE-ON-ONE AGENCY MEETINGS

1. Rick Pilgrim gave a summary of one-on-one meetings that have been held to date. Meetings were held with:
  - Adams County
  - Aurora
  - Brighton
  - Commerce City
  - Denver
  - CDOT Aeronautics Division
  - DIA
  - DRCOG
  - E-470 Authority
  - Front Range Airport
  - I-70 East EIS
  - MDEDC
  - Pena Boulevard Study
  - RTD
2. The study team has covered a lot of ground in the last months. We would like to come back to the individual agencies again in approximately August.
3. There were a lot of positive thoughts and ideas that came out from the one-on-one meetings, including:
  - a. How else can we open up the airport to compatible uses?
  - b. Additional interchanges along I-70 (access-oriented); start with small closed-in sites and start to link.
  - c. Consider options along Peña Boulevard. We got together with the Peña Boulevard study team.
  - d. Spaceport and the role of Front Range Airport are very important.
  - e. Connection with the Eagle P3 project.
  - f. What next? What should RTD be doing in this part of town?
  - g. Some good ideas about how to work together and move forward as a group.

## WORKING BREAKOUT SESSIONS

Each participant was assigned a number that corresponded to a designated table for the breakout sessions. Each group (a total of 7 tables/groups) was assigned a facilitator and was given 15 minutes to brainstorm on the different agency input and report back to the larger group.

At the one-on-one agency meetings, several visionary ideas were mentioned. These included: *System; global; regional; governance; marketing; relationships; planning; joint; structure; competitive; transportation; rail; inter-jurisdictional; authority; connected; cooperation; collaborative; utility; spaceport; productive*

**Breakout Session 1: Visionary** (What are things that this group suggests should be part of the visioning itself?)

1. *What does a Colorado Aerotropolis look like?*
2. *How will it integrate with the community?*

Table 1: Chris Primus (Facilitator)

- Overarching goal is make the DIA region the biggest economic driver
- Globally focused competitively
- More corporate headquarters
- Serve people who need to move rapidly and serve high-dollar cargo

- Sustainable green infrastructure that has a complete multimodal system, including high technology infrastructure
- Additional rail lines for passenger rail, better regional connectivity with higher capacity that it is today-- integrate with financing

Table 2: Kaia Nesbitt (Facilitator)

- Global player
- Global lifestyle hub—global competitiveness
- Sustainable development—coordinated and comprehensive for the region
- Potential for having regionally attractive communities and uniqueness--housing and diversity
- Quickness/fastness—making sure equitable, building a robust transportation system that has a lot of choices, increasing a variety of mobility

Table 3: Ally Kranz (Facilitator)

- Plan carefully for primary employment to add jobs
- Utilities and water/sewer being a big challenge in the area
- Not building another Stapleton— don't box in airport and restrict future growth; more commercial and tech closer to the airport and residential away from the airport (avoid noise impacts)
- Each community has its own identity.
- Hard to provide water/sewer to Nob Hill - high point in the area but “100% corner”.
- Balance where people live and where people work.
- Front Range and Spaceport are important to define the role and the relationships to DIA and other uses
- Access linkages are needed - to Pena, to I-70, to E-470

Table 4: Keith Borsheim (Facilitator)

- Maintain identity
- Active
- Casual lifestyle
- Nimble, outdoor activities
- We can create an aerotropolis with all these things in mind
- Invisible boundaries

Table 5: Michael Sobol (Facilitator)

- Community--potential of being a catalyst for brining jurisdictions together
- Go beyond provincial boundaries.
- Competitiveness
- Connectivity
- Commercial oriented, employment center, international development. Commercially vital with short term returns
- Substantial infrastructure improvements to be done as a group to enable economic development.

Table 6: Jay Hendrickson (Facilitator)

- Interconnected—involvement of multiple partners
- Range of activities and providing well-connected multi-modal transportation within those hubs
- Sustainability—beyond just the textbook version or definition of sustainability. How does the aerotropolis 30 years down the road still be vibrant?

- Drainage/MS4
- What does the rural area surrounding the aerotropolis want?
- Make it easy—we don't want congestion; something that drives people away
- Secondary attractions—how do we highlight that? How can you get there in 5 minutes in a shuttle, for example?
- Beyond the boundaries—the counties further to the east, what happens there?
- Are there some existing infrastructure that are serving as a barrier?

#### Table 7: Kip Cheroutes (Facilitator)

- What it looks like and when it looks like? What do you do this year, 10 years, in a 100 years? What do you do north of DIA and east of DIA?
- As aerotropolis happens on the west side of DIA, it will push interest on the east side of DIA
- Industry sectors that can be marketed
- Connectivity—the existing roads/interchanges. How long does it take to get from point A to point B?
- Northern Area Transit Alliance; transit

At the one-on-one agency meetings, several constraints were mentioned. These included: *upfront collaboration; equal playing field; comprehensive and transportation plans already in place; establish framework for DIA to work with its neighbors; cost and revenue sharing; infrastructure funding; regional understanding and cooperation for transportation corridors; utility needs*

### Breakout Session 2: Restraints to Growth

1. *What are the infrastructure constraints?*
2. *How do we foster multi-jurisdictional effort?*

#### Table 7: Kip Cheroutes (Facilitator)

- Lack of agreed-upon priorities of projects. Everyone is doing his thing. Jurisdictions might have different priorities.
- Water. Water in the big picture. Is there enough water in this part of metro area to serve in the 100-year time span?
- Foster multi-jurisdictional efforts
- Funding mechanism
- Number one constraint: Water and lack of agreed-upon projects to work on

#### Table 4: Keith Borsheim (Facilitator)

- Politics and the goal that politics play in preventing collaboration and pooling our resources together. How do we get past those politics?
- Money talks. Can we prove that doing it together is better than doing it alone/separately?
- How do we make it better together?

#### Table 5: Michael Sobol (Facilitator)

- Connectivity; regional issues surrounding transportation; rules and regulation of the FAA
- Why is it important for all parties involved, particularly in the near-term? This needs to be expressed for the “whole” municipality or county participant - for example to be able to show the Aurora resident that lives miles away from the airport why it is important to jointly plan and implement improvements that will generate economic development for all entities. Shared cost benefits; equal vote for everyone in the table.
- Demonstrate the benefits to all parties



- Number one constraint: connectivity

#### Table 6: Jay Hendrickson (Facilitator)

- Constraints: the east/west connectivity to the airport and what is viewed as an opportunity; access/congestion (E-470 running through there)
- Railroad: huge multi-track lines
- Politics/individual prioritization as oppose to group prioritization
- Hard to plan for 2075 when 10 years ago no one has an iPhone
- Many jurisdictions involved
- Finding a common ground; finding comfortable framework—authority with the board, the mayor, etc.; having that framework be comfortable.
- Everyone believing we can all win; that this is going to be successful
- Identifying mutual benefits of the collaborative effort
- Logical sequential development of that prioritization
- Recognizing the benefits of this project
- Taking small steps and celebrating success along the way
- Number one constraint: connectivity/lack of cooperation

#### Table 2: Kaia Nesbitt (Facilitator)

- Connectivity; water/sewer; street; politics
- How to foster the multi jurisdictional effort—really creating shared vision and defining those priorities
- Thinking big but also thinking small and try to get a few good wins in the first 5 years
- Example of a regional win that is located in Brighton
- Tell the story of the evolution of aerotropolis and starting with what has already begun and building toward the future
- Building an adaptable plan; need to be flexible and adaptable

#### Table 1: Chris Primus (Facilitator)

- The full range of infrastructure, and water itself, and the cost to implement this infrastructure
- First development will have a huge start-up cost because of the large area and distances.
- Multi- jurisdictional financing strategy.
- Initially work on utility corridor, perhaps Piccadilly, that is maybe more attainable in the short term  
This could eventually lead to an airport authority in long term
- Number one constraint: need for trust

#### Table 3: Ally Kranz (Facilitator)

- Access to the airport as an aerotropolis, southern access, FAA regulations; who funds it
- Noise for residential development
- Environmental/wildlife/view sheds
- Oil and gas developments could restrict land use surrounding the airport
- Security
- Reducing competitive dynamics
- Regional authority - keep original IGA

## STUDY DETAILS

### Decision Point 1: Study Objectives

1. Jay Hendrickson stated the study team is going to put forward recommendations, but they would be recommendations under three broad categories:
2. The three broad categories for the study objectives include:
  - a. **Existing Conditions and Plan Compilation**
  - b. **Scenario Development/Growth Analysis**
  - c. **Post-Study Framework**
3. Discussion:
  - What is going to govern the collaborative effort after this study is complete? We don't know what that looks like but we hope that after this session, we would be able to come up with something.
  - We are not looking for an outcome of a plan with this study, but we want to identify what happens next? Next step is what the post-study framework is going to identify.
  - Might it be better going forward to call this "recommendation"? That was the concept we arrived at—develop a host of recommendation for the next step.
  - For better or worse, we are divided into jurisdictions. We have to think about benefits and impacts to each jurisdiction. Add this to the study objective.
  - Does it include competitiveness analysis with other aerotropolis? Yes, we will do that.
  - Include the working vision.
4. After the above discussion, there was concurrence and agreement that the study objectives should be:
  - a. **Existing Conditions and Plan Compilation**
  - b. **Scenario Development/Growth Analysis**
  - c. **Benefits and Impacts to Each Jurisdiction**
  - d. **Post-Study Recommendations**

### Decision Point 2: Study Area

1. Stephanie White asked each table to briefly review and mark-up the proposed study area on the plot. Each table then briefly reported on their suggested study area modifications:
  - Because it includes most of Commerce City it might be better to include west to the Platte River to include all of Commerce City.
  - Add Fitzsimmons.
  - Extend further to the east.

- Include the major intersection on 270 and 276, tweak at the southwest.
  - Go all the way to the Stock Show; expansive funnel view starting at this “Corridor of Opportunity”.
  - Incorporate the town of Bennett, maybe using 72nd as the northern boundary.
2. These marked up maps will be compiled and the study area will be revised accordingly.

### Decision Point 3: Study Name

1. After input at the one-on-ones, a suggested name for this study is *Colorado Aerotropolis Visioning Study*.
2. The group was asked for any other suggestions or comments on the suggested name. Some points that were raised included:
  - a. Comment: The name *Colorado Aerotropolis Visioning Study* doesn't acknowledge the centrality of Denver.
  - b. Jay Hendrickson: Globally the brand is Colorado and that was his reasoning for the name. We are competing against Tokyo and others; they are not going to know Denver. But the point is valid.
  - c. Comment: I think it depends on your customer because if I am from Colorado Springs, I would expect to be included in this.
  - d. Crissy Fanganello: It is important not only for the jurisdictions, but important for the state, for the regions—it is important for the bigger area.
  - e. Jay Hendrickson: This is a name for the study and this is an effort to be respectful for all the jurisdictions involved. Just keep in mind that it is not the brand. It does attempt to be inclusive and respectful.
  - f. How about Northeast Metro Area Aerotropolis Visioning Study?
  - g. Jay Hendrickson: Northeast has some connotation—about Denver’s plans for their area northeast of downtown. But it was definitely on our list.
  - h. Comment: The language in the original grant application and all the subsequent communication is really about the land use and transportation plan. Can we make it sound a little more real—Aerotropolis Land Use and Transportation Study?
  - i. How about Colorado Front Range Aerotropolis Visioning Study?
  - j. How about Aerotropolis Infrastructure Study?
  - k. Not just about Colorado, but more about Rocky Mountain Region. How about Rocky Mountain Region Aerotropolis Study?
3. Jay Hendrickson noted that it is definitely a challenge to come up with a name. If we can’t come up with a name today, at some point we need to come to a consensus on this.
4. Stephanie wrote each of the suggestions, and asked meeting participants to mark their favored selection as they leave the meeting.

## **MEDIA PROTOCOL**

1. Jay Hendrickson announced that all media requests should go through CDOT. We don't envision much press release but there has been a fair amount of media about this.
2. The CDOT Public Information Office will be the central repository so we have consistency on what goes out to the public. Amy Ford is the public information officer at Headquarters.
3. How about social media? We will come to the next meeting with a declarative statement, after discussion with the CDOT Public Information staff. Crissy Fanganello suggested putting in writing not to post on social media at this point.

## **NEXT STEPS**

1. **SRC Meeting #2** is May 27 at 9:00 a.m., at RMAWR. This will be a briefing meeting for the surrounding jurisdictions.
2. **SRC Meeting #3** will be June 18, with location still to be determined.
3. The study team needs designated committee contacts from each jurisdiction.
4. The date of **Steering Committee Meeting #1** still needs to be determined.

## **CLOSING**

1. Jay thanked everyone for coming to today's visioning workshop.







Name	Agency	Position/Title	Email
Tom Reed	DIA	AIRPORT PLANNER	tom.reed@flydenver.com
Suzanne Culin	DIA	Director of Development DEN Real Estate	suzanne.culin@flydenver.com
Bill Poole	DIA	DIRECTOR OF PLANNING	bill.poole@flydenver.com
Star Koritz	E-470	Director of Finance	skoritz@e-470.com
Tom Blickensderfer	DIA	Grants Manager	tom.blickensderfer@flydenver.com
Jason Myers	E470	Director of Tolling Services	jmyers@e-470.com



Name	Agency	Position/Title	Email
STEVE COOK	DRCSG	MPO Planning Mgr.	scook@drco.org
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Name	Agency	Position/Title	Email
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Name	Agency	Position/Title	Email
Chris Pinkus	HDR	✓	✓
Jay Hendrickson	CDOT		
Stephanie Wite	HDR	HDR	
Keith Barsheim	HDR	HDR	
Ally Kranz	HDR	HDR	
Michael Sobol	HDR	HDR	
Lorena Jones	HDR	HDR	

# Welcome

## Rocky Mountain Arsenal Wildlife Refuge



# Today's Purpose

- Launch Jurisdictional Collaboration
- Establish a Vision Statement
- Finalize Study Parameters:
  - Name
  - Objectives
  - Geographic Boundary

# Quick Study Overview

## Background

- Grant
- Purpose
- Schedule

## Objectives

- Existing Conditions and Plan Compilation
- Scenario Development / Growth Analysis
- Post-Study Framework

# VISION STATEMENT

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# Working Aerotropolis Vision

A globally recognized hub of commercial, industrial, and academic activity surrounding the Denver International Airport, underpinned by efficient transportation, utility, and jurisdictional systems due to agency coordination and collaboration.



# AEROTROPOLIS FUNDAMENTALS

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# Glossary of Terms

Aerotropolis	An urban plan in which the layout, infrastructure, and economy is centered on and around an airport
Airport City	Development within the airport boundary
Planning Horizon	Short-term – 2015 to 2025 Long-term – 2025 to 2075
Steering Committee	Advisory committee comprised of 1 representative from each major stakeholder
Study Review Committee (SRC)	Technical advisory committee

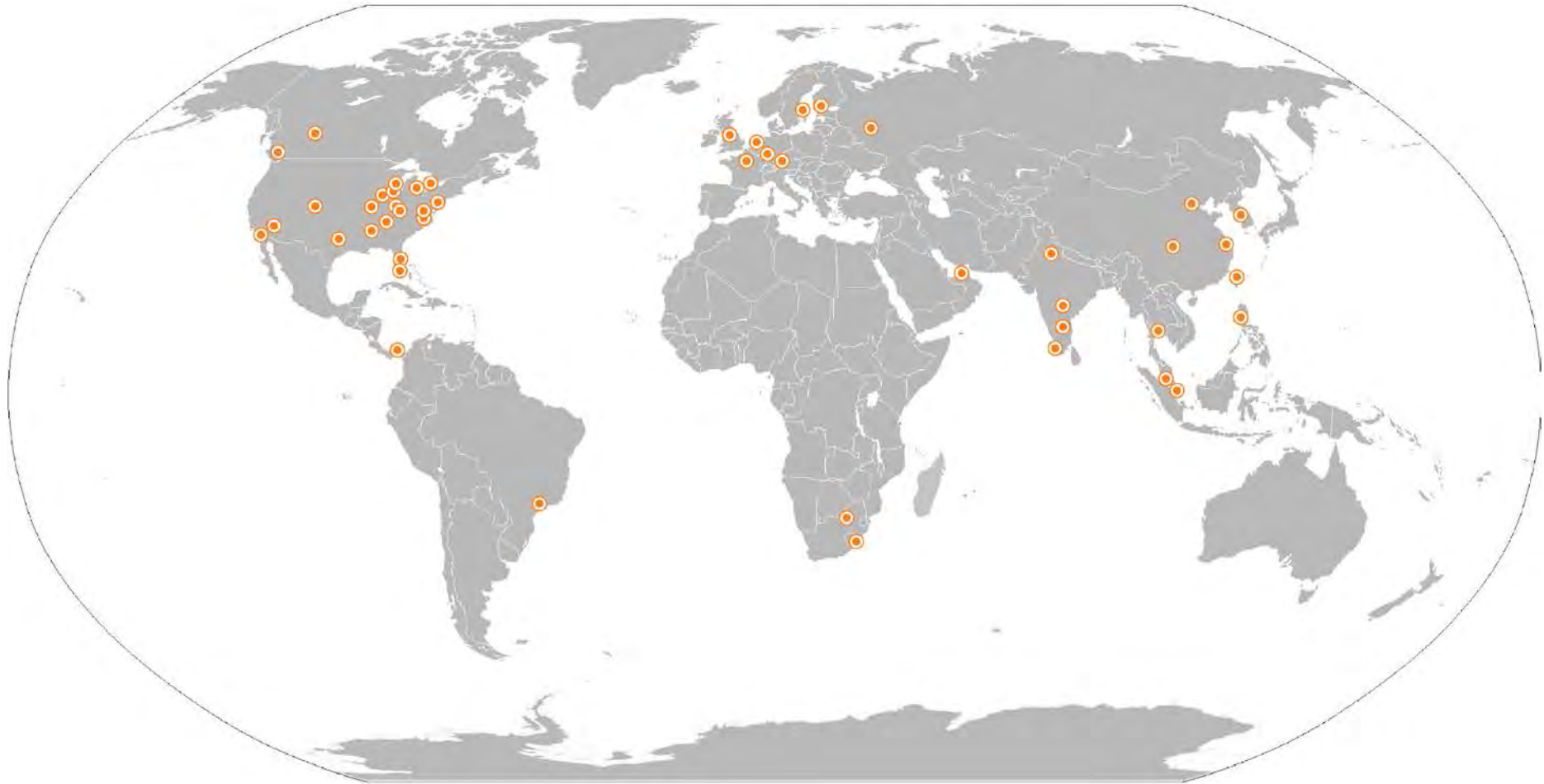


A word cloud featuring various city names in different orientations and sizes. The names are arranged in a roughly circular pattern, with some appearing more prominently than others. The colors are primarily black and grey.

City names included in the word cloud:

- Diego
- Incheon
- China
- Brazil
- Chengdu
- Philadelphia
- San Francisco
- Toronto
- Memphis
- Brown
- Manchester
- Frankfurt
- Paris
- Dallas-fort
- Milwaukee
- Zuidas
- Dubai
- Sonydo
- Shanghai
- Field
- Worth
- Detroit
- Johannesburg
- Louisville
- Munich
- Edmonton
- Amsterdam
- Municipal
- Vancouver
- Campinas
- Beijing
- Seoul

# Planned and Operational Aerotropoli Around the World



# What Can We Learn from DFW?



- Joint ownership
- 4 municipalities
- Surrounding area has grown from 2.5 to 6.7 million
- 200/54 destinations
- Economic growth engine for north Texas
- Key requirements for success



# COLORADO'S OPPORTUNITY

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Working Breakout Sessions



# Study Methodology

- Existing Conditions and Plan Compilation
- Scenario Development / Growth Analysis
- Post-Study Framework

BREAK

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# One-on-One Agency Meetings

- Adams County
- Aurora
- Brighton
- Commerce City
- Denver
- CDOT Aeronautics Division
- DIA
- DRCOG
- E-470 Authority
- Front Range Airport
- I-70 East EIS
- MDEDC
- Pena Boulevard Study
- RTD

# Agency Input: Visionary

A word cloud of visionary agency input terms. The words are arranged in a roughly triangular shape, with the largest words at the top and smaller words at the bottom. The words are: system, global, regional, governance, marketing, relationships, planning, joint, structure, competitive, transportation, rail, Inter-jurisdictional, connected, authority, cooperation, collaborative, utility, spaceport, and productive.

system  
global  
regional  
governance  
marketing  
relationships  
planning  
joint  
structure  
competitive  
transportation  
rail  
Inter-jurisdictional  
connected  
authority  
cooperation  
collaborative  
utility  
spaceport  
productive

# Breakout Session 1: Visionary

- What does a Colorado Aerotropolis look like?
- How will it integrate with the community?

# Agency Input: Restraints to Growth

- Upfront collaboration
- Equal playing field
- Comprehensive & Transportation plans already in place
- Establish framework for DIA to work with its neighbors
- Cost and revenue sharing
- Infrastructure funding
- Regional understanding and cooperation for transportation corridors
- Utility needs

# Breakout Session 2: Restraints to Growth

- What are the infrastructure constraints?
- How do we foster multi-jurisdictional effort?

# STUDY DETAILS

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# Today's Purpose

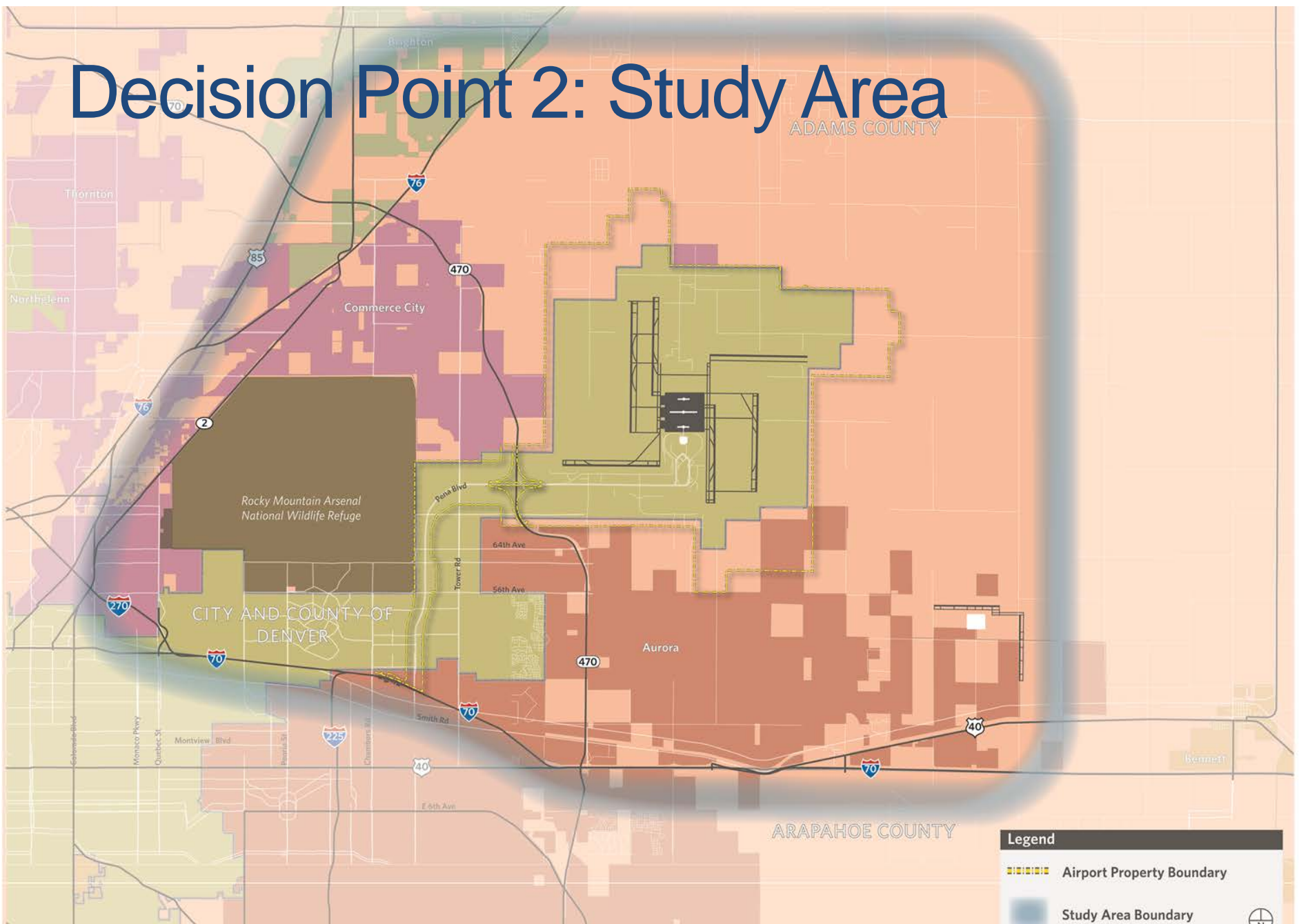
- Launch Jurisdictional Collaboration
- Establish a Vision Statement
- Finalize Study Parameters:
  - Name
  - Objectives
  - Geographic Boundary

# Decision Point 1: Study Objectives

- Existing Conditions and Plan Compilation
- Scenario Development / Growth Analysis
- Post-Study Framework

# Decision Point 2: Study Area

ADAMS COUNTY



**Legend**

-  Airport Property Boundary
-  Study Area Boundary



# Decision Point 3: Study Name

- Proposal for discussion today...
  - Colorado Aerotropolis Visioning Study
  - Others?

MOVING FORWARD

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# Media Protocol Discussion

# Next Steps

## Study Review Committee

- Meeting #2 May 27, 9:00
- Meeting #3 June 18, TBD

## General

- Need Designated Committee Contacts
- TBD - Steering Committee Meeting #1

# THANK YOU

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