



Colorado Aerotropolis Visioning Study

Colorado Aerotropolis Visioning Study Attachment A: Outreach

Attachment A-1: Steering Committee Members and Meetings



Colorado Aerotropolis Visioning Study

Steering Committee Membership

Adams County
City of Aurora
City of Brighton
City of Commerce City
City and County of Denver
Denver International Airport

Steering Committee Meetings

Date	Purpose
April 27, 2016	Steering #6
February 29, 2016	Steering #5
January 14, 2016	Steering #4
November 19, 2015	Steering #3 (Joint with Study Review Committee), Jeff Fegan
October 22, 2015	Steering #2
June 4, 2015	Steering #1



Colorado Aerotropolis Visioning Study

Meeting Agenda

Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee Meeting #6
Date:	April 27, 2016, 9:00 a.m.
Location:	CDOT North Holly Offices, 4670 Holly St, Denver CO 80216

1. Welcome and Introductions
2. Executive Summary New Layout
3. Presentations to Elected Officials
 - a. Recap of Comments
4. Major Landowners Meeting
 - a. List of Invitees
 - b. Additional Input on List
 - c. Meeting Logistics
5. Post-Study Continuation
 - a. Steering Committee
 - b. ACC
 - c. EDCs
 - d. Other Agencies
6. Next Actions
 - a. Collaborative Aerotropolis Master Plan
 - b. IGA Regional Marketing and Planning Entity
 - c. Governance Entity - Decisionmaking Body
7. Study Calendar - Scheduled Presentations
8. Roundtable
9. Action Items

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.

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

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
20	21	22 Presentations to Brighton 6 pm	23	24	25 Good Friday Presentation to Aurora 8:30	26
27 Easter	28 Material to Commerce City	29 Presentation to Denver 10:30	30	31	1 April	2
3	4 Material to Aurora	5 Presentation to Adams Co 1:00	6	7	8	9
10	11 Presentation to Commerce City 5 or 6:00	12	13	14	15	16
17	18 Presentation to Aurora 5:00	19	20	21	22	23
24	25 Presentation DRCOG TAC	26	27 Steering Committee Mtg #6 9:00	28	29 Final Report	30
1 May	2	3	4	5	6	7
8	9	10	11	12 Presentation E-470 Board	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30 Memorial Day	31	1 June	2	3	4
5	6	7	8 Presentation MDEDC Aviation Coalition	9	10	11
12	13	14	15	16	17	18

Dates TBD:
 Transportation Commission
 Adams County Workforce Devt Board
 Major Landowners
 FAA



Project: Colorado Aerotropolis Visioning Study

Subject: Steering Committee Meeting #6

Date: April 27, 2016

Location: City of Commerce City Offices

Attendees: **Adams County:** Abel Montoya
Aurora: Bob Watkins
Aurora: Mac Callison
Brighton: Marv Falconburg
Commerce City: Chris Cramer
DEN Real Estate: John Potts
CDOT: Jay Hendrickson
HDR: Rick Pilgrim, Chris Primus, Mary Speck
LXC: Kip Cheroutes

Distribution: File

Summary of Discussion:

1. Welcome and Introductions
2. Executive Summary
 - a. Chris Primus explained that the study's Executive Summary format had been reworked to be 8.5x11 format. It is available as a pdf. The plan is to send to the Steering Review Committee (SRC) as a pdf.
 - b. Abel Montoya suggested that the back page contain contact information for the jurisdictions. Also add RTD and CDOT.
 - c. Chris agreed and will follow up with everyone about who they want as their jurisdiction contact.
3. Presentations to Elected Officials
 - a. Chris P explained that he, Rick Pilgrim, and Jay Hendrickson had completed the presentations to the study jurisdictions. Kip Cheroutes had also attended to listen to comments. Overall, there were positive comments and questions about how to move ahead. Chris provided a handout that summarized the comments heard. Highlights are below:
 - b. City of Brighton: Great study. How do we move ahead; and who is the champion? Marv Falconburg said the council appreciated the information. Liked layout and content of the Executive Summary. Eager to move ahead.
 - c. City of Aurora: Curious about what's happening at peer airports and if is Denver lagging, how far behind are we? Expressed concern that they want staff on hand to handle opportunities if they come up.
 - i. Bob Watkins offered that the Aerotropolis development south of airport is on Aurora's radar screen. The Mayor has been supportive. The City has been undertaking an infrastructure process focusing on transportation, and Mac Callison is leading a major initiative. Aurora is ready to

move ahead and follow the path already set, i.e., put plans together and figure out how to implement them and support the vision. He indicated that most of questions at the presentation were questions of fact, which was a good thing.

- ii. Mac said that staff had gone to committee and the council weeks before with a strategic transportation study for this area. Policy committees are members of council; and the mayor has a big role. So, the council had recent points of engagement and participation on this Aerotropolis concept, which helped give them context.
 - iii. Rick said there was a lot of tacit support at the presentations. He had seen Councilman Pierce at the RTD A -line opening (chair of the Aurora committee we presented to) who said that the council is supportive. They are interested in I-70 north development. Very interested in Aurora EDC taking a strong leadership role.
 - iv. Bob mentioned the announcement of the Amazon facility off of I-70, which has a strong aerotropolis tie.
 - v. Kip asked about Councilwoman Peterson, who's district covers the Aerotropolis area in Aurora. What role should she play? Is she current on the study, and how do we keep her in the loop? Bob answered that she is aware of the study. Suggested that we keep her in the loop. She is running for Adams County Board of Commissioners.
- d. Denver Business Development Committee. Presentation was well-received. Denver has gone through major land use planning efforts—Stapleton and Lowry, and this is on a larger scale and regional complexity. Peter Baertlein was in attendance.
- i. Kip mentioned that Stacey Gilmore was eager to know about work force and public outreach that the study would engage in. Her district is along 56th Avenue.
 - ii. The topic of funding for 56th Ave was also discussed at the Committee meeting. There is a small amount of federal Congressional earmark money left - the City and state have to apply for it.
- e. Adams County Board of County Commissioners: Lots of support. Comments were that Adams County may have a leadership role to represent local jurisdictions and themselves. Want to make sure they're moving forward with those jurisdictions.
- i. Abel said that one commissioner had a strong sentiment to create an FTE position for the Board that would focus on Aerotropolis. Denver has a whole office on this; Aurora has a focus too.
 - ii. Rick said that he saw Karen Stuart at the A-line opening, the North Area Transportation Alliance (NATA) representative. She said she'd been hearing good things. Also, Commissioner Erik Hansen said he was interested in knowing more about aerotropolis and Abel invited Rick to follow up with Commissioner Hansen.
- f. Commerce City study session. Focus of the comments was on how to move forward; thought it would be complicated with all jurisdictions involved - how do we do this?
- i. Chris Cramer said that-timing for the presentation was not great - up to five councilmembers absent, including the two Commissioners on the ACC (Sean Ford and Rick Teter). Suggested that Chris and Rick make the same presentation in a less formal session to those commissioners who didn't attend and talk about the process. Chris Primus will follow up with Chris.
 - ii. Chris C said there was interest, but collectively there is a real unknowing of how this will move forward. Concern that the IGA Amendment took years and this is more complex with more

moving pieces. At the study session, there had been a suggestion to get all elected officials from all jurisdictions to meet, which would be difficult. It will be helpful also to have face time with ACC representatives to give them an idea on how it has been working.

- g. DRCOG on Monday, April 25. Discussions were focused on sustainability through the planning. Questions about what type of transit plans should be put in place to support development; how do you do that without going too far with urban growth boundary issues?
 - i. Rick reminded the group that the study is using business as usual forecast of 6000 employees - and indicated DRCOG would need to address; but that the jurisdictions will need to go back to DRCOG.
 - ii. Mac has been working with DRCOG on projections. DRCOG has indicated interest and that DRCOG wants have consistency with MetroVision and aerotropolis growth projections. Questions about greenfields that generally don't pay for themselves. Right-sizing, phasing.
 - iii. Jay said that DRCOG can only forecast with information available. Commerce City and Aurora are more critical to determining the correct numbers. He asked if DRCOG is reaching out to the jurisdictions on the 2040 plan. Mac indicated that yes in Aurora. Adams County's meetings with DRCOG, the question came up about how DRCOG is taking from other areas when they adjust numbers. Adams County is helping update the numbers within their boundaries only.
 - iv. Mac said we need to build on collaboration and DRCOG's willingness to update numbers.
 - v. Bob stated that we need to make clear to DRCOG that aerotropolis would increase the numbers in the region overall, not just take numbers from other places in the region.
- h. Future Presentations
 - i. Chris P indicated on the calendar that there were several requested presentations that still need to be scheduled. He asked that the group forward any additional requests - and he will schedule them.

4. Meeting with Landowners

- a. Chris P said that the Steering Committee had been talking about meeting with major landowners, and that this had been suggested to be about 5 or 6. With the lists that have been provided so far, it has been really hard to determine those 5 or 6. There is no commonality draw a line. Chris distributed an initial "cut" at the list. He asked for help to figure out whom to contact—who would participate in forming a coalition to talk about taxing structure and other issues.
- b. Jay said that we need to engage the Public Information Officers and Economic Development Corporations from the jurisdictions to vet the list.
- c. Rick suggested another way to reach the landowners would be to hold an open invitation meeting. Here , the attendees might self-select 7 to 10 representatives as a smaller group.
- d. Abel asked what the timing would be and who would coordinate it - HDR? Landowners are located in and out of state. For a large audience, an open house is great. Need to target those that are geographic based - in a phased approach. Maybe have those in the south and west area first.
- e. Jay had concern that the open house could morph to a public meeting which may or may not be productive. He suggested the Steering Committee set a date for the open-invite house. After open house, geographic-focused meetings could be held.

- f. Bob cautioned the group about narrowing the list. Landowners would want to be involved if there is planning happening around their land and if they were left out, would want to know why. He mentioned Fulenwider and Wichterman are larger companies that would send professional representatives to the meeting who would ask good technical questions.
 - g. Jay suggested that maybe it's not advertised as an open house - but it's an open invitation to property owners to a forum. Go through the powerpoint, have a chance for Q&A, maybe a panel. Also involve the EDCs.
 - h. Mac said a panel would be good to both receive and give information.
 - i. Jay thought the Steering Committee could be the panel.
 - j. Chris C wondered about competitors being in the same room.
 - k. Chris P suggested the agenda be first an overview, then talk about what the landowners' role might be going forward. Let self-selecting be their task. There would be a follow-on meeting with a smaller group and more advanced conversation.
 - l. Abel thought that a lot of technical folks haven't been involved in this process and don't have a lot of details about this. There is a lot we haven't discussed and maybe don't have answers. One of the goals of the meeting would be to maintain transparency about what's happened, what we're working on, and what is planned. A second meeting with specific property owners would be more focused on their concerns and questions.
 - m. John Potts said that there might be an issue on headcount for the smaller group. Each developer will want representation.
 - n. Jay said that attendees will keep their information close to the chest. Depending on interest and volume, we could meet with the largest groups one on one.
 - o. Rick said that these individual meetings would need to be members of the Steering Committee of the agency where landowners are located.
 - p. Abel suggested that we not silo the meetings in the interest of remaining collaborative. Any member of the Steering Committee should be able to attend any or all of the meetings. This will help continue to build trust.
 - q. Jay suggested that Chris P and Rick propose a meeting time and format that would be circulated for the Steering Committee's review.
 - r. Chris P said that it would be up to the jurisdictions to get the word out to the landowners. He asked if Adams County would host. Abel said that would be possible.
5. Post Study Continuation
- a. Chris led a discussion about how momentum would be maintained after the study is concluded.
 - b. Jay stated that he was very appreciative of the Steering Committee and SRC and the time they had invested. He noticed a common theme at presentations was that this is great, but what next? CDOT is handing off the leadership role, and he thinks that the Steering Committee is the group to champion going forward - it has the longest involvement, a comprehensive view, and interest. This is the end of the beginning. CDOT and HDR are standing down, and the jurisdictions need to step up, and is concerned that it isn't happening. The grant was extended to end of September, and he would like to have at least one more Steering Committee meeting, if not more. He is concerned

that the ACC is not engaged. The EDCs should be interested. Others like DRCOG have been suggested, but this isn't the ideal solution.

- c. Bob said this effort has been great and has accomplished a very early introduction to the concept for the communities. He thinks the Steering Committee should continue - with a major task of coming up with a recommendation for a next step, and possibly take the lead on getting to the next step. For example, recommendations for a governance structure, looking for other grants to do master planning, infrastructure, marketing, other tasks. Need to define and kick off next step, then go back to the governing bodies.
- d. Kip said the next step would be after the property owner meetings.
- e. Bob said that involving EDCs is a good thing. Jay suggested to have a meeting with them specifically.
- f. Abel stated that the IGA has a deadline of December 31 to put together the marketing component. The EDCs will be working on something and it may be a good time to coordinate with them. Jay asked who is leading that effort? Answer: ACC is trying to figure something out.
- g. John is concerned about the deadline - that it may not be met because there isn't progress being made. Has been urging his group to take the lead. The Executive Committee is considering forming an interdisciplinary group of finance, revenue, etc., to get organized.
- h. Jay suggested a joint meeting of the Steering Committee and ACC to facilitate handoff.
- i. Abel said there is a subgroup of the ACC (Consultation committee) that would be better to meet with first, then then come up with a plan to present to the ACC. Thinks we need to have some concepts. After discussion Abel suggested that we present to ACC - then meet with smaller group.
- j. John said that Kim Day thinks the group working on the IGA deadline is one group; John thinks there should maybe be two or three groups—marketing, infrastructure, one with senior executives and elected officials.
- k. Bob likes the idea of focusing on EDCs because it reaches elected officials and others.
- l. Chris C said there is broader support for marketing piece at ACC than for an infrastructure group - and he's not sure what the infrastructure group may look like. Suggested focusing on the marketing side to meet the deadline, then use the outcome as a vehicle to establish communication, roles, etc. He will get more feedback from Commerce City.
- m. Abel agreed; but we may lose momentum on the infrastructure side. Suggested that the Steering Committee work to get a consensus where jurisdictions can pitch in money to get a master planning consultant. Budgeting cycles are coming up - planning could be a two-year effort.
- n. Chris C suggested presenting to ACC and to Denver at the same time.
- o. Abel: perceived that political direction trends indicate that the regional entity for marketing doesn't include land use; want to approach to say - as people you've hired, we think this is also important to keep things going.
- p. Kip asked if upcoming elections would cause issues.
- q. Abel suggested the Steering Committee should follow up with Erik Hansen, Chair of ACC, and ask him the approach. ACC would ask Denver to the group. Since Rick Pilgrim is contacting Erik Hansen anyway, he will ask his advice.
- r. Consensus for plan:

- s. Go to landowners first within a month; next go to ACC - and Denver. In-between these two meetings, reconvene the Steering Committee.
6. Next Actions: Aerotropolis Master Plan
- a. Chris distributed an outline of what a master plan might include. It would define a Policy Committee and a Technical Committee - smaller than the SRC. The master plan might include coordination with DIA, a detailed economic analysis, more serious projections to amend the DRCOG numbers, possibly amend TAZs (coordination with numbers/forecasts), transit planning conversation related to feeder networks to A line, focused nodes (mini TODs), identification of roads (first to do using land use projections to size them properly), better handle on costs, phasing of joint projects.
 - b. Rick suggested for #6 to add input to DRCOG for funding requests. Bob supported that a joint voice among multiple jurisdictions at DRCOG do better on ratings.
 - c. Jay asked about #3 Economic Analysis - does EDC work get folded into this effort? Chris: EDCs would have valuable input on short-range numbers; Rick added that the EDCs could help stratify numbers into sectors and classifications.
 - d. Mac mentioned agglomeration. How do we maximize infrastructure, multiple beneficiaries - would set you up for distributed funding framework. Maybe include a whole section in the master plan on maximizing economies of agglomeration. Co-location and agglomeration activity is at play and influences business decisions.
 - e. Chris said the master plan effort, beyond transportation, would help to identify regional opportunities for other infrastructure, that work out economically for the benefit of everybody. This study had only met one-one-one with water, wastewater, and drainage agencies - need to convene them to establish coordination efforts.
 - f. Jay asked about land use. Chris responded that economic analysis would include land use, and land use is in local plans.
 - i. Abel suggested that there may be benefit to talk about land use designations. Jay said the aerotropolis won't be setting designations. Abel suggested that if there are some designations that come out of this process, it could prompt updates to jurisdiction land use plans. Jay agreed that the study may identify adjustments that maximize development.
 - g. Kip sees the need to add public outreach as a #8 - it is required as part of a master planning effort.
7. Roundtable
- a. Marv Falconburg suggested that the EDCs and DIA meet to talk about marketing outreach maybe right before ACC meeting.
 - b. Chris C said that it needs to be led by EDC groups.
 - c. Jay asked if the Steering Committee could engage the EDCs and do the joint event.
 - d. Abel said that Adams County may be more suited to do this. He will reach out to Barry Gore.

Follow-up Actions

1. Chris to send an email requesting names and contact information for back of the Executive Summary.

2. Chris to finalize Executive Summary and reports that will be loaded onto an updated website - stating that study is over.
3. Chris to send an email to SRC letting them know about the study ending, that final reports and Executive Summary are done and available. He will include the summary of presentations and the calendar of presentations.
4. Chris will also send an email to Denver Water, Wastewater, RTD, and other agencies about the reports and Executive Summary.
5. Chris to draft suggested structure for landowner meeting
6. Chris P to follow up with Chris C about scheduling a presentation to Commerce City councilmembers who weren't able to attend formal presentation.
7. Rick to follow up with Erik Hansen about study overview and his suggestion about how to coordinate the ACC and Denver.
8. Rick to contact Evan Dreyer.
9. Chris to continue scheduling presentations - possibly Senior Executive Team at DIA.
10. Chris to schedule future meetings - landowner meeting, Steering Committee, etc., and communicate dates to Steering Committee.
11. Abel to reach out to Barry Gore about a joint meeting of EDCs and DIA.

Name	Agency	Position/Title	Email	Phone
RICK PLEUM	HDR	PROJECT MANAGER	rck.pleum@hdrinc.com	720-369-0046
MARY SPECK	HDR	Project Coordinator	mary.speck@hdrinc.com	317-64-1516
Bob Watkins	Aurora	Planning Director	rwatkins@aurora.gov	3-739-7541
MARC CALLISON	AURORA	TRANSITATION P. SUPERVISOR	M.CALLISON@AURORA.GOV	3-739-7258
SAM HENNINGSEN	CDOT	PROJECT MGR	SAM.HENNINGSEN@CDOT.CA.US	31572-5991
MARV FALCONE	FRIGHTON	ASST. CM	M.FALCONE@FRIGHTON.CO	303-655-2021
Abel Montoya	ADAMS	DIR LONG RANGE PLAN	amontoya@adco.gov	720-523-6990
JOHN POTTIS	DEN	DIR DEVELOPMENT	john.pottis@denver.gov	303-342-2534
CHRIS CRAMER	Comm City	CD DIRECTOR	ccramer@cs.gov	3-289-3678
KIP CHEROUTES	LYC STRATEGIES	PROJECT TEAM	LYC2@HOL.COM	3-204-0479



Colorado Aerotropolis Visioning Study

Meeting Agenda

Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee Meeting #5
Date:	February 29, 2016, 2:30 p.m.
Location:	CDOT North Holly Offices, 4670 Holly St, Denver CO 80216

1. Welcome and Introductions
2. Study Calendar - Final Presentations
3. Public Information Officers (PIO) February 26, 2016, Meeting Recap
4. Draft Executive Summary
5. Draft Study Summary Presentation
 - a. Standard Responses to Potential Questions
6. Study Recommendations Discussion
7. Outreach to Major Landowners
8. Roundtable
9. Action Items

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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



Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee Meeting #5
Date:	February 29, 2016
Location:	City of Commerce City Offices
Attendees:	Adams County: Abel Montoya Aurora: Bob Watkins Brighton: Marv Falconburg Commerce City: Jim Hayes Denver: Evan Dreyer DEN Real Estate: John Potts CDOT: Jay Hendrickson HDR: Rick Pilgrim, Chris Primus, Mary Speck LXC: Kip Cheroutes
Distribution:	File

Summary of Discussion:

1. Welcome and Introductions
2. Calendar for Study Briefings
 - a. Chris reviewed the calendar for the upcoming study briefing presentations to city councils and commissions.
 - b. Bob Hayes wanted to know what materials would be sent in advance of the presentations. Answer is the 4-page Executive Summary and the Summary Report. Most of the group said that would be sufficient. Abel Montoya said that Adams County wants to have all of the documents/reports. Chris will make sure to coordinate and provide the documents each jurisdiction will need.
 - c. Most of the group indicated that any material to be presented needs to be in the advance packets—handouts can't be something new.
3. Chris related that he and Jay Hendrickson had been asked to present to the Front Range Airport Board on Friday, February 26. The City of Aurora Mayor Hogan was in attendance.
 - a. Comments that came up included:
 - i. Include Spaceport on the map. Jay indicated that CDOT Aeronautics staff had said that the future Spaceport was not relevant to this Visioning Study.
 - ii. Were Jefferson County or Centennial included in the study?
 - iii. Concern about the development being adjacent to noise contours.
 - Flight paths are within the current contours. If they deviate, would need an IGA.
 - b. Kip Cheroutes asked if the Visioning Study would be helpful to the FAA. Jay indicated, not at this time.

4. Public Information Officers (PIO) February 26, 2016, Meeting Recap
 - a. Chris indicated that most of the meeting time had been spent with the draft presentation.
 - b. The Executive Summary was briefly reviewed.
 - c. The attendees at the PIO meeting had agreed at the first meeting (date) that there would be no press release prior to the presentations. The group revisited this because of concerns that the media would be at the presentations and would have no context for the information.
 - i. The Steering Committee members decided that it would be best not to issue a press release—timing of it would have to be a long time in advance of some of the scheduled presentations.
 - ii. Discussion tabled for further input.
5. Executive Summary Comments
 - a. Governance and regional entity: discussion that the elected officials hadn't agreed to an entity beyond the marketing entity in the IGA Amendment.
 - b. DIA logo will be added to the first page - as a study participant and funding agency.
6. Presentation Comments
 - a. Talking points need to emphasize that the study was focused on infrastructure as a unifying element, and that what is shown is what is included in current plans. Also, that other types of infrastructure would be built along with the roads.
 - b. Move the cycle of development to first part of presentation as part of the "why" and mention that peer aerotropolises were researched because the Colorado Aerotropolis would be competing globally.
 - c. Chris to develop a list of talking points - no longer than one page. This would be in addition to the standard responses to potential questions that already was prepared.
7. Study Recommendations Discussion - did this get covered?
 - a. Evan suggested that as the presentations are given that the agencies be reminded that as the study concludes, CDOT and the study participants are handing off the ball, and it is up to them to take the next steps. They study has laid the groundwork and made recommendations for further collaboration. If there is ongoing, intentional effort to work together toward the vision, there is the potential for exponential growth; without it, the growth projections are considerably lower.
8. Outreach to Major Landowners
 - a. Chris related that he had received a vmail from a Porteus (Bill Wichterman) inquiring about why they hadn't been included in the study.
 - b. Chris will call him back and explain the study approach, which was to work first with the study jurisdictions and that there would be opportunities in the next phases for being involved.
 - i. Jim elaborated that the land developers' plans are consistent with and included in the jurisdiction plans, which were used for this study.
 - ii. Kip indicated that future efforts would need to include a strategy for including landowners.
 - iii. Chris reminded the group that they had offered to share their lists of major landowners and that future efforts would use those lists to contact landowners.

- iv. Evan Dreyer asked if there could be a button on the website to submit a request for a presentation to an organization. Jay said, yes, and would plan on it.

9. Next Steps

- a. There was a recognition that there is a need for CDOT and HDR to continue being involved to answer questions about the study. Jay indicated that there is some budget for minimal support through the federal fiscal year, which is September.
- b. John Potts asked what could be put in place until more progress is made by the group working on implementing the IGA Amendment.
 - i. The group would meet monthly/quarterly to report on leasing progress. It would include the economic development groups.
 - ii. The process needs to remain transparent.
 - iii. It was suggested that there is a need for two types of groups—one focused on marketing, one more on transportation.
 - iv. Bob Watkins suggested that DEN serve as the convener during this time frame.
 - v. Jay posed that the Steering Committee continue to function as the interim group.
 - vi. Bob suggested that at the upcoming presentations this idea be floated or posed to the councils to get their feedback and suggestions.

10. Roundtable

- a. The group expressed its appreciation for the work that has been accomplished.

Follow-up Actions

- 1. Chris to
- 2.

Name	Agency	Position/Title	Email	Phone
Chris Pinhus	HDR	Planning	chris@pinhus-shubert.com	3 323 9838
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KIP CHEROUTES	CDOT HDR	TOP	kxc@hdr.com	303.204.0479
EVAN DREYER	DENVER	Region chief of staff	evan.dreyer@energy.org	720-350-8370
Bob Watkins	Aurora	Director of Planning	rwatkins@aurora.gov	303 739-7541
Abel Montoya	ADAMS	Dir. PLN	amontoya@adco.gov	720 523-6990
JOHN POTTS	DEU	Dir. DEVELOPMENT	JOHN.POTTS@FLY00000000.COM	303 348-2482
JAMES HAYES	COMM CITY	DEP. CITY MGR	JHAYES@C3G0V.COM	303-289-3619
MARY SPECK	HDR	Project Coordinator	mary.speck@hdrinc.com	303 764-1566



Colorado Aerotropolis Visioning Study

Meeting Agenda

Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee Meeting #4
Date:	January 14, 2016, 10:00 a.m.
Location:	Commerce City Offices, City Manager's Conference Room 7887 E. 60th Ave. , Commerce City, CO 80022

1. Welcome and Introductions
2. Jeff Fegan Presentation Discussion
3. Public Information Officers (PIO) Meeting Recap
 - a. Presentations to City Councils
4. Governance Mechanisms
5. Economic Analysis Briefing
6. Study Recommendations
 - a. Framework
7. Post-Study Next Steps
8. Roundtable
9. Next Steering Committee Meeting
10. Action Items



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Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee Meeting #4
Date:	January 14, 2016
Location:	City of Commerce City Offices
Attendees:	Adams County: Rachel Bacon Aurora: Bob Watkins Brighton: Marv Falconburg Commerce City: Jim Hayes Denver: Evan Dreyer DEN Real Estate: Mitch Traeger, John Potts CDOT: Jay Hendrickson HDR: Chris Primus, Mary Speck LXC: Kip Cheroutes Arland Land Use Economics: Arleen Taniwaki
Distribution:	File

Summary of Discussion:

1. Welcome and Introductions
2. Jeff Fegan Presentation Takeaways
 - a. Chris Primus summarized saying that the event was well-received. More than 80 in attendance.
 - b. Kip Cheroutes stated that DFW is 20 years ahead of Denver in the development of an aerotropolis, but we are in possibly a better position than DFW was when it started. The regional economic development network is in good shape, the jurisdictions are talking to each other - so our relationship-building is better than when DFW started. Another take-away was that there were "brave" developers who figured out how to benefit from being able to only lease the land. Momentum was started with Trammel Crow, and DFW kept the ball running.
 - c. Jay Hendrickson talked about the Infiniti dealership—largest in the nation—that located at DFW. The Colorado Aerotropolis needs to get businesses like that to make the area attractive to others.
3. PIO Meeting, December 14, 2015
 - a. Attended by representatives from all of the jurisdictions. Goal was to coordinate between jurisdictions as the study finishes and progresses to the next phase. Also discussed ideas for future branding.
 - b. Agreement that the study and its results would be kept separate from the more political negotiations between the jurisdictions regarding implementation of the IGA Amendment and follow-on discussions about collaboration.
 - c. Bob Watkins suggested that the PIOs were best suited to coordinate media strategies and he and others on the Steering Committee are the ones to coordinate what is needed to get in front of the councils/commissions.

- d. Next meeting anticipated week of February 29.
 - i. Michelle Halstead will be out of the office March 1-4.
- 4. Contract Amendment Extension
 - a. CDOT and CCD worked hard to get an extension to September 30, 2016.
 - b. Work on the study will be essentially complete in March/April. The extension allows additional time to do any follow-up analysis with any remaining grant dollars.
 - c. Evan Dreyer asked if CDOT/HDR would be willing to facilitate discussions with the jurisdictions as they figure out next steps. The confidential mediation group of the jurisdictions hasn't met since June. A smaller group worked on the 1A campaign. ACC has met several times.
 - d. Also, after September 30, there could be a role for the study team.
- 5. Study Presentations
 - a. Jurisdiction Elected Officials
 - i. The idea came out of the PIO meeting. 10-minute presentation of what has occurred on the study and the findings, followed by 10-15 minutes of discussion.
 - ii. PIO group wanted to review the presentation and reports. Chris has built ample time into the schedule for this to occur and has started scheduling presentations for the end of March.
 - iii. Bob is concerned about the schedule for getting on Aurora Council agenda. Each jurisdiction has different requirements and deadlines related to materials for scheduled sessions.
 - Chris will coordinate individually to add interim deadlines to the calendar.
 - iv. Everyone agreed that it was important to inform the councils and commissions before any other interested groups.
 - b. State/Federal Representatives
 - i. Kip asked if there was a desire to give a briefing to state legislators or other officers?
 - Group agreed that Congressional representatives should have briefings. At the state level, possible state transportation committees.
 - ii. Kip will contact state and federal representatives to gauge interest.
 - iii. Jay will engage the Government Relations group - and have them coordinate with Kip to schedule meetings.
 - c. Additional Groups
 - i. Those who have been met with as part of this study—Denver Water, SAWSD, DRCOG, RTD, ACC, DIA, etc.
 - January 21 there is a joint meeting of the Aurora City Council and SAWSD.
 - ii. Property owners and developers.
 - There have been informal conversations with Cal Fulenwider, Caley Company.
 - Need to have a plan for how we inform them.

- Aurora and Denver have lists.
- Could hold one meeting - doesn't have to be by jurisdiction.

6. Governance

- a. Ed Icenogle has been meeting one-on-one with jurisdictions and going over a list of questions designed to get input and ideas about governance options.
- b. Bob indicated that Vanessa Irwin has additional input after their meeting and will contact Ed with it.
- c. Kip asked if the discussions included timing about when the body or entity should "stand up."
 - i. Chris thought the plan was for this to happen in 2016, but this needs to be verified.
- d. Plan is to assemble comments and, as a neutral third party, identify what makes sense as the most promising options—three or four with pros and cons.
 - i. Preliminary conclusions will be presented at the SRC meeting on January 21.
- e. Rachel Bacon asked if Ed could lead governance discussions going forward. The group agreed this would be valuable.

7. Economic Analysis

- a. Arleen presented a summary and updates to the economic analysis.
- b. Assumption: an additional 80,000 jobs beyond DRCOG's projection.
- c. Using an approximate 25-year time frame, rather than a hard 25-year time frame.
- d. To determine potential revenues, started with employment, then determined square footage.
- e. Square feet of commercial development - lower than previously presented.
 - i. Used a range: lower end of range- more like DTC with office space; higher end more like DTC with more cargo/industrial space (more land-intensive).
 - ii. To make sure estimates were reasonable:
 - Looked at other Denver area office centers square footage - most similar to DTC and Denver CBD.
 - Determined what percentage of metro area market the Aerotropolis would be.
 - Annual commercial absorption - DTC and CBD averaged 1.1 and 1 million sq ft per year, times 25 - result is at the low end of estimates for Aerotropolis.
- f. Property tax: assumed 10 mills. The governance discussion will determine how it will be implemented. Goal was to be realistic, but set a vision.
 - i. Used Castle Rock impact fees to come up with number—in the mid range for Denver metro area.
 - ii. Discussion: concern that 10 mills may be too much for jurisdictions in current economic climate. There has been pushback on new mill levies, mainly because of the total cumulative amount that communities are being asked to approve.
 - iii. Kip asked if Ed is asking about what bond issues the jurisdictions are planning over the next 2 to 3 years. Answer: not now.

- iv. Jim Hayes noted that the difference in the high and low end of the estimated potential revenue streams is not very much—maybe it is better to represent with one number. Arleen explained that the numbers are relatively close because the office space is more valuable per sq ft, but the industrial acreage is higher. She will footnote the information with this explanation.
 - g. Marv Falconburg asked if the information from the Economic paper could be available for the update to their Comp Plan.
 - i. Chris answered that the drafts will be sent out today or tomorrow to the SRC so we will send him a copy also.
8. Study Deliverables
- a. Chris outlined what the study team is planning to produce as far as deliverables.
 - i. 2-page Executive Summary
 - ii. 20-page Main Report
 - iii. Back-up reports or memos:
 - Growth Projections
 - Economic Analysis
 - Infrastructure - various infrastructure scenarios, information from local plans, sections on water, wastewater, drainage, communications, power. Identifies areas for future collaboration.
 - Governance - short paper - primarily a summary of what we heard and Ed's recommendations
 - Outreach & Engagement
 - Peer Aerotropolises
 - b. Review schedule
 - i. Chris will send the Growth Projections, Economic Analysis, and Infrastructure papers to the SRC for their review prior to January 21 meeting.
 - Discussion that the Governance paper would receive the most scrutiny.
 - ii. 2-page, Main Report, and all other reports will be sent for final review around February 5.
 - c. Suggestion for video was discussed at the PIO meeting. There was concern that a video would lend too much of an air of finality when a lot more work needs to happen. Their recommendation was to wait.
 - i. The Steering Committee agreed with this approach.
9. Preparation for Presentations
- a. Marv suggested that we prepare responses to anticipated questions or concerns.
 - i. This could be sent out with the draft of the presentation.
 - ii. Jay will reach out to the Steering Committee, PIOs, and Government Relations staff to compile the draft.

- iii. Marv suggested that after each presentation that the questions and our answers be shared with the group so message is available for the next meetings.

10. General Public Information

- a. Rachel asked what the plan is for sharing with the general public. The information needs to be understandable.
 - Jay answered that the PIO discussed that the study wouldn't be made public right now. The regional entity would be more focused on communicating to the general public, branding, marketing, etc.
 - Message now is that the study has generated the data. Implementation strategies will follow.

11. Additional Meetings

- a. Jay asked if this group thought there was a need for additional SRC or Steering Committee meetings.
 - i. After discussion, it was agreed to put the Steering Committee meeting on the calendar in case its needed - possible during the review period for the Presentation.
 - ii. Chris to check with the SRC about their desire to schedule an additional meeting.

Follow-up Actions

1. Chris to continue scheduling presentations.
2. Kip to contact state and federal representatives to gauge interest in a study briefing.
3. Jay to engage the Government Relations group and coordinate with them to schedule meetings with state and federal representatives.
4. Jay to reach out to the Steering Committee, PIOs, and Government Relations staff to compile the draft of potential questions and answers to accompany the presentation.
5. Chris to schedule future Steering Committee meeting.
6. Chris to update calendar with interim deadlines for presentations to councils/commissions.
7. Chris to send draft of Economic paper to Marv Falconburg.



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Welcome



Colorado Aerotropolis Visioning Study



Study Updates and Economic Analysis



JEFF FEGAN PRESENTATION



PIO MEETING RECAP

GOVERNANCE MECHANISMS

Regional Governance Mechanism Options

- Infrastructure funding responsibility or recipient for revenues?
- Responsible for funding, design/construction, or operation of projects?
- Geographic scope ?
- Types of infrastructure?
- Specify infrastructure projects or provide the project selection process?
- Substantive decisions to be made by the governing body?
- Relation to (a) primary stakeholders and (b) other public entity stakeholders and the private sector?
- Handle branding and marketing?

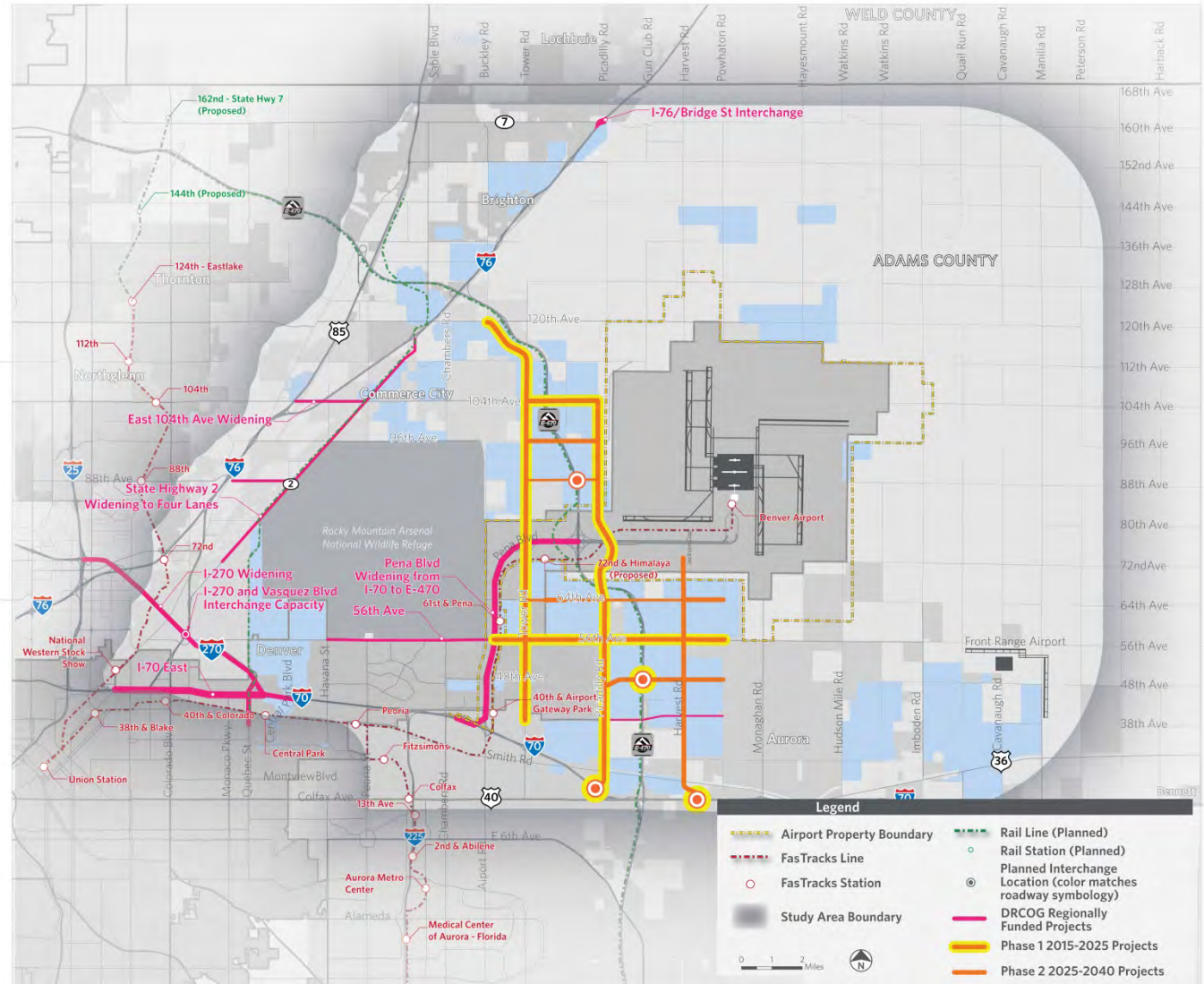
ECONOMIC ANALYSIS

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.
- It drives demand for 25 to 37 million square feet of commercial development.
- The low end of the range (“Low SF” scenario) represents an office-oriented Aerotropolis (like DTC).
- The high end of the range (“High SF” scenario) represents a cargo and warehouse oriented Aerotropolis (like LAX).
- Commercial development also drives demand for over 75,000 TOD and single family detached residential dwelling units

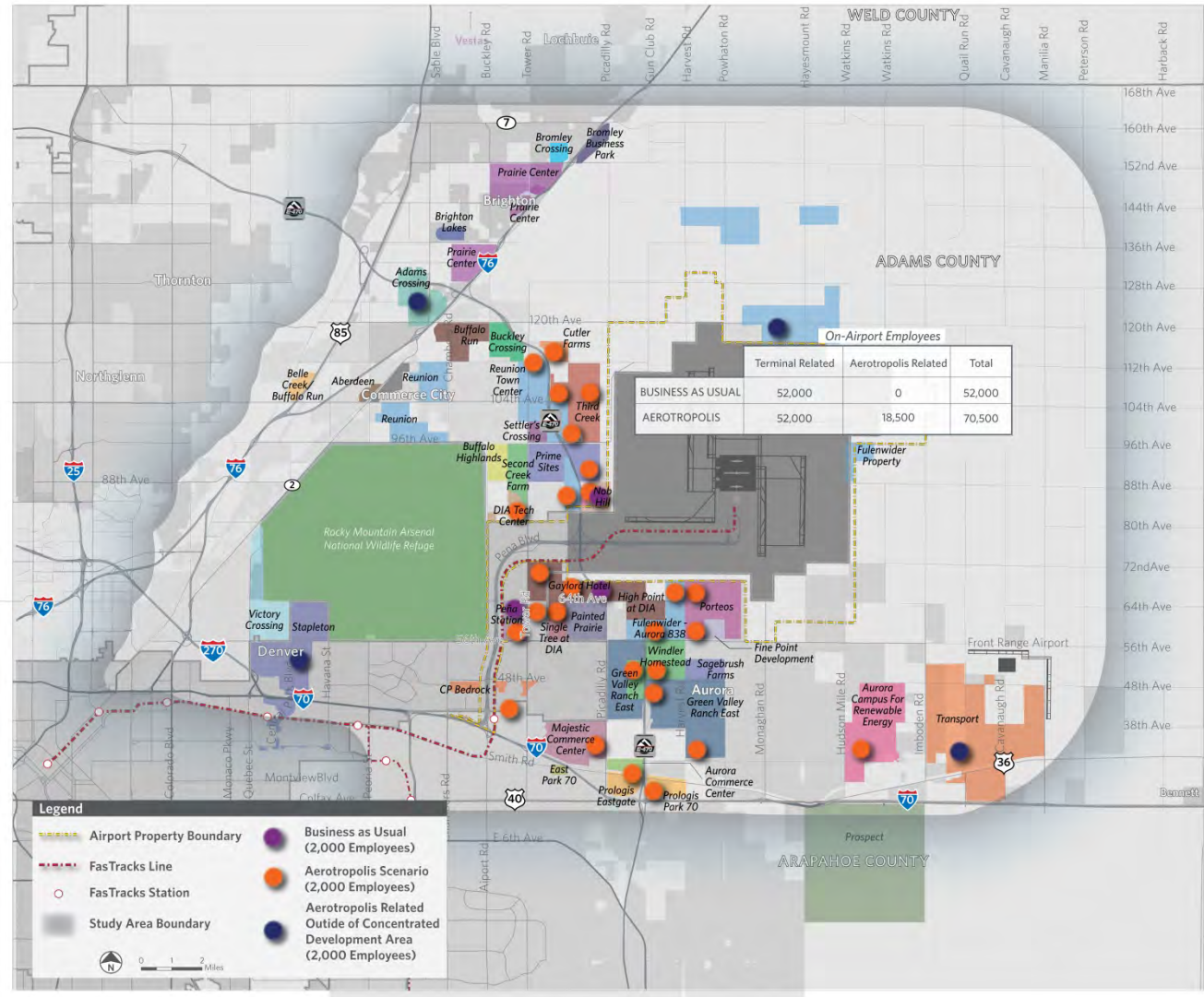
Establish the Conceptual 2040 Network

- \$550 to \$560 million investment of 45 linear miles of new & improved roadways.



Base Employment Assumptions

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



Employment and Land Uses

“Low SF” Scenario – 25 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 - 37 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: 300
 - Retail: 400
 - Industrial: 1,000
 - TOD Mixed Use Commercial: 300
- Land use breakdown similar to the DTC and other metro area employment centers

Land Use	Acres	Millions of Square Feet	Percent of Total
Industrial	332	2.8	11.1%
Retail	230	3.3	13.0%
Office	657	13.7	55.0%
TOD Mixed Use Commercial (Office)	164	5.3	21.1%
Total	1,383	24.9	100.0%

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

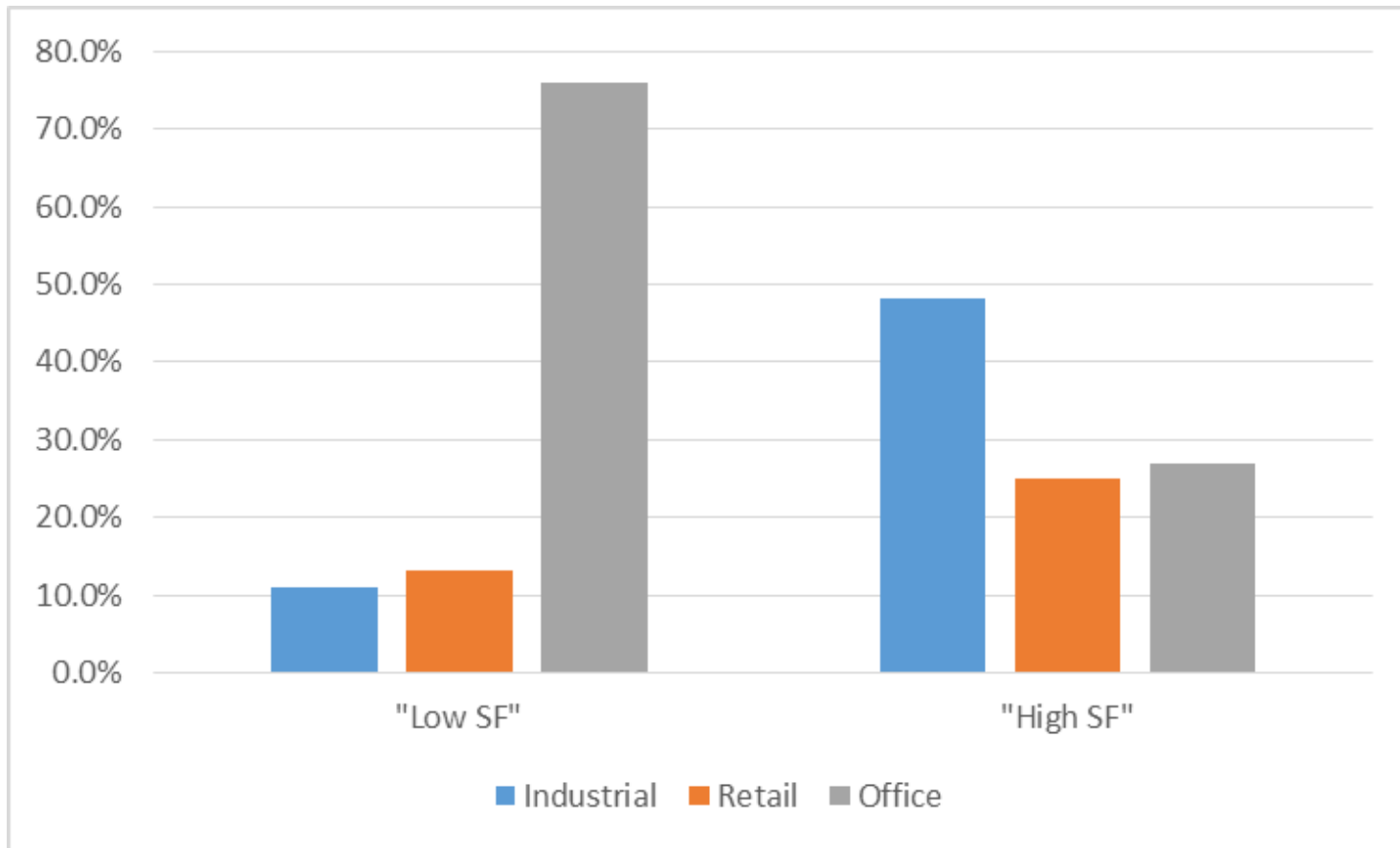
	CBD	DTC	Aurora City Center	Down-town Boulder	Cherry Creek	Inter-locken
Indus-trial Sq. Ft.	5.5%	9.9%	4.3%	1.0%	0.0%	3.5%
Retail Sq. Ft.	9.0%	15.0%	76.2%	50.6%	40.6%	50.4%
Office Sq. Ft.	85.5%	75.1%	19.5%	48.4%	59.3%	46.2%
Total Sq. Ft.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Square Feet Total	50.6 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	48.2%
Retail	573	9.2	24.9%
Office	357	7.1	19.3%
TOD Mixed Use Commercial (Office)	89	2.8	7.6
Total	2,504	37.0	100.0%

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%

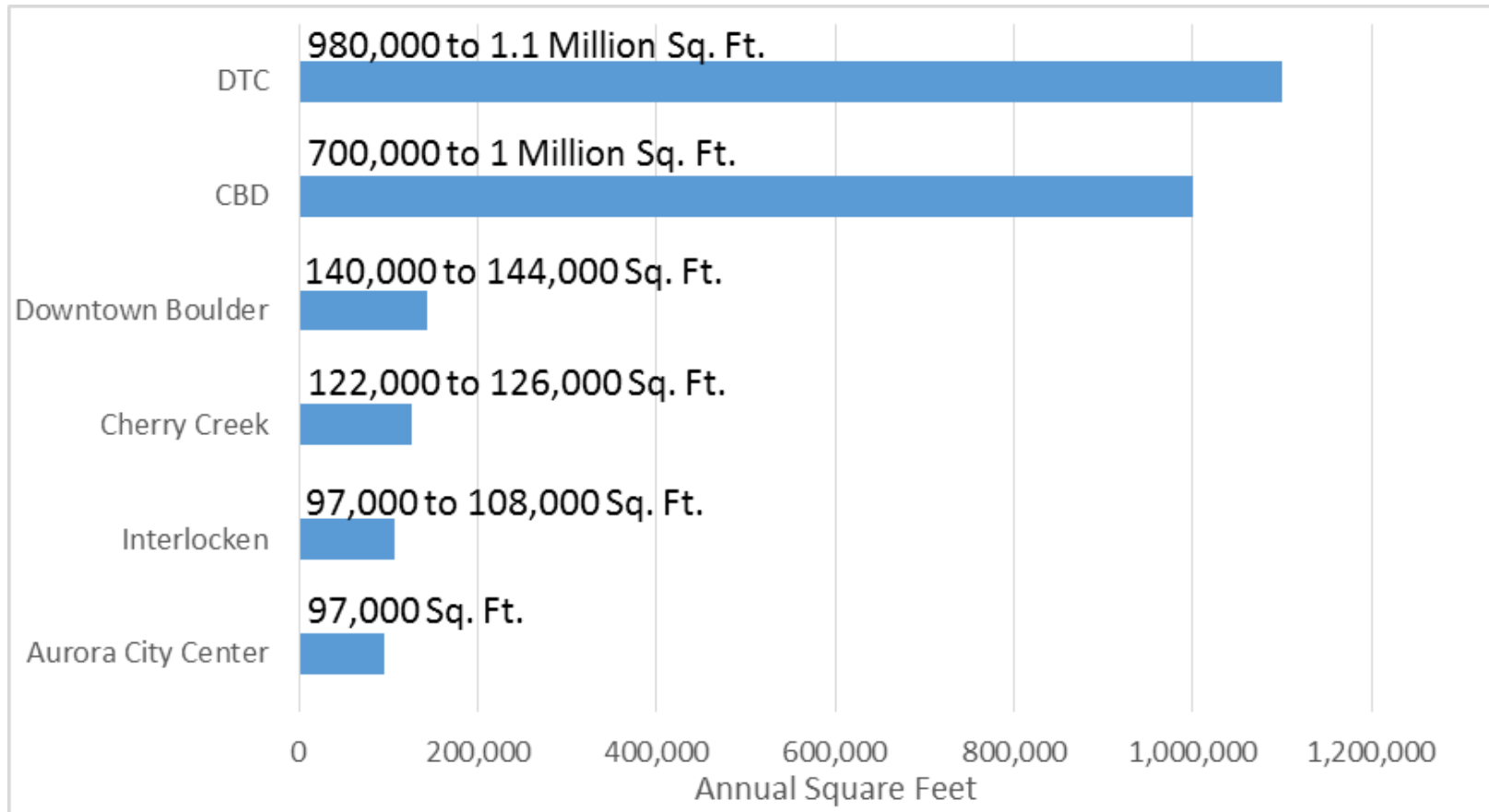
2040

Metro Area Market = 620 Million Square Feet

Northeast Area Submarket = 114 to 126 Million Square Feet

Northeast % of Metro Area = 18.4% to 20.4%

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
- 25-37 million square feet of additional commercial development
- \$30 billion increase in assessable property values
- 9,600 to 9,800 FTE Direct Construction Jobs (25 years annually)
- 3,300 FTE Indirect Construction Jobs (25 years annually)
- 75,000 housing units
- 184,000 residents

STUDY RECOMMENDATIONS

Final Deliverables

4-page Executive Summary

~ 20-page Main Report

Outreach &
Engagement

Growth
Projections

Infrastructure

Economic
Analysis

Peer
Aerotropolises

Governance

POST STUDY/NEXT STEPS

THANK YOU



Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee #3 Meeting – Working Luncheon with Jeff Fegan
Date:	November 19, 2015, 12:00 p.m.
Location:	Adams County Government Center
Attendees:	See attached sign-in sheet
Distribution:	Steering Committee Members, Attendees, File

Discussion

1. Chris Primus welcomed everyone to the luncheon. The format of the working meeting is an informal question and answer session with Mr. Fegan, following his presentation to the wider audience this morning. Rick Pilgrim stated the issue of governance is important. The group needs to start coordination on this.
2. Jeff Fegan: This probably was the most important for DFW. There was a lot of resistance to begin with. But now everyone is happily working together. The communities eventually figured there really is nothing to lose by collaborating and working together.
 - a. Creating a monthly/quarterly feedback mechanism would be important to share the planning of this concept.
3. Question: What are lessons learned from the hurdles DFW faced earlier?
 - a. **Response:** During the 1980s, two airport directors before me talked at an event about building two runways and had not even talked to the surrounding communities, so I think that really poisoned the water. A lawsuit followed. A great relationship with the surrounding communities is very important.
 - b. The governance group for DFW is not formalized. It's not really an authority. We make sure whatever we did was compatible with the other side of the fence. It's really just an expectation, not a governance.
4. Question: Contrast between DFW and Denver. Growth improvements needed, infrastructure needed. This seems to be our biggest issue.
 - a. **Response:** There's not much more to build right now surrounding DFW as far as infrastructure goes. During the development of these roads, often the surrounding communities needed something from us and we gave it to them. We went kind of went overboard to help the surrounding cities with all the little things that they needed. But that worked out well.
 - b. On any given day, it doesn't always feel like it's going to happen. It takes years.
5. Question: Water and sewer infrastructure. Aurora Water, Denver Water, Metro Waster Water, we are all separate. How did you get all that figured out at DFW.
 - a. **Response:** During the business of hooking up sewer lines, there really weren't that many issues. We did have a big issue on de-icing. They were in the business of expanding, so they actually became advocates. The Airport installed all the infrastructure within the airport. That wasn't a problem either. As long as we paid for the water, we got the water.

- b. We created the possibility of serving an area by installing sewer/wastewater. A developer came and they built infrastructure from that. So that worked really well.
 - c. In Coppell, there was an exception. The two warehouses at DFW got their water sources from Coppell. It does get more and more expensive the farther you go out.
6. Question: Did you extend water lines from the airport?
- a. **Response:** Yes. Most of the infrastructure was built in the center of the airport and were expanded out over the years.
7. Question: Tolling. What are the roads around DFW that are tolled? What is the purpose of those roads? Who are the tolling authorities? What public outcry did you get?
- a. **Response:** There is SH-121 developed by the North Texas Turnpike Authority. A very expensive project—no way it would have gotten built waiting for state dollars. So there really wasn't much in terms of opposition to it. It was bid between the Authority and a private company. It runs right to the north entrance of the airport.
 - b. Another toll road that just finished is a managed toll road on LBJ. Now people are choosing to pay despite no traffic but the speed is 70 mph.
 - c. Another is a toll road that runs from DFW to Ft. Worth. Reasonably successful in terms of revenue. But people can choose and they drive 75 mph or stay in traffic with 50/55 mph speeds. Toll roads in Texas right now are starting to get a bad rap because there are so many of them.
8. Question: Do you have some perspective about other airports in the country and the world? Do you have any examples?
- a. **Response:** The fastest developing and successful ones are the Asian airports. Take, for example, Incheon Airport in South Korea. That is the best example of the airport and the government being perfectly aligned about what it is they want to do. A great example of getting it done very quickly in a very high-quality manner.
 - b. In the U.S., El Paso was an early adaptor.
 - c. The Aerotropolis concept really helps in how you can develop commercial property.
9. Question: Regarding population, how did that grow so fast?
- a. **Response:** Mostly because of large corporate relocations that have taken place. People figure out that it is a great place to work, and that's when migration happens. I don't believe our population is more prolific than others, but it's more about people moving in from different parts of the country.
 - b. Take Austin, Apple has 5,000 employees in Austin. It is a lifestyle that a lot of entrepreneurial and technology companies have embraced.
 - c. The only difference between Texas and Denver is that Denver has seasons. You have a great lifestyle here. It is really quite an extraordinary place.
10. Question: How about housing, how did that change in DFW?
- a. **Response:** We have a lot of areas dedicated to corporate housing and lots of golf courses, very high-end, including their own shopping malls. But yes, it took a lot of vision.

11. Question: Can you elaborate more on tax sharing?

- a. **Response:** For Grapevine, the mayor opted to not participate in tax sharing, so there is really nothing we can do about it. We just have to wait it out. He has been in office a long time. Right now, they get all the income-producing revenue from the airport. You buy a hamburger, Grapevine will get tax revenue from that.

12. Question: Can we talk about the developers? What is your experience on that?

- a. **Response:** It is something that you have to be very sensitive about. Don't play in other people's sandbox. We passed on things that we thought were better going off elsewhere. We would do it only if it makes sense for DFW.
- b. Maintain the flexibility to be ready to move if a developer calls on Denver.
- c. The infrastructure piece is the big issue. You don't necessarily need to have all the infrastructure in place, but you need to figure out a plan on how to implement that infrastructure when that time comes.
- d. Bringing tools to the landowners to make them understand how this would work is really important.

13. Question: The TOD plan inventory is a really nice asset to have.

- a. Chris Primus said the study team could look into that.



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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Welcome



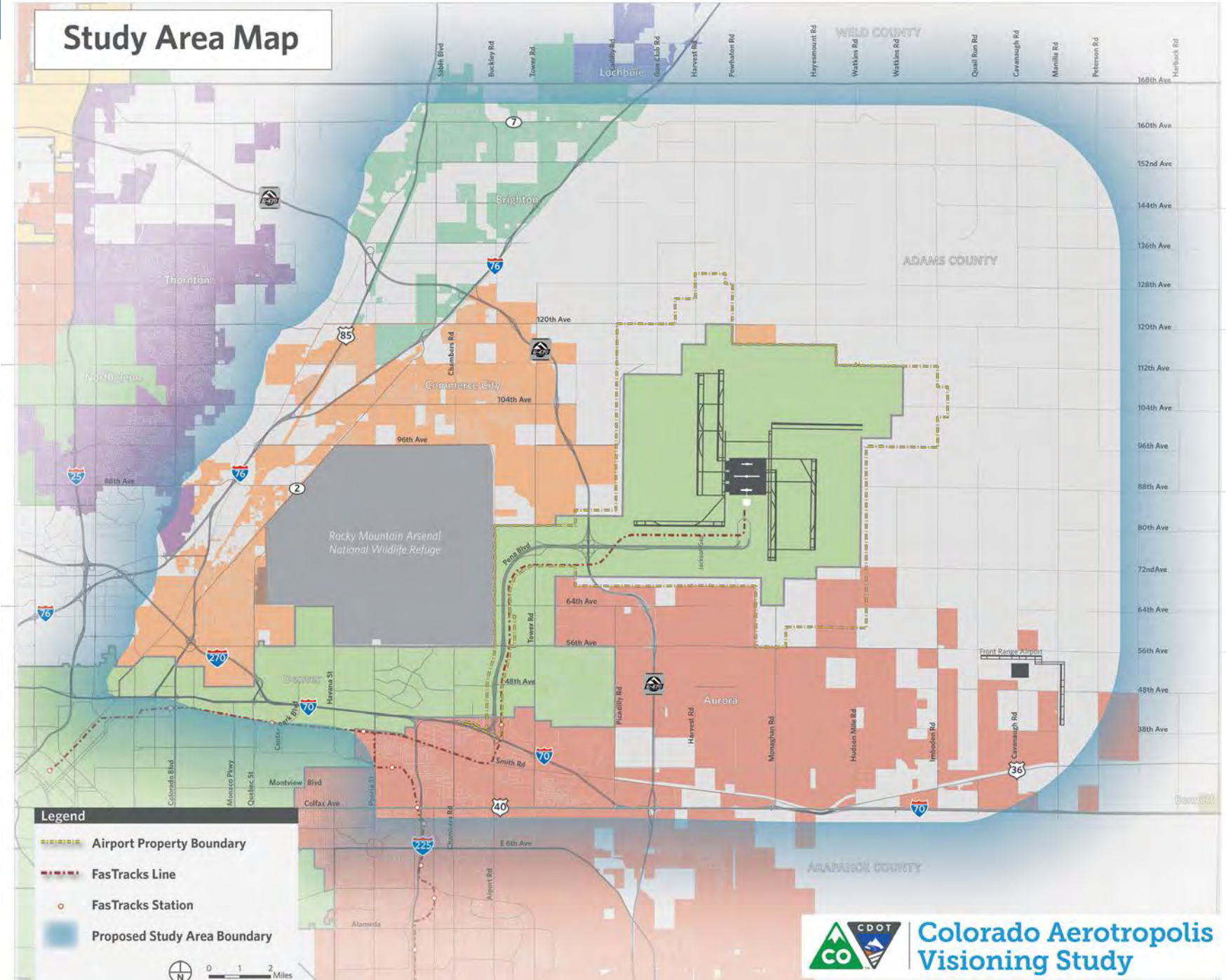
Colorado Aerotropolis Visioning Study







Today's Agenda

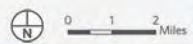
- Study Overview
- Presentation by Jeff Fegan
- Panel Discussion

Study Area Map



Legend

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



**Colorado Aerotropolis
Visioning Study**

Vision Statement

COLORADO AEROTROPOLIS | Visioning Study



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.

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 word "Projects". Below the navigation bar, a breadcrumb trail reads "You are here: Home / Projects / Colorado's Aerotropolis". On the left side, there is a "Quick Links" section with three items: "Learn More", "Speaker Series", and "Visioning Study". The main content area features a green header for "Colorado's Aerotropolis" with a sub-header "What is an Aerotropolis?". Below this, there is a "Visioning Study" section with three columns of text: "Overview", "Collaborative Investment", and "Stakeholders". At the bottom of the page, there are two statistics: "108 INDIVIDUALS PARTICIPATED" and "33 MEETINGS BY THE END OF 2015".

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

Overview <p>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.</p>	Collaborative Investment <p>The planning framework will identify opportunities for collaborative investments in infrastructure (Transportation, Water, Wastewater, Power, and Drainage).</p>	Stakeholders <p>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.</p>
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 **108 INDIVIDUALS PARTICIPATED**

 **33 MEETINGS BY THE END OF 2015**

JEFF FEGAN

Land Development at DFW International Airport A Collaborative Journey

Jeffrey P. Fegan
CEO, JeffFegan.com LLC





Fort Worth



Dallas

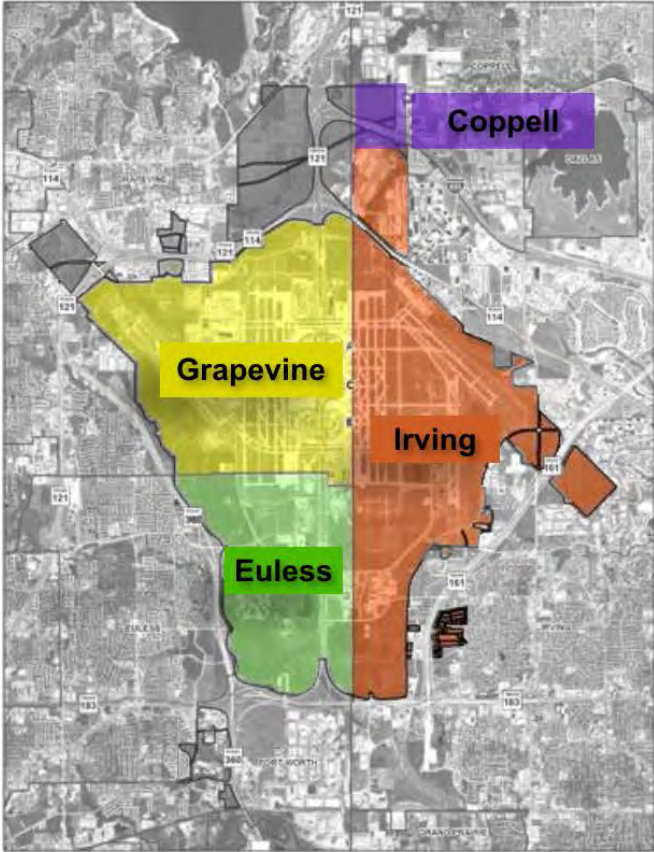


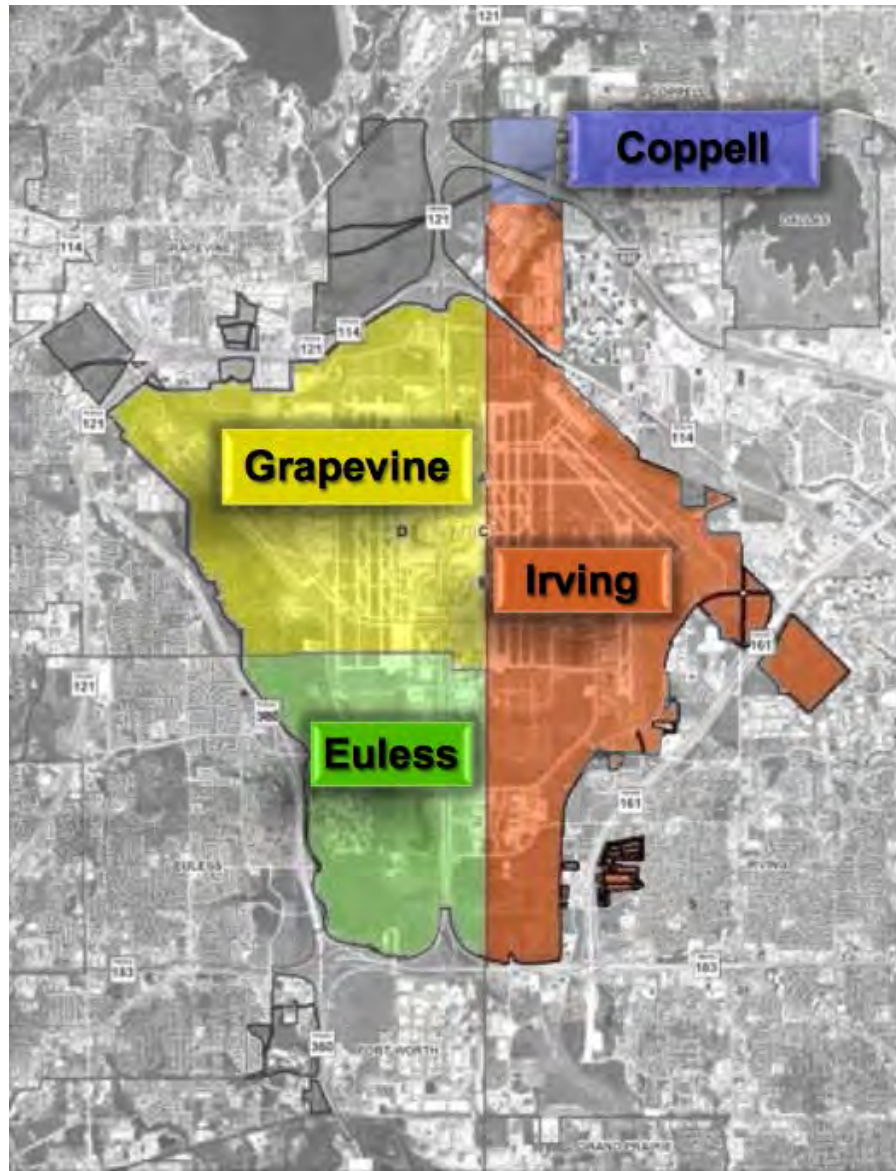




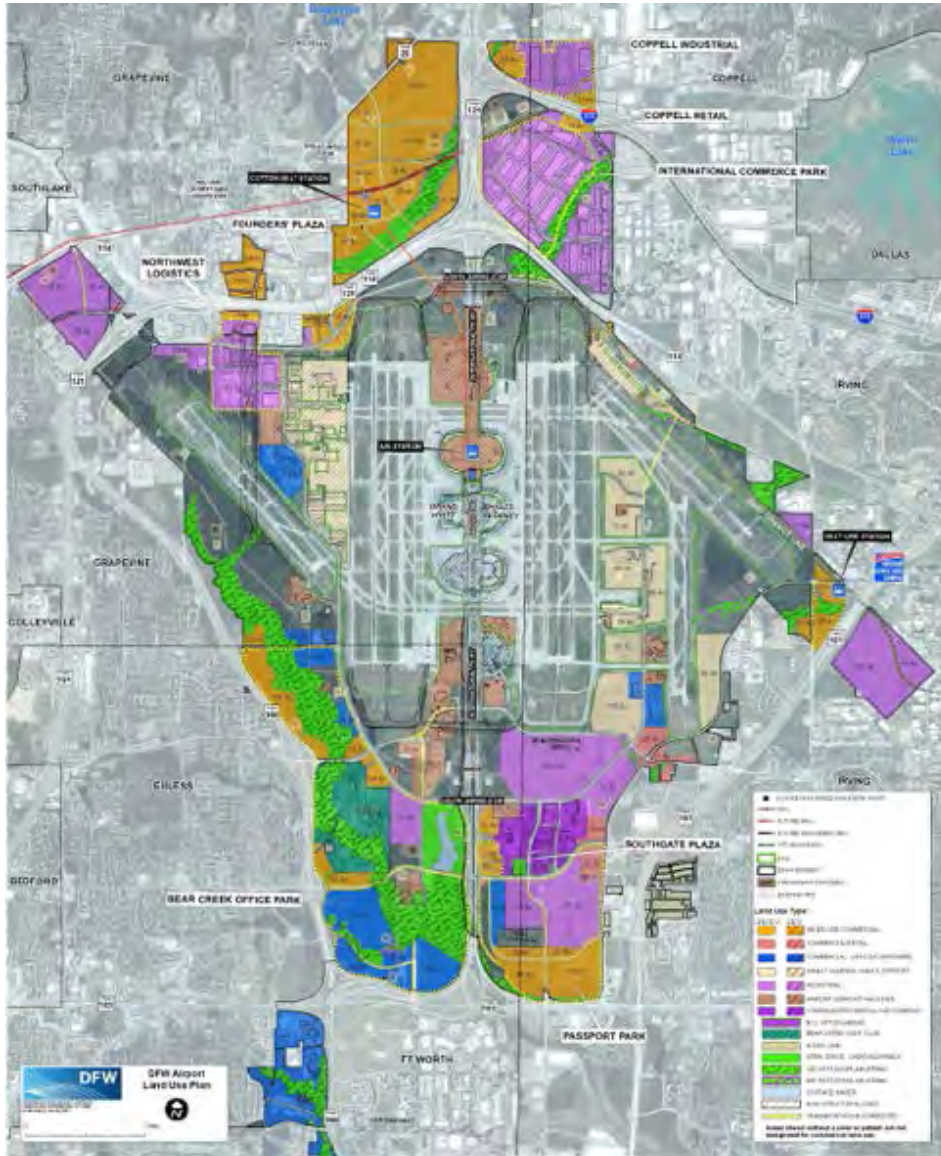


Photo of DFW and political jurisdictions













Hyatt Regency





International Commerce Park









Southgate Plaza



Sikorsky



Dallas Airmotive



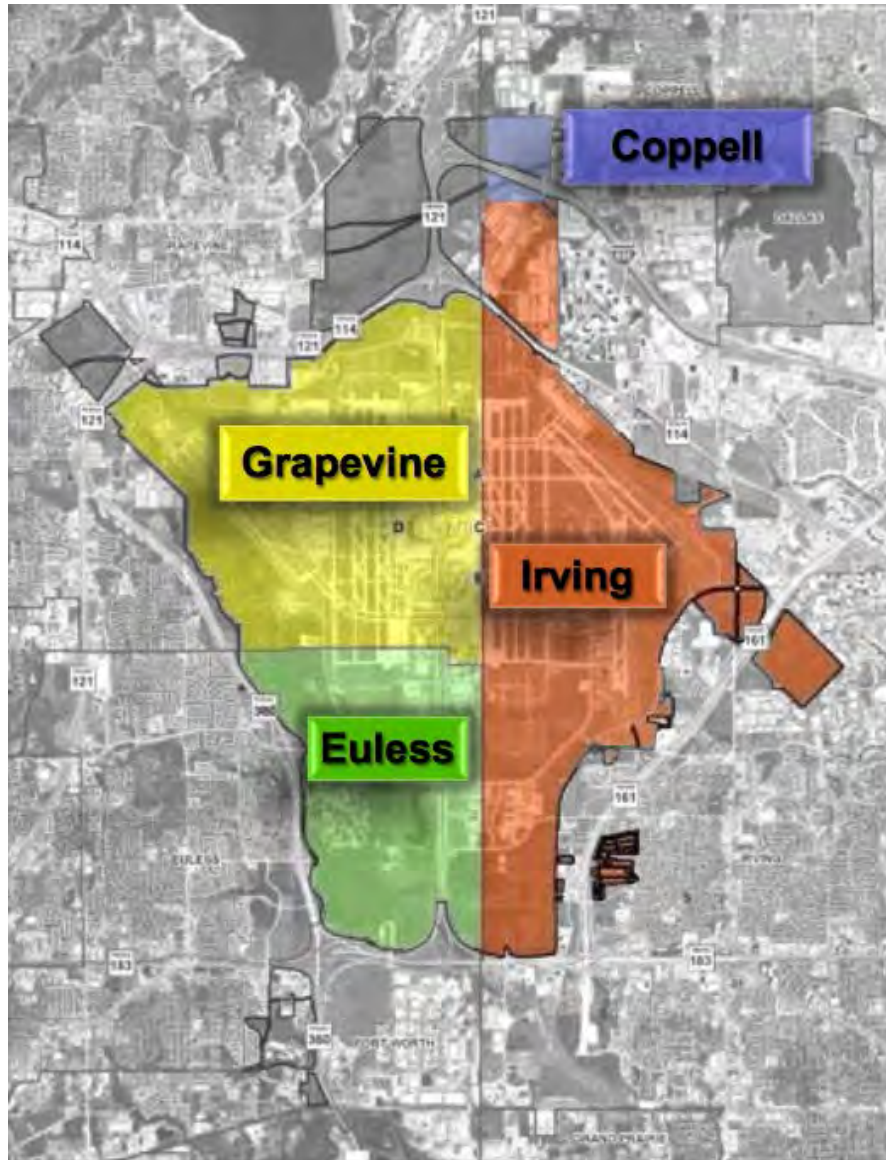
Dallas Airmotive
DFW International Airport
September 21, 2015





Logistics Center I







PANEL DISCUSSION

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

Meeting Agenda

Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee
Date:	October 22, 2015, 9:00 a.m.
Location:	Rocky Mountain Arsenal National Wildlife Refuge (same building and room as last time) Building 129 - Board Room

1. Welcome and Introductions
2. Study Update
 - a. IGA Amendment and Campaign
 - b. Study Schedule
 - c. Synopsis of Study Review Committee Workshops
3. Study Components
 - a. Scenario Analysis
 - i. Growth Projections
 - ii. Infrastructure
 - iii. Economic Analysis
 - b. Governance Considerations
4. Engagement Status
 - a. Water & Wastewater
 - b. Special Districts
 - c. Landowners
5. Speaker Jeff Fegan - November 19
6. Study Next Steps
 - a. Framework
 - b. Study Final Products
 - c. Presentations to Elected Officials
7. Roundtable
8. Next Steering Committee - January
9. Next Steps and Action Items

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.



Colorado Aerotropolis Visioning Study

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COLORADO AEROTROPOLIS | Visioning Study



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Project: Colorado Aerotropolis Visioning Study

Subject: Steering Committee Meeting #2

Date: October 22, 2015

Location: Rocky Mountain Arsenal National Wildlife Refuge

Attendees: **Commerce City:** Jim Hayes
Brighton: Holly Prather
Aurora: Bob Watkins
DEN Real Estate: Dan Poremba
Adams County: Abel Montoya
Denver: Evan Dreyer
CDOT: Jay Hendrickson
LXC: Kip Cheroutes
HDR: Chris Primus, Rick Pilgrim, Mary Speck

Distribution: File

Summary of Discussion:

1. Welcome and Introductions
2. IGA Amendment Update - Evan Dreyer
 - a. November 3 is Election Day for both counties.
 - b. 400-voter survey in Adams earlier this week - 60% in poll supported. Anticipate this or better in Denver.
 - c. Fundraising goal - almost hit budget of \$600k. Radio ads will start soon and go through Election Day. Five pieces are part of mail campaign. Have received endorsement from the Denver Post, and there have been presentations made to different groups. No apparent paid or organized opposition, except Denver County Republicans - but opposing all on ballot. Stock Show redevelopment - is also on the ballot - minimal controversy.
 - d. The region coming together has been helpful - elected officials, governor.
 - e. Kip Cheroutes asked question - where in Adams County was the poll conducted? Answer: Within areas that will be voting. Not just unincorporated Adams.
3. Study Schedule
 - a. Contract and grant currently have a December 31 deadline; CDOT and CCD are processing a time extension for the contract to wrap up the study in February.
 - b. FHWA has no objection to extension. They understand the start of study was delayed more than a year - transitioned administration of the study. Will likely be approved until end of federal FY - September 30, 2016.

4. Synopsis of Study Review Committee Workshops

- a. In June 2015, each of the jurisdictions presented on the community's visions, etc., for Aerotropolis area.
 - i. One takeaway - lessons learned from DIA - importance of the economic development cycle and why an Aerotropolis makes sense for economic development. Lower cost for airlines, attracts airlines and routes; more businesses locate at Aerotropolis; this adds to development on and off-airport; on-airport development increases non-airline revenue, which leads to lower cost for airlines.
 - ii. Evan Dreyer mentioned that it was just announced that DEN will now have non-stop service from Denver to Munich 5x per week.
- b. Near-term and long-term initiatives.
 - i. A text polling exercise was done to see what the SRC thought was most important near term; result was a Super Regional Infrastructure Authority. The IGA Amendment has this element.
 - ii. Dan Poremba indicated that potentially post-IGA election, the focus of this Aerotropolis entity needs to be regional marketing. There has been a strong interest in regional marketing expressed in meetings.
 - iii. Chris Primus stated that as a result of this committee input, the study team has focused more attention to the question about how the jurisdictions would work together in the future - potential "governance" scenarios. Note the IGA Amendment Clause 5 includes a statement about establishing a regional and marketing entity.
- c. Scenario Development.
 - i. The Current Trends Scenario uses DRCOG date for 2040 - does not assume the IGA.
 - ii. Aero Scenario also is 2040, but assumes IGA in place and additional development occurs because of that
 - iii. Evaluation Criteria: what measures to use to compare scenarios. Team suggested some; SRC added others (in green):
 - Regional Compatibility
 - Community Acceptance
 - Environmental Sustainability
 - Infrastructure Efficiency
 - Economic Development
 - Regionalism and Cooperation
 - Global Recognition
 - Funding
 - iv. The SRC had a question about "Community Acceptance" - what is this community - is it the voters, elected officials, planning staff?
 - v. The SRC gave more details and suggestions for the Environmental Sustainability and Infrastructure Efficiency criteria.

vi. Discussion:

- Rick Pilgrim clarified that it's not so much an evaluation of each of the scenarios. It's really a comparison; if you continue, this is what would happen; if you come together, this is what would happen - benefits of working together. The results of this comparison will be good speaking points for elected officials and the IGA Amendment.
- There may be more nuance to it - the comparison should compare regional collaboration versus no regional collaboration, as opposed to IGA versus not-IGA.
- Sets the stage for recommendations. Want it relevant post-election.
- Kip Cheroutes suggested that a strategic theme resulting from the evaluation criteria be summarized- that the Aerotropolis will create jobs - thematically start to explain why all of this will create more jobs; how this looks.
- Guiding principle for Aerotropolis: Increase jobs and average incomes.

d. Employment Projections

i. Chris explained the methodology and growth allocation principles behind the Aerotropolis Employment Projections:

- For the Aerotropolis Scenario, the study team is assuming 75,000 additional off airport jobs over Current Trends Scenario through 2040. On airport - 18,000 additional jobs.
- Question: The increase that would result from what? It is an assumed ratio from on-airport jobs.
- Discussion:
 - Evan - The independent estimate of 12,000 jobs on the additional 1,500 acres doesn't account for associated increases in businesses allowed now, so 18,000 jobs is reasonable.
 - Abel Montoya mentioned that the State Demographer's office tracks job growth related to population growth. During the technology bubble was the only time jobs were equal to migration.
 - How do the 75k jobs look compared to the population growth projections? Answer: 75k about half employees in downtown Denver; half in greater DTC area - using DRCOG boundary definitions of these areas.
 - DRCOG numbers are not accurate. Over the last 10 years, dramatic influx to Colorado - 50,000 to 100,000 / year; has DRCOG foreseen this? Answer: in our study area, only 6k additional showing from DRCOG. DRCOG is working with jurisdictions now to update forecast numbers.
 - The team has used comparatives in region; and other aerotropolises across the globe to check these numbers for reasonableness
 - SRC determined these employment projections as a starting point - maybe conservatively.

- Evan Dreyer stated he wanted to understand growth and comparisons. Whatever data points are available help make the case for regional land use and transportation would be helpful. Chris will send a draft white paper on the growth projections.

ii. Employment Allocation Within Study Area

- Chris explained that the growth in employment was then allocated around the study area for purposes of the comparison exercise. The team developed the following 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
- Chris said this was presented to the SRC last week.
 - As an exercise, the study team asked SRC to place employment growth around our study area using dots. Each dot represents 2,400 employees.
 - Compared to what the study team projected, there was no disagreement with the “L” south and west of the airport. The SRC identified additional outlying areas – Front Range Airport, Fitzsimons, Stapleton, Adams Crossing, in Brighton.
 - **Suggestion:** overlay the “on airport” employment projections on this map that current shows the off-airport employment.
- Chris then said that a draft infrastructure plan to support the growth in employment was developed for purposes of the comparison exercise. The team developed the following infrastructure 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
- The study team identified the projects necessary to support the added development from local plans and DRCOG plan; focused on south and west side.
- Improvements include interchanges I-70, E-470, arterial capacity for pinch point, serving existing and future developments.
- Pinch point – Commerce City – currently widening Tower Road north of I-70.
- Question: Why are 56th or 120th Ave not highlighted? These will expand more in the future, probably post-2040. Perhaps they should be depicted with dashed lines.

– **Suggestions:**

- Also include the connection to Front Range Airport as dotted lines.
- Maybe a phasing of the roadway cross section? Consider add a phasing aspect to the map.
- Rick - shared that at a meeting with E-470 (that has been operating close to 30 years), staff indicated that the changes on south end include increasing use at 12-15% per year; their expectation is that over the next 30 years - similar changes.

– Housing Related to Employment

- Abel Montoya stated that when DIA was being built, Brighton had 136% increase in population. He suggested that with new development on and off airport, the south and east part might grow with housing - 56th; new roadway north cutting through. Those two places - are expected to have extreme increase in population growth.
- We know housing goes with employment - the study team hasn't discussed it much.
- Question: Does this take into account the supporting housing factor? Master planned communities in NE quadrant are providing a diversity of housing. There needs to be a broad range of housing types and values - lower-wage and executives.
- Question: Are the noise contours conducive to development? The answer is yes - they have not hindered Reunion, High Point Green Valley Ranch, Painted Prairie.
- Commerce City stated there are some challenges with the multifamily master-planned developments. Developers want to convert to single family because there is no transit or access. This is a chicken and egg situation with transit/multifamily housing.
- Rick - related to planned developments, Aurora is planning 5,000 housing units, which equates to 60,000 to 65,000 people.
- Evan Dreyer stated, if we do nothing, the projection for growth is that Adams County is the most populous county in the region. There will be housing and transportation impacts. This should be part of the narrative; good planning would achieve a good housing balance.
- **Suggestion** to overlay master planned residential communities, such as Brighton's entitled master planned communities on the map.

– Economic Analysis

- Using agglomeration effects - synergy when businesses locate next to each other. There are both quantitative and qualitative assumptions for comparing the two scenarios.

5. Governance

- a. Panel discussion was held for SRC #4 where panelists shared thoughts, experience, suggestions for SRC.
 - i. Ed Icenogle - Partner at Icenogle, Seaver, Pogue - governance structures.
 - ii. Don Hunt - Former Executive Director, CDOT - early work on southeast area of DTC.
 - iii. Tom Clark - Metro Denver EDC - history.

- iv. Peter Kinney - Metro Mayors Caucus.
 - b. Common theme was that collaboration is important.
 - c. Prior to panel discussion, the SRC had gone through a big ideas and big actions exercise; surprising - top recommendation from the group was governance - before deciding on big ideas and actions.
 - d. Ed Icenogle is being added to the team to further investigate governance structures; may ask to meet with staff and joint meetings. Better understanding of the districts in place now and community visions.
 - e. Patrick Mulhern from SPIMD presented at the last SRC meeting.
 - i. Concept of governance had been embraced, which created momentum.
 - ii. SPIMD - 4 developers (competitors) came together. 23 districts - 20 wrapped into district with a low mil level - transportation support, TMA, travel demand.
 - Champions have helped this group. George Wallace (Tech Center), John Madden (Greenwood), Walt Koelbel, Beardsley (Inverness).
 - iii. Joint SE Public improvement Assn. - collaborative, developer-led (no participation from municipalities).
 - iv. Too many metro districts - the answer was an overlay district: SPIMD. SPIMD partners with the jurisdictions, including CDOT.
 - v. SPIMD was focused on transportation - should have included water and wastewater; water issues are fractioned within the area.
 - vi. Discussion:
 - Question: How was mil levy set so low? There are mechanisms to net out the mil - ways to reduce those out at the metro district level; don't want to duplicate mils - that are for the same infrastructure improvements.
 - It was noted that with all of the experiences of these organizations, the current Aerotropolis effort has the potential to compress a 40-year learning curve to get to valuable implementation strategies much quicker.
6. Talking with Landowners
- a. There have been suggestions to bring in - larger landowners in the area to help them understand what the study has been looking at.
 - b. What does this group think about this - when and how? Ed wants to meet one-on-one with maybe six of them. Be careful about who to invite - so no one is left out. Must be tactful. It was decided not to wait for study findings.
 - c. **Suggestion** to invite landowners to Nov 19 event with Jeff Fegan, who was at the Aerotropolis convention last December.
 - d. Property owners may need to be briefed up front - don't want them to feel threatened and let them know that the study's future steps will involve them.
 - e. The City of Aurora is holding regular meetings with developers in Aurora.

- f. **Concurrence** was to invite landowners to come to event via email as a kick-off, customizing emails going to landowners. Then, follow up by Ed Icenogle to meet one-on-one, followed up by meetings.
 - g. Part of the event presentation needs to be a summary of where we've been, where we're headed to give an overview for those who haven't been involved prior to this.
7. November 19 Event with Jeff Fegan
- a. How to get the word out:
 - i. Critical to promote the event for a good turnout and recharge SRC people to attend.
 - ii. Reach out to:
 - Senior staff and all staffs.
 - Elected officials. Give them a heads-up (city councils and commissions). Develop an agenda for the event that can be communicated in a regular report.
 - Landowners and special districts.
 - iii. It was decided that the specific jurisdictions would send emails to their contact lists. The Airport has a lot of lists - concessionaires, vendors, doing business at airport - and those who want to do business
 - b. Event logistics:
 - i. Would we record this? Yes, will be videotaped.
 - ii. Abel Montoya indicated the Government Center has the capability to broadcast on YouTube, but meeting has to be in public hearing room.
 - Two Hundred, Abel - work through logistics
 - iii. CDOT's PIO office needs to be involved.
8. Study Next Steps
- a. Three deliverables:
 - i. Framework of recommendations - based on findings.
 - ii. Final report - documentation of activities, analyses.
 - iii. Executive Summary - short brochure type of form.
 - b. Video produced?
 - i. Could be placed on the web - ongoing for months to document what the concept is and study findings.
 - ii. Consider something that can be produced in multiple languages.
 - iii. Interim video out from this group - to the jurisdictions involved - to identify next steps after the elections. Elected officials - can this group's findings help them post election?
 - c. Two objectives of the video and Executive Summary:
 - i. Outputs/next steps here.
 - ii. Implementation of IGA amendment.

d. Executive Summary

- i. If there is an interim ES, needs to come out early in November. It would detail the process and interim results. Tweak it a week after election results.
- ii. Want to make the point that this group is the best well-positioned group to assist elected officials to implement the IGA amendment and describe what this group could do to help implement the IGA amendment going forward.
- iii. How to help with regional marketing and infrastructure evaluation, which parallel with the IGA Amendment.
 - **Follow-up:** Send growth projections - and today's Powerpoint to Evan.

e. City Councils/Commissions

- i. Meet with the ACC shortly after election, early November - what is next?
- ii. Aurora - there will be a transition in Council and some new members. Sequence for presenting study findings to Aurora elected officials: City Manager - then go to a Council Committee - meeting week of Nov 16. Committees may not meet in December; Full council study session full presentation - January or February. Council presentation is essential.

9. Other

a. What is the status of the Peña Study?

- i. Outreach - is that part of a post-election discussion, or is it separate?
 - Should be coordinated with outreach for IGA Amendment; when and how?
 - The study is beginning of outreach to individual jurisdictions to talk about technical analysis - shortly after election.
 - DIA is under pressure by FAA to get an answer about Peña problem. Gave more time for the IGA election; but must have a solution by next spring.
- ii. Between November and March/April - everything converges. There is a technical path and a policy path.
- iii. **Suggestion:** Could the Pena group present to the SRC?

Steering Committee Decisions

1. Agreement that the jurisdictions would invite landowners to the November 19 event with Jeff Fegan via email as a kick-off, customizing emails going to landowners. Then, follow up by Ed Icenogle to meet one-on-one, followed up by meetings.
2. Agreement to move forward with an Executive Summary and an interim and final video.
3. Consider January 14 for the next meeting

Follow-up Actions

1. Send November 19 invites to Steering Committee and SRC members for distribution to their agencies and contact lists.
2. Send calendar appointments for next Steering Committee on January 14.
3. Send today's presentation and growth projections to Evan Dreyer.



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JUAN DELAYAN	HDR			
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Welcome



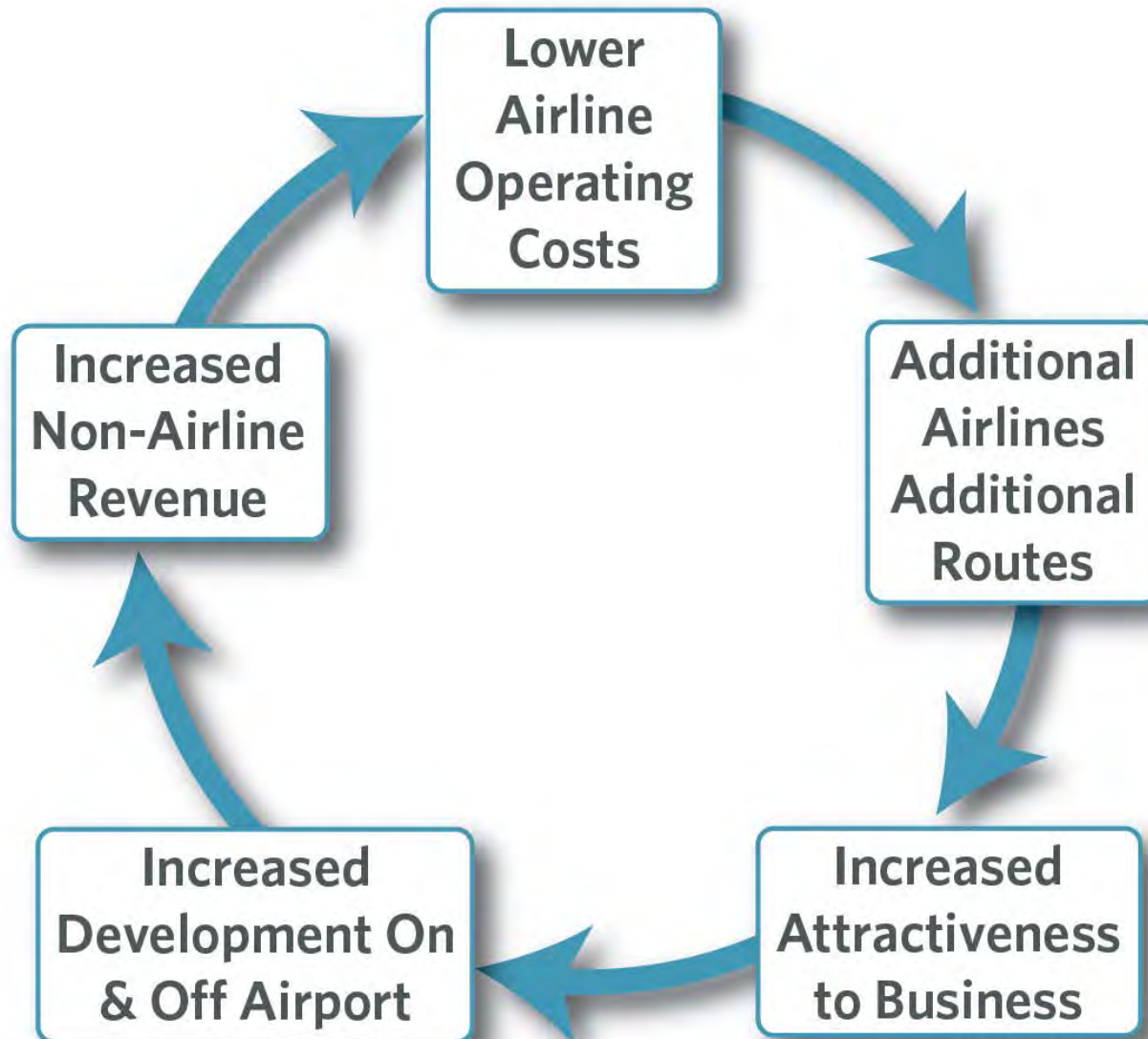
Colorado Aerotropolis Visioning Study



Community and Agency Briefings



Economic Development Cycle

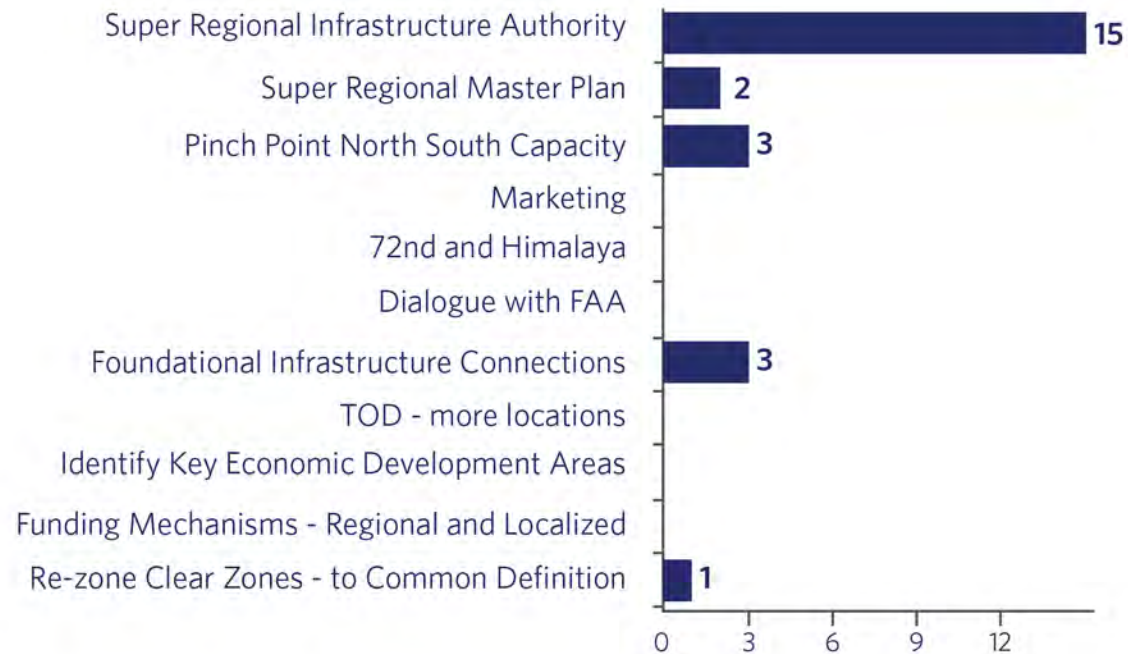


Near-Term and Long-Term Initiatives



Priority Issues of Jurisdictions

- Identified Near-term Initiatives for Study

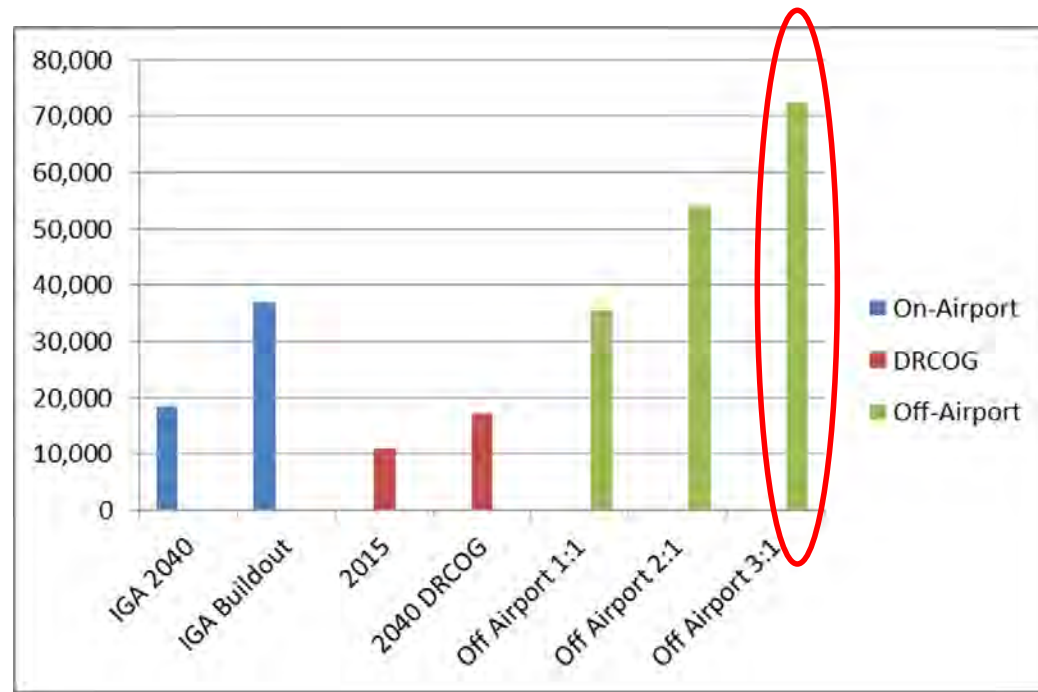


Scenario Analysis

- Current Trends Scenario
- Aerotropolis Scenario
- Evaluation Criteria
 - Regional Compatibility
 - Community Acceptance
 - Environmental Sustainability
 - Infrastructure Efficiency
 - Economic Development
 - Regionalism and Cooperation
 - Global Recognition
 - Funding

Aerotropolis Employment Projections

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

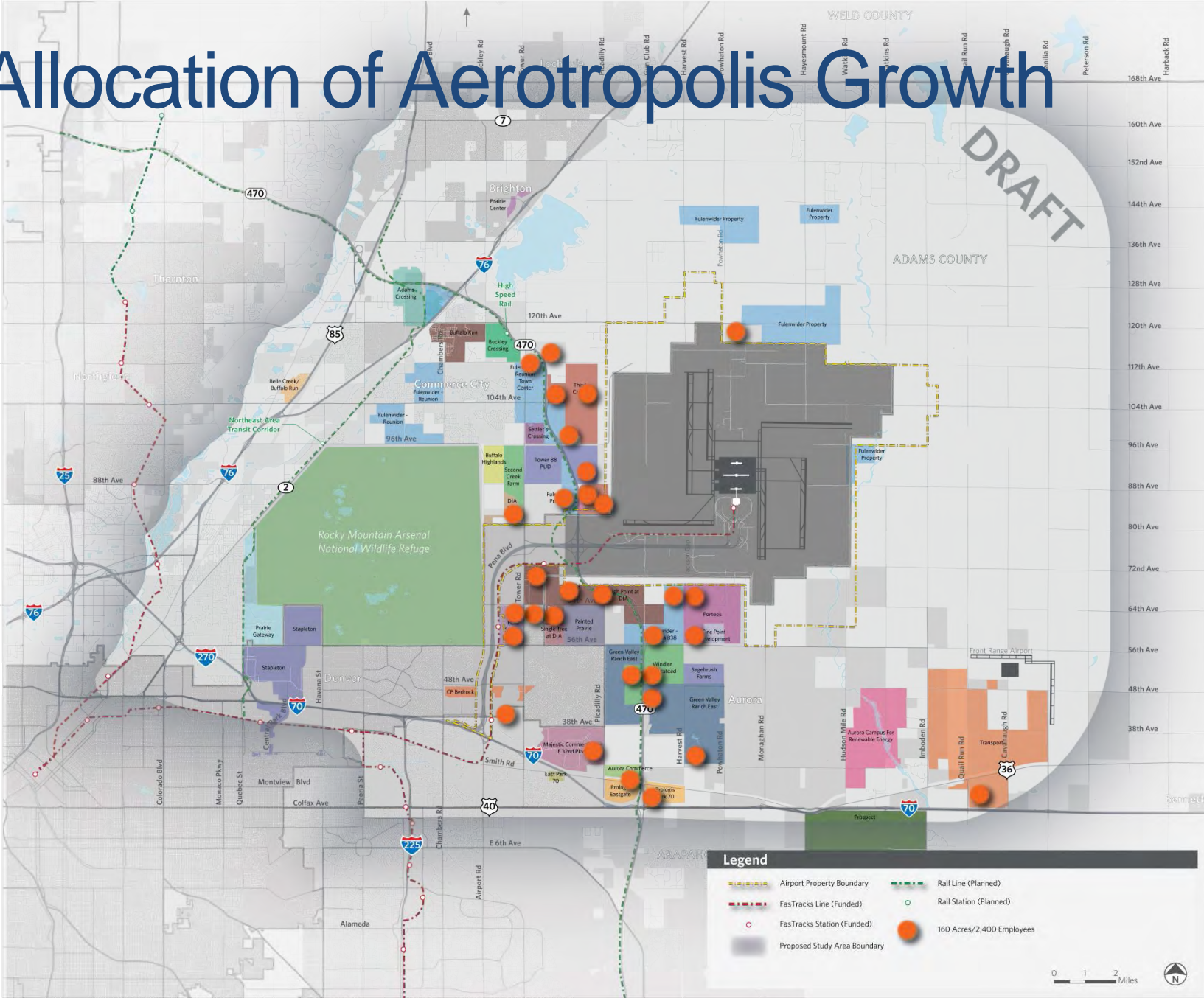


Growth Allocation Principles

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

Allocation of Aerotropolis Growth

DRAFT



Legend

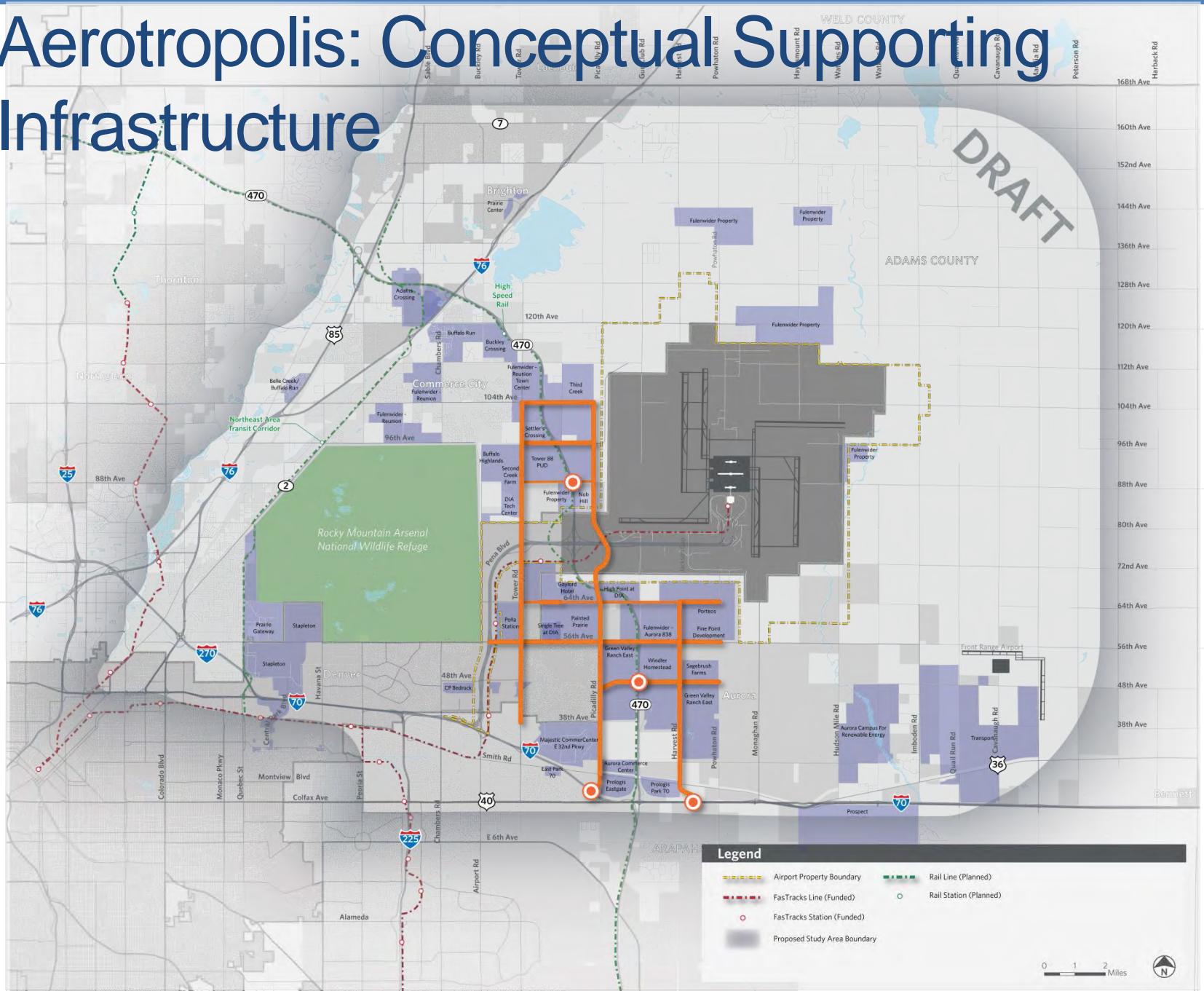
- Airport Property Boundary
- FasTracks Line (Funded)
- FasTracks Station (Funded)
- Rail Line (Planned)
- Rail Station (Planned)
- 160 Acres/2,400 Employees
- Proposed Study Area Boundary



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



Economic Analysis

- Objective: Assess Agglomeration Economy Effects
- Quantitative
 - Capital Cost Savings
 - Real Estate Values
 - Property and Sales Taxes
 - Direct/Indirect & Permanent Jobs
- Qualitative
 - Wage Growth
 - Productivity
 - Quality of Life

Governance Panel

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



Southeast Public Improvement Metropolitan District

- Patrick Mulhern – SPIMD



THANK YOU





Colorado Aerotropolis Visioning Study

Meeting Agenda

Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee
Date:	8:30 June 4, 2015
Location:	Rocky Mountain Arsenal National Wildlife Refuge

1. Welcome and Introductions
2. Study Review Committee Workshops Discussion
3. Study Decisions
 - a. Study Name
 - b. Study Vision Statement
 - c. Study Area
 - d. Proposed Study Outcomes
 - i. Existing Conditions and Plan Compilation
 - ii. Scenario Development/Growth Analysis
 - iii. Post-Study Framework
4. Roundtable - Perspectives on Study
5. Committee Structure
 - a. Steering Committee
 - b. Study Review Committee
6. Communications Protocol
 - a. Study FAQ Sheet
7. Other
8. Next Steering Committee - TBD
 - a. Meeting location
9. Next SRC meeting June 18 - Scenarios
10. Next Steps and Action Items

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.



Meeting Notes

Project:	Colorado Aerotropolis Visioning Study
Subject:	Steering Committee Meeting
Date:	June 4, 2015
Location:	Rocky Mountain Arsenal National Wildlife Refuge
Attendees:	Commerce City: James (Jim) Hayes (JAH) Brighton: Marv Falconburg (MF) Aurora: Bob Watkins (BW) DEN Real Estate: Dan Poremba (DP) Adams County: NA Denver: NA CDOT: Jay Hendrickson (JH) LXC: Kip Cheroutes (KC) HDR: Chris Primus (CP), Rick Pilgrim (RP), Kaia Nesbitt (KN)
Distribution:	File

SUMMARY OF DISCUSSION:

1. Welcome and Introductions (Rick Pilgrim)
2. Study Overview and Schedule
 - a. This study will develop a framework for moving forward; it has a tight timeframe to complete by end of 2015.
 - b. Scenarios will be developed for later this month.
 - c. Questions:
 - (DP) Refer to DEN's 'Quilt Plan'—highlighting collective interests of Land Use. Follow-up—Reach out to DEN for their combined plan. Possible Tryba/CH plan for land uses and infrastructure.
 - (BW) De-emphasis land use in Aurora—Their uses near DIA are flexible. Infrastructure (especially transportation) is hot issue.
 - (JAH) Commerce City—Flexible about land use, but infrastructure is key. Nob Hill is closest development opportunity to airport, but as a high geographic point it's expensive to serve with infrastructure.
 - (KC) Should we have the key developers/property owners included? (BW) Some of them have good financing plans. (Fulenwider, Oakwood Homes, Porteos...)
 - (JH) Maybe we can use the new Partnership Agreement (mediation) to help fund/prioritize major infrastructure moves.
3. Stakeholder Committee—Representation
 - a. (BW) Depends on the purpose of the committee—if it's about having the involved parties, then it makes sense for DEN to be involved. If decisions are not made by voting, then yes, absolutely they

should be involved. If we are having discussions and working toward consensus, then DEN should have a seat.

- b. (JAH) It wouldn't be a robust planning exercise without DEN at the table.
- c. (MF) Agree with JH. Shared marketing is important.
- d. (DP) You'll find DEN and Denver don't always have the same point of view. If there's an unfair advantage in voicing preferences because of DEN and Denver, we're willing to adjust.
- e. (JH) Note, DEN impacted by FAA regulations that Denver is not.
- f. (MV) If this is about voting on priorities, we might have a different opinion.
- g. **OUTCOME: Substantial agreement to have DEN on Steering committee.**

4. Study Decisions

- a. (DP) There's opportunity for this committee to make recommendations for post-study framework, including entity inclusions. For example, collaborative marketing, development along Piccadilly. This is about regional economic benefit and jobs. Most of the development will be off-airport because of FAA headaches.
- b. (KC) Invite the campaign to our study committee to make sure we're aligned (the contact person is Mike Melanson).
- c. (JH) November elections anything related or conflicting with the IGA issue? (JAH) council elections and mayor, school district bond issues. (MF) Nothing major. (KC) Denver will have a vote for the stock show bonding.
- d. (JH) general overview comments about the positive momentum and collaborative success so far on this study. (DP) "Just keep going! I feel like this project is moving at lightning speed compared to some of the others."
- e. (JH) Noted meeting with representative from Colorado's office of Economic Development and International Trade.
- f. (JH) Project name—All agree it's ok as "Colorado Aerotropolis Visioning Study."
- g. (JH) Project vision—revised to include 'Colorado' and '..planning, development and financing'. All agreed.
- h. (CP) Project boundary—Revised to capture south side activity near I-70 interchanges. Boundary will be moved to ½ mile south of I-70. All agreed.
- i. (JH) This may lead us to coordinating with Arapahoe County. After discussion, the study team will consider further.
- j. (JH) Revision to FAQ—The FAQ will be updated to reflect new language for the Proposed IGA amendment. Also, the Question concerning Peña Boulevard will be deleted as it confuses the issue.
- k. (BW) Overall, what does this study team need from us? (JH) We need to know when you disagree, we need continuous participation through the process, we will need your input one-on-one, we need your continuity of meeting participation, your coordination with elected officials.

5. Interaction with Elected Officials (CP)
 - a. Steering committee members to help the team ensure communication with elected officials. This will be accomplished by informal via briefings throughout the study, and a final summary to Council/Commissions at the end. (BW)
 - b. Issue of Peña Blvd study coordination/conflict. Their alternatives should inform our study (JAH). We need to make sure the two are not seen as colluding (JH).
6. How will this study help you? What does post-study framework look like?
 - a. Aurora—It's about transportation, interchanges along I-70, arterial connections, sewer. Looking at a taxing approach for funding. Example—Porteos asking for connection to I-70. Post study framework—not sure yet. Financing ideas are coming from the property owners (BW).
 - b. DEN—focus on infrastructure over land use. Connectivity of roadways is really important. Districts are important for figuring out financing. Could catalog the districts that exist within the boundaries. Can help figure out what the regional overlay might look like. Do we need an infrastructure financing consultant? (DP)
 - Aurora currently using someone (BW).
 - Infrastructure financing is within HDR scope, but at conceptual level. Evaluate options (benefits/issues with each) such as P3 (CP).
 - Ed Icenogle has developed 12 ways for infrastructure financing, including requirements and elements. He has advised the mayors caucus (RP).
 - c. Brighton—Completely on board. It's our job to go back to councils and manage that until the end. We have infrastructure to our land area and decent transportation but we need better connections. Commerce City and light rail are interested in light rail in the future. Also interested in joint marketing. Vestas has brought 1500 jobs—great story and example (MV).
 - d. Commerce City—We will reach out to our developers. Cowley Companies, Fulenwider, Prime Sites, [Shea](#), Need to involve South Adams County Water and Sanitation (Abel Moreno) because we don't provide utilities at all. FAQ is great for city council (JAH).

STEERING COMMITTEE DECISIONS

1. DEN will have seat on Steering Committee for this project going forward.
2. Agreement to move forward with study name as "Colorado Aerotropolis Visioning Study."
3. Agreement to move forward with the revised Vision Statement.
4. Agreement to move forward with the project boundary, revised to include interchanges along I-70.

FOLLOW-UP ACTIONS

1. Make sure Planning staff from each jurisdiction attends the Scenarios meeting.
2. Consider inviting Mike Melanson (campaign manager for IGA initiative).
3. Team Action—How to involve Arapahoe County (JH).

4. Revisions to Vision, study boundary, FAQ (as noted during meeting).
5. Set meetings as far in advance as possible. Set August meeting now.
6. Follow up with Steering committee members regarding their opinions about interaction with elected officials.
7. Team to map our plan for end-of-study council presentations.
8. Give Brighton 5 minutes to 10 minutes min to tell their story at the June 18 SRC meeting (Holly Prather).
9. Consider distributing FAQ sheet and study area map to city councils.
10. FAQ updates—will be received by Friday. Suggestions: add vision statement; correct the word 'visioning'; remove the Peña Boulevard study reference.

