

MEETING RECORD

Page 1

DATE: 01/27/2020

TIME: 3:30-5:00 PM

RE: Planning and Development Subcommittee Meeting

ATTENDEES: Tom Fleming, Diane Jones, Troy Bliss, Jason Licon, Aaron Ehle, Josh Birks, James Hays, Kelly Jones, Paul Sizemore, Stacey Pearson

Begin Meeting Record 01/27/2020

Agenda Item #1: Meeting Minutes Review, January 13th

- **Diane moved to approve the minutes. The Josh, seconded by Diane passed unanimously.**

Agenda Item #2: Terminal Design Charrette Workshop Review

- The funding and process are already in place. How will pursuing private funding affect our critical path? We have a firm deadline of July 2024 to spent the CARES Act funds.
 - If there are other sources of funding that are going to expand the scope of the design, we need to identify them as soon as possible.
 - Part or all of the \$2 million of CARES Act grant set aside for operations and maintenance may be available to add to the budget.
 - There are a handful of examples of recent public-private partnership (P3), but the agreements generally take several years to complete.
 - Investors expect a high rate of return. It is going to be difficult for us to attract private investment without demonstrated revenue streams.
 - This isn't our only chance at attracting private investment. Private entities will be more willing to invest once we are able to demonstrate a return on investment.
 - The ultimate buildout of the terminal will likely take place over several phases.
 - Pausing the terminal design process could put the project at risk.
 - How can additional public funding be obtained?
 - State Infrastructure Bank Loan
 - Issue debt through Cities (public-private)
 - Cities provide funding shortfall
 - FAA VALE Grant
 - Other unidentified grants
 - What options exist for private sector involvement?
 - Lease back arrangement
 - Conventional loan
 - RFI for private sector to build, operate, and manage facility
 - Philanthropic donations
 - Air carrier investment or loan
- Some members of the Airport Commission don't feel like the Master Plan adequately addresses potential land use in the area around the terminal.
 - The Master Plan is mostly funded by the FAA and focuses on meeting aeronautical demand.

- New development is affected by adjacent/nearby development, making it difficult to predict.
- As part of the terminal design effort, the entryway and area around the terminal will be a focus area.
- Expandability of the terminal and parking is an important consideration.
- How much area do we want to dedicate to aeronautical use and how much land do we want to accommodate other uses?

Agenda Item #3: StratOp Preparation

- Stacey Pearson from Paterson will be the facilitator for the two-day StratOp session with the Commission in February.
 - The goal is to improve that Strategic Plan, not replace it.
 - Stacey: What is going to make this StratOp Successful? What do you need to support your work? What are the core issues and barriers?
 - Aaron: The current plan seems a bit heavy on buzz words and light on substance. We need actionable plan with specific responsibilities and tasks.
 - Diane: The vision and mission is pretty well set, but what it means is a matter of perspective. The location of the Airport creates presents potential for the whole Northern Colorado Region, not just the Cities. Technology and innovation should be focus areas, both aviation related and non-aviation related. The remote tower positions us for training opportunities. How can the Airport influence economic development and job creation in the Airport Influence Area (AIA)? We need a more cohesive strategy.
 - Josh: The Commission is good at “thinking big” and providing vision. What we really need now is to take the items that have been identified and give them specificity. Some of the words and terms in the current Strategic Plan don’t mean much or mean too much without context and specificity. Where does the Airport fit within the equation of economic development? There are a lot of different views about what the Airport’s role is.
 - James: What do we want to be when we grow up? The Airport has an important role to play in a lot of areas, but we can’t lose sight of our main purpose – aviation. Some airports have had so much development happen around them that the communities that own them are trying to find ways to get rid of them.
 - Tom: There is already a lot of conformity among the Commission members about the vision. What are we going to do? Who’s going to do it? When are we going to do it? How is it going to be funded? How do we increase the sense of ownership and involvement beyond the two cities and people who currently use and benefit from the Airport? Developing funding strategies is critical, but we also face other constraints and barriers.
 - Kelly: The Commission is full of “big thinkers”, but lacks an operational mindset. The Airport does an amazing job with the resources they have. Big dreams are great, but we also need to think about how we can take small bites in the right order to make progress towards our goals.
 - Troy: We need to make sure the Master Plan is guiding us in the appropriate way and that we quickly identify and address shortfalls in the plan. There is already a lot more going on around the Airport than most people realize. How do we draw attention to the Airport and make it more marketable?
 - Jason: Success means a lot of different things – building upon prior success, raising awareness, and getting buy-in from direct and indirect users. We are uniquely positioned as a commercial service airport and want to be a gateway to the region that reflects the values of the communities. Getting to where we want to be will require more investment and staffing.

End Meeting Record