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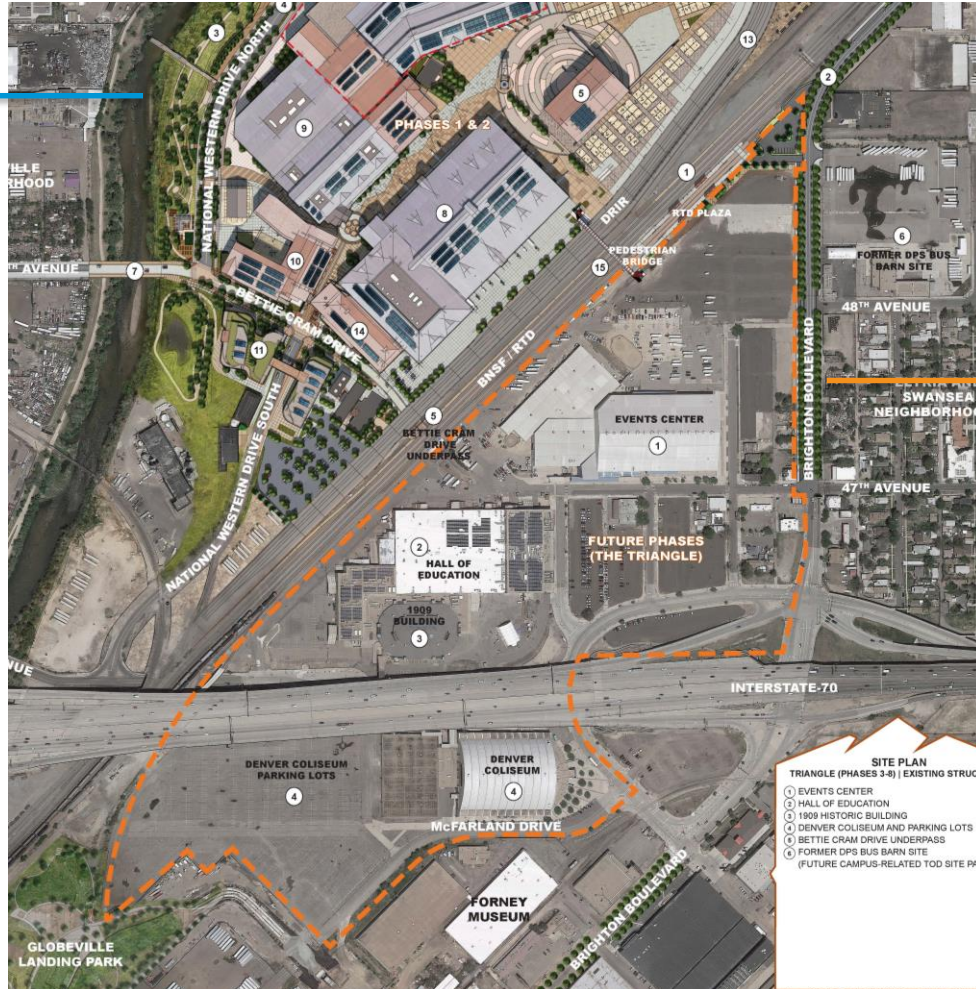
Triangle Project Update City Council Briefing

December 2019

NWC Triangle Project Overview

FUTURE PHASES FOR THE CAMPUS

NWC Phases 1 & 2



NWC Phases 3-8 "The Triangle"

- Roles and Responsibilities
- Why this project?
- Why this delivery method?
- Procurement Approach and Process
 - How This Project is Different
 - Shortlisted Proposers
 - Community Engagement
 - Schedule



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Roles and Responsibilities

- PBI is not appropriate for all public infrastructure projects and should be used judiciously, which is why Denver created a PBI office to:
 - Determine if a project is appropriate for PBI delivery to ensure future PBI projects stay true to Denver's core values of inclusion, equity, and economic opportunities for all.
 - Established a **neutral, standardized and transparent** process to evaluate and execute potential partnerships with the private sector to deliver public infrastructure.

NWC Triangle Project Roles and Responsibilities

City and County of Denver

Principal land and facility owner.

City and County of Denver | PBI Office

Leading the procurement process to select a development partner.

Mayor's Office of the National Western Center (NWCO)

Sponsoring Agency for the Triangle Project—responsible for content development, Responsible for construction of Phases 1 & 2.

The National Western Center Authority

100-year lease with the City and County of Denver.
Signatory to the Framework Agreement.

City Council

- Contract Approval
- Stakeholder engagement

Development Partner

- Procurement Process
- Contract Negotiations
- Signatory to Agreement
- Management

Community

- Stakeholder engagement



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Why This Project?

The Triangle Project will:

- Advance the vision and mission of the National Western Center and contribute to its long-term success.
- Activate the NWC Campus with a mix of uses to further serve local neighborhoods and provide job creation.
- Seamlessly integrate with NWC Phases 1 & 2 and the surrounding neighborhoods in accordance with adopted plans.

Anticipated Campus Improvements and Benefits:

- ❖ Updates to aging infrastructure
- ❖ Environmental remediation & resiliency
- ❖ Design character
- ❖ Roads, bridges, open space
- ❖ 1909 Public Market
- ❖ Small business
- ❖ Workforce
- ❖ Transportation/ mobility connections
- ❖ Housing

NWC Triangle Project Overview



Four Required Assets:

- Renovate 1909 Historic Building
- New approx. 10,000-Seat Arena
- New Expo Hall
- Supporting Infrastructure

Additional supporting development to activate the campus year-round



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Why This Delivery Method?

What is a Public-Private Partnership (PPP)?

A PPP or P3 is a **long-term contractual arrangement** between a public owner and a private entity to **share the risks and rewards** of a public asset and service delivery, through which the project **leverages the private sector’s skills and financing** and provides **enhanced value for money**.

Key Features of a PPP

Long-Term Contract	<ul style="list-style-type: none"> - Lease, concession or similar agreement - Term of 30+ years 	Private Sector Skills	<ul style="list-style-type: none"> - Performance/outcome-based contracts - Yields opportunities for technical innovations and efficiencies
Shared Risks	<ul style="list-style-type: none"> - Substantial risk transfer to private partner in construction and operations 	Private Financing	<ul style="list-style-type: none"> - Access to private capital to bridge financial gaps and assume project risks
Shared Rewards	<ul style="list-style-type: none"> - Compensation to private sector can include project revenues and/or “availability payments” - Payments tied to performance 	Enhanced Value for Money	<ul style="list-style-type: none"> - PPP strategy chosen when quantitative and qualitative benefits accrue to owner

PPP ≠ new revenue

Ultimate goal is to deliver public projects efficiently

Why P3 for National Western Center?

The City is pursuing a P3 for development and operations of the Triangle (and potentially operations of Phases 1&2) due to potential quantitative and qualitative benefits.

Design & Construction

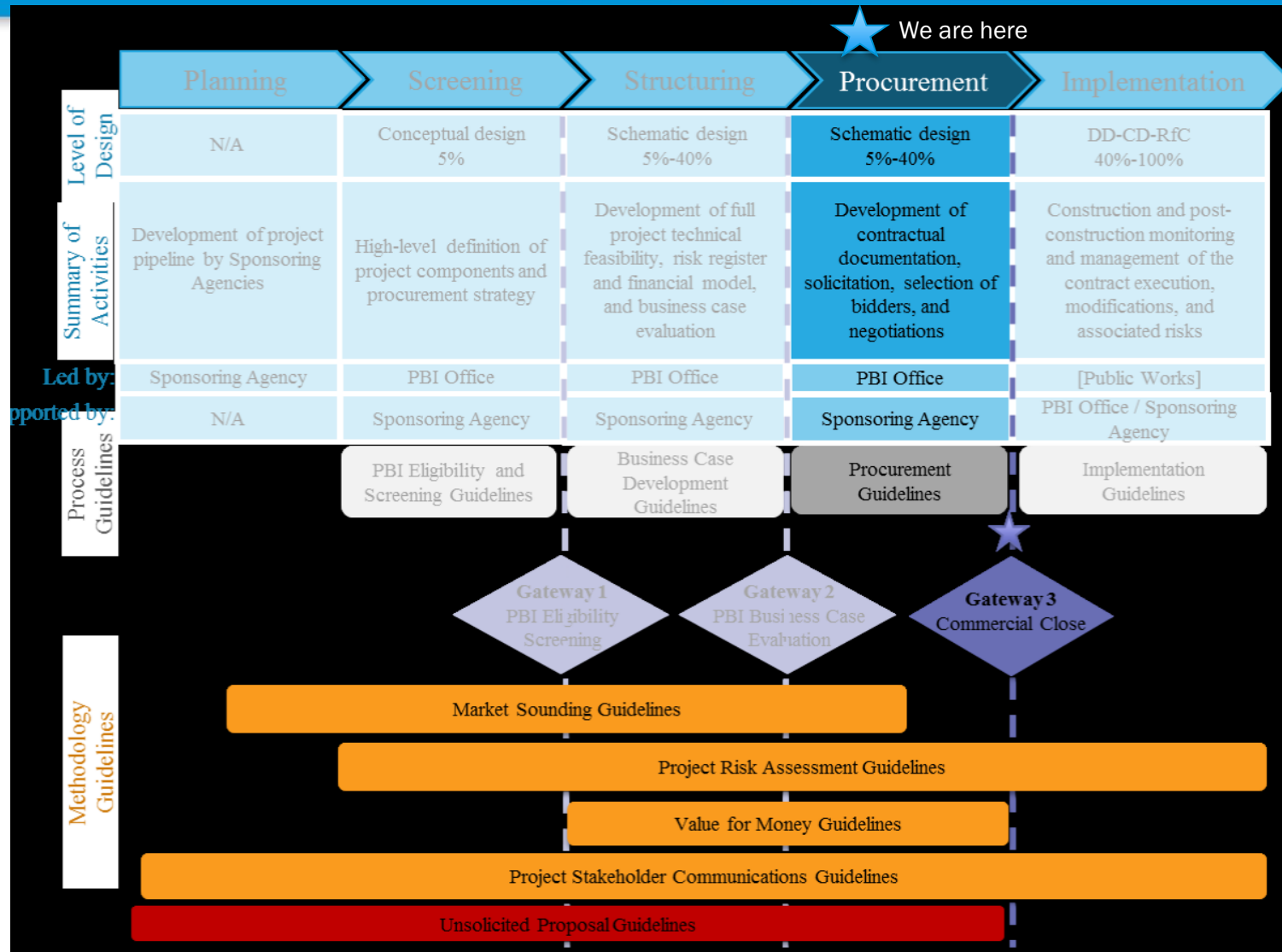
- Single contract and counterparty
- Transfer of construction cost and schedule risk
- Access to innovative technical concepts
- Integration of site planning to enhance campus experience

Operations & Maintenance

- Transfer of long-term operations and maintenance cost risk
- Access to world-class operational expertise
- Incorporation of lifecycle thinking in design
- Transfer of responsibility for renewal and handback
- Creation of incentives for facility performance and ongoing maintenance

Funding & Financing

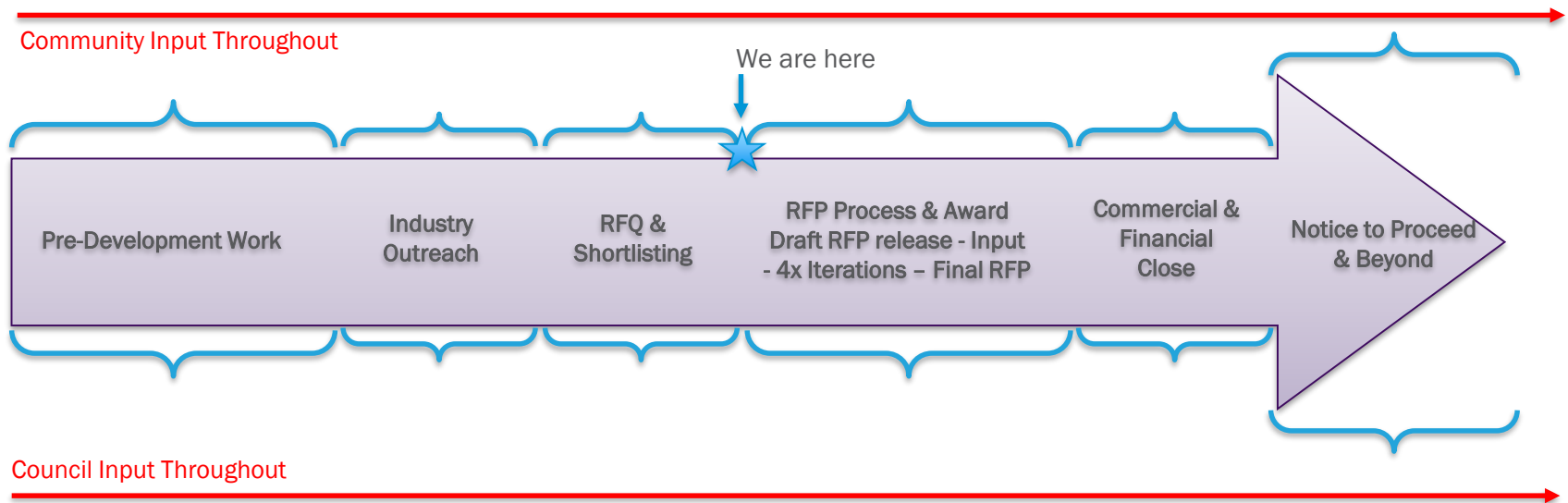
- Transfer of revenue risk
- Access to potentially higher revenue generation/facility performance
- Enhanced site planning to improve real estate value and increase funding





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Triangle Project Procurement Approach and Process



- The City evaluated SOQ and shortlisted two teams to proceed to the RFP phase.
- The RFP will be **iterative** and will require detailed, committed proposals from proposers and include typical PBI procurement features:
 - One on one meetings
 - Alternative technical and financial concepts
 - Input from the community and other stakeholders
- The RFP will be scored on a best value basis with technical and financial elements

Triangle Collective

Infrastructure Equity Member

- Macquarie Financial Holdings
Lead Contractor
- Hensel Phelps Construction
Lead Facilities Operator(s)
- OVG Facilities and Live Nation Worldwide
Lead Architect(s)
- Fentress Architects & Perkins+Will
Lead Urban Designer
- MIG
Lead Engineer(s)
- MIG – horizontal
- Thornton Tomasetti - structural
Historic Rehabilitation Consultant
- Hoehn Architects

Plenary Cordish Saunders Triangle Partners

Infrastructure Equity Member(s)

- Plenary Group USA Concessions, Saunders Concessions, Macquarie Financial Holdings
Lead Contractor(s)
- Saunders Construction & J.E. Dunn Construction
Lead Facilities Operator(s)
- AEG Facilities
Lead Architect(s)
- Populous
Lead Urban Designer
- HKS
Lead Engineer(s)
- Martin/Martin – horizontal/structural
Historic Rehabilitation Consultant
- David Owen Tryba Architects

How This RFP Process is Different

Traditional Delivery

- RFP formulated around a known solutions
- Drafts of RFP kept confidential until final is released
- **Only the final RFP is publicly released**
- Proposers may submit questions for consideration
- Addendums may be issued in response to questions raised by proposers
- No engagement between City and proposers once RFP is released

PBI Delivery

- Based on collaboration between proposers and City
- Draft RFP formulated around set of guidelines for known needs – but not solutions
- **Draft RFP publicly issued and available for comment**
- Community and contractor provide input on draft
- Multiple iterations of draft created and released
- Final RFP incorporates feedback from all entities

Community

- Community Meetings & Input Sessions
 - City Hosted and Existing Community Events
 - Elyria and Swansea Neighborhood Association, GES Collation, EGS & Partners, NWC Citizen Advisory Committee, etc.

Business

- Business Meetings and Input Sessions
 - City Hosted and Existing Business Association Meetings
 - Elyria-Swansea-Globeville Business Association, Chamber of Commerce (HCC, CBCC, etc.)
- Industry Forums and Information Sessions
 - City Hosted and Existing Industry Events and Meetings
 - Industry Organizations (HCC, AGC, COMTO, etc.)

Outreach Tools

- Email blast, newsletters, social media, website, flyers, survey, other
- Spanish Translation and Interpretation

Procurement Schedule

Activity	Date
Triangle RFQ Issuance	March 1, 2019
SOQ Submittal Deadline (12:00pm MDT)	May 23, 2019
Pre-SOQ One-on-One Meetings w/ Proposers	Spring 2019
City Council and Community Updates	Ongoing
Released Draft Request for Proposals	Fall 2019
Pre-RFP Interviews/One-on-One Meetings w/ proposers	Winter - Summer 2020
Issuance of Final RFP to Shortlisted Proposers	Fall 2020
Proposal Submission	Fall 2020
Selection of Preferred Proposer	Fall 2020
City Council Action on Project Agreement	Spring 2021
Execution of Final Project Agreement	Spring 2021
Estimated Completion of Construction of Public Elements	Summer 2025

- Draft RFP lays the foundation for building the Final RFP
- Assumes 4 additional iterations of Draft before Final RFP is released
- Will require extensive community input/outreach
- Highly confidential negotiations



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Questions?