A panoramic view of the Denver skyline, featuring several prominent skyscrapers in the foreground and a range of blue mountains in the background under a clear sky. The foreground is filled with lush green trees.

# Screening for Success: The City and County of Denver's P3 Program

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Office of Mayor Michael B. Hancock

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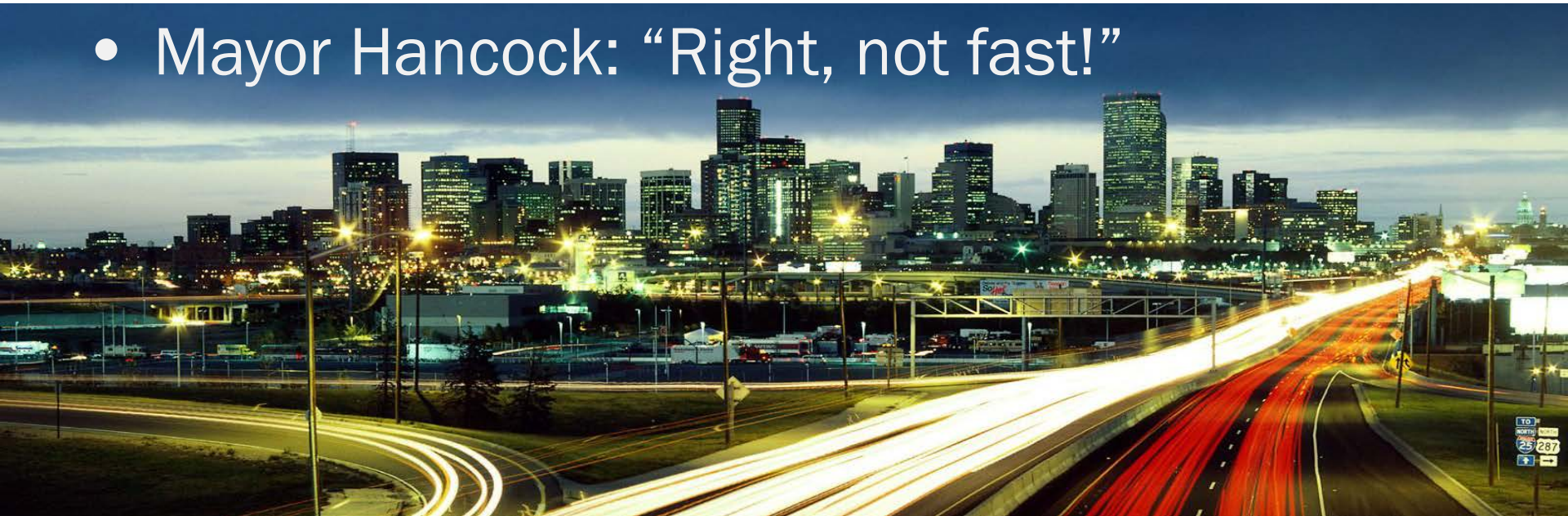
# Overview

## Denver, Colorado, and P3s



# What's Happening in Denver Now?

- Practice makes perfect!
- Denver is experiencing unprecedented growth and opportunity
- Need for citywide P3 Program
- Mayor Hancock: “Right, not fast!”



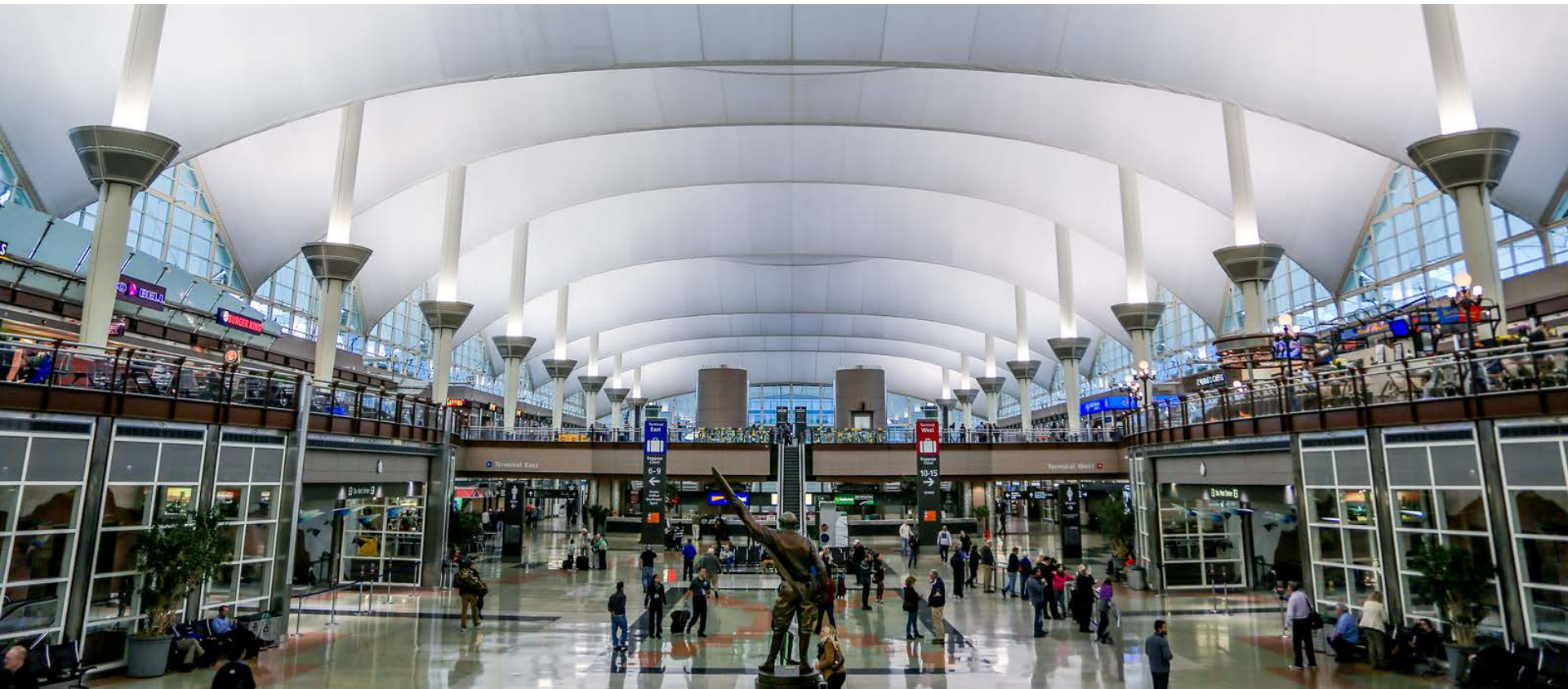
- P3 Program and Policy Framework
  - Arup Advisory, Inc.
  - Process and Methodology Guidelines
- Stakeholder Engagement and Communications
  - Linhart PR
  - Strategies, Plans, and Messaging
- Business Case Development
  - Arup Advisory, Inc. and Ernst & Young

# What We Have Encountered

1. The Great Hall P3 Project
2. Balancing the Public's Need for Input with the Private Sector's Need for Certainty
3. Culture Shift: When and How to Engage Implementing Departments
4. Unsolicited Proposal Policy

# The Great Hall P3 Project

- Different constraints, different stakeholders
- Lessons learned





# Balancing the Public's Need for Input with the Private Sector's Need for Certainty

- Build political and public support for P3 program and projects
- Incorporating Denver's values
- Clear decision-making process
- Early stakeholder input and approval

- New process for city agencies
- Transfer of project responsibility and control
- Educating city agencies on the benefits and tradeoffs of P3 procurement to meet the city's P3 project objectives



# Centralized Unit, P3 Office

- Specialized skills and expertise
- Manage pipeline of projects
- Define and refine communications and stakeholder engagement plan



- In the process of finalizing an unsolicited proposal policy
- Intended to encourage outside organizations to propose innovative approaches and methods to assist the city in achieving its goals
- Provides a mechanism for the city to consider and act upon proposals
- But not quite yet....

# Exciting Opportunities! National Western Center



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## NATIONAL WESTERN CENTER

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LOCAL IMPACT  GLOBAL REACH

## THE CAMPUS

### LOCAL IMPACT – GLOBAL REACH

- \$1.1 billion in committed funding for Phases I and II
- An estimated 250 acres at buildout (130 acreages today) minutes from downtown Denver
- Historic home of the National Western Stock Show since 1906
- Approximately 2.8 million SF in new and/or renovated facilities
- Three Colorado State University facilities on campus
- Campus serves as a critical “bridge” between rural and urban food interests
- An expected \$6.7 billion in new economic impact over the next 36 years.

## CREATING A CRITICAL CONVERGENCE OF OPPORTUNITIES: PAST, PRESENT & FUTURE





# So, What's Next for Denver?

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City and County of Denver

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