



A photograph of the Space Shuttle Columbia on the Mobile Launcher Platform (MLP) being moved by the crawler-transporter. The MLP is a large, white, cylindrical structure that houses the shuttle and its external tank and solid rocket boosters. The MLP is being transported on a set of tracks. The shuttle is white with black and red markings, including the USA logo. The crawler-transporter is a massive, multi-wheeled vehicle that carries heavy loads across the launch complex. The background is a dark, clear sky.

Needs are outpacing  
revenues

- Aging Infrastructure
- Rising Costs
- Eroding Revenues

**Richmond...**  
Our revenue sources are eroding

A photograph of the Space Shuttle Columbia on the Mobile Launcher Platform (MLP) being moved by the Orbiter External Tower (OET) at the Kennedy Space Center. The MLP is a white cylindrical structure with black and white bands, and the letters "USA" are visible on its side. The OET is a complex metal structure with orange lighting, positioned to the left of the MLP. The background is dark, suggesting an indoor facility.

Debt Issuance has been maximized

- Wise use of low rates
- \$2.1 B issued since 2010 to jump start program

**Richmond. . .  
Debt can only be a piece  
of the solution**

## Public – Private

Partnerships have proven successful

- Allowed leveraging of ~\$5 B in improvements

Richmond. . .

**Public – private partnerships  
don't work without  
public investment**



A photograph of the Space Shuttle Columbia on the Mobile Launcher Platform (MLP) being moved by the Orbiter External Transporter (OET-3) on the Main Engine Test (MET) building at the Kennedy Space Center. The MLP is a white cylindrical structure with black and white bands, and the letters "USA" are visible on its side. The OET-3 is a large, orange, lattice-like structure that supports the MLP. The background is dark, suggesting an indoor facility.

Tolling has played an  
integral part in program  
delivery

- 495 Express
- 95 Express
- Downtown/Midtown
- Route 460

**Richmond. . .**

Tolling must play a part but  
cannot be the only answer

A photograph of the Space Shuttle Columbia on the Mobile Launcher Platform (MLP) being moved by the Orbiter External Transporter (OET-3) on the Vehicle Assembly Building (VAB) crawler-transporter. The MLP is a large, white, cylindrical structure that houses the shuttle and its external tank and solid rocket boosters. The OET-3 is a large, orange, lattice-like structure that supports the MLP. The VAB crawler-transporter is a massive, multi-wheeled vehicle that transports heavy loads across the launch complex. The shuttle is oriented vertically, and the MLP is being moved along a set of tracks. The background is a dark, overcast sky.

Infrastructure investment  
creates economic vitality

- Governor McDonnell's  
2011 Program
  - \$13 B in economic impact
  - 104,000 jobs supported

**Richmond. . .**

We need investment to  
strengthen our economic  
competitiveness





**“Houston, we have  
a miracle”**

**Everyone played  
a part. . .**

**What part  
will you play???**

