
NATIONAL WESTERN CENTER



Master Plan

Denver, Colorado

March 9, 2015



CITY COUNCIL

City and County of Denver



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Howdy Neighbors and National Western Supporters,

The National Western Stock Show started 109 years ago with a simple tent in the Elyria neighborhood. Today the Stock Show has grown to become Colorado's most significant agricultural convention and western heritage event, recording record attendance of 682,539 visitors this year (2015) and contributing approximately \$100 million to the Denver economy. The National Western is a treasure and landmark destination, yet is dealing with outdated facilities, and a need for growth. We are proud to have National Western have its foundation and history here in Denver and have enjoyed its cultural events like the Mexican Rodeo, the Martin Luther King African American Heritage Rodeo, and the Coors Western Art exhibit. This National Western Master Plan will create a new touchstone for us to live up to, a year round dynamic facility and institution. We have shaped a plan that captures the past, present and future of the Globeville Elyria and Swansea neighborhoods, and embraces the agricultural practices that drive the National Western.

This master plan will transform and create new possibilities for tourism, education, and for the surrounding Globeville Elyria and Swansea (GES) neighborhoods! The forward thinking vision outlined in the plan is not just the map of the space and the facilities, but rather a story that reframes the "Old West" to become a place where compelling steps forward are taken in facing issues of food, water and energy globally! The National Western Center showcases our *Urban West* in GES and melds a unique combination of agriculture, industry and academic progress rooted in historic and culturally rich neighborhoods. The transformation of the National Western Complex and Denver Coliseum into the National Western Center Campus will support the implementation of the Globeville, Elyria and Swansea neighborhood plans that have set the stage for this plan.

I feel the most important part of this master plan is the inclusion of the neighborhoods with the National Western Center, as there have long been connectivity and relational obstacles for the local residents. Bettie Cram Drive and 51st Street will be new connections through the site and these streets will become essential linking points for the neighborhoods. Benefits to the community such as the 46 acres of land in the Master plan dedicated for open space and activation of the riverfront area are also very vital. The National Western Station Area for the North Metro commuter rail line will be a great place for neighbors and visitors alike to access the rest of the city, educational and employment opportunities, and areas for community building and enterprise. Moving forward, I would like to see specific details and commitments outlined which would benefit the neighborhood such as: a community commercial kitchen, long term connections with Swansea Elementary School, integrated markets with community, strong communication, and advocacy exchange between the neighborhood and the National Western.

During the planning process, the National Western's Citizen's Advisory Committee has worked hard and spent volunteer time working together for the benefit of the surrounding neighborhoods. There have also been great contributions from partners who will be essential to making this plan become a reality.

Thank you to all who have been involved with and guided this process,

A handwritten signature in cursive script that reads "Judy Montero".

Councilwoman Judy H. Montero, Denver City Council President Pro-Tem



Michael B. Hancock
Mayor



City and County of Denver

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Greetings!

In November 2012, the historic National Western Stock Show made a commitment to continue this important Denver tradition by remaining at its longstanding home in the city. This critical announcement launched a broad-based collaborative process in 2013 by my administration to transform the January National Western Stock Show event into a year-round campus. I am thrilled to announce the completion of the National Western Center Master Plan!

The plan will ensure the stock show event will continue being a Colorado tradition for another hundred years. It will also deliver a dynamic year-round tourist destination and agribusiness incubator, reclaim access to the South Platte River and reconnect the neighborhoods of Globeville, Elyria and Swansea with not only new streets and bridges but with new educational and economic opportunities. This plan sets the stage for Denver and the region to play a pivotal role in solving critical global issues before us around healthy food production and safety as we grapple with the realities of how we ultimately feed billions of people by 2050.

With a dedicated group of founding partners that includes the Western Stock Show Association, Colorado State University, the Denver Museum of Nature & Science and History Colorado, this bold and transformational long-range master plan establishes a global platform, bringing together year-round programming around life-long learning, the arts, entertainment, competition, commerce and research onto one unique campus.

In addition, a National Western Center Citizens Advisory Committee consisting of residents from the adjoining neighborhoods and businesses have been working hand-in-hand with our partners to develop a vision and goals for the National Western Center. Their involvement has turned the National Western Center into a pioneering project that will serve as an international model benefiting our entire community.

A unique feature of this plan is the collaborative approach to integrate the adjacent neighborhood planning process. The Globeville and Elyria-Swansea Neighborhood Plans helped inform the National Western Center master planning and you will notice how together, these three plans are able to leverage their strengths to create an aligned planning vision for the region that is truly iconic.

To support the plan and align it with other major development efforts in the area, like the Neighborhoods Plans, I formed the North Denver Cornerstone Collaborative (NDCC) in January 2013 to strategically align six key planning efforts in Globeville, Elyria and Swansea. These catalytic projects, including the National Western Center will play a key role in helping reconnect and reenergize the neighborhoods, resulting in a powerful and lasting positive impact on our city, the State and the broader Rocky Mountain West.

Congratulations and thank you to our partners and the many residents who provided input and guidance to the plan. Together, we will embrace our western heritage and recreate a gateway to our city into a premier urban experience for all to enjoy.

Respectfully,

A handwritten signature in black ink, appearing to read "M. Hancock", with a long horizontal line extending to the right.

Michael B. Hancock
Mayor



This land at the South Platte River is where people settled, worked, grew crops, built homes and an industry of agriculture emerged. Denver grew from this place. Denver grew from this history and is embracing this unique opportunity to reposition the site to advance Colorado's role in solving global food and resource issues.

The National Western Center extends this history into a promising future, bringing the National Western Stock Show, Colorado State University, Denver Museum of Nature and Science and History Colorado into partnership with the City and County of Denver to create a bold vision and a dynamic global engagement center that brings together P-12 experiential learning, research, commerce, competition, tourism and entertainment for the next 100 years.

The National Western Center will serve as a catalyst for the new west and a new way of thinking. It will set a new and higher standard that focuses on the stewardship of our land and investment in our agricultural resources to become a global leader in food production, water, energy and agriculture. It will tell the story of our frontiering spirit through strong partnerships, a celebration of our western heritage and pioneering opportunities for the future.



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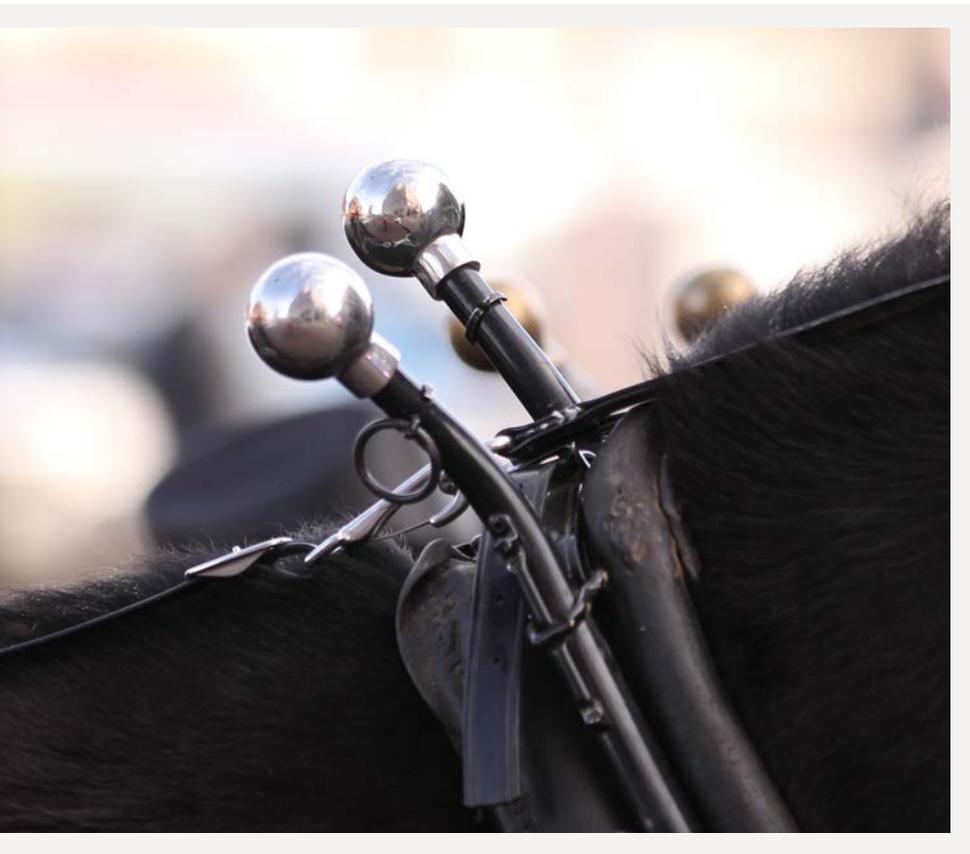


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“The National Western Center Master Plan is a real opportunity to create a new destination in Denver that brings together agriculture, education, entertainment, outdoor recreation and our western heritage all in one location while also honoring a one hundred plus year history with the National Western Stock Show. I’m very excited about our future and I’m very excited about what this new plan brings to all of us in the region.”

Mayor Michael B. Hancock

Introduction



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“The National Western Center is an expression of who we are historically but I think even more importantly it’s an expression of where we’re going.”

Kelly Leid, Executive Director, North Denver Cornerstone Collaborative

Introduction to the Master Plan

The true story of the West is one of exploration, innovation, entrepreneurship, problem-solving, and love of the land. It has also been one that includes conflict, over-use of resources, and unequal access to opportunity. The intention of the National Western Center (NWC) is to leverage the site's rich history, while telling a new story of what the American West is today and what our region means to its own people, as well as our increasingly connected global community. The American West of today is about recommitting ourselves to the West's original ideals of discovery, stewardship and leadership, and the NWC provides a flexible platform to adapt to the West's exciting future.

As a steward of our state's agricultural heritage, the National Western Stock Show is a beloved Denver institution and one of Colorado's enduring cultural treasures. Its reinvention at the NWC will allow this vibrant and authentic January event to thrive and grow at a unique moment in time when there are converging forces in global agricultural research and private sector food system investment that make the NWSS mission more relevant than ever. Simultaneously, the National Western Center is envisioned as a place where year-round activity ensures the NWC becomes an asset to surrounding neighborhoods, the Front Range and Colorado, improving connections, health, river access, daily amenities, and recreation opportunities, while fostering tourism and economic and workforce development in Denver's Corridor of Opportunity.

This exciting new chapter in the site's history puts its traditional activities in a dramatically new context. It also highlights the values and principles of the National Western Center partners—the National Western Stock Show, Colorado State University, the Denver Museum of Nature & Science, History Colorado, and the City and County of Denver—and how they might be applied to the physical spaces and nearly unlimited programming options at the NWC.

As the partners and surrounding communities have considered the driving forces that should shape the NWC, both physically and programmatically, for the next 100 years, an awareness of the hopes and challenges of younger generations has been critical. Studies of younger populations show they are aware of and concerned with global issues of food, water, energy, and the environment—even as many traditional labels such as “agriculture” and “science” fail to resonate with them.

The NWC provides a rare and precious opportunity to address these challenges in new and compelling ways for all ages and to set new standards for how we care for the land and feed the planet. The NWC will represent partnerships between the public and private sectors, and blur the lines between entertainment, the arts, education



and industry. The founding partners envision the NWC fostering research and development, hosting conferences where the best minds come together, and helping to apply best practices for immediate benefit to our community and society, all while creating an incredibly exciting educational center impacting the Colorado's K-12 population and beyond. The NWC Partners, all of whom have a significant educational mission, see the NWC as an opportunity for youth to explore new possibilities, pathways, and roles for themselves in creating global solutions. Forward looking, but firmly grounded in the traditions of the past, the NWSS is uniquely positioned to educate the public about the American West and to help shape our shared narrative of this extraordinary region.

At the same time, the NWC is about having fun. With its year-round activities, the NWC will attract tourists from all over the world, as well as providing daily amenities and attractions to the Front Range. International horse shows, junior livestock events, fairs, concerts, arts festivals, community events, trade shows, conferences and unique public space will ensure that there is always something to do and see at the NWC, and will attract both rural and urban audiences.

The most diverse and productive places on the planet are frequently at the edges of two different areas, whether they be biological or cultural mixing grounds. The NWC's combination of education and entertainment, research and commerce, public and private organizations, history and innovation, science and art, and young and old demonstrate the best thinking about how successful places serve and connect diverse audiences to foster creativity and discovery. The NWC is poised to be a global example of how this thoughtful design and programming can bring together families and hipsters, cowboys and computer programmers, CEO's and kayakers to have tremendous impact while showcasing the pioneering spirit and promise of the West.

The National Western Center Master Plan (*herein referred to as "The Plan"*), which represents the next critical step in the preparing a roadmap for this region of the City, establishes a long range Vision, Guiding Principles and Goals for the redevelopment of the National Western Complex and Denver Coliseum, including the basic framework for the location of the major program elements. At its core, the Plan sets out to accomplish the advancement of the Mayor's four broad objectives:

- The Plan plays a key role in reconnecting Globeville, Elyria and Swansea through new and improved multi-modal connections;
- The Plan advances the City's intent to secure and grow the National Western Stock Show for the next 100 years as the state's largest agriculture convention;

- The Plan sets in motion the creation of a year round destination to promote new out-of-state tourism in partnership with new and existing partners such as Visit Denver, Western Stock Show Association, Colorado State University, the Denver Museum of Nature & Science and History Colorado; and
- The Plan begins to position Denver as a global player in 21st century agricultural issues that will help advance, through new public/private partnerships, our knowledge around food production, safety and the expansion of healthy foods at an international scale.

The plan calls for a full rehabilitation of the site, one that repairs the long term damage from years of industrial uses and creates a new series of green and healthy spaces that that help to launch a new era for the National Western complex and the adjoining neighborhoods.

Plan Benefits

Neighborhoods

- Connect the community to the City's network of streets with bike and pedestrian improvements
- Two new east/west crossings of the site linking the neighborhoods to the river and rail station
- 1 mile of new River Park with river access and Water Resources Center
- New public street access along the east side of the South Platte River
- Access to educational opportunities for businesses, jobs, and local food
- 46 acres of new flexible outdoor multi-use public space

Region

- Secure the National Western Stock Show for the next 100 years
- 365 day-a-year active campus
- New destination for increased tourism and economic benefit
- New multi-use entertainment, event and meeting venues
- Provides opportunities for new partnerships centered around food, education, agriculture, economic development and entertainment

Global

- Sets the stage for a center focused on addressing world agricultural education and energy issues





National Western Center Vision and Guiding Principles

National Western Center Vision Statement

The National Western Center celebrates the pioneering spirit and promise of the West through year-round experiential life-long learning, the arts, entertainment, competition and commerce.

The NWC Partners have established a Vision for the National Western Center Campus (NWCC) and nine Guiding Principles identified by the founding NWC Partners and the community:

- Community and Neighborhood Integration
- Engage the River and Nature
- Celebrate Western Heritage
- Inspire Health and Wellness
- Build Cultural Crossroads
- Be Pioneering: Break Trail and Foster Innovation
- Create Fun and Entertaining Experiences
- Grow Local, Regional, and Global Intelligence
- Embrace an Ethic of Regeneration

The Plan will be used by public agencies, private entities and the community as a guide to the integrated development of the site. The Plan also outlines the physical organization and critical adjacencies for the development of a dynamic, year-round campus that celebrates our Western Heritage, integrates with the community, provides new educational opportunities

(including research and development), and engages the South Platte River. The Plan outlines the potential uses and program elements, describes the general design character of the proposed facilities and site, provides a regeneration framework and goals, and provides a logical implementation strategy to phase the sites redevelopment, recognizing that the National Western Stock Show needs to remain in operation during the site's redevelopment.

The Plan is intended to be a flexible planning document to allow for changes in funding, timing of improvements and changes to the stated program, including new opportunities that may emerge during the site's redevelopment. Specifically, it allows opportunities for additional partners to be added to the NWC at any time to address the needs of the NWC or help the community to fulfill the Vision. Through the on-going involvement of the National Western Citizens Advisory Committee and the dedication of the NWC Partners, the opportunity for further input and direction will be available as the site develops over time.

NATIONAL WESTERN CENTER



Vision and Guiding Principles

Vision

The National Western Center celebrates the pioneering spirit and promise of the West through year-round experiential life-long learning, the arts, entertainment, competition and commerce.

Guiding Principles

- Community and Neighborhood Integration
- Engage the River and Nature
- Celebrate Western Heritage
- Inspire Health and Wellness
- Build Cultural Crossroads
- Be Pioneering: Break Trail and Foster Innovation
- Create Fun and Entertaining Experiences
- Grow Local, Regional, and Global Intelligence
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Illustrative Master Plan

Key Site Elements

- 1 Water Resources Center and South Platte Riverfront
- 2 Stockyards/Event Pavilion
- 3 CSU Equine Sports Medicine Clinic
- 4 Equestrian Center
- 5 Livestock Center
- 6 NWC Transit Station
- 7 Shared Use/TOD Parking Structure
- 8 Livestock Exchange Building/Flex Space
- 9 Trade Show/Exhibition Hall
- 10 New Arena
- 11 CSU Center
- 12 Colorado Commons
- 13 Stadium Arena Market
- 14 Coliseum Redevelopment
- 15 Forney Transportation Museum
- 16 Northside Park/Heron Pond
- 17 Globeville Landing Park
- 18 Future Transit Oriented Development

National Western Center Partners



For more information on the National Western Center please visit: Denvergov.org/NDCC

NATIONAL WESTERN CENTER



Master Plan Big Ideas

Improve Access to and Health of the South Platte River

- Move rail from river's edge and consolidate to center of site
- Bury or move the Delgany Interceptor sewer lines
- Relocate National Western Drive to allow for better river and Event Pavilion access
- Improve river habitat and health
- Create recreational trails and educational areas along the river

Foster Regeneration

- Create a center to respond to global challenges around food, water, energy and the environment
- Improve, restore and enhance the site and its surroundings ecologically, economically and socially
- Create long term work spaces and job opportunities

Flexible, Year-Round Programs to Drive New Tourism

- Create flexible, efficient, vibrant indoor and outdoor spaces that allow various uses throughout the year, including markets, offices, restaurants, retail, festivals, and the Stock Show
- Provide a variety of programs—educational, recreational, commercial, competitions, entertainment, visual and performing arts—for neighbors and local to global visitors
- Provide hands-on, informal and formal educational programs for families, students, and life-long learners
- Build off the history and heritage of the site, while highlighting innovation, particularly in food, energy, and water use
- Pursue long-term opportunities to create new programs, spaces, and partnerships



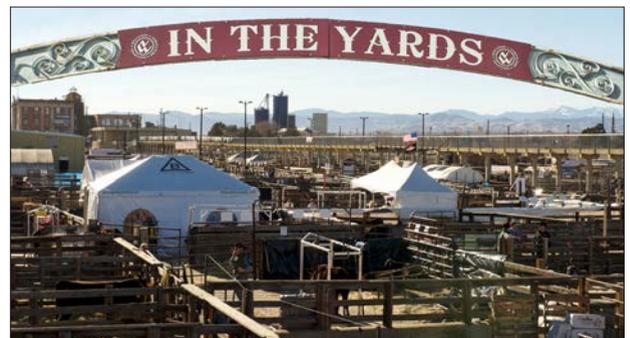


Provide New Connections

- Create two new connections across the river between Washington Street and National Western Drive at 49th Avenue and 51st Avenue
- Connect Washington Street and Brighton Boulevard with a new complete/green street
- Provide an elevated walkway connection to provide access to the RTD Rail Station
- Improve pedestrian and bicycle facilities throughout the NWCC
- Increase active transportation options with improved pedestrian and bicycle facilities on all new and existing streets
- Lower 46th Avenue under I-70 viaduct to allow easier movement between the NWCC and the Denver Coliseum
- Improve Brighton Boulevard to accommodate change in land use and improved streetscape that integrates green infrastructure
- Redevelop the area south of I-70, including Coliseum, for complementary uses to the NWCC

Provide Partnership Opportunities

- Build off the history and heritage of and secure the future of the National Western Stock Show
- Increase year-round program opportunities for education, food and food production, art, agriculture and livestock, water resources, and recreational activities through collaboration
- Provide flexibility for long term opportunities to add additional partners with complementary vision and goals
- Redevelop Coliseum site south of I-70 for complementary uses and new partners



For more information on the National Western Center please visit: Denvergov.org/NDCC



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“I was totally amazed at the response we got from the community. We had a huge volunteer effort to help define what we really need to do and that is to define the vision for the National Western for the next 100 years.” Ron Williams, Chairman, Western Stock Show Association

MAYOR MICHAEL B. HANCOCK**Denver City Council**

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Justin Schmitz
Selena Klosowski
Mike Anderson
Sarah Anderson
Brian Schat



** Paul loved the National Western Stock Show and played an important role for Mayor Hancock in the early conversations between the City and the NWSS that helped lead to the NWSS staying in Denver. We lost Paul on April 20, 2013, but we all know he would be smiling about the vision the NWC Partners have committed to paper. We all miss you Paul.*

NATIONAL WESTERN CENTER MOU PARTNERS *continued***City & County of Denver** *continued***Department of Environmental Health**

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 Gretchen Armijo
 Gene Hook
 Dave Erickson

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Denver Urban Renewal Authority

Tracy Huggins, Executive Director
 Mark Tompkins



COMMITTEES AND CONSULTANT TEAMS

National Western Citizens Advisory Committee

Armando Payan, Globeville Resident AE, Globeville Resident	Mickey Zeppelin, Taxi Vernon Hill, JJJ Properties
David Oletski, Globeville Resident	Anne Hayes, Westfield Company
John Zapien, Globeville Resident	Marina Chotzinoff, Where Wood Meets Steel
Drew Dutcher, Elyria-Swansea Resident	Larry Burgess, Elyria-Swansea-Globeville Business Association
Bettie Cram, Elyria-Swansea Resident	Annie Levinsky, Historic Denver (John Olson, alternate member)
Liliana Flores Amaro, Elyria-Swansea Resident	Tracy Weil, RiNo Arts District
Juan Veloz, Elyria-Swansea Resident	Coby Gould, The GrowHaus
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Heather Lafferty, Habitat for Humanity of Metro Denver (Katie McKenna, alternate member)	Tony Curcio, Family Environmental (former member)
Steven Moss, Focus Points Family Resource Center (Stuart Steers, alternate member)	Ben Rifkin, Denver Cutthroats (former member)
Tangier Barnes, Groundwork Denver	Robert Escamilla, Globeville Resident (former member)
	Tom Anthony, Elyria-Swansea Resident (former member)

National Western Citizens Advisory Committee Resources

Council Member Judy Montero, District 9	Terrance Carroll, Co-Facilitator	Kim Kucera, CRL Associates
Nola Miguel, District 9 Staff	Maria Garcia Berry, Co-Facilitator	Jin Tsuchiya, CRL Associates
Benjamin Roldan-Rojas, District 9 Staff	NWC Partners	

Round Up Retreat Participants

Eric Anderson	Don Elliman	Tracy Huggins	Steven McCarthy	George Sparks
Paul Andrews	Tony Frank	Mark Johnson	Bill Mosher	Henry Thompson
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CONSULTANT TEAM SUPPORT

Parsons Brinckerhoff	ME Engineers
Civitas	Peter J. Rickershauser
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OV Consultants, LLC	SlaterPaull
J. F. Sato Associates	CRL Associates
Anderson Hallas	SII LLC
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All graphics and illustrations in this
Master Plan are intended for planning
purposes only to show general intent
of the Plan and are conceptual.*

National Western Center Vision



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37	Site Context <ul style="list-style-type: none">• Site History• Setting and Context• National Western Center Partnerships• Corridor of Opportunity and the North Denver Cornerstone Collaborative• Assets, Challenges and Opportunities• Stakeholder Engagement and Public Involvement
61	Master Plan Components <ul style="list-style-type: none">• Master Plan Components• Integrated Facilities Program• Campus Design Character• Character Areas• River, Parks and Public Space• Site Circulation• Infrastructure• Historic Resources
107	Implementation <ul style="list-style-type: none">• Planning Principles• Phasing• Moving Forward
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“Colorado State University has been a proud partner of the National Western Stock Show for more than a century and we’re very excited for the opportunity to now be part of the team working to keep Colorado, Denver and the National Western at the forefront of global agricultural innovation, outreach and education.”

Tony Frank, President, Colorado State University

Vision

The National Western Center Campus presents a once in a lifetime opportunity to honor and celebrate the Stock Show's 109 year history, while also showcasing the spirit of the West for the next 100 years, focused on entertainment, food, agriculture, rodeo, livestock, equestrian, animal health and performance, water, energy, the environment and the growth of a well-established tourism destination. The younger generations are very much concerned with what we might term "great global challenges." Theirs is the generation that will have to feed nine billion people, solve fresh water shortages and respond to climate change. At the interface of all of these issues lies a rare and precious opportunity for the NWCC. These issues are incredibly important to all of us — even as many traditional labels fail to resonate. The NWCC needs to fully engage current and future generations by adapting our programs, facilities, and messages in ways that all generations can connect to.

The NWC Master Plan envisions a "campus" or "community" dedicated to addressing the global challenges of food, water, energy and the environment, representing partnerships between the public and private sectors, and blurring the line between entertainment, competition, education and industry. It envisions a "center" helping to apply best practices for immediate benefit to our community and society, and simultaneously creating an exciting life-long educational center impacting the pre-school through college population, as well as lifelong

learners throughout Colorado and the Rocky Mountain region. The NWCC benefits the local neighborhoods, the Denver metropolitan area, the P-12 school system, our interwoven network of higher education and cultural institutions and the state of Colorado — all while delivering outcomes that can be broadly applied and scaled to address similar challenges globally.

The intent is for the NWCC to become an international model for a synergistic educational, business, entertainment, and research and development community, adapted to the evolving definitions for these sectors. For these reasons, the founding NWC Partners are all committed to using the depth and breadth of the resources they have, now and in the future, to assure successful attainment of the shared vision.

The Vision Statement and Guiding Principles for the NWCC were developed with input from the NWC Partners, community leaders, inspirational guests, and community members from the National Western Citizens Advisory Committee at the Roundup Retreat, held in April of 2014. The Vision, Guiding Principles and Guidelines were then refined with additional input from all parties to the visionary statements listed below. These statements help provide direction for activity at the NWCC, in both the short and long term.

The following pages showcase the potential that the Master Plan has to offer with a fully redeveloped site that helps to support the vision and guiding principles.

National Western Center Vision Statement

The National Western Center celebrates the pioneering spirit and promise of the West through year-round experiential life-long learning, the arts, entertainment, competition and commerce.





Colorado Commons with the renovated 1909 Stadium Arena Market and the New CSU Center on another busy Saturday-looking Northwest. The plaza will include small retail spaces, areas for events and exhibits, test and research growing plots, community gardens, and a small urban farm.





47th Avenue Festival Street and Elyria Plaza at the front door to the new Trade Show/Exhibition Hall — looking Northwest during a future National Western Stock Show.





The new Water Resources Center along the renovated South Platte River waterfront and an event underway at the Stockyards/Event Pavilion with the new Livestock Center serving as the backdrop. Bettie Cram Drive connects over the river and to the east all the way to Brighton Boulevard through the site-looking East.





The National Western Center Transit Plaza at 49th Avenue and Brighton Boulevard will be one of the major front doors to the new National Western Center. New pedestrian connections will tie the station to the new Livestock and Equestrian facilities and to the Globeville Neighborhood-looking west.





Another busy day at the Stockyards during a future Stock Show. The Stockyards Auction Arena and Show Arena becomes the central focus point of the yards. The Livestock Center is in the background- looking Southeast.

Guiding Principles and Guidelines

The following is a list of Guiding Principles and Guidelines for the NWCC, organized by the nine values or Guiding Principles identified by the NWC Partners and the neighborhoods. Refer to detailed goals on page 33.

Community and Neighborhood Integration

The City and County of Denver undertook a neighborhood planning process for the Globeville and Elyria/Swansea Neighborhoods, beginning in 2012. Throughout both the neighborhood planning process and the National Western Center Master Plan process, the connection of the neighborhoods to the river and connection to each other has been a strong common theme that is reflected in the NWCC Master Plan. The National Western Center will:

- Create a welcoming and open “campus” to the adjacent communities.
- Provide critical multi-modal connections and access points to the adjacent communities to engage the river, access transit and promote a healthy lifestyle.
- Establish a positive community benefit.
- Build multicultural access for local residents to participate in the design and programming of the site.

Engage the River and Nature

The importance of embracing the South Platte River with its historic and ecological attributes creates a key framework for how people will experience the NWCC. The National Western Center will:

- Recognize the historic, ecological, and future value of the site’s proximity to the South Platte River as a key component of the NWCC experience.
- Celebrate and respect the natural world by promoting the restoration of the river’s ecosystem, water quality and animal habitat.
- Build on current successes and recreational activity along the river, establishing a river-focused urban environment that is healthy, habitable and connected.
- Enhance the safety of the river corridor and the surrounding region, serving as an integral connector of the adjacent neighborhoods.
- Serve as one of several new gateways into and out of the NWCC.

Celebrate Western Heritage

The strong tradition and the rich history of the site help to create a unifying theme throughout the NWCC. This history celebrates the land, the people and the western way of life. The National Western Center will:

- Solidify and sustain the NWSS as the top stock show and rodeo in the world.
- Reflect, respect, and celebrate the meaning of the Western way of life and its unique influence on culture, competition, and commerce.
- Celebrate the West’s pioneering past, while pointing visitors toward the future of how life in the West is evolving.
- Create a world class equestrian facility to attract the highest level of competition in equestrian events.
- Creates an outstanding equestrian health and rehabilitation facility used as a teaching/learning opportunity for students and continuing education for the community.
- Honor the connection between land and people, and how the Western landscape has shaped different generations and cultures.
- Create the opportunity to tell the story of all the people and communities that have lived and worked on this land, including Native Americans, early settlers and the Globeville, Elyria and Swansea neighborhoods.

Inspire Health and Wellness

Inspiring and supporting healthy lifestyles is an important role of the NWCC. The National Western Center will:

- In conjunction with surrounding neighborhoods, inspire a healthy and vibrant way of life locally, regionally and nationally through a demonstrated mix of housing, parks and open space, jobs and range of services, all of which consider active design principles.
- Promote recreational opportunities, multi-modal connections and access to healthy food for all populations.
- Use assets at the NWCC to teach about human and animal health.

Build Cultural Crossroads

The history of the site and the multiple connections that run through the site create a platform to learn about all the cultures that will interact at the National Western Center. The National Western Center will:

- Educate the public on the importance of this site to human beings for the last 10,000 years. This site was shaped by our country's native population and pioneers; it helped create the unique culture of Denver and Colorado.
- Foster the crossing of cultures locally, regionally, nationally and globally.
- Serve as a gathering place where ideas and diverse cultures can be exchanged in this 'hub' of the west.
- Celebrate local, regional, national and international artistic and creative talent.
- Integrate the "arts", in all its various forms, into the site and provides a platform that is inclusive of a broad range of cultural expressions.
- Create a unique region of the City that celebrates the past, but focuses on a mutually beneficial shared future through the combination of neighborhood, commercial and cultural experiences.

Be Pioneering: Break Trail and Foster Innovation

The National Western Center will be a place of innovation for business, job creation and cutting edge research and development. The National Western Center will:

- Foster global linkages to advance cutting edge R&D, product development and services in the agricultural industry, including but not limited to fields of study in food production and safety, nutritional health, technology, animal husbandry, and public policy.
- Embrace innovation, independence and ingenuity.
- Encourage "breaking trail" as our founding charter and forward-looking spirit.
- Embrace new ideas that serve as long term catalysts for job creation, neighborhood entrepreneurialism, ongoing public and private capital investment and a sustainable business model for the National Western Stock Show, new equestrian events, and the NWC Partners.

Create Fun and Entertaining Experiences

Building off the long time entertainment programs at the Center, a new tradition of events, venues and entertainment will be developed that create a thriving 365 day-a-year venue for new out-of-state visitors and residents. The National Western Center will:

- Be an interactive and engaging site for the community, patrons, visitors, exhibitors and performers.
- Establish, for young and old visitors alike, memorable and enjoyable experiences that encourage them to return to the campus.
- Provide a broad range of year-round entertainment, competition, and educational programming.

Grow Local, Regional, and Global Intelligence

The National Western Center will be a place to stimulate, educate and cultivate life-long learning. The National Western Center will:

- Stimulate pre-school through post-secondary experiential education and cultivates new partnerships for life-long learning around the issues of agriculture, food systems, nutrition education, land and livestock management, veterinary medicine, history, ecology, business, the arts, and design.
- Create a spirit of engaged learning by investing in local and regional intelligence, linked to an ever-expanding global knowledge base.
- Serve as a key Corridor of Opportunity gateway, linking downtown Denver and the local neighborhoods from Denver Union Station to Denver International Airport through new multi-modal connections.



Embrace an Ethic of Regeneration

The long-term regeneration of the site is a core element that will take advantage of the natural systems, restore the area, and create new places that improve our environment. The National Western Center will:

- Celebrate interdependence of natural, social and economic systems.
- Restore regional healthy habitats and ecosystems.
- Improve the soil, including addressing the smelting and landfill legacies, so that the NWCC is clean enough to grow healthy food, if desired.
- Use building remodeling and new construction to improve the site and regional environmental quality, while creating healthy work spaces.
- Create measurable positive impacts on the community and the region in terms of water quality, air quality and other environmental components.

Sustainability and Regeneration Framework

Imagine a NWCC that celebrates the interdependence of natural, social and economic systems. Imagine the redevelopment of this area restoring regional healthy habitats and ecosystems, linked by bicycle paths. Imagine eating food grown on the land and seeing clean water flow into the river. There are exciting opportunities to honor the historic context of the surrounding neighborhoods and industrial past, while creating healthy work spaces and job opportunities, and making innovation and education a site-wide priority. Using a comprehensive and inclusive approach to site and community redevelopment can create regenerative systems that create abundance for current and future generations at the NWCC.

The State of Colorado, and the Front Range in particular, has developed a reputation for progressive approaches to sustainability in redevelopment projects. In Denver, a number of developments, notably Stapleton, Lowry, and Mariposa, have demonstrated the cutting edge in thinking on sustainable design and equitable development. CSU's campus in Fort Collins has been ranked the most sustainable campus in the country by the Association for the Advancement of Sustainability in Higher Education. The proliferation of green technology firms, advanced energy companies, sustainable agricultural businesses, and our proximity to the National Renewable Energy Lab have created an ethic of innovation and regeneration, rooted in the love of the natural resources that make Colorado and the West attractive to visitors, businesses, professionals, and families.

These examples emphasize the value that the region, and indeed much of the West, places on innovative, cutting-edge approaches to economic, social, and environmental sustainability. The NWCC provides a unique opportunity to go beyond sustainability to adopt a regenerative approach to redevelopment by improving, restoring, and enhancing the site and its surroundings ecologically, economically, and socially.

In order to realize this vision and leverage the expertise and commitment within the Front Range to best-in-class regenerative practices, CSU's Institute for the Built Environment and Division of University Operations convened a volunteer "National Western Center Sustainability Task Force" to create clear sustainability goals for the NWCC. The Task Force was made up of City staff, sustainability practitioners, technical and cultural experts, and other stakeholders. The full list of NWC Sustainability Task Force members is identified in the Acknowledgments section of this plan.

The Goals below were created to fit within the NWCC Guiding Principles framework (although many of them address multiple Principles) and describe outcomes and ongoing activities from the design phase to construction to operations and programming. The Goals were also designed to align with City 2020 Sustainability Goals, the Globeville-Elyria-Swansea Health Impact Assessment goals, and with categories within a number of different sustainability rating systems.

The large scale of the NWCC and the possibility of central management of many large facilities and grounds make it ideal for district-scale approaches. Therefore, these Goals apply to the full NWCC study area, including all partnerships and joint ventures within the site, while allowing flexibility in how the Goals are reached. A detailed matrix of the Goals, with associated example implementation strategies, metrics for measuring impact, and suggested scales and timing is in Appendix D.



Community and Neighborhood Integration (CNI)

- CNI 1: Create porous district boundaries and physical, spatial, and psychological connections
 - CNI 1.1: Ensure access for neighbors and visitors to public transportation stops, NWCC venues, and amenities; increase connectivity and mobility overall
 - CNI 1.2: Blend the boundary between site and surrounding neighborhoods while allowing for efficient event operations and ticketing
 - CNI 1.3: Design site to a human scale for optimal user experience
- CNI 2: Continue relationship building, communication, and interaction with surrounding communities and Denver metro region, including culturally relevant engagement methods, to address community needs and reduce uncertainty
- CNI 3: Create programming that supports neighborhood identity, the local economy, and economic development through training, local business incubation, fostering entrepreneurship, local partnerships, etc.



Engage the River and Nature (ERN)

- ERN 1: Create safe, intentional connections to the river and natural areas
 - ERN 1.1: Provide diverse yet focused visual and physical access to nature and the river
 - ERN 1.2: Create series of green spaces on site that connect to one another and to nearby green spaces, trails, parks
- ERN 2: Use nationally or internationally recognized rating system for landscape design and maintenance, favor the use of native plants, and integrate with water use goals (EER 3)
- ERN 3: Replace or integrate physical infrastructure with natural systems and/or incorporate functional biomimicry and biophilic (green infrastructure) design principles wherever possible
 - ERN 3.1: Treat stormwater onsite, using various methods throughout the site, to create net zero or net positive impact on stormwater quality and quantity entering the South Platte River
- ERN 4: Provide education and outreach on site related to the South Platte River and its watershed and include educational components in water quality features, wastewater treatment, and water conservation measures
- ERN 5: Consider impacts to the South Platte River watershed during all stages of decision making (design, construction, operations, etc.) to support the river containing swimmable, fishable water
- ERN 6: Habitats along the river meet key diversity and health indicators and provide appropriate biological corridors linking to other habitats in surrounding areas



Celebrate Western Heritage (CWH)

- CWH 1: Ensure that the NWCC has world-class, multi-purpose stock show, rodeo, equestrian, and event facilities that support diverse year-round programming and a sustainable business model for the NWSS
- CWH 2: Support and promote culturally sensitive and diverse events and social gathering places that highlight the history and present of the American West
- CWH 3: Honor the authenticity and origins of the site, preserving architecture and features that have historic and cultural merit, while efficiently reusing them and integrating with new facilities
- CWH 4: Offer robust educational programming and features that provide a balanced presentation about the natural, geological, agricultural, and cultural history of the American West
- CWH 5: Honor the historic significance of human/animal relationships and continue to use best-in-class animal treatment and care

Inspire Health and Wellness (IHW)

- IHW 1: Promote healthy food options, food security, and locally sourced foods
 - IHW 1.1: Increase availability of healthy, affordable, culturally appropriate food sources, ideally year-round, either on site or in partnership with surrounding businesses and organizations.
 - IHW 1.2: Support evidence-based models that increase food security for community members, either onsite or in partnership with surrounding businesses and organizations
 - IHW 1.3: Promote year-round availability of locally sourced foods, either onsite or in partnership with surrounding businesses and organizations
- IHW 2: Promote active transportation, active lifestyles, and access to nature for all site users to increase physical activity and promote mental wellbeing
 - IHW 2.1: Provide multi-modal transportation connections, particularly to major transit stops, neighborhoods, employment centers, parks, and other destinations
 - IHW 2.2: Design the site for extensive active use (e.g., biking, recreation, walking)
 - IHW 2.3: Improve connectivity to natural areas and places of respite, including the South Platte River
- IHW 3: Design buildings to maximize physical and mental health of occupants
- IHW 4: Establish and meet or exceed quality of life indicators (odor, noise, light pollution, traffic, etc.) for visitors and neighbors
- IHW 5: Reduce and/or mitigate heat island effect to reduce its impact on health, energy use, etc.



Build Cultural Crossroads (BCC)

- BCC 1: Provide physical and programmatic space for cultural and artistic activity
 - BCC 1.1: Highlight current cultural and artistic activities locally, regionally, nationally, globally
 - BCC 1.2: Foster new forms of cultural and artistic expression, particularly as these activities relate to the American West
- BCC 2: Create a virtual and physical global cultural destination that fosters the crossing of cultures locally, regionally, nationally or globally
 - BCC 2.1: Provide physical and programmatic space for innovation to emerge from the crossing of cultures (e.g., local entrepreneurs and global businesses, US and overseas companies, etc.)
- BCC 3: Practice inclusiveness and consider multiple cultural viewpoints at all decision-making stages, including design, construction, operations, events, etc.

Be Pioneering and Foster Innovation (BPFI)

- BPFI 1: Advance the state of the art using site and facility design, operations, and events as experimental and educational “Living Labs”
- BPFI 2: Foster entrepreneurship and innovation, particularly around food and food systems, water, energy, entertainment, livestock management, etc. through partnerships, research, training, and outreach
- BPFI 3: Showcase relevant innovation at the NWSS event each year
- BPFI 4: Use virtual and physical space to host cross-sector and cross-discipline conversations, speaker series, demonstrations, conferences, etc.
- BPFI 5: Establish adaptive management processes in operations and maintenance that drive continual improvement, measurement, monitoring and adaptation





Create Fun and Entertaining Experiences (CFE)

- CFE 1: Create programming that emphasizes health (e.g., NWCC 5K Run)
- CFE 2: Ensure design and operations allow for safe interactivity and hands-on learning
- CFE 3: Create outdoor activity spaces to provide flexible uses and a variety of experiences related to food, agriculture, livestock, energy, water, etc.
- CFE 4: Integrate local and regional visual and performing art and artists into the site design, programming, and operations

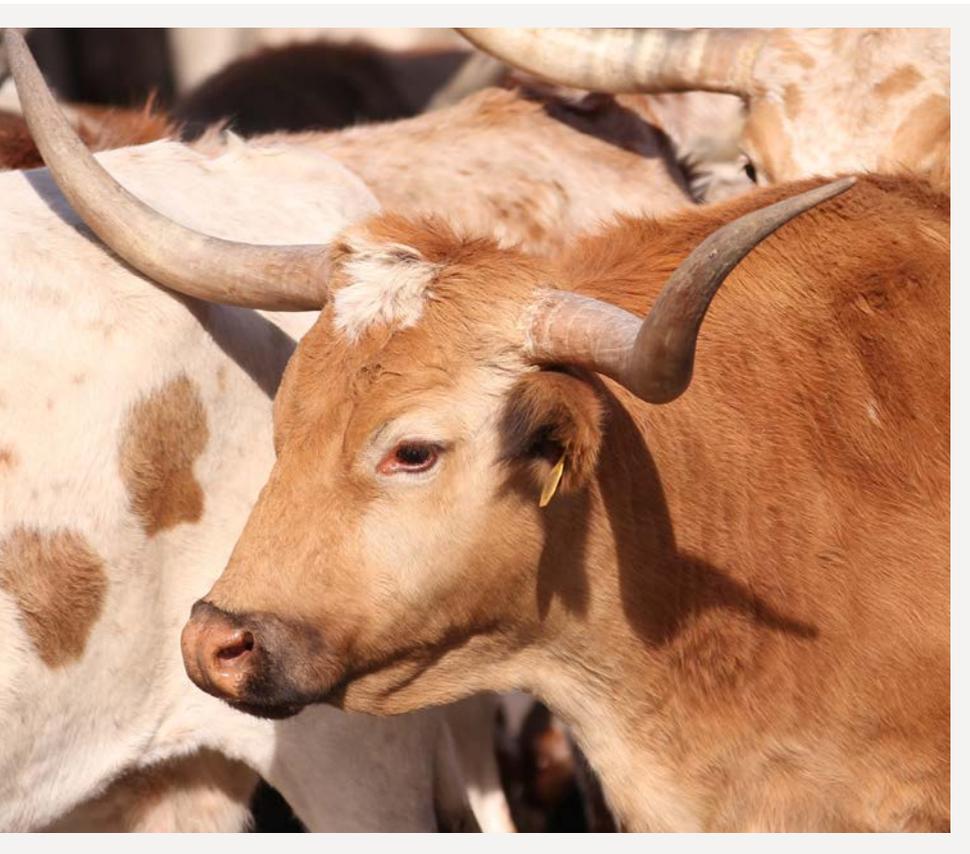
Grow Local, Regional, and Global Intelligence (CLRGI)

- GLRGI 1: Provide programming that complements local and regional education, including (but not limited to) topics of agriculture, food systems, land and livestock management, veterinary medicine, history, ecology, business, the arts, and engineering
- GLRGI 2: Work with local and regional schools to provide on- and off-site educational opportunities and pathways for life-long learning for students of all ages
- GLRGI 3: Use infrastructure, natural systems, buildings, animal care, crop production, operations, monitoring, etc. as public, formal, and informal educational opportunities, including (but not limited to) Science Technology Engineering and Mathematics (STEM) subjects
- GLRGI 4: Create or extend existing programs to support mentorships, training, and internships at the NWCC
- GLRGI 5: Use the NWCC platform, both physical and virtual, to convene discussions that inform and improve the state of the art, including (but not limited to) topics of agriculture, food systems, land and livestock management, veterinary medicine, history, ecology, business, the arts, and engineering

Embrace an Ethic of Regeneration (EER)

- EER 1: Integrate high performance sustainable design and operations in all buildings
 - EER 1.1: Design all buildings to meet a nationally or internationally recognized rating system's (e.g., LEED) "Gold" level or higher, or current City and partner requirements, and design for efficient adaptive reuse over time
 - EER 1.2: Train all staff working in buildings and/or on grounds in behaviors that maximize the efficacy of sustainable design and will be accountable for seeing that such behaviors are practiced
 - EER 1.3: Guide visitors, through appropriate defaults and instructions, in behaviors on site that maximize the efficacy of sustainable design and to similar behaviors they can practice at home and at work
- EER 2: Design and operate facilities to maximize efficiency of facilities and resources per user
- EER 3: Create "net zero" or "closed loop" systems for energy, waste, and water
 - EER 3.1: Create a "net zero" energy district, prioritizing technical and behavioral strategies to increase efficiency and using on-site renewable energy sources (by 5 years after full build-out)
 - EER 3.2: Create a "net zero" or "closed loop" district for waste streams and apply relevant techniques and training during operations (by 5 years after full build-out)
 - EER 3.3: Create a "net zero" district for water use, use zero potable water for landscaping, and apply relevant techniques and training during operations (by 5 years after full build-out).
- EER 4: Divert at least 90% of allowable waste from landfill during all site manipulation and demolition processes
- EER 5: Maintain or reduce greenhouse gas (GHG) emissions levels, including transportation, at or below 2015 emissions and strive for continuous reduction over time
- EER 6: Explore using a district scale rating system, such as EcoDistricts, LEED-ND, etc.

Site Context



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“The thing that I think is so exciting is the fact that they’re keeping it historic and they’re keeping it western.”

Bettie Cram, National Western Citizens Advisory Committee and Elyria-Swansea Resident

“Well, I think the best is yet to come.”

John Zapien, National Western Citizens Advisory Committee Member and Globeville Resident

“And now being part of it..., well, it’s beyond my wildest imagination.”

David Oletski, National Western Citizens Advisory Committee Member and Globeville Resident

Reimagining the National Western Center Campus (NWCC) is an opportunity to shape North Denver in dramatic new ways. Since the NWCC sits at the center of multiple projects in the area and has tremendous historic significance, it is important to understand the context in which this project evolved.

Site History

The NWCC has its roots in the Denver Union Stock Yard Company founded in 1881 and the opening of the stockyards five years later. The location for the stockyards was not accidental, given its location proximal to adjacent rail lines and the South Platte River. Other industries, such as an ore smelter on the present day Denver Coliseum site and the Holden Smelter were already nearby. The stockyards grew steadily as herds of cattle soon began arriving by rail. The construction of stock pens, an elevated viewing walkway, an animal transport bridge across the South Platte River, and other accessory structures were built to accommodate the burgeoning cattle industry at this location. Meat processing and packing plants also set up shop by the early 1890s, adding to the site's rise as the center of Denver's cattle and agricultural industry.

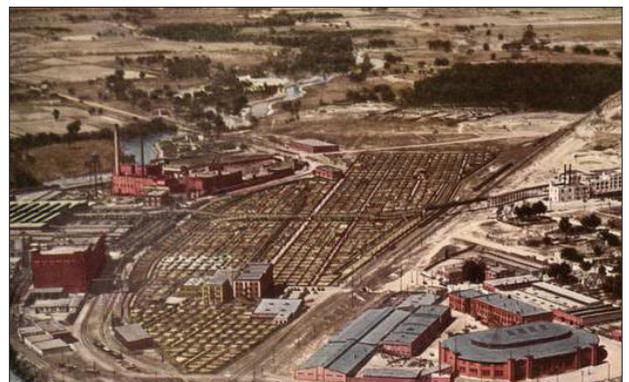
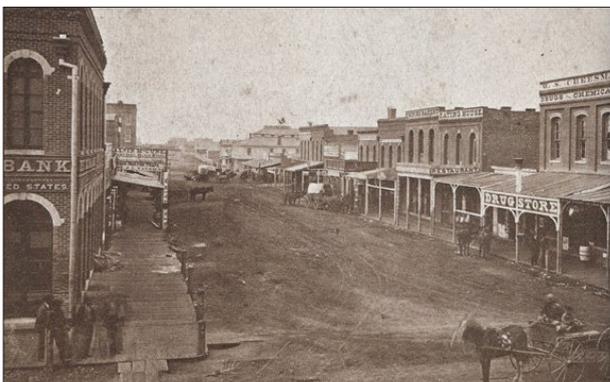
In 1898, the first portion of the current Denver Union Stock Yard Exchange Building was constructed with subsequent additions in 1916 and 1919. Facing the railroad tracks and originally surrounded by cattle pens, this prominent four-story brick and stone building was the center of stockyard and stock show operations. The building housed the offices of the Denver Union Stock Show Company, the primary force behind the National Western Stock Show, as well as a newspaper, restaurant, bank, the Colorado State Farm Bureau, and the local office of the U.S. Bureau of Agricultural Economics. Finished in the Beaux Arts Classical style, the building

presented a grandiose formality and was highly visible from adjoining areas. The building's colossal entry columns and decorative parapet, combined with its permanent brick and stone construction, announced the livestock industry's wealth and stature in the community.

In 1906, the Denver Livestock Exchange hosted its first "official" Western Livestock Show under a circus big top tent. These annual events were wildly successful, leading to the construction of a permanent Arena (or National Amphitheater and Livestock Pavilion) in 1909. The large structure was a marvel of its time, with its interior steel columns and long girders providing a large open arena seating up to 6,000 people. The brick Neoclassical style building, with its decorative masonry patterns and corner towers, announced its permanence and physical presence to the community.

The expanding stockyard complex attracted the construction of several meat packing plants beginning in the early 1890s. The largest, Colorado Packing and Provisions Company, became Armour & Company, expanding rapidly north of the sheep barns. While the complex was razed in 1987, the old Armour & Company Office Building, constructed circa 1917, and water tower remain.

By the post-World War II era, stock show events had outgrown the original arena. Work began on a larger Coliseum in 1949. Completed in 1951, the concrete barrel vault structure designed by architect Roland Linder, was modern in style, again exuding confidence in the Stock



Show's future. An enclosed concrete walkway structure over East 46th Avenue was constructed concurrent with the Coliseum to connect it to the remainder of the Stock Show facilities to the north.

Neighborhood History

The early stockyard uses at what is today known as the National Western Center were located in an area attractive to other railroad-reliant industries, such as ore smelters. Communities such as Elyria, Swansea and Globeville (formerly Holdenville) arose to house and accommodate immigrant industrial and meatpacking workers. The communities of Elyria and Swansea were established east of the National Western Center site. Immediately to the east of the stockyards was Elyria, incorporated in 1890, with Swansea, on the east side of York Street, founded in 1870. Slavic immigrants moved into these settlements, located within walking distance to jobs along the railway, and built schools, churches and neighborhood stores to serve their growing communities. Globeville, on the west side of the South Platte River, was originally established in 1891 to provide workers for the Holden Smelter, attracting many Polish immigrants in its early years.

Together, the stockyards, meatpacking plants and smelters created a strong and bustling economic center, enabling the vibrant and resilient surrounding residential communities to grow and flourish. The communities faced challenges as the meatpacking industry become more automated and moved elsewhere, other industries located in the area, and the physical landscape changed with construction of Interstate 70 in 1964. Population shifts brought more diversification and a strong Latino population to the area after World War II.

While the historical agricultural and industrial uses of the area may not be entirely compatible with the surrounding residential enclaves of Globeville, Elyria, and Swansea, the industrial, agricultural and residential history and evolution of the area is deeply inter-connected. Stockyard and meat processing workers who lived in the surrounding neighborhoods had an intimate familiarity

and strong economic connection to and reliance on the Denver Union Stock Yard Company and its related uses. The historic buildings and features that remain on the NWCC site directly tell the story of the stockyard and show uses. These same buildings and features are also longstanding landmarks and orienting features for the surrounding residential neighborhoods.

The National Western Stock Show added facilities between 1973 and 1995 with the addition of the Hall of Education, Beef Palace and the National Western Club in 1973, the Expo Hall and Stadium Hall in 1991, and the Events Center, paddock and Horse Barn in 1995. I-70 viaduct was reconstructed west of Brighton Boulevard in 2000.

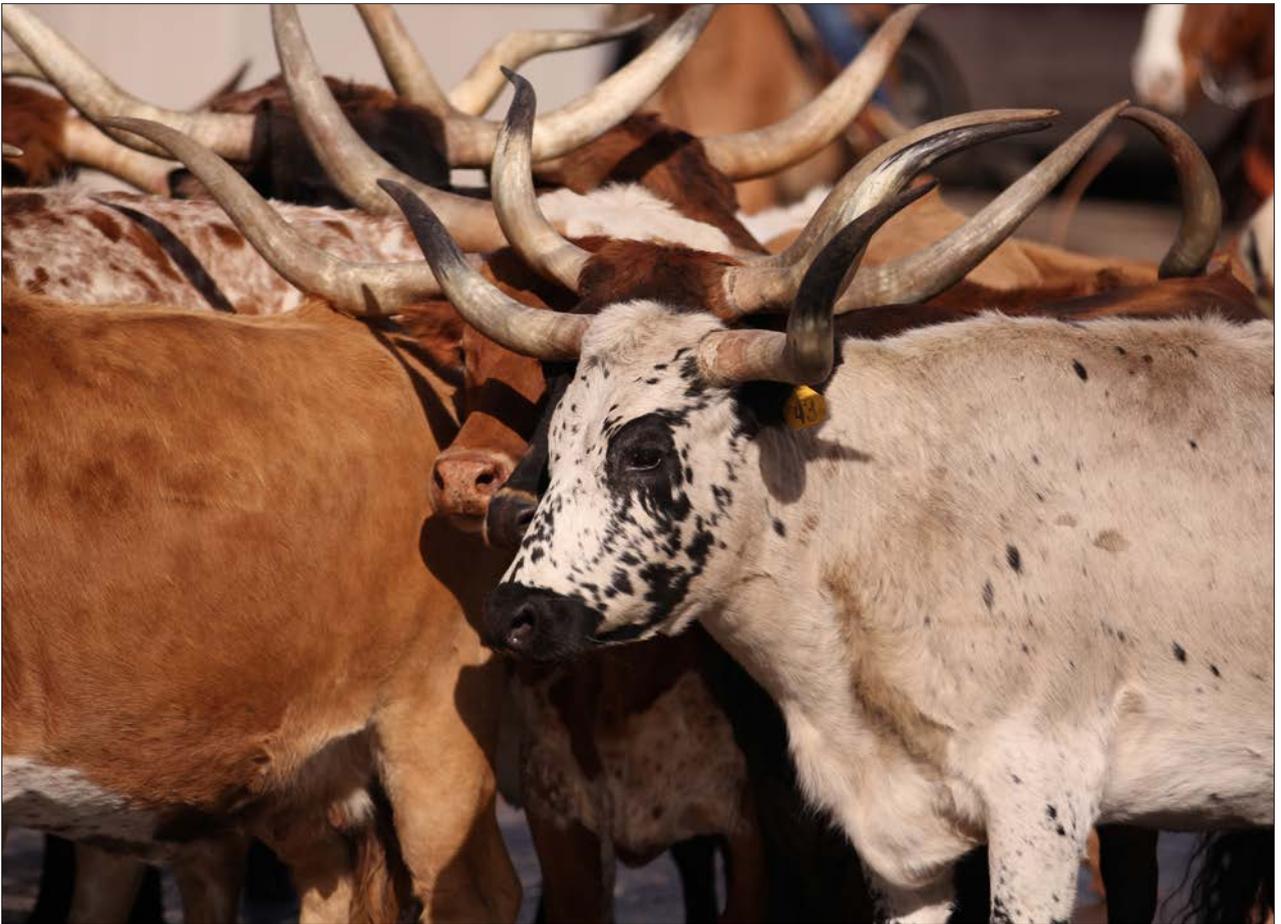
Recent History

In June of 2011, the National Western Stock Show (NWSS) announced that they were interested in partnering with the new Gaylord Development in Aurora and to move the stock show to that location. The new location would have new facilities for the NWSS and would provide them additional space for their programming and for future expansion.

The inauguration of a new Mayor and this identification of a potential relocation out of Denver was the catalyst for a renewed study that looked at the existing National Western Complex site to identify both its shortcomings and its potential. In December 2011, the NWSS released a business plan that was then reviewed by the Denver Urban Renewal Authority. The business plan and subsequent review by DURA provide important guidance as to the strategic planning regarding the NWSS, providing a baseline understanding of the current operations of the Western Stock Show Association, the facilities necessary to support the production of the annual NWSS and financial implications related to the proposed relocation and improvements of these facilities. Additionally, the report integrated the City's desired outcomes for redevelopment of the current Complex.

Following DURA's review, in November of 2012, the National Western Stock Show announced their intention to remain in Denver. Shortly after that announcement, the NWSS assembled a number of committees to begin

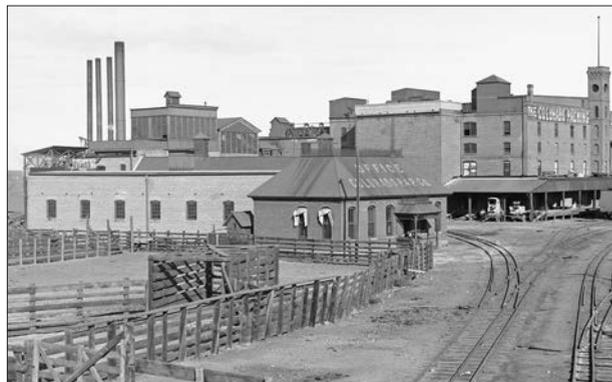




to develop their program needs for a new NWSS at the current location, referred to as the ‘Bucket Committee’. Members are identified in the Acknowledgments section of the Master Plan.

In May of 2014, Visit Denver, Western Stock Show Association and Denver Arts and Venues released the Denver Feasibility Study, conducted by the Strategic Advisory Group. The intent of this study was to better understand the best long-term positioning for the National Western Stock Show, National Western Complex, Denver Coliseum, and the Colorado Convention Center.

The Feasibility Study identified the National Western Stock Show as the “Super Bowl” of stock shows — a premier livestock industry event. The study identifies the potential to re-establish the historic and iconic Stock Show for the next 100 years, for it to remain at current site, re-master plan the entire site, build a new Arena integral to the site (north of I-70), and to re-purpose the Denver Coliseum site and other select facilities to create a dynamic, fully aligned “campus”, at the gateway into downtown Denver. The findings of this study became the basis for the overall program for the National Western Center Campus (NWCC).



Site History

1800

1900



1859
Colorado part of the
Jefferson Territory



1870
First rail
lines in Denver



1810-1845
Fur Traders in the area

1899
Globe Smelting
and Mining
becomes American
Smelting and
Refining Company
(ASARCO)

1881
Elyria Lots for
sale by Archie Fisk
for \$20 to \$40

1882
Omaha and
Grant Smelter
moves to
Coliseum site

1886
Holden Smelter
opens at 51st and
Washington

1902
Globeville Annexed
to City of Denver

1903
Omaha and Grant
Smelter closes

1904
Elyria Annexed
to City of Denver
Western Packing Company built
along river
Blayne-Murphy/Cudahy/
Sigman/ Bar-S Packing
Company built at 48th
and Brighton

1906
First National Western
Stock Show
CSU wins the first Grand
National Steer prize



1909
National Amphitheater
(Stadium Arena) – first
permanent structure
at NWSS

1000-1450
Ancestral Pawnee
in the area

1500-1600
Ancestral Plains Apache
in the area

1600
Ancestral Comanche
in the area

Early 1700's
Spanish Explorers

1700
Historical Kiowa, Arapaho
and Cheyenne in the area



1858-1860
Colorado Gold Rush



1889
Globe Smelting
and Mining Co.
purchases
Holden Smelter



1898
Original Livestock
Exchange Building

1892
Colorado Packing
and Provisions
Company built
along river

1916
Livestock
Exchange
Building
Opens

1891
Town of Globeville
Incorporated

1890
Town of Elyria
Incorporated

1919
Smelting
Operations
stop at
ASARCO

2000

1973
Hall of Education,
Beef Palace, and
National Western
Club open



1952
Denver Coliseum
Constructed
Yards Auction Arena

1964
Construction
of I-70

1991
Expo Hall
and Stadium
Hall open

1989
Voters approved
bond issue for
NWSS

2013
Mayor Hancock
announces the
creation of the North
Denver Cornerstone
Collaborative (NDCC),
of which the National
Western Center
project is included as
one of the six major
projects in the region

National Western
Center Memorandum
Of Understanding
signed by City and
County of Denver,
Western Stock Show
Association, Colorado
State University,
Denver Museum of
Nature and Science
and History Colorado



2006
Centennial of
National Western
Stock Show



Late
2014
National
Western
Center
(draft)
Master
Plan
released
publically



1931
National Western adds
a Rodeo to the show



1995
National Western
Events Center,
paddock and Horse
Barn Open

2012
National Western
Stock Show
announces
they are staying
in Denver

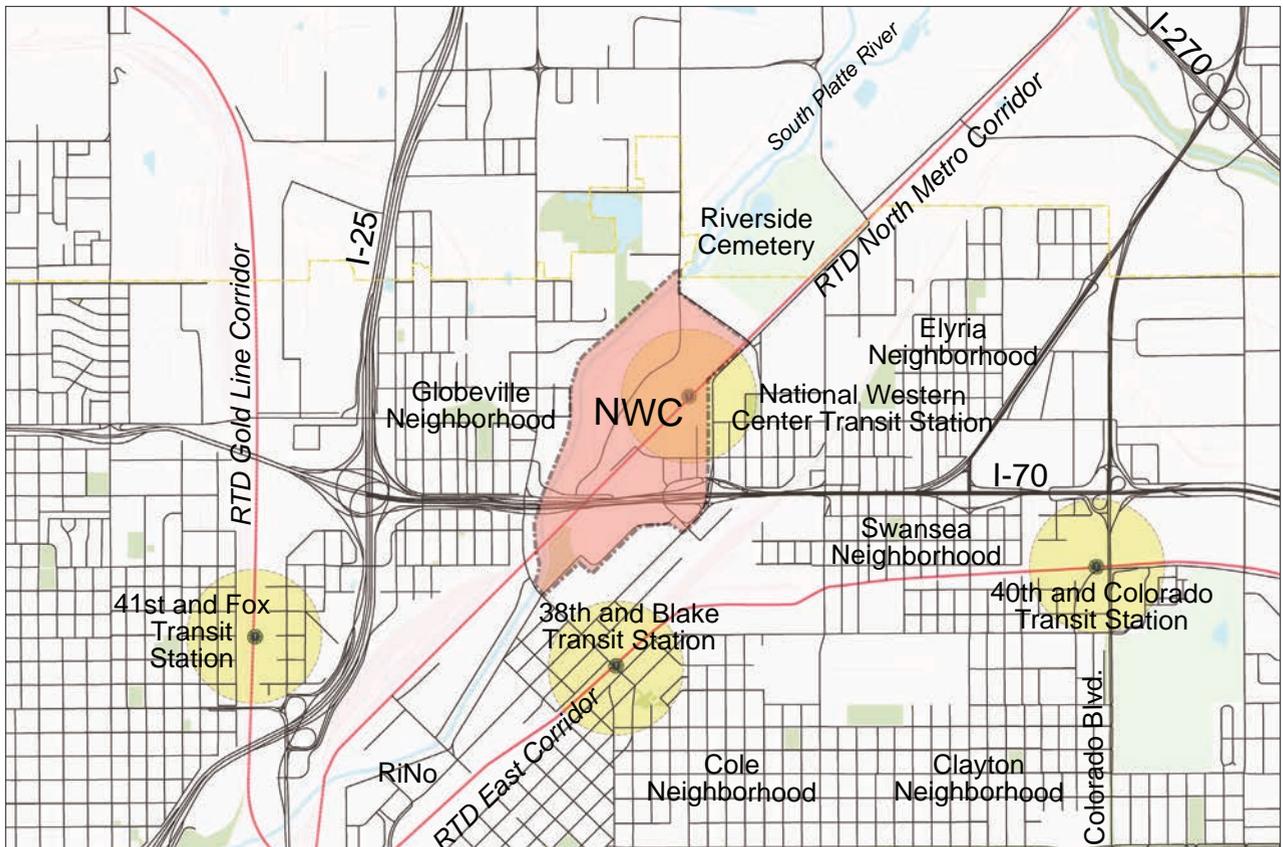
April 2014
National Western
Center Master
Plan process
started

May 2014
GES
Neighborhood
Tour



2000
Elevated I 70 and 46th Avenue
reconstructed west of Brighton Blvd.

March
2015
National Western
Center Master
Plan approved



The National Western Center contains approximately 250 acres and is located in North Denver surrounded by the Globeville and Elyria Neighborhoods. The site has good regional access from I-70 and I-25 and has nearby access to four different commuter rails stations.

Setting and Context

The NWCC is located in north Denver in the Elyria Neighborhood. The study area is bounded by Washington Street on the west, Brighton Boulevard on the east, Race Court to the north and 38th Street to the south. It includes approximately 250 acres, which includes the National Western Stock Show (95 acres) and Denver Coliseum (30 acres). The Globeville Neighborhood is located to the west across the South Platte River. The area is surrounded by industrial uses to the north and west, and the Elyria residential neighborhood to the east.

The location is significant in that it is located along the Corridor of Opportunity between Denver Union Station and Denver International Airport, one of the most compelling commercial investment opportunities in the world. The Corridor of Opportunity along Interstate 70 and Brighton Boulevard will continue to be developed into integrated job centers for the logistics, transportation and warehousing industries. The study area contains two interchanges at Washington Street and Brighton Boulevard.

The South Platte River runs through the west side of the study area and has over a mile of river frontage at the NWCC. To revive the river and enhance its

natural amenities, Denver recently began a series of transformational projects that will create recreational and development opportunities to improve river access, and better use the entire corridor. With investment in remediation and shallower banks in this segment, the river corridor will come to life with open space and a waterfront park for recreational use, habitat restoration as well as a range of educational opportunities with views of the Rocky Mountains and Downtown.

The site has been the home of the National Western Stock Show since 1906. The National Western Stock Show is a 501(c)(3) charitable organization that provides college and graduate level scholarships in agriculture and medicine for practice in rural areas. National Western prides itself on its ability to educate Denver's urban community about the importance of agriculture during the Stock Show. It is also their mission to serve producers and consumers throughout the world by being the premier Stock Show, Rodeo, Horse Show and center for year-round events. The 16-day show also serves as an entertainment arena, hosting one of the world's richest regular season professional rodeos, largest horse show and Colorado's largest tradeshow. The National Western Stock Show

is noted for hosting the world's only carload and pen cattle show, held in the historic Denver Union Stockyards. Overall total attendance for the Stock Show in 2014 was 640,022. The attendance record was set during the Stock Show's 100th anniversary in 2006 at 726,972.

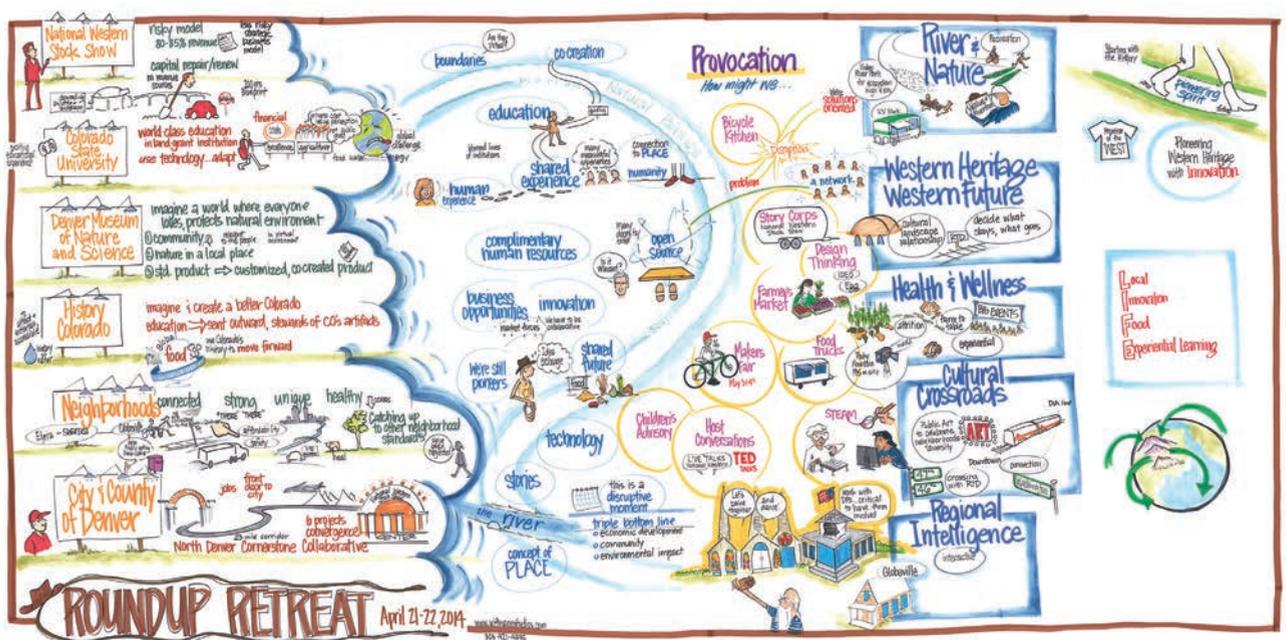
More than 15,000 head of horses, cattle, sheep, swine, goats, llamas, alpacas, bison, yak, poultry and rabbits step foot on the grounds of the National Western Stock Show each year. More than 350 vendors fill the show grounds with a variety of food and shopping opportunities. The National Western Trade Show offers a variety of products including fine art and jewelry, clothing, household items and agricultural products and equipment.

The study area is surrounded by the Globeville, Elyria and Swansea neighborhoods. These neighborhoods were developed in the early 1900s and housed the primary workforce for the smelters, meat packing plants

and stockyards that were historically on this site. Today, they provide a mix of residential and industrial uses. The neighborhoods have recently completed their neighborhood plans, and the development of the National Western Center Campus reflects the goals and objectives of those plans.

Planning Context

The Denver Comprehensive Plan provides the vision for the entire city. Citywide and small area plans are adopted as supplements to the Comprehensive Plan to provide additional direction for a certain topic or area. Once adopted, the National Western Center Master Plan will guide and influence the decisions that affect the future of the area. The Comprehensive Plan and its supplements are adopted by City Council ordinance based on approval from the Denver Planning Board. Planning Boards criteria for approval of supplements are: a long term view, inclusive public process, and consistency with the Denver Comprehensive Plan.



Roundup Retreat Strategic Illustration

National Western Center Partnerships

One of the NWCC's unique features is its collaborative spirit and strong Partnerships which are the key to making the NWCC a reality. Throughout the NWCC Master Plan process the NWC Partners have collaborated on a wide variety of topics including programming, circulation, design and public engagement. The partners have been instrumental in moving the Vision forward. As the project moves forward, new partners will be added to help implement the Vision and Guiding Principles.

As a key aspect of the State of the City Address by Mayor Michael B. Hancock in June 2013, the Mayor used the backdrop of the Forney Transportation Museum to outline his vision for the North Denver Cornerstone Collaborative, which included the idea of a new National Western Complex at the current site, in collaboration with five key partners who were prepared to release a seminal document to articulate how this group would work together to envision the future of the site for the next 100 years.

On July 22, 2013 Colorado State University (CSU), the Denver Museum of Nature and Science (DMNS), History Colorado (HC), the City and County of Denver (CCD) and the Western Stock Show Association (WSSA) signed a Memorandum of Understanding (MOU), attached herein as Appendix A, expressing their intention to collaborate on the creation of the National Western Center. From the outset, the partners envisioned the NWCC as a year-round destination, strategically aligning education, economic development, tourism, and entertainment uses in one location that celebrate and honor our Western heritage.

Areas of shared focus were site planning, a venue feasibility study in partnership with Visit Denver, Denver Arts and Venues and the Western Stock Show Association, RTD's North Metro Line, needed land assemblage, project due diligence, staff resources, and project funding. The desired outcome was the development of a long-range master plan and a shared commitment to substantially advance the vision by the end of 2014. Below is a more detailed description of the five NWC Partners:

Colorado State University

Colorado State University (CSU), established in 1879, is Colorado's land grant university. CSU has eight colleges, a number of interdisciplinary centers and programs, 72 undergraduate programs, 99 graduate programs, and 22 professional degrees. CSU is recognized as providing extraordinary value to its students, 79% of whom are Colorado residents. CSU offers education and Extension services throughout the State that improve the health of animals, support our agricultural and ranching industries, and promote wise management of our natural resources.

1. CSU is a Carnegie Research University and generates more than \$300 million in annual research expenditures; innovation drives research and technology advances for Colorado business.
2. The CSU Professional Veterinary Medicine program is tied for third in the nation in U.S. News and World Report's ranking.
3. CSU's Denver County Extension programs serves people in the Denver metro with its nutrition, Master Gardener, and Building Urban Farmers programs, along with other urban farming initiatives.

CSU has been a partner to the Western Stock Show Association since its inception and envisions a fruitful continuing partnership with NWSS and the other NWC Partners to create a thriving, year-round destination.

Denver Museum of Nature and Science

Mission: Be a catalyst! Ignite our community's passion for nature and science.

Vision: Envision an empowered community that loves, understands, and protects our natural world.

Founded in 1900 by a group of Denver citizens interested in preserving the natural history of the Rocky Mountain region, the Denver Museum of Nature & Science first opened to the public in 1908. Since that time it has served over 80 million visitors with temporary and permanent exhibitions, IMAX films, and education programs that include adult programs and field trips, teacher professional development, children's workshops, and distance learning. In 2013, the Museum served over 1.35 million people both onsite and offsite, a third of whom were served for free or at reduced cost through scholarships and a variety of free programs and passes. Last year, DMNS opened the Morgridge Family Exploration Center, which includes a new temporary exhibition gallery, a completely redeveloped Discovery Zone for early learners, four exploration studios, and an outdoor nature studio. The Museum's 16 PhD curators conduct research throughout the West and the world and oversee collections that number nearly 1.5 million objects, including the last grizzly that lived in Colorado, the world's largest rhodochrosite crystal discovered in a silver mine near Alma, a Triceratops skull unearthed by construction crews digging a basement in Brighton, all now in a new home in the 63,000 SF Rocky Mountain Science Collections Center.

Accredited by the American Alliance of Museums, DMNS utilizes the best professional practices in education, research, exhibitry, and visitor services. The Museum's volunteer and membership programs continue to lead the industry with over 1,700 volunteers and over 60,000 member households.

The Museum sees in the National Western Center an opportunity to further advance its mission to ignite our community's passion for nature and science.

History Colorado

Established in 1879 as the State Historical Society, History Colorado is an agency of the State of Colorado under the Department of Higher Education and a 501(c)(3) charitable organization. History Colorado offers public access to cultural and heritage resources of Colorado, including statewide museums and special programs for individuals and families, collection stewardship of Colorado's historic treasures, educational resources for schools, students and teachers, services related to preservation, archaeology and history, and the Stephen H. Hart Research Library.



History Colorado's statewide activities support tourism, historic preservation, education and research related to Colorado's rich western history, offering the public unique opportunities to interact with Colorado history through its network of museums which offer engaging exhibitions and special programs for adults and children.

Through its education programs, HC works with schools across the state to provide classrooms and teachers with important resources and curriculum related to Colorado history, and offers local communities resources that help them to enrich historical-related community based programs.

The new History Colorado Center which opened in 2012 has won many state and national awards from organizations such as the American Association of Museums (AAM), The American Association of State and Local History Museums (AASLH) and the Smithsonian. It was named by True West Magazine in 2013 as one of the top-ten "must see" history museums in the U.S.

As a steward of Colorado's artifacts, History Colorado envisions a center to celebrate our proud past and help inform an even better future.

National Western Stock Show

The Western Stock Show Association doing business as the National Western Stock Show, is the premier livestock show, rodeo, and horse show in the nation, serving agricultural producers and consumers throughout the world. A 501(c)(3) charitable organization formed in 1906, WSSA's mission is to provide education in agriculture, including college and graduate level scholarships in agriculture and veterinary medicine for practice in rural areas. The Association produces The National Western Stock Show, now held every January for 16 days and one of Colorado's preeminent tourist destinations. A nationally recognized western heritage and entertainment event, the stock show hosts one of the world's richest regular season professional rodeos, one of the country's largest horse shows and Colorado's largest agricultural tradeshow, attracting close to 650,000 visitors each year.

The Western Stock Show Association desires a blueprint for the next 100 years that sets in motion a vibrant and sustainable future through new facilities and programming for the National Western Stock Show.

City and County of Denver

With a 2012 estimated population of 634,265, Denver ranks as the 23rd most populous U.S. city. Denver is the heartbeat of the Rocky Mountain West and a top destination for employers and talented workers thanks to a strong job base, incredible natural resources, a vibrant arts and culture scene, and beautiful, livable neighborhoods.

- The 10-county Denver-Aurora-Broomfield, Metropolitan Statistical Area (MSA) had an estimated 2011 population of 2,599,504 and ranked as the 21st most populous MSA.
- The Denver MSA has a gross metropolitan product of \$157.6 billion in 2010, making it the 18th largest metro economy in the United States. Denver's economy is diverse, but energy, tech industries and start-ups, construction, education and service industries are important sectors.
- Denver has 78 official neighborhoods, seven professional sports teams, and more live music venues than Austin or Nashville. The Denver Performing Arts Center is the second largest in the country, after the Lincoln Center.

Development of Vision and Guiding Principles

To launch the master planning effort, CSU hosted the "Roundup Retreat," a day and a half where representatives of each NWC Partner, members of the National Western Citizens Advisory Committee, and outside experts came together to articulate a shared vision. As part of this exercise, each partner outlined their respective strategic direction and goals, and described internal and external forces shaping the organization's direction. The Roundup Retreat report and "strategic illustration" graphics are included in Appendix B. The strategic direction and goals of the NWC Partners helped identify complementary interests, collaborative opportunities, and a joint Vision for the NWCC.



Participants in the "Roundup Retreat"

The North Denver Cornerstone Collaborative

The creation of the NDCC was announced by Mayor Michael B. Hancock in January 2013 to strategically align the planning, implementation and financing of six major projects all converging on the Denver communities of Globeville, Elyria, and Swansea. The NWC is one of those projects. Combined, the projects total over 3,000 acres located at a Brighton Boulevard gateway into downtown Denver.

The City and County of Denver sees the NWC as a chance to secure the long-term success of the NWSS and to help significantly reconnect and re-energize the surrounding communities.

Another major goal of the NWCC is the potential to stimulate and grow tourism and visitors to the region. The NWCC has the potential to increase tourism and increase economic impact to local hotels, restaurants, retailers, ground transportation companies and other tourism-related businesses. Some specific areas include:

- Heritage Tourism: the NWCC will be the centerpiece of heritage tourism in Denver and a celebration of the American cowboy and Denver’s rich historic

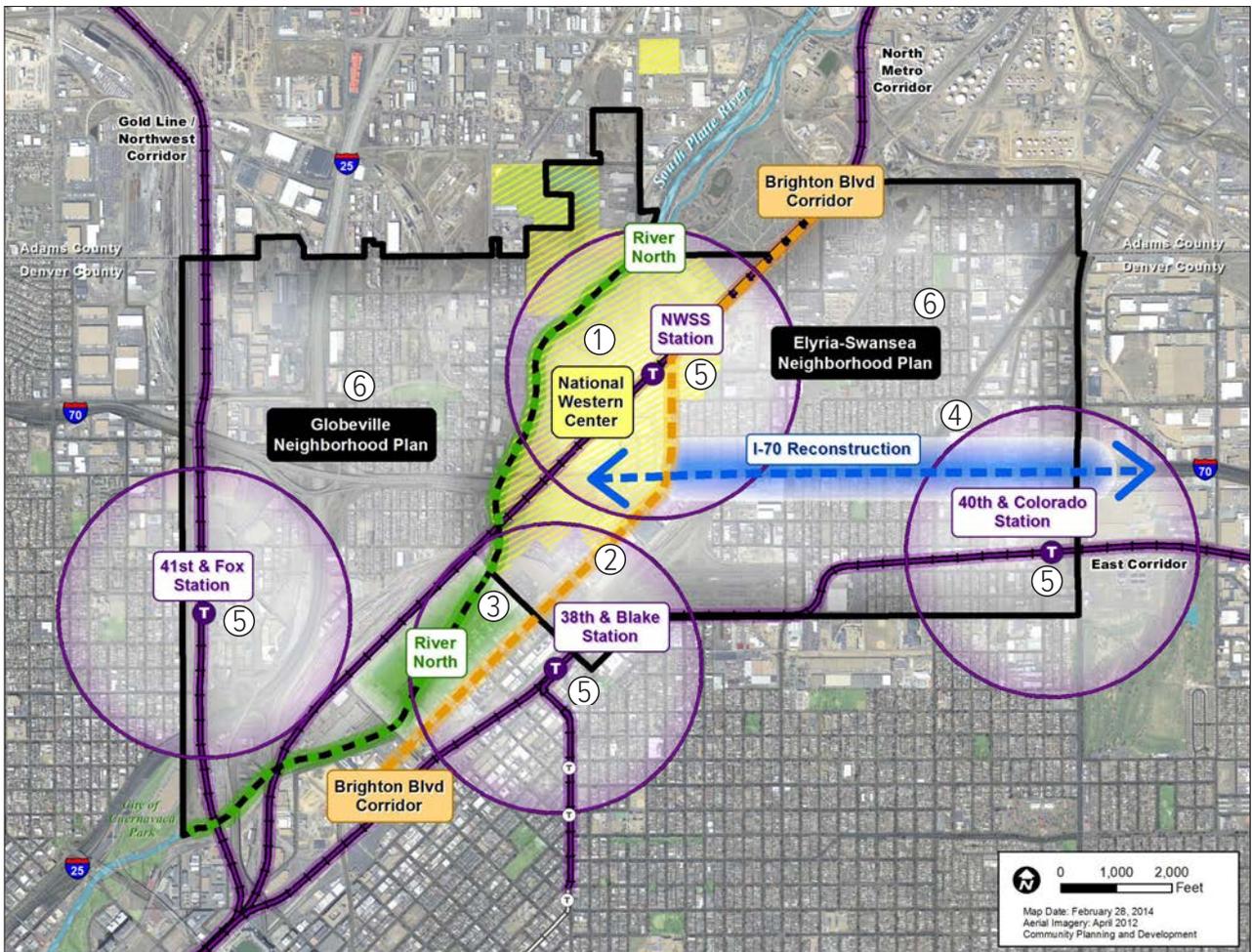
association with ranching. The site will also preserve some of the city’s most historic and architecturally significant buildings.

- Agri-Tourism. The NWCC will play an important role in this rapidly growing tourism segment, celebrating and showcasing Colorado food products and the ranching industry.
- Recreational Tourism. The redeveloped South Platte River will provide more opportunities for hiking and biking along the river and water sports in it, including the potential of a river park for outdoor events.
- Cultural Tourism. The National Western Stock Show is one of Denver’s largest and most popular events. The Master Plan will allow the NWSS to thrive and possibly expand extra days in the future. There is the potential of attracting numerous additional equestrian events, concerts and shows that would attract out of town participants, exhibitors, and visitors.
- Conventions and Trade Shows. The new NWCC can serve as an additional site for meetings, banquets, conventions and trade shows, adding to Denver’s ability to grow this \$650 million industry.

The Corridor of Opportunity and North Denver Cornerstone Collaborative Working Together to Transform a Region



The Corridor of Opportunity runs from Denver Union Station to Denver International Airport. The NWC is located at the Brighton Interchange with I 70 and is the Gateway to downtown on the Corridor.



The NWC is one of six integrated projects of the North Denver Cornerstone Collaborative.

The City & County of Denver continues to strengthen its progressive, visionary reputation with several exciting redevelopment and infrastructure projects underway. Named the Corridor of Opportunity, this nearly 23-mile corridor of highway and commuter rail between a reactivated Denver Union Station (DUS) and Denver International Airport (DIA) is one of the most compelling investment opportunities in the world, with thousands of developable acres. The redeveloped NWCC and Brighton Boulevard Corridor will provide a more inspiring front door to Denver for the millions of tourists and convention delegates who arrive at DIA and travel to downtown through this area, either by ground transportation at present or by rail in the future.

Within this corridor are the dynamic, historically rich neighborhoods of Globeville, Elyria and Swansea (GES). There are currently six significant redevelopment projects in the NDCC that provide unprecedented opportunities to connect GES communities to one another and provide an energized gateway to downtown Denver. In January 2013, Mayor Michael B. Hancock aligned these efforts

under one coordinated vision in pursuit of creating a world-class city. The North Denver Cornerstone Collaborative (NDCC) is an effort to ensure integrated, efficient planning and implementation to create deliberate connections among these converging projects. The six major projects of the NDCC are:

1 National Western Center

Through a visionary transformation, the “National Western Center” will become a next generation must-see destination with sustainable, year-round programming. Educational opportunities, entertainment, and community amenities will be bolstered by innovative partnerships with Colorado State University, Denver Museum of Nature & Science and History Colorado and others that will join forces with the original NWC Partners in the months and years to come, making this new campus a catalytic anchor for North Denver. The NWCC Vision and emerging programming for this center will showcase sustainability principles and celebrate the South Platte River and attract new residents and visitors to discover the heart of the west.



The Brighton Boulevard Corridor Redevelopment plans to make Brighton Boulevard one of Denver’s most unique streets with significant multi-modal improvements.



The I-70 East project will be reconstructed between Brighton Boulevard and Colorado Boulevard with a lowered segment of the highway. A new covered park is proposed at Swansea School.

② Brighton Boulevard Corridor Redevelopment

Paving a warm welcome to our city means energizing Brighton Boulevard, a major gateway to and from downtown Denver, with significant multi-modal improvements. Detailed planning for this corridor is underway, focusing on curb, gutter, and sidewalks elements, as well as additional amenities, like dedicated bike lanes from 29th to 44th street. Public and private investment partnerships are forming, leading to innovative collaborations to further development that mixes the old with the new, making this one of Denver’s most unique streets. Fifty percent design (50%) is slated for completion in April 2015 and the implementation of the street improvements have been funded as part of the Mayor’s 2015 budget.

③ River North

This vibrant community with the South Platte River at its center also known as “RiNo”, is home to a remarkable range of creative businesses. Radiating this progressive energy out to the rest of the city is key to the next phase of development as the region continues to attract an eclectic mix of millennials, the creative class and artists. Plans call for innovative uses of the South Platte River as the focal point for future development and recreation. RiNo’s evolution is expected to continue over the next 20 years thanks to transit-oriented development at the nearby 38th and Blake Station, with direct connections to the neighborhood, and other mixed-use development in the area.

④ Interstate 70 East Reconstruction

Lowering a highway below grade is the bold move proposed by the Colorado Department of Transportation (CDOT) in the I-70 East Environmental Impact Statement (EIS) for the reconstruction area located between Brighton Boulevard and Colorado Boulevard. Swansea Elementary School will gain four acres of community space from the interstate cover that will also provide new connections within the neighborhood. Just imagine how people, places and neighborhoods in the area will be reenergized and rediscovered with this significant and exciting restructuring of I-70 East.

⑤ RTD Station Development

Transit opens up new options for residents to move throughout the region and boosts the economic viability of neighborhoods. As the cornerstone of the Corridor of Opportunity, Globeville, Elyria and Swansea are in a unique location that will be home to four RTD stations and the commuter rail maintenance facility. Home to stations on the East, Gold and North Metro rail lines, the community will enjoy enhanced connections to other parts of the city and vital access to and from Denver Union Station, DIA, the National Western Center, Arvada and the north Front Range.

⑥ Surrounding Neighborhoods

The NWCC is located within the Elyria neighborhood and at the edge of the Globeville neighborhood. There is a great opportunity to make the NWCC Campus and new development an integrated part of these communities. The Globeville and Elyria/Swansea Neighborhood Plans each identify the need to provide connections to the river and the Globeville plan calls for new river-oriented development and improved connections to help activate the river and provide mixed use growth within the neighborhood. The neighborhood plans also help to identify connection points across the river that work best to support a strong and healthy community and provided needed access to the NWCC site. These locations are identified at 49th Avenue and at 51st Avenue from the Washington Street side of the study area. Ongoing coordination between the Globeville Neighborhood Plan Elyria and Swansea Neighborhoods Plan and the NWCC Master Plan is vital to inform more detailed planning and implementation efforts. Each neighborhood plan is guided by four key principles:

- Connected
- Strong
- Unique
- Sustainable

The importance of this coordination stems from the fact that all three planning efforts have a shared boundary along the South Platte River, and all three emphasize the importance of enhanced connections between their respective planning areas in order to realize the goals of each specific planning effort. These planning documents all point towards an increase in residential and mixed use populations within the areas near the Coliseum property. The influence of those development patterns is favorable for increased population, economic purchasing power, and retail demand within the area over time.



46th Avenue and the area under I-70 is currently a barrier between the Denver Coliseum and the NWC.

Assets, Challenges, and Opportunities

In addition to understanding the surrounding context, it is necessary to focus on the NWCC site Assets, Challenges and Opportunities. The National Western Center site includes a number of opportunities and challenges that help shape the Master Plan.

I-70 and the Corridor of Opportunity

The NWCC site is located directly north of I-70 within the Corridor of Opportunity between the downtown core and Denver International Airport and is vital to the success of the NWCC. I-70 is the major access highway for tourists and visitors coming to the NWCC and provides critical circulation to the NWCC site and is the primary gateway to downtown. There are two existing interchanges along I-70 that provide access opportunities for the NWCC, at Brighton Boulevard and at Washington Street. The Brighton Boulevard and I-70 interchange has acted as the front door to the National Western Stock Show since I-70 was built in 1964. This is the perceived access point for most people that have attended events at the complex. It also serves as the gateway into downtown Denver. The Brighton Boulevard interchange provides easy access into both downtown Denver and into the new NWCC, with opportunities to dramatically improve this gateway. Washington Street currently only connects to the National Western site at 46th Avenue, but additional planned connections across the South Platte River will allow for better access to the NWCC site from Washington Street and generate new activation opportunities for Washington Street and the Globeville neighborhood.



Railroads

There are currently three freight railroads and one planned passenger rail line in the NWCC study area.

UNION PACIFIC

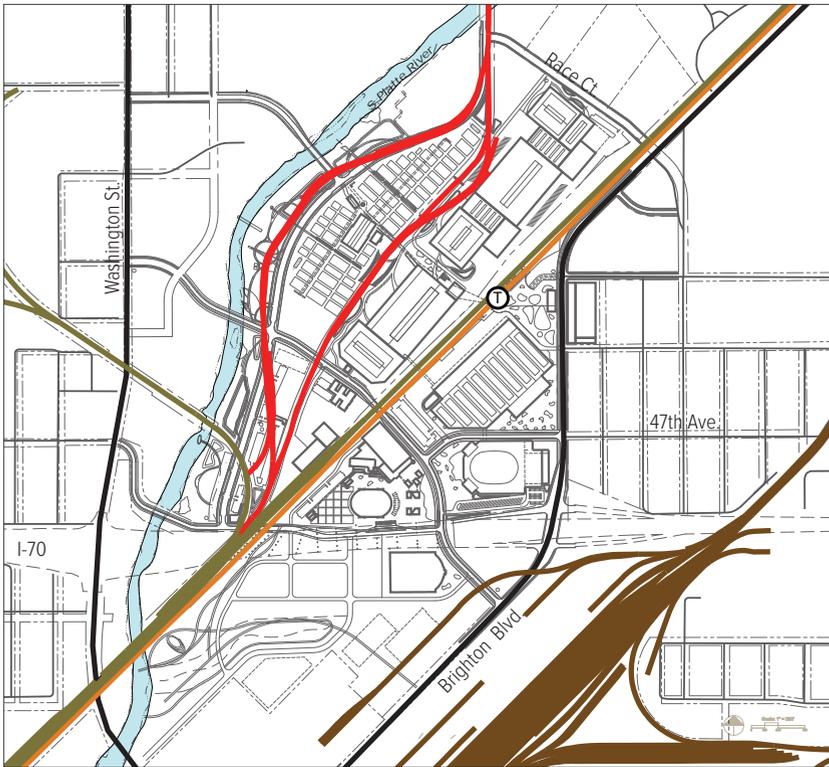
The Union Pacific Railroad has one spur line that accesses the south portion of the NWCC site just south of I-70 crossing Brighton Boulevard and 44th Street with an at-grade crossing. This spur line serves the Pepsi Bottling Company located at 38th Avenue and Brighton Boulevard and has a low volume of rail traffic.

BURLINGTON NORTHERN SANTA FE (BNSF)

The BNSF railroad cuts diagonally through the center of the NWCC site and is a major east/west barrier for access across the site. The BNSF Brush Subdivision mainline runs roughly northeasterly through the site and connects directly to the Globeville Yards located just southwest of the NWCC study area. This is a high volume traffic line (average 32 trains/day) that includes large freight and coal trains and also includes Amtrak California Zephyr intercity passenger service. There are currently four crossings of this line in the study area at I-70, 46th

Avenue (overpass), 47th Avenue/Marion Street (overpass), and at Race Court (overpass). Currently, only one track exists as the rail crosses over the 47th Avenue/Marion Street underpass, but the BNSF is in the planning and design phases of increasing the number of tracks through the site to as many as four tracks within the near future. These additional tracks, along with the new RTD North Metro track, will allow for the opportunity to construct a wider underpass at 47th/Marion, increasing pedestrian and vehicular capacity under this currently substandard structure.

BNSF also has one local inter-terminal freight transfer line, the Jersey Cutoff that turns west out of the north end of the Globeville yard just north of I-70 and crosses the South Platte River. This line has at-grade crossings at National Western Drive and Washington Street.



There are three freight rail companies that operate in the NWC study area: The BNSF, the Union Pacific, and the Denver and Rock Island Railroad. The existing railroads create numerous barriers throughout the area.

- Legend
- RTD North Metro Line
 - BNSF
 - Denver & Rock Island
 - Union Pacific
 - Streets
 - T Commuter Rail Station



RTD North Metro Line

DENVER AND ROCK ISLAND (DRI)

The DRI is a local freight short haul line that serves customers throughout the north Denver area. The line has approximately 25 miles of rail and has two corridors which run through the NWCC site, one along the South Platte River and one along the east side of National Western Drive, that come together at approximately Franklin Street and Race Court. The line carries two trains per day in each direction and switching movements for local businesses. These lines provide limited places to cross east/west through the site and create an additional barrier to the South Platte River. DRI also has its only freight interchange point with BNSF at the north end of the Globeville yards just north of I-70. BNSF/DRIR interchange occurs using both the River and National Western Drive corridors. The through service for DRI to serve other customers north and east of NWCC must remain intact for the DRI to operate. DRI also has a maintenance facility located along the river line just south of Race Court. The DRI has seven customers within the study area of the National Western Center.

RTD NORTH METRO LINE

RTD is currently constructing the North Metro Line which will run commuter rail passenger service between Denver Union Station and 124th and Colorado in Thornton with future plans to extend to 162nd in Thornton. There will be a rail station at the National Western Center on this line. The North Metro Line is part of a larger system of new public transportation options, further connecting Denver through DUS to other parts of the Front Range.

OTHER NEARBY RTD LINES

There are three other RTD commuter rail stations within a two-mile radius of the NWCC. The 41st and Fox station in south Globeville is located on the Gold Line, and the 38th and Blake and 40th and Colorado stations are located on the East Line. All these stations provide great opportunities to increase accessibility to the NWCC and surrounding neighborhoods like never before and collectively serve as a key component of an over-arching multi-modal transit system to bring visitors from across the Front Range to the NWCC site on a year-round basis.



The Delgany Interceptor sanitary sewer lines run for almost 25 miles and are above ground along the NWC river frontage, creating a barrier between the NWC and the South Platte River.

Delgany Interceptors

The Delgany Interceptor and the Delgany Common Interceptor are two of the largest sanitary sewer lines in Denver. The twin pipes run a circuitous route through the NWCC study area, underground through the west side of the Denver Coliseum site, under I-70 and adjacent to the 1909 Stadium Arena, under the BNSF tracks and south of the Livestock Exchange building. The pipes then daylight along the east side of the South Platte River. The pipes enter a siphon at approximately 50th Avenue, and then continue north on the west side of the river underground to the Metro Wastewater Reclamation District plant in the City of Commerce City.

Where the pipes are exposed on the east side of the river, they vary in height above the ground from 4' at the south to 12' at the north and pose a significant barrier to the river from the east side. Their position directly on the top of the east bank of the river does not allow for easy access to the river or the ability to pull the river bank back to create an active river edge or increased riparian habitat.

Area Connectivity and Access

Due to the large areas of the NWCC that historically have been livestock yards, there have been very limited east/west connections through the site between 46th Avenue and Race Court, Brighton Boulevard and Washington Street. The railroads also create significant deterrent to east/west connection with a limited number of crossing points. There are also only two vehicular/ pedestrian crossings of the South Platte River in this area, at 46th Avenue and at Franklin Street just north of Race Court. The lack of east-west connectivity and private property ownership creates a barrier for both motorists and pedestrians wanting to connect between the Globeville, Elyria and Swansea neighborhoods and limits river access from the neighborhoods. With the imminent construction of the new RTD North Metro line and a station at the NWCC, it is important to create this east/west connection to provide an opportunity to for better circulation as part of the NWCC redevelopment.



circa 1917 Armour & Company Office

Brighton Boulevard and Washington Street are the main north/south arterials and truck routes serving the area. National Western Drive (Packing House Road) is a local north/south street serving a number of industrial uses between 46th Avenue and Race Court. National Western Drive turns into Franklin Street north of Race Court and ties to 58th Avenue which has connections to west with I-25. Both Brighton Boulevard and Washington Street have a limited existing right of way width of 60'. The Globeville Area Neighborhood Plan offers options for the widening of Washington Street to provide basic pedestrian/bike amenities and on street parking. Brighton Boulevard will be widened to the west along the NWCC site to provide new pedestrian/bike amenities and increased width for better circulation at the NWCC site and to the neighborhood to the east. Improvements will also be made along Brighton Boulevard as part of the I-70 East improvements at the interchange.



The existing street network within the study area is disconnected due to the long term industrial and meat packing uses on the site.



The Armour Water Tower

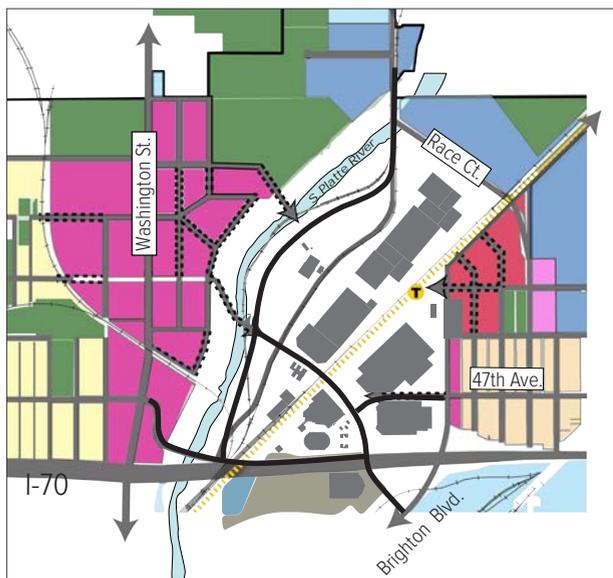
Key Historic Assets

A Historic Preservation Study for the National Western area was completed in August 2014 and is identified as one of the reference documents for NWCC. This assessment conducted preliminary research and provides an assessment of the historic preservation issues that may affect the National Western Center.

There is a rich history throughout the study area and adjacent neighborhoods. Within the study area, the National Western Historic Assessment has identified a number of buildings that are either eligible for historic designation or are contributing to the historic area around

NWCC. Key historic buildings include the original 1909 Stadium Arena, which was the first permanent building at the National Western Stock Show, the 1919 Livestock Exchange Building, the 1917 Armour Administration Building, and the 1952 Denver Coliseum on the south side of I-70. Each of these buildings has significant reuse potential for the National Western Center or future development associated with NWCC. There is also a large array of other historic elements including the Armour water tower, the historic Yards, and many smaller contributing elements. Specific recommendations of the Historic Preservation Study are located in Appendix G.

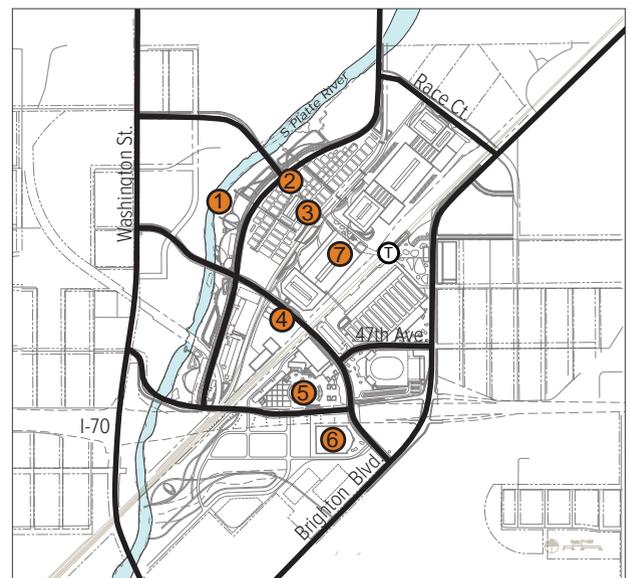
The surrounding neighborhoods of Globeville, Elyria and Swansea also have a strong history and a rich culture that is a great opportunity that can be reflected at the NWCC. The story of the neighborhoods needs to be told throughout the NWCC through interpretation, display of historic assets, art, and active use of the site by surrounding neighborhoods.



The connections and layout of the NWC are strongly influenced by the planning work for the Globeville, Elyria and Swansea Neighborhood Plans.

Legend

- ① Livestock Transport Bridge
- ② Armour Water Tower
- ③ Armour Administration Building
- ④ Livestock Exchange Building
- ⑤ 1909 Stadium Building
- ⑥ Denver Coliseum
- ⑦ Stockyards
- Streets
- Ⓜ Commuter Rail Station



There are many important historic assets throughout the study area including buildings and site elements.



The Denver Coliseum has been one of Denver's premiere performance and sports venues for over 60 years and serves as the home to the National Western Stock Show Rodeo.

Denver Coliseum

The City and County of Denver owns and operates approximately 30 acres of land south of I-70 that is home to the Denver Coliseum. The Coliseum was constructed in 1952 as a major event venue for the City, hosting thousands of local events and has been the home of the National Western Stock Show Rodeo. Prior to the Coliseum's development, the site housed the Omaha and Grant Smelter, and then was a landfill. The site contains a number of environmental contaminants and is part of Operable Unit 2 of the Vasquez Boulevard and I-70 Superfund site.

Given the proximity to I-70 and Brighton Boulevard, the site has good potential for redevelopment for uses that can support the NWCC program, the neighborhoods and the region. These uses could be agricultural, educational or research and development opportunities that could both support and benefit the NWCC overall program and its Vision. Additionally, its location offers opportunities for possible retail and /or other mixed uses that can add to the flavor of the growing arts district and River North. Specific NWCC program uses for the larger elements (e.g., Equestrian, Livestock, Exposition Hall) were explored for the site, but are difficult to fit due to the shape and access to the parcel. A specific reuse of the Coliseum building itself has not been identified as part of the Master Plan process, but the NDCC should continue to look at redevelopment and reuse options for the structure once the New Arena becomes operational.

Regional Drainage Improvements

The National Western Center sits at the lower end of two of the largest drainage basins in Denver, the Montclair Basin and the Upper Park Hill Basin. There have been relatively few major drainage improvements in the region, which is subject to flooding during larger rainfall events. With the upcoming North Metro and East Corridor RTD rail improvements, and the I-70 East partially lowered highway alternative, major drainage improvements are being coordinated by the City and County of Denver, Urban Drainage, RTD and CDOT to address the regional drainage needs of the area. Several drainage alternatives are being explored to offer opportunities for connecting the area, providing connections to the South Platte River, to create new amenities that help to improve water quality in the river, and to increase the level of wellness in the community.

1952 Denver Coliseum



Environmental Issues and Remediation

Environmental quality has been a concern in areas surrounding the NWCC for many years due to historical metal smelting, heavy industry, waste disposal in low areas along the river, two major highways, and railroad yards. These activities have impacted air, water, and land quality and created odors and noise. Given the history of the area, it is likely that contaminated soils and/or groundwater will be encountered during redevelopment.

Additional environmental investigations will be needed as a part of redevelopment to further refine contaminated areas and manage cleanup. For the most part, environmental issues that impact the broader area surrounding the NWCC are expected to remain throughout and after redevelopment of the site, while potential human health concerns due to land contamination issues can be addressed as a part of redevelopment.

The Primary environmental issues are identified below. For more detail into each of these issues, please refer to Appendix F.

- Air Quality
- Odors
- Noise
- Surface Water and Sediments
- Groundwater Contamination
- Soils Contamination
- Natural Environment and Habitat



The Denver Coliseum has numerous environmental issues that will need to be addressed prior to redevelopment.

South Platte River

The South Platte River is one of the great untapped opportunities in North Denver and at the NWCC. The study area has 6,500 linear feet of riverfront on the east side of the river. Although most of this frontage is currently inaccessible due to the railroad lines, Delgany Interceptors and industrial uses, the removal of these barriers and the implementation of an active river program in this area can rehabilitate and connect the river to the surrounding communities and the NWCC.

The South Platte River is one of the great untapped resources in North Denver.



There are two designated city parks that front on the river within the study area. Globeville Landing Park is at the south end of the study area and is located directly adjacent to the Denver Coliseum site. Northside Park is in the Globeville neighborhood and is located at the north end of the study area on the west side of the river. Both of these existing park spaces are under-utilized due to their isolated location near industrial uses, perceived unsafe environment and lack of easy, direct access from the neighborhoods. The South Platte River Bikeway runs along the west side of the river through the study area with a trail crossing over to the east side of the river at Globeville Landing Park. This trail is part of a much larger regional trail network that connects to downtown, Cherry Creek Trail and connections north through Adams County and Commerce City to Sand Creek.

The South Platte River offers a wide variety of opportunities to provide active uses and recurring opportunities for social activity, increased educational opportunities throughout the length of the corridor, and restoration of the river habitat to one that approximates the river's natural state and improves the long term health of the river. The potential to maximize open space and river engagement in this area is a primary factor in the redevelopment of the NWCC.

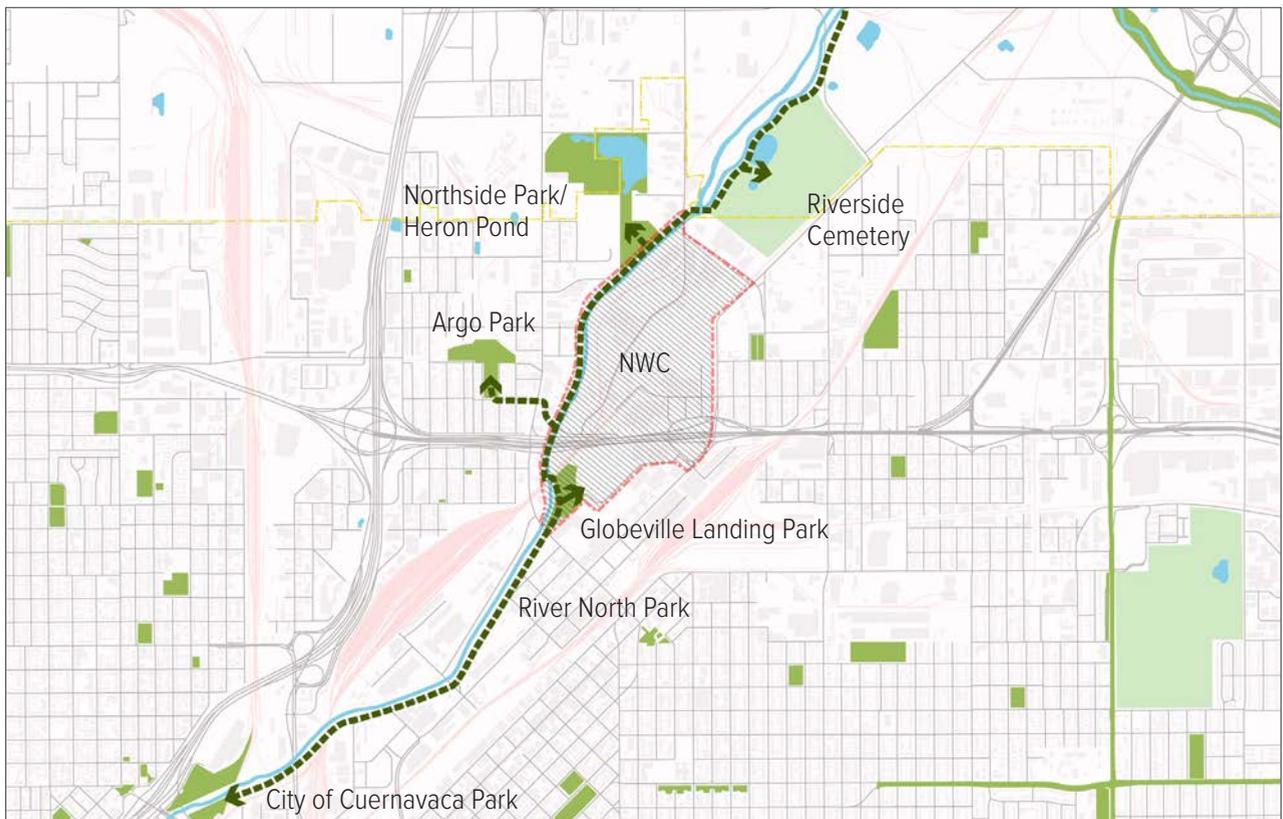
The City of Denver and the US Army Corps of Engineers (USACE) have partnered to develop a plan for the north areas of the South Platte River through the River North, Globeville and Elyria neighborhoods. As part of the future habitat restoration and floodplain mitigation projects, the USACE will look for opportunities to enhance visibility and access of the river corridor. The corridor of focus includes 20th Street to the city limits. The study is developing alternatives for the area that will be reviewed in the spring of 2015, with the final study completed in 2017. Any bridges and river improvements identified in the Master Plan will need to address the floodplain hydraulic and freeboard requirements and the existing regional bikeway and the Globeville levee on the west side of the river.

As the NWCC Master Plan was developed, leveraging the assets and opportunities as well as creatively addressing the challenges was key to developing a comprehensive plan.

Stakeholder Engagement and Public Involvement

A multi-tiered public involvement approach was developed in partnership with the North Denver

The NWC has the opportunity to help connect a series of parks and open spaces along the South Platte River.



Cornerstone Collaborative. The outreach approach included the involvement of the Partners and area citizens through the Citizens Advisory Committee, four community meetings, three NDCC Town Halls, community support activities and local stakeholder meetings, as well as the development of a project website and online comment form. The outreach approach was designed to create a convenient, comfortable and transparent communication process with the Partners, citizens and area businesses throughout the development of the master plan.

National Western Citizens Advisory Committee

The NWSS and Councilwoman Judy Montero co-hosted a “Community Conversation” event in August of 2013 with the Globeville, Elyria and Swansea neighborhoods. The event showcased the NWCC project to the community, introduced the NWC Partners, publically announced the formation of the National Western Citizens Advisory Committee (NWCAC) and asked for interested people to apply to be on the committee. The NWCAC was created to strengthen the engagement of the NWC development with the Globeville, Elyria, Swansea neighborhoods and the six NDCC projects and enrich the relationship between the NWSS and the neighbors. The NWCAC was formed after numerous community stakeholders applied to be on the Committee, and through a robust process, the 21 member committee was determined. See the Acknowledgments for a list of members of this committee. The NWCAC represents all walks of life in the Globeville, Elyria Swansea Neighborhoods and in North Denver.

The first NWCAC meeting was held in October of 2013. The 21 members of the committee and representatives of the NWC Partners attended regular monthly meetings and in-depth breakout sessions were held in the summer and fall of 2014 to address specific elements of the Master Plan and to receive additional feedback on the Master Plan in-development.

The NWCAC was instrumental in identifying community concerns, provided feedback during the planning process, and keeping consistent the recommendations of the NWCC master plan and neighborhood plans. The NWCAC will remain an integral component of the community engagement effort and will provide input into the implementation of the NWCC throughout the design, construction and operational phases of the project.

On May 8, 2014, the NWCAC and residents lead a tour of the GES neighborhoods sponsored by the National Western Stock Show and in collaboration with Denver Community Planning and Development and the NWC Partners. This was a foundational event that opened lines of creative communication, camaraderie, and empathy among the members of the NWCAC and the NWC Partners. The route of the tour is shown on maps in Appendix H. Further tours are encouraged to help learn about the neighborhoods and how the NWCC will interact with the neighborhoods.

Project Leadership Committee (PLC)

The Project Leadership Committee served as the management group for the NWC Partners. The Partners and project team convened every two weeks in support of plan development. The Partners reviewed plan progress, assisted in development of plan recommendations and guided decision-making especially in regards to site layout and programming needs.

Globeville and Elyria Swansea Neighborhood Plans

Throughout the NWCC planning process, the Globeville and Elyria Swansea Neighborhood planning processes were also underway. City staff and project team management attended the Globeville and Elyria Swansea Steering Committee meetings and coordinated with community members. Several NWCAC members also served as members of the neighborhood plan Steering Committees and helped to ensure consistency between the recommendations of the concurrent planning efforts. The Neighborhood plans can be accessed on the City of Denver NDCC web site at : www.denvergov.org/NDCC

NWC Public Meetings

Four public meetings were held in the community to gather input and garner support for the planning process. These meetings were held in conjunction with project milestones and scheduled in the evenings at locations convenient to the community. They included:

- Community Conversation, Initial Project Kick Off Meeting
August 22, 2013
- Vision, Analysis and Program Meeting
August 26, 2014
- Master Plan Alternatives and Initial Recommendations Meeting
September 30, 2014
- Final Recommendations and Draft Plan
January 15, 2015



Bettie Cram and John Zapfen at the December 9, 2014 NDCC Open House. Both are members of the NWCAC.



NWC Public meeting #2, August 26, 2014

Community Support Activities

Saturday August 9, 2014 the project team supported the Globeville and Elyria Swansea neighborhoods through their participation in Denver Days Neighborhood Beautification and Clean-up. The team worked along-side residents of the area in cleaning up neighborhood streets and beautifying Argo Park.

Project team members also coordinated local outreach opportunities with Swansea Elementary, Valdez-Perry Library, Swansea Recreation Center, Stapleton Recreation Center, Focus Points and GrowHaus. These meetings were designed to ensure that plan recommendations were shared with the broader community.

City staff held office hours at the NWCC Complex in January of 2015 so that residents, business owners, property owners and other interested persons could have their questions about plan recommendations addressed personally by project staff.



NWC Public meeting #3, September 30, 2014

Council and Planning Board Process

Council and Planning Board briefings and approvals were crucial to the plan development and process. City Council was briefed in full when the Master Planning process kicked-off and the National Western Stock Show City Council Committee remained in place until June of 2014. Thereafter, Council members received briefings on the status of the Master Plan and the NWCAC on a monthly basis and remaining Council members received individual briefings from project team members and city staff, as needed. Council members also participated in the NWCAC meetings and public meetings and communicated regularly with community members. The Denver Planning Board received three informational briefings during the planning process:

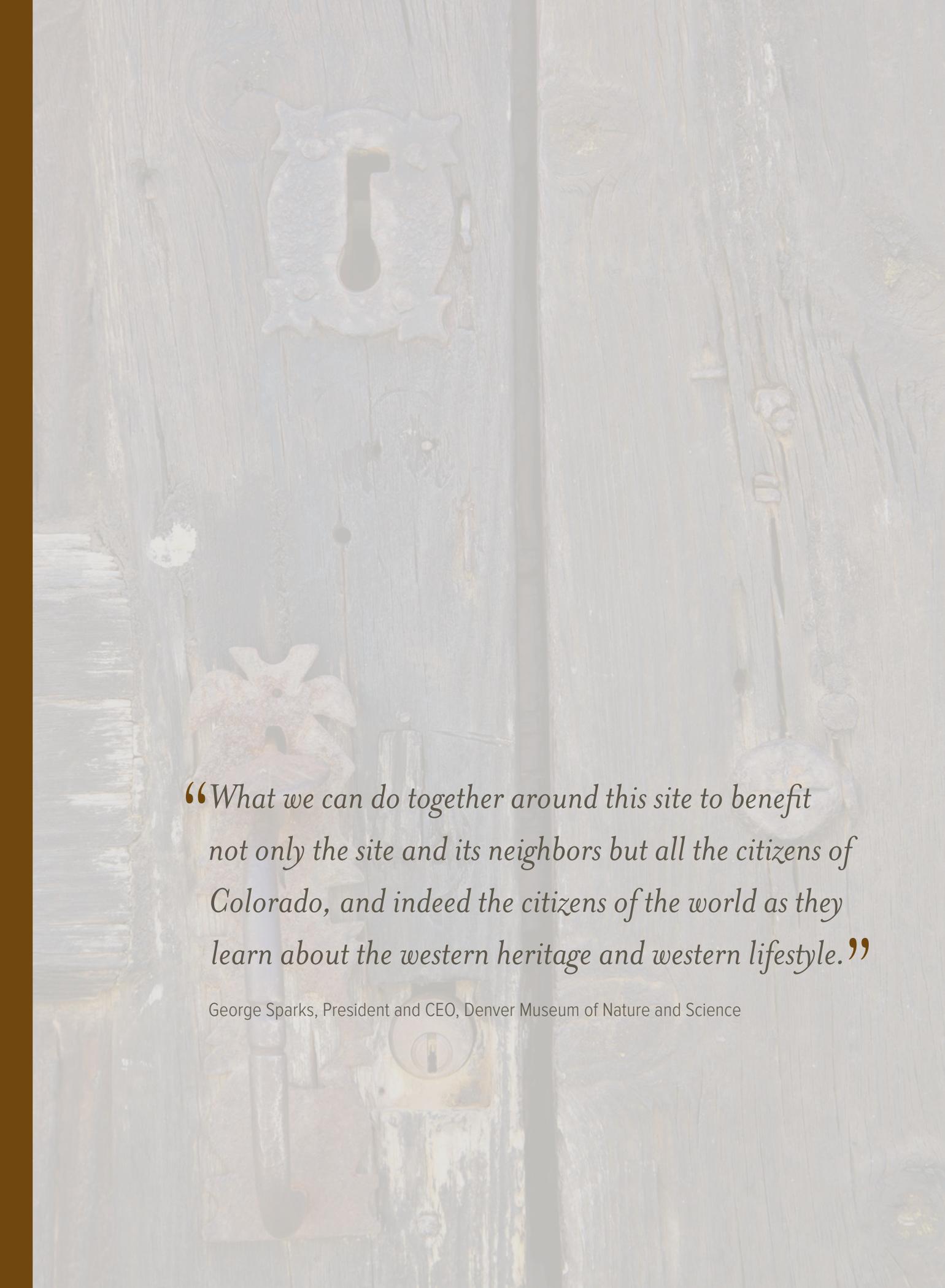
- August 2014 — Planning process, Vision, Guiding Principles
- October 2014 — Master Plan Framework Plans
- January 2015 — Review of Draft Master Plan

The public engagement process for NWC provided many new ideas for implementation into the NWC Master Plan. These ideas ranged from active programming to physical improvements and allow the plan to more fully recognize the needs of the neighborhood and to become a more active place 365 days a year with services and uses that help to create an interactive partnership between the neighborhoods and the NWC. Specific neighborhood programming elements can be found in the Integrated Facilities Plan section and in Appendix E.

Master Plan Components



1	Introduction <ul style="list-style-type: none">• Introduction to the Plan• Vision and Guiding Principles• Master Plan Big Ideas
11	Acknowledgments
17	National Western Center Vision <ul style="list-style-type: none">• Vision• Guiding Principles• Sustainability and Regeneration Framework
37	Site Context <ul style="list-style-type: none">• Site History• Setting and Context• National Western Center Partnerships• Corridor of Opportunity and the North Denver Cornerstone Collaborative• Assets, Challenges and Opportunities• Stakeholder Engagement and Public Involvement
61	Master Plan Components <ul style="list-style-type: none">• Master Plan Components• Integrated Facilities Program• Campus Design Character• Character Areas• River, Parks and Public Space• Site Circulation• Infrastructure• Historic Resources
107	Implementation <ul style="list-style-type: none">• Planning Principles• Phasing• Moving Forward
	Appendices
	Reference Documents



“What we can do together around this site to benefit not only the site and its neighbors but all the citizens of Colorado, and indeed the citizens of the world as they learn about the western heritage and western lifestyle.”

George Sparks, President and CEO, Denver Museum of Nature and Science

Master Plan Components

The National Western Center Master Plan is based on the overall Vision and Guiding Principles set by the NWC Partners and the community and supports the GES neighborhood goals of Unique, Healthy, Strong and Connected. The Master Plan sets the framework for a new and revitalized destination in Denver that builds off the culture and heritage of the place, brings activity to the river, provides new connections, inspires a new ethic in health and wellness, and embraces site regeneration. The new NWCC will revitalize a large area of the city by being an active destination; by connecting neighborhoods to one another; by bringing the life back to the river; and by becoming a new kind of district that celebrates the best of our natural, cultural and agricultural history and future. When we think of the site area today we think of industry, trucks and trains — but in the future we will experience a vibrant event and educational district unified with a natural setting. The plan is framed around the following concepts: Improving Access to and Health of the river, Providing New Connections, Providing Flexible, Year-round Programs, and Fostering Partnership and Collaboration.

The National Western Stock Show (NWSS) has been held on this site for over 100 years. What drew people to this site were the connected cattle trails, rail lines, and river access, making it a good place to meet, exchange knowledge, do business, hold livestock and horses, and put on a grand show for the community. Those same attributes — the river and rail and road access — led to the development of major heavy industry on the site. The original asset of the site, the South Platte River, became forgotten. Now it is time for the NWSS to revitalize itself by starting with river revitalization and becoming a grander, expanded and multi-use site.

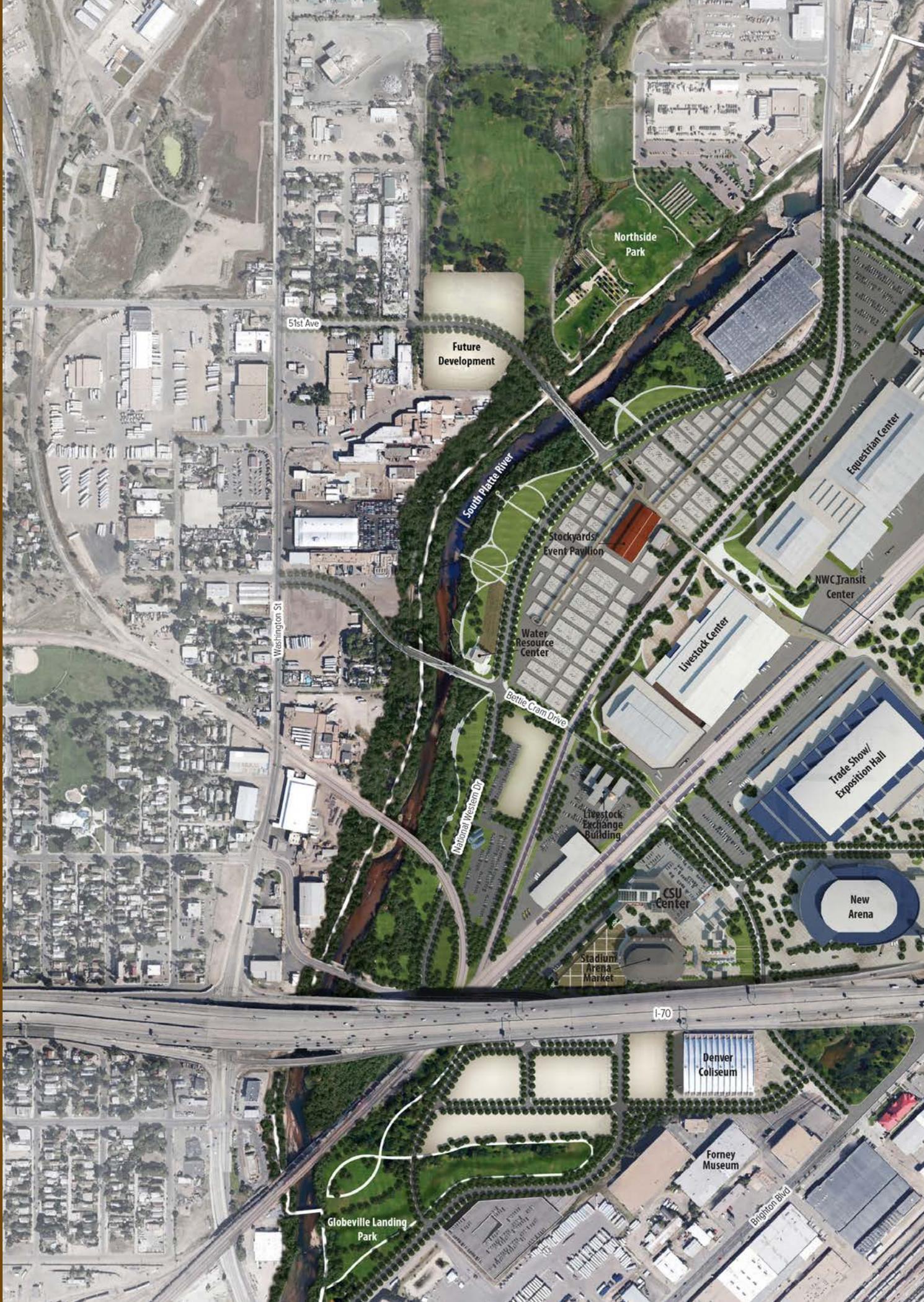
The NWCC and surrounding areas sit within the historic floodplain, part of the inspiration for having the river as the core of the Plan. It is almost certain that before the National Western was established, and the area was urbanized, much of this land was occupied by native cottonwood “galleries” or forests that followed old river channels and the sandy soils and groundwater of the lower terraces that flank the river. The character of the original landscape of the National Western was rural, combining grasslands, riparian shrublands, and towering cottonwoods. Over time, this regime was replaced with pavement and plants from other regions. Replacing the ecological function of these terraces is not fully possible, but the Plan envisions restoring natural functions by a strong emphasis on natural stormwater conveyance, cleansing and infiltration into the ground; greatly expanding the range and extent of native cottonwood and riparian plantings; and envisioning the National Western Center as once again in a setting that is urban and evokes its rural past. This means an enhanced corridor of natural habitats, expanded public access, improved water quality, and more room for the river to breathe.

The Master Plan also emphasizes connections: connections of people to people, people to river, and city to nature. The land along the river will be expanded into a wider corridor that will be linked into Globeville and Elyria/Swansea through new street, pedestrian, bike and green connections. These new connections will support neighbors, visitors, vendors, competitors, and employees 365 days a year with access to residences, amenities and the venues of the National Western Center itself. The Master Plan includes a range of substantial public plazas and connections that will support daily activity, special events, and gathering and staging during the Stock Show and other events. The different areas of the Center have their own public space or spaces, providing relief from the large scale of the buildings that make up the center, but also providing room for people to gather and access events as a whole during Stock Show or individual events at each major facility.

The design of these spaces will build on and express the idea that the Center is a place about both the past and the future. Western heritage and its place in our future will be a recurring theme in materials, details and symbols that are used in the design - but this will not be a place that is about the past. At its core, the NWCC is about the innovative future of the West and the many ways in which nature, culture, and agriculture continue to develop and change with new technologies, methods, and ever-increasing international opportunities and connections to our local communities. The design of the NWCC will also be of the present and future, using the latest in sustainable technologies and materials appropriate to the New West.

The Plan outlines key facility adjacencies, basic physical layout and frameworks to help guide future development of the site over a phased redevelopment. The Plan identifies a unique place in the Denver region that allows for a wide variety of uses throughout the year and provides access to the neighborhoods and key natural resources. The Plan includes primary physical program elements, site access and circulation, major infrastructure anticipated for the event and educational venues, and incorporate the sustainability principles described in the Vision section.





Northside Park

51st Ave

Future Development

South Platte River

Stockyards Event Pavilion

Equitation Center

Washington St

Water Resource Center

NWC Transit Center

Livestock Center

Bettie Crum Drive

Trade Show/Exposition Hall

National Western Dr

Livestock Exchange Building

New Arena

CSU Center

Stadium Arena Market

I-70

Denver Coliseum

Globeville Landing Park

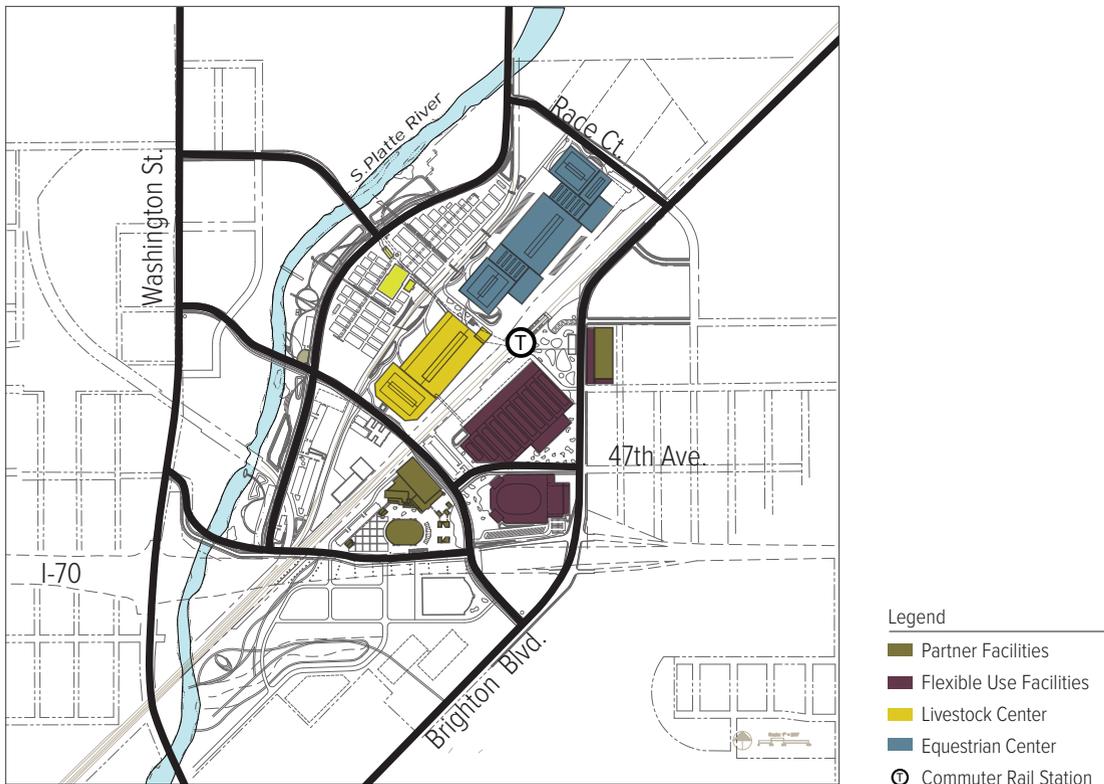
Forney Museum

Brighton Blvd



The National Western Center Master Plan sets the framework for a new and revitalized destination in Denver that builds off the culture and heritage of the place, brings activity to the river, provides new connections, inspires a new ethic in health and wellness, and embraces site regeneration.

The new National Western Center will revitalize a large area of Denver by being an active destination for Denver residents and tourists; by providing recreation and healthy food; by educating and inspiring an ethic that celebrates the best of our natural, cultural, and agricultural history and future.



Integrated Facilities Program (IFP)

The NWC Integrated Facilities Program (IFP) is one of the key documents developed as part of the Master Plan to help identify the physical programming needs of the NWCC. The IFP identifies new and adaptively reused facilities that can be home to a broad range of different uses and activities. The IFP stresses the importance of providing flexible “destination” facilities that can be used by many different users to activate the facilities and the site 365 days a year, that attract a broader range of tourist activity.

The IFP is based, in part, on the Denver Feasibility Study (released May 2014), commissioned by Visit Denver, Denver Arts and Venues and the Western Stock Show Association to better understand the best long-term positioning for the NWSS, National Western Complex, Denver Coliseum, and the Colorado Convention Center. The Feasibility Study is identified as a reference document to this plan.

The Feasibility Study identified the NWSS as the “Super Bowl” of stock shows — a premier livestock industry event. The study identifies the potential to re-establish the historic and iconic Stock Show for the next 100 years, for it to remain at the current site, re-master plan the entire site, build a new Arena integral to the site (north of I-70), and to re-purpose the Denver Coliseum site and other select facilities to create a dynamic, fully aligned “campus”, at the gateway into downtown Denver.

The IFP was also developed with all the partners and the Citizens Advisory Committee to identify program opportunities that support joint/collaborative use of all the facilities, 365 days a year, and support the Vision and Guiding Principles.

The IFP identifies the full build out of the programs identified in the Denver Feasibility Study and by the partners shows the approximate footprint of these full facilities. Although the full program is identified to determine the ultimate build out, the program is intended to be a flexible document that can be adjusted depending on changes in programming, future yet unknown needs, available funding and phasing. A more detailed program summary is located in Appendix C.



The overall site program groups the new facilities into major use categories:

New CSU and Partner Areas

- Food Systems Innovation and Learning Center
- Denver Urban Extension Center
- Educational Urban Farm and Demonstration Fields
- Water Resources Center
- Classrooms, laboratory, office space
- Performing Arts/Lecture Hall
- Coors Western Art
- Art, music and dance studios
- Conference and meeting space
- Food and Western Artisan market
- Retail uses and flexible pavilion space in plazas
- Flexible gallery/exhibit space
- Permanent Coors Western Art Gallery
- Community use space
- Possible short term living space for students and faculty



New Arena

- 10,000 fixed seat arena
- Restaurant(s)
- Retail uses along Brighton Boulevard Blvd. frontage
- Outdoor exhibit and concessions space
- Additional retractable seating for hockey, basketball or concerts
- Ice capability for hockey, family shows and a possible Winter Olympics bid feasibility
- Premium Seating
- 140'x260' show ring
- Administrative offices
- Multiple locker rooms
- Back of house facilities for service, storage and event operation uses



New Trade Show/Exhibition Hall

- 350,000 NSF of exhibit space
- Flexible event and ballroom space
- Lower level parking/flex space
- Accommodates potential for Olympic long track speed skating oval

New Livestock Center and Stockyards

- 5,000 seat Livestock Stadium Arena
- 700 seat Livestock Hall Auction Arena
- Livestock Hall
- Stockyards/Event Pavilion
- 1,000 seat Stock Yard Show Arena
- 1,000 seat Livestock Center Auction Arena
- Cattle tie areas
- Outdoor exhibit and concessions space

New Equestrian Center

- 4,500 seat Equestrian Events Center
- 500 seat Equestrian Arena
- Horse Stall Barn
- Enclosed warm up buildings (2)
- Open air warm up buildings (2)
- CSU Equine Sports Medicine Facility
- Temple Grandin Equine Center Program
- Local, regional and national equestrian events
- CSU Small Animal Community Outreach Clinic
- CSU Clinical Trials Center

Other Facilities

- Maintenance facility
- Outdoor and covered storage
- Equipment storage
- Service, loading, marshaling and unloading areas
- Site surface and structured parking

Neighborhood Program Elements

As part of the IFP, the NWCAC provided additional program elements that reflected the needs and desires of the community. The elements help to create a plan that is broader than only the needs of the partners and provides a plan that will be better utilized by the community.

The general program needs of the neighborhoods mesh well with the overall goals, program, and facilities of the NWCC and create abundant opportunities for the NWCC to engage with the neighborhoods. The neighborhood goals of a Unique, Strong, Connected and Healthy community are in alignment with the NWCC plan and evident in the following subset of the full Guiding Principles for NWCC Refer to Appendix E for a listing of all the program elements identified by the Citizens Advisory Committee.

- There is a strong desire from the neighborhoods that the NWCC provide critical east/west connections through the site, linking the river, the new rail station, and the heart of each neighborhood. These connections include new river and rail crossings that will enable neighborhood residents to access parks, trails and the river corridor.
- The neighborhoods have identified the need to increase access to public space and to develop new public spaces along the river at the NWCC that reflects the character and interests of the neighborhoods, including gathering places, walking paths, neighborhood related programming, and celebration of the site history through visual markers throughout the site. Access to the River is also identified as a key community goal.
- Health and Wellness opportunities, such as improved facilities for walking, biking and active recreation, access to healthy foods and local markets, and increased community programming and education for health and wellness, are an important part of integrating the community and NWCC.
- The NWCC has a strong goal to grow local, regional and global intelligence. The neighborhoods have identified a number of program needs to help educate children and to teach people about the relationship between agriculture, animals, water, energy, and growing healthy food.
- Growing local business knowledge is an identified neighborhood need. NWCC can be a place for local support of business, artists and entrepreneurs by providing incubator space, enterprise market space and a collaborative environment. The NWCC can also help provide work force development and on-site job training to local residents.
- The NWCC site will provide many opportunities for local entertainment, events and gallery spaces, along with fresh food, restaurants and commercial/retail spaces that will activate the neighborhood and support local opportunities for entertainment.



Urban Garden

Expanded Program Opportunities

The NWC Partners are in initial phases of creating collaborative programs that could be held throughout the site and would make use of both indoor and outdoor spaces, and various site assets and characteristics. The Guiding Principles and Goals will help shape programming as it evolves, but some potential programs have been proposed:

COLLABORATIVE EDUCATION PROGRAMS

- Creating a hands-on learning center and conservatory focusing on food systems (global to local, seed to compost) and its connection to various topics like energy, water, transportation, genetics, engineering, health, etc.
- Providing a CSU Urban Extension Center with classroom and outdoor educational opportunities and hands-on demonstrations of agriculture, food production, animal care, etc. specific to an urban setting. (Primarily CSU, with collaboration from partners).



Urban Extension Center

- Creating a Water Resources Center that takes advantage of the site's adjacency to the South Platte River and provides research, laboratory, and educational opportunities for K-20 students and the public (e.g., aquaria with native species, water play tables, interactive hydrology exhibits, etc.).



Water Resources Center

- Collaborative programming of outdoor spaces and shared gallery spaces for structured and unstructured educational experiences (e.g., using catwalks and bridges as interpretive walks, river talks, etc.).
- Collaborative cultural programming of shared gallery spaces, lobby spaces, and outdoor spaces throughout the NWC site, particularly by Coors Western Art, the Western Stock Show Association, Historic Denver, and History Colorado to create interactive educational experiences, and display art, archives, artifacts, historical site features, clothing, and other items.
- Working with P-12 institutions and environmental education programs to teach about food systems, animal care, urban sustainability, water, and other subjects via hands-on activities that the NWCC is uniquely suited to provide.



Nature Center

- Using outdoor spaces, included rooftops, plazas, and vertical surfaces to showcase urban agricultural innovation and support NWCC sustainability goals.



Sidewalk Markers

- Creating a live archeological site that showcases both archeological methods and uncovers the site's history. Artifacts and items from the dig could then be displayed in interior gallery/exhibition space.
- Hosting neighborhood tours (walking, biking, etc.) that discuss natural and human history and link back to the NWCC.
- Creating mobile applications to allow visitors to have interpretive and interactive experiences that change on a regular basis, and encourage visiting the entire site.

COLLABORATIVE SERVICES AND AMENITIES

- Supporting the creation of a food and artisan market that provides spaces for community members, students, and others to test and market new and existing, food products, art, design, apparel, etc. The market can promote Colorado products from around the state, meet local needs, carry items of local interest, support local entrepreneurs, and support shared economy and net positive economy goals.
- Partnering with private restaurant to create an on-site farm-to-table restaurant, which could provide hands-on opportunities for students (e.g., CSU



Urban Gardens

Hospitality, Business, etc.).

- Developing a culinary teaching kitchen that can hold courses on nutrition, cooking classes, and the science and history of food, and provide space for food preparation for the onsite market and food business incubation.
- Providing an Equine Sports Medicine facilities and a collaborative Community Outreach Clinic that provide treatment and education for CSU students and the general public. Facilities will demonstrate CSU's best-in-class research and treatment techniques and educate on connections between human and animal health. (Primarily CSU).
- Creating a Clinical Trials Center that will collaborate with other health institutions, provide the ability for more convenient diagnostic testing, clinical trial monitoring, and research services that also connect with human health. (Primarily CSU, with collaboration from other partners).
- Using auditorium space for small performing arts events, particularly where CSU students are providing support as a learning opportunity.
- Shared art studio space between partners, Coors Western Art, and community groups, perhaps including the nearby RiNo Arts District. This space might also be used by an "Artist in Residence" Program, where artists hold classes, demonstrations, etc. while also conducting original NWC-relevant work, serving on juries for arts competitions/reviews, and working with CSU students and the public. In addition, affiliated workshops could draw national and international visitors and participants.

COLLABORATIVE TRAINING, BUSINESS INCUBATION, AND CONFERENCES

- Hosting/co-hosting conferences and meetings that benefit from the NWCC setting and facilities (e.g., conferences for livestock associations, global food sustainability and innovation, urban sustainability, etc.).
- Creating an ongoing speaker series, university-business connections, and peer connections for agribusinesses.
- Provide collaborative business incubator and entrepreneurial business support and space to assist small and new businesses in marketing, sales, and finance.
- Provide work force training and resources in jobs related to agriculture, water resources, food, animal care, facilities management, etc.
- Establishing mentorship and internship programs that support students of various ages.

Program Post Master Plan Next Steps

As the NWC transitions from planning to detailed design, more specific programming will need to be a key component to each upcoming phase.

Campus Design Character

The NWCC will be a distinctive and unique district in north Denver. To support this uniqueness, the site and architecture should have an overall character that supports the pioneering vision; one that celebrates the past, but clearly points to the future. The character of both buildings and open space should reflect the American West by considering the landscape, the river, the prairie and the agricultural heritage while inspiring new design ideas for the future. The character identified in this plan is the first step in developing design guidelines for the site and are intended to 'start the discussion' about what the architecture and site look and feel like. As the design progresses, detailed design guidelines need to be developed to help guide the overall design character of the NWCC.

Architectural Character

There are three separate character areas within the NWCC Campus that will have a unique, yet complementary, architectural character. The architectural character identified reflects the uses of the buildings, their location on the site, their function within the overall site, and their relationship to adjacent uses and neighborhoods. It is not the intent of the overall character



Legend

- New West Architecture
- Signature Architecture
- Industrial Architecture
- Streets
- ⓐ Commuter Rail Station

Architectural Character

to reestablish older west or industrial buildings, but to design buildings that reflect the general character of the past while integrating a more modern aesthetic that embraces the value of the pioneering spirit. Buildings should reflect the time and place and fit within the urban context of the NWCC.



New West Architecture

New West Architecture

The New West character area includes all the facilities west of the BNSF railroad line and includes the new Livestock Stadium Arena, Livestock Hall, Equestrian Events Center, Horse Barn, Equestrian Arena, and the CSU Equine Sports Medicine Clinic. The Livestock Center contains over 350,000 SF and the Equestrian Center includes over 530,000 SF of facilities. These two centers stretch for over 1/2 mile north/south along the rail tracks and are adjacent to the new stockyards/events pavilion.

The New West architectural character is based on buildings that are specifically related to agricultural purposes and mimic the forms, colors and materials that reflect the vernacular architecture of the region. The buildings reflect simple forms with pitched roofs, use materials such as metal, wood and muted earth tone colors and include arcades and galleries. These buildings should have limited architectural ornament, with detail shown in the functional building elements of roof, rafter tails, ridge beams, overhangs, struts, lanterns, clerestories, exposed columns and exposed foundations.

Building facades should be broken up to reflect a series of buildings, rather than one large structure through breaks in the roof line and facade, highlighted entryways and doorways and functional overhangs. These buildings should also incorporate functional accessory structures including silos, water tanks, feed and storage bins and composting areas to add variety and provide integrated educational opportunities throughout the site as part of the MOU Partner's commitment to experiential, life-long learning.



Industrial architecture

Industrial Architecture

The industrial character area includes the new Trade Show and Exposition Hall and is intended to reflect the industrial and meat packing uses that once dominated the site. This building should have simple, rectangular lines with a strong horizontal reference. This architectural character highlights the large spaces that the building provides while including elements that help to scale down the building façade at street level through lower height entrances, glass doors and large windows that allow for views into pre-function areas. The roof character is generally flat, but can include saw tooth skylights and clerestory windows to break up the roof line and create architectural interest. Main entries should have a tower element that can be used as wayfinding throughout the site and highlight the primary public entries of the building.



Industrial architecture

Signature Architecture

The NWCC has two signature buildings on the campus, the New Arena, the new CSU Center and the Water Resources Center. Each of these buildings provides the opportunity to have signature, iconic architecture that reflects the public use of the facilities and instills a sense of pride in the neighborhoods. The iconic nature of these two building will also play a key role in creating the inviting entry into the site and also serve as important gateway features for visitors as they exit I-70 onto Brighton Boulevard Blvd, welcoming them to the campus.

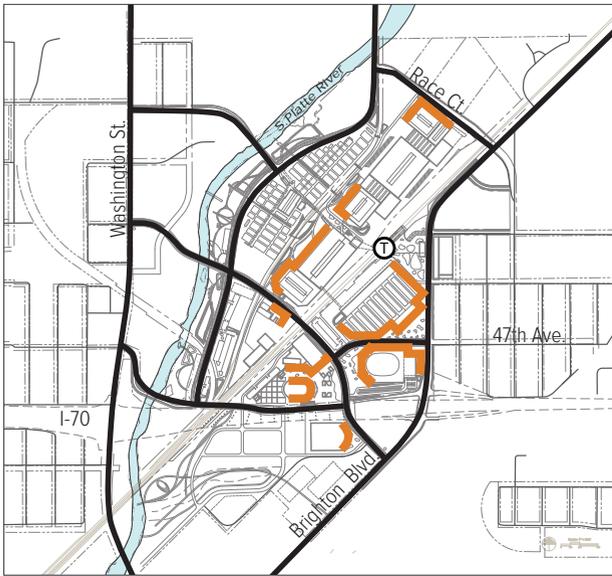
Unlike the New West and Industrial character, the Signature character is one that looks to the future and uses modern materials of glass and steel to create a truly unique facility. While this character style should be more modern, special attention should be paid to ensure the aesthetic is respectful to the history and adjacent building character. For example, a roof assembly such as a barrel roof can help to merge the history of the place with a more modern facade of glass and steel.



Signature architecture



Historic industrial architecture



Key architectural facades will help to identify building entries.

Legend

- Important Facades
- Streets
- T Commuter Rail Station

Historic Architecture and Historic Artifacts

There is a wealth of historic architecture and artifacts on the site that can be retained and used to develop an overall design language. These design elements can be pulled from the architecture, rail, stock pens, paving and other existing site components. Elements like stone, brick, steel and wood all have a place in creating a unique and authentic character. This character can be expressed in signage and wayfinding, pedestrian scaled elements, common building materials, lighting and ground plane improvements.



Historic brick pavers



Public Space Character

The NWCC has over 26% of the site as plaza and public space. There are six character areas for the site’s landscape that relate to their location and use. The landscape character is inspired by five components of the West – the river, cottonwood galleries, history, the prairie and agriculture. Each one of these components plays a role in the design of the space and is based off Colorado’s natural historic ecosystems and timeline of development in the Rocky Mountain West. All plaza spaces will also include water quality improvements.

- Legend
- Public Space
 - Streets
 - Ⓣ Commuter Rail Station
 - ① South Platte River
 - ② Stockyards
 - ③ Livestock Center
 - ④ NWCC Transit Station Plaza
 - ⑤ New Arena and Trade Show/Exposition Hall Plazas
 - ⑥ Colorado Commons
 - ⑦ Denver Coliseum and Under I-70

① SOUTH PLATTE RIVER

The South Platte River runs along the west side of the NWCC. One of the primary goals of the project is to engage the river and nature. Removing invasive species and allowing the river to take back its banks will soften its currently hard edges and allow for a more natural and more visually pleasing river bank. Reestablishing cottonwood trees along the river and allowing native species to regain their territory will establish an open space that is a respite from the City. Active areas will be integrated within the natural areas to engage nature and allow for a range of educational opportunities. With over one-mile of river bank, an appropriate mix of natural and active areas should be considered to allow for successful habitat corridors and restoration areas.

② THE STOCKYARDS

The livestock pens at the Stock Show are an integral piece of the history of this place, along with the prairie that the livestock would graze in outside of the pens. The new Stockyards should embrace that history by integrating historic artifacts of the Stock Show and meat-packing industry, creating historic plaques and monuments and integrating pavement color or markings throughout the Stockyards that tell the story about its history and its importance to Denver and the region. Where possible, prairie grasses should be integrated into the site to break up the large space, soften its character,

integrate stormwater and make it more habitable for people as well as livestock.

③ LIVESTOCK AND EQUESTRIAN CENTERS

Historically homesteads were built along rivers near cottonwood galleries for protection from the elements. Therefore, along the Livestock and Equestrian Centers, the landscape will mimic that homesteading character with elements such as pavement markings that hint at the river banks and with groupings of cottonwood trees along the way to provide shelter from the sun and wind to visitors. Prairie grasses should also be included to soften the paved areas, while still allowing for appropriately sized event spaces. During smaller event days there is potential to bring in various outdoor furnishings and planters to create more intimate spaces within the plaza areas for a broad array of event activities throughout the year.

④ NWCC TRANSIT STATION PLAZA

Moving across the BNSF tracks via an overhead walkway to the new RTD Transit Station, the experience stepping off the walkway or the train will be like stepping into the West in a way that celebrates the past, but is modern and useable, while speaking to the prairie and the tree galleries dispersed throughout. The plaza will be filled with a canopy of trees with an assortment of mounds filled with prairie grasses, areas of usable mown turf, public art and pathways in between. A small retail space



The planned elevated walkway and Stockyard catwalks will be one of the defining features of the new NWC.

will help to activate the plaza and provide a space with potential mixed use development above to overlook the activities of the transit station and various NWCC events.

5 NEW ARENA AND TRADE SHOW/EXPOSITION HALL PLAZAS

As you transition south along Brighton Boulevard you will come to a smaller version of the character of the Transit Station Plaza with areas of seating and mounds of prairie grasses mixed into the continued canopy of trees. With these two plazas being the larger event plazas, the design of these spaces will need to accommodate a large amount of people, but also be a pleasant space for community use on non-event days. Therefore special attention should be paid to the balance of seating, landscape and paved areas to ensure the space is usable year round and compliments the industrial and signature architectural character of the buildings.

6 COLORADO COMMONS

The New Arena plaza will transition across Bettie Cram Drive into Colorado Commons on a historical timeline of short grass prairie growing into modern agriculture. Landscape elements such as windrows, which are agricultural plantings to protect fields, orchards and homesteads, should be considered to break up the space and provide shade. Colorado Commons will also offer a turf area and a series of smaller spaces to allow for, not only the Arena plaza activity to flow into this “town center” type plaza, but also for a series of year round events associated with the 1909 Stadium Arena Market and entrepreneurial pop-up spaces to occur. To the west, this space transitions into full agriculture with the CSU research and production plots and community garden plots west of the Stadium Arena Market and a small urban (homesteading) farm.

7 UNDER I-70 AND THE DENVER COLISEUM PLAZA

The Denver Coliseum Plaza will connect visually and physically to Colorado Commons to the north of I-70. This space will be enhanced by lowering 46th Avenue under I-70 to allow for a smooth grade transition from north to south. The landscape will transition from Colorado Commons to a more urban plaza to the south with a consistent character under I-70, surrounding the Coliseum and along Bettie Cram Drive. This space will offer an expansive, but covered, experience for the hot summer events.



Legend

- Locations for Iconic Monuments and Structures
- Streets
- Commuter Rail Station

There are many opportunities to develop a series of iconic markers that help users orient themselves to the large site and to provide unique architectural and site elements.

Public Art

A key component of the site architectural character and open space will be the integration of public art into the facilities. The site will include larger pieces of signature art and a mix of smaller installations that will be incorporated through all the public facilities and open spaces. The public art program for the NWCC is intended to be site specific, include the public in its selection and location, and be a collaborative learning experience for the audience that will view and enjoy the pieces. As the development of the site occurs, a robust program for the incorporation of public art needs to be a part of the overall implementation. Public art will create a more diverse and interesting site and can be used to attract additional tourism, used in education, and enjoyed by all. The site will also be a great location for traveling art pieces, either outside or within one of the many facilities in the new NWCC. The site will also house the Coors Western Art permanent collection in the CSU Center which is focused on western art and artists.



There is a great opportunity to provide a wide variety of art at the NWC.

Western Heritage

The last component of the NWCC design character is the development of a new western heritage program that will be integrated throughout the site and within the new event venues. The intent of this program is to create a diverse year-round sustainable program related to our western heritage and culture. The program would include the great historic architecture and artifacts of the site and could include displays of western heritage artifacts and educational pieces from the collections of the National Western Stock Show and their 109 year history and from History Colorado and the Denver Museum of Nature and Science. These displays will create an educational path through the site from building to building, each with their own unique story of our western heritage and our diverse cultural history. This program would be used for education about all aspects of the American West and celebrate both human and animal relationships.



Stadium Arena

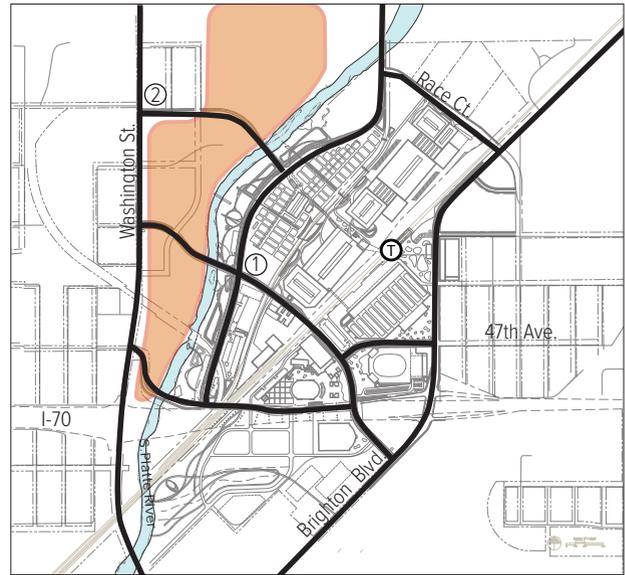


Northside Park

Character Areas

The plan is divided into nine “character areas” based on their geographic location and the proposed uses.

Character Area 1 Globeville Neighborhood/Washington Street



Character Area 1 is between Washington Street and the South Platte River in the Globeville Neighborhood.

Area Description

The Globeville/Washington Street area is located at the west side of the study area between Washington Street and the South Platte River in the Globeville Neighborhood. This area is currently characterized by large blocks of underutilized industrial land and lacks the basic infrastructure for good connections to the river and the Northside Park area. The Globeville Neighborhood plan recommends this area for mixed-use redevelopment by improving the access and circulation and creating an active edge along the west side of the river.

Intended Uses and Character Description

The intended uses for this area are for an evolution over time from the existing industrial uses to mixed use development including employment and mid- to high-density housing options with building heights up to five stories. The NWCC can help to spur new mixed-use development and act as a catalyst for making positive changes in the neighborhood.

FACILITIES

No specific NWCC facilities or program elements are anticipated in this area, but there is potential to attract new businesses related to agriculture and education that can be synergistic with the program at NWCC. This area allows for future growth of these supporting industries and can help to provide more jobs in the neighborhood.

Public Space

There are two key public spaces in this character area.

SOUTH PLATTE RIVER

The Globeville Neighborhood plan calls for the creation of a waterfront destination that will provide a diverse activities and events throughout the year and the potential for a waterfront plaza that can tie to the events that will occur at the NWCC.

REGIONAL OPEN SPACE/NORTHSIDE PARK AND HERON POND

The area contains approximately 80 acres of publically owned land associated with Heron Pond, Heller Open Space, Northside Park and land intended as regional drainage. This area is being envisioned as a natural area with native plantings, and a trail network to walk, bike or ride a horse that would be unique in the Denver region due to its native habitat potential and river to prairie focus.

Access and Circulation

Both the Globeville Neighborhood Plan and the NWCC Master Plan identify two key connection points from Washington Street to NWCC. (Refer to map on page 76.)

- ① **BETTIE CRAM DRIVE (49TH AVENUE) (PROPOSED)**
The first connection is at Bettie Cram Drive with a new vehicular and bicycle bridge over the South Platte River. This street will be the major east/west connector street for the neighborhoods and NWCC and will continue through the NWCC site to the east and connect to Brighton Boulevard at both 47th Avenue, north of I-70 and 44th Street via Humboldt Street, south of I-70. This new street will be a multimodal gateway and access point into the NWCC and will be a two lane street with bike lanes and walkways that will connect to the relocated National Western Drive on the east side of the river.
- ② **51ST AVENUE**
The second connection from Washington Street is at 51st Avenue. This street will provide better access to the Northside Park area and provide vehicular, pedestrian and bicycle connections across the South Platte River to the new relocated National Western Drive. This connection continues to the east for pedestrian and bicycles on a new, elevated walkway over the Stockyards and connecting to the NWCC Rail Station at 49th Avenue and Brighton Boulevard.

Key Relationships and Adjacencies

The South Platte River, Northside Park/Heron Pond and Washington Street are key adjacencies in the area.

Character Area 2 South Platte River



Character Area 2 includes more than one mile of riverfront along the South Platte River.

Area Description

The South Platte River character area runs for approximately 1.3 miles from Globeville Landing Park to Northside Park along the western edge of the NWCC site and contains approximately 12 acres. Today, the river is largely inaccessible from the west due to the Globeville Levee and from the east due to the Delgany Interceptor sanitary sewer lines and the Denver Rock Island Railroad (DRI) lines. This area is a prime opportunity to create a series of spaces and activities to allow the neighborhoods and the users of the NWCC to engage the river. By consolidating the railroad to the center of the NWCC site and by either relocating or burying the Delgany Interceptors, the Plan provides increased public river access and visibility.

Intended Uses and Character Description

The primary uses in this area are educational and recreational uses that can benefit from being adjacent to this great asset. There will be a system of trails on each side of the river that will connect key activity nodes throughout the frontage. The addition of accessible green space along the river will provide opportunities for river education, river access, viewing, restoration of native riparian habitat, art sculpture park and historic interpretation. The area is intended to be mostly passive uses with areas of focused activity.

Facilities

The primary NWCC facility located in this area is the Water Resources Center, located at the corner of Bettie Cram Drive and National Western Drive. This 15,000 SF facility will house a collaborative Water Resources Center that will focus on water/river research, water/ river education and outreach. The facility will provide opportunities for public education about the river, interpretive center flexible space to be used by all Partners, small events space, and facilities to teach and collaborate on critical relationship between water, natural ecosystems, food and livestock.

Public Space

The area between the river and relocated National Western Drive provides many opportunities to engage with the river. This area will be a mix of active, manicured spaces and natural river habitat that will give users a wide range of experiences along the length of the river. This area offers the opportunity to be able to experience the river in many different ways, through interpretive landscapes, growing fields, small plazas, outdoor classrooms, lawn area, and places to touch and interact directly with the river.



Access and Circulation

The primary access and circulation street for the river is the new relocated National Western Drive. This new two lane street with on-street parking, pedestrian and bicycle facilities offers the opportunity for public access along the length of the river at the NWCC site. National Western Drive is designed to be a slower speed street with great amenities such as on street parking, detached cycle track, street trees and detached sidewalks that create an active, accessible edge to the river area while providing needed access for the NWCC.

This area will also have two new river crossings for vehicles, pedestrians and bicycles at 49th Avenue (Bettie Cram Drive) and at 51st Avenue. These new connections across the river provide needed access from the west and allow users to access the river on both sides. The new bridges will need to be designed to address the hydraulic requirements of the river, the Delgany Interceptors, the Globeville Levee and existing South Platte River Trail on the west side as well as ecological concerns.

The Animal Transport Bridge is a remnant of the full bridge that crosses the river at approximately 50th Avenue. While it is no longer usable, the bridge could be rehabilitated to provide river viewing, interpretive opportunities or become another pedestrian crossing in this area. The bridge would need to have a structural assessment and vertical circulation would need to be added on each side to provide access to the bridge.

Key Relationships and Adjacencies

Key relationships in this area are the neighborhood and NWCC connections to the river, and the direct access between the Water Resources Center and the river. These important connections will allow full access to the river for both recreational and learning opportunities. There is also an important relationship between the river and the new event pavilion space at The Stockyards at NWCC. This connection will help to enhance the event space by providing opportunities for access and celebration at the river.

Character Area 3 Elyria Neighborhood TOD and NWCC Station



Character Area 3 includes the new NWC Transit Station and new TOD redevelopment in the Elyria Neighborhood.

Area Description

The Elyria Neighborhood TOD and NWCC Station area will be a prime entry point into the neighborhood and the NWCC from the new RTD commuter rail station located at 49th Avenue and Brighton Boulevard (expected to open in 2018). Today, the area is largely underutilized industrial land that has a large potential for redevelopment in the northern part of Elyria.

Intended Uses and Character Description

This character area provides great growth potential for additional residential uses within the Elyria and Swansea Neighborhoods, focused on the new commuter rail station. The neighborhood plan calls for redevelopment of the industrial uses adjacent to the station to mixed use with a five story height limit as defined in the Elyria and Swansea Neighborhoods Plan.

The new RTD North Metro Line commuter rail station is a two track, side platform station with capacity for a four-car train. The immediate station area at 49th Avenue at the west side of Brighton Boulevard will provide a gateway into both the neighborhood and the NWCC.

Facilities

To help support both the mixed use development of the neighborhood and to support the NWCC parking needs, an 800- 1000 space mixed use parking structure is proposed on half of the Denver Public Schools (DPS) site located at 48th Avenue and Brighton Boulevard . This location is the old Denver Public Schools bus storage and maintenance site and prior to that was a landfill. This property will require environmental remediation

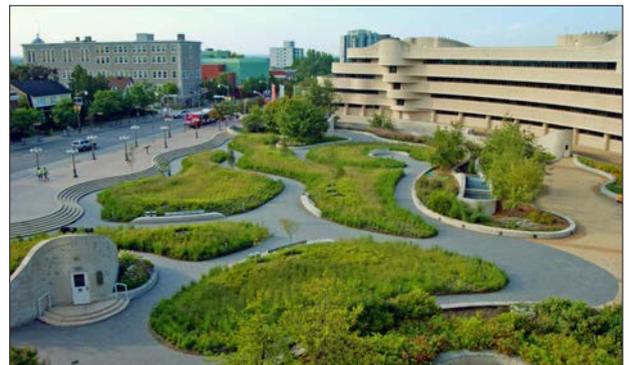
prior to placing new uses on the site. This new facility is encouraged to have retail/commercial uses on the ground floor facing Brighton Boulevard, and could also have a vertical greenhouse on the south face of the building, creating a green welcoming façade to the building. The parking structure would be 4-5 stories high. This mixed use facility could act as a catalyst in the neighborhood to spur on redevelopment around the station.



Historic Elyria school

Public Space

The new NWCC Station Plaza is a 3.5 acre gathering place that will provide a welcoming character to the neighborhood and NWCC by providing a place where visitors arriving by train will step into the new western landscape character at NWCC. This landscape character will be a dense riparian canopy that highlights the NWCC as a special and unique place. The plaza is also large enough to allow for TOD supporting retail/commercial uses adjacent to the station. The station is connected to the west via a new elevated walkway and bridge over the BNSF/RTD rail tracks.



The NWCC Transit Station will have large planting areas, a dense tree canopy, and public art.

Access and Circulation

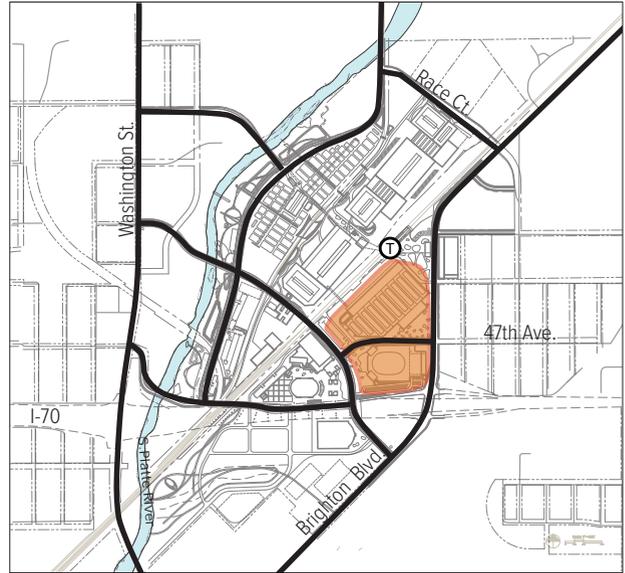
Access and circulation improvements in this area are based on the recommendations in the Elyria and Swansea Neighborhoods Plan. The plan proposes that 49th Avenue connect through the DPS site between Brighton Boulevard and High Street and a new extension of Williams Street between 48th Avenue and 49th Avenue through the DPS site. A new pedestrian bridge connection is also planned over the BNSF/RTD tracks to the west.

Careful attention will need to be paid in the design of the plaza and the close interaction of the Trade Show/Exposition Hall and its needed parking and service drive access to provide a safe crossing for pedestrians to and from the rail station.

Key Relationships and Adjacencies

The new NWCC station is a key connection point for the entire neighborhood and NWCC. It is connected to the site through wide walkways and a bicycle track connecting to the new Trade Show/Exhibition Hall and by a new pedestrian bridge over the RTD and BNSF tracks to the west, with connections to the Globeville Neighborhood via the new, elevated walkway.

Character Area 4 New Arena and Trade Show/Exhibition Hall



Character Area 4 includes the core of the new entertainment venues at NWCC including the New Arena and New Trade Show/Exhibition Hall.

Area Description

The New Arena and Trade Show/Exhibition Hall area is approximately 27 acres and is located in the southeast quadrant of the NWCC, north of I-70 and west of Brighton Boulevard. The area currently includes the Events Center, surface parking, and a few smaller commercial and residential buildings.

Intended Uses and Character Description

The New Arena and Trade Show/Exhibition Hall area is the primary events and entertainment destination at the NWCC. During events at these facilities, this area will be welcoming and active and provides a front door to the NWCC from Brighton Boulevard. This area is also a key connection point into the Elyria Neighborhood and provides a public plaza on Brighton Boulevard that can be used for community events.

Facilities

This area contains two major event venues for the NWCC, the New Arena and the new Trade Show/Exhibition Hall. These two facilities work in unison with each other and provide the signature entertainment venues for the NWCC.

NEW ARENA

The New Arena is the NWCC flagship building that replaces the uses currently existing at the Denver Coliseum. This new facility has 10,000 fixed seats and serves as the main performance facility at NWCC. It provides space for the NWSS Rodeo, concerts, circus events, Expo shows, sporting events, ice hockey, ice shows, basketball, volleyball and other multi-function, year-round events. It includes box seating, office space for tenants,

administrative offices, animal holding areas, service docks, restaurant space, locker rooms and flexible retail space inside the facility. The facility also has neighborhood retail/commercial space on the Brighton Boulevard frontage to help scale the building down and to provide an active edge along the street. The New Arena will also house the NWCC and NWSS administrative offices.

The architectural character of this signature building will be modern and open, with glass facades, welcoming entrances, and building elements that will help with site wayfinding and NWCC visibility from I-70. Total building Square Footage: ~300,000 Gross Square Feet (GSF)

TRADE SHOW/EXPOSITION HALL

The new Trade Show/Exhibition Hall is a multi-purpose, year-round facility that provides 350,000 SF of flexible exhibit space and is a three-level facility. The lower level will be approximately 600-900 parking spaces with lower level access from 49th Avenue at Brighton Boulevard. The Brighton Boulevard street level is the main exhibit hall and entry lobby, and the upper level will include ballrooms and additional flexible space for events and potential restaurant space. The main floor is designed to accommodate the clear-span space for an Olympic large track speed skating oval. This facility is also designed to accommodate overflow and local events currently associated with the Colorado Convention Center. Local events like the Garden and Home Show, Denver Auto Show and the State Volleyball Championships can occur here, giving additional opportunities for larger convention events at the Convention Center. The Trade Show/Exhibition Hall is also connected via skywalks to the New Arena (across 47th Avenue) and to the Livestock Hall (across the BNSF/RTD tracks). These connections offer great views to the west and provide a secure/on-grounds connection between facilities during larger events. Total building Square Footage: ~460,000 GSF

Public Space

There are two primary public spaces within the character area.

ELYRIA PLAZA

Elyria Plaza is the ceremonial front door to the NWCC from Brighton Boulevard and the primary gateway into the site. It contains approximately 2.3 acres of public space and provides opportunities for exhibit, gathering, event pre-function, markets and small retail sales kiosks.

ARENA SQUARE

Arena Square is the primary outdoor exhibit plaza at NWCC. Its 2.3 acres will be the same character and work in tandem with Elyria Plaza. This plaza will have larger areas for exhibit and pre-function use due to the nature of the events in the New Arena and is designed to provide flexibility for many different types of activity.



Access and Circulation

The primary access street for this area is Brighton Boulevard, which will be designed to be a four-lane street during large events to serve the parking and access needs of the area, and be a three-lane street during the remainder of the year to function as a local street to the neighborhood and provide convenient access to I-70.

47th Avenue from Brighton Boulevard to Bettie Cram Drive will be a new two-lane festival street with roll curbs, wide sidewalks, bicycle facilities, lighting and wayfinding. This street, along with Elyria Plaza, can be used for farmers markets, neighborhood events, displays and exhibits.

Service access for the Trade Show/Exhibition Hall is from Brighton Boulevard at 48th Avenue and runs along the west side of the facility at the main floor level adjacent to the rail tracks. Service for the New Arena is from Brighton Boulevard and 47th Avenue at the northeast corner of the facility.

Key Relationships and Adjacencies

The New Arena and the Trade Show/Exposition Hall can work individually or together for events. The Trade Show Hall offers a large amount of flexible space that can serve overflow needs at the New Arena or from other on-site facilities. To maximize the visitor experience, an adequate amount of surface and structured parking needs to be close to these two major facilities. The NWCC Rail Station is also a key adjacency to these major venues. The two venues are connected with an above street bridge connection for on-grounds access during the NWSS, and for easy access between the facilities during larger events.

**Character Area 5
Colorado Commons**



Character Area 5 includes the home for CSU, the renovated Stadium Arena Market, and the Colorado Commons, the sites largest public space.

Area Description

Colorado Commons is located north of I-70, and east of the BNSF/RTD rail lines. This area currently contains the NWSS Administration Building/Hall of Education, Exposition Hall, Livestock Hall, Stadium Hall and the 1909 Stadium Arena. This area is currently the hub of the NWSS.

Intended Uses and Character Description

The Master Plan calls for a total transformation of this area by renovating and restoring the 1909 Stadium Arena for new uses, and removing the other existing stock show facilities. This area will become the home for the primary CSU/NWCC Partner facilities and be the neighborhood and public center for the NWCC year-round.

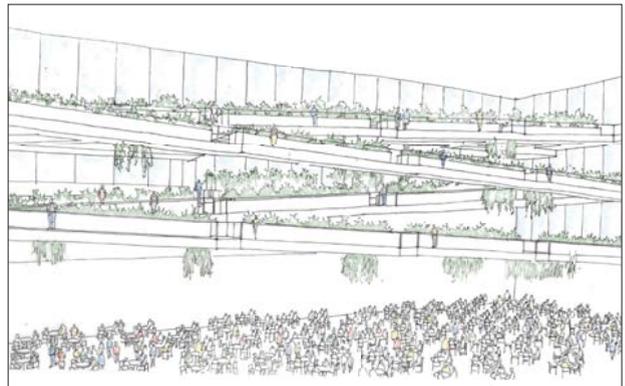
Facilities

1909 STADIUM ARENA

The 1909 Stadium Arena was the first permanent structure built at the stock show and is a wonderful example of turn-of-the-century architecture in Denver. Its brick façade and large open arena give it a truly unique character that is worth preserving for future generations. The Master Plan calls for this building to take on a new role, one that can be used and enjoyed by the public through a variety of possible new uses that may include an active public market, a commercial/ teaching kitchen that can be used by the community, and a multi-use events space in the main arena. This space is also being assessed as a possible center for entrepreneurial business and art at NWCC and will include incubator business space, and retail uses for goods and services that showcase Western Heritage and food. The plan calls for removing the stadium seating and adding a mezzanine level to increase the building capacity to approximately 90,000 SF. The CSU Denver Urban Extension Center will probably also be located in this facility on a temporary basis until it can be permanently located in the new CSU Building.

THE CSU BUILDING

The new CSU Building facility will be the primary address of CSU on the NWCC site. The multi-level facility will be approximately 80-100,000 SF with new educational facilities. This facility is planned to house the CSU Denver Urban Extension Center, a Food Systems Center and Conservatory, the Coors Western Art Collection, event spaces, offices and business center, small scale research offices and facilities on topics including agriculture innovation and Science, Technology, Engineering, and Mathematics (STEM) programs, laboratory space for teaching and research, multi use classrooms and flexible space, conference space, an auditorium/performance space/ lecture hall, performing and visual arts studio spaces for students and the community, and space for a portion of the National Western Stock Show Heritage collection. This space can also be used for day camps, small events, art openings and exhibits.



The new CSU Center will have a large open atrium and indoor growing spaces. (Images courtesy of Li, Long, CSU Graduate Student)

PARKING STRUCTURE

A new 540-720 space parking structure is planned for the northern portion of the site, with the CSU Building wrapping the southeast and southwest faces. This structure will be used for the CSU and Colorado Commons activities, and will also serve the New Arena and Stock Show parking needs.

FUTURE EXPANSION SPACE

Colorado Commons provides the potential for future educational, agricultural or retail/commercial growth on the NWCC campus for uses that support the overall vision.



Colorado Commons provides flexible public space for a variety of uses throughout the year.

Public Space**COLORADO COMMONS**

Colorado Commons is the largest public space at the NWCC (5 acres) and provides a variety of educational and passive recreational uses. The plaza also has an additional 1.8 acres of test and research growing plots, community gardens, a small urban farm space (perhaps with animals), a community gathering space, small outdoor performing spaces, small flexible pavilions for retail sales or small events, space for outdoor markets and exhibits, public art, and flexible multi-use open space to accommodate larger events. This space could also be used as trade and agricultural industry exhibit space during the Stock Show and other on-site agricultural-related events.

Access and Circulation

Primary pedestrian and bicycle access to Colorado Commons is from Bettie Cram Drive. Access for service and parking is from 46th Avenue. Neighborhood access from the east will be along 47th Avenue. Bus and shuttle access will be south of the Stadium Arena Market along 46th Avenue.

Key Relationships and Adjacencies

As the public center for the NWCC, the key Colorado Commons adjacencies are to the neighborhoods with good connections both east and west through the site. This area will also be the primary daily use area for students and the public to learn about the NWCC and to learn about water, food and agriculture. The CSU Building and Extension Center need to be adjacent to research test, teaching, and growing plots.

**Character Area 6
Livestock Center and Stockyards**

Character Area 6 includes the new Stockyards/Event Pavilion and the Livestock Center, the NWCC's most flexible venue space.

Area Description

The Livestock Center and Stockyards are located north of Bettie Cram Drive and west of the BNSF/RTD rail corridor. This area is currently the livestock yards for NWSS and also includes surface parking lots and some industrial uses. The site area is approximately 30 acres.

Intended Uses and Character Description

The new Livestock Center will be the hub of all livestock activities during the Stock Show and provide multi-use flexible indoor and outdoor facilities year round. These buildings are intended to be the most versatile and flexible buildings at the NWCC. The design character of the facilities will be similar to the Equestrian Center with simple building forms that reflect our western culture with a simple yet contemporary material palette.



The new stockyards will replace the existing, non-movable pens with new, removable pens that allow for flexible use of the stockyards.

Facilities

LIVESTOCK STADIUM ARENA

The new Livestock Stadium Arena is a 5,000 seat (2,500 fixed, 2,500 fold out), 135,000 GSF arena facility that will house livestock shows, family shows, conventions, banquet hall, lecture space, sporting and entertainment events year round. This space will also have the ability to hold smaller attendance ice shows and events.

LIVESTOCK HALL

The Livestock Hall is a 230,000 GSF multipurpose livestock facility and highly flexible events venue. This building is intended to be one of the most flexible use buildings at the NWCC. The venue will function to hold livestock during the Stock Show and be able to support a wide range of year round uses including livestock sales, animal shows, indoor festivals, sporting events, conventions, trade and equipment shows and farmers markets. It can also be used as support facilities and vendor space for larger festivals held in the Stockyards. The facility will also serve as overflow horse stalls for the Equestrian Center during larger horse events.

STOCKYARDS/EVENTS PAVILION

The Stockyards is a 20-acre space that is envisioned to function as an 800 pen stockyard during the Stock Show and be a multi-use outdoor, event space, and destination the remainder of the year. The Stockyards will be a unique event space for the Denver region allowing the potential for larger concerts and events to occur at a site that is designed to accommodate them. During the Stock Show, the space will have cattle pens with removable fencing and will house the livestock-related outdoor programs needed to maintain the Stock Show as the 'Super Bowl' of livestock events. The Stockyards also include space for the Herd Sire, Heifer Mart and Stock Dog areas during the Stock Show, included in the overall 20 acres.



When the pens are removed, a 20-acre hard surface flexible space is created allowing for a variety of events including concerts, exhibits, car shows, livestock and hay sales, RV and car sales, flea markets, outdoor sporting events, rodeo and horse events, farm equipment shows, summer stock shows, and Denver County Fair. It can also provide non-stock show parking for up to 2,700 vehicles.

LIVESTOCK HALL AUCTION ARENA

The Livestock Hall Auction Arena is a 700 seat, 9,500 GSF livestock sales and lecture space attached to the Livestock Hall.

LIVESTOCK CENTER AUCTION ARENA

The Livestock Center Auction Arena is a 1,000 seat, 15,000 GSF terraced seating arena used for livestock sales, classroom space and possible performing arts events. This arena is located adjacent to the Stockyard Show Arena in the Stockyards.

STOCKYARD SHOW ARENA

The Stockyard Show Arena is located in the center of the stockyards adjacent to the Livestock Center Auction Arena and is used for livestock shows and sales during the Stock Show and is the support building for the year-round Events Pavilion in the Stockyards. It is a 20,000 GSF facility with 1,000 bleacher seats.

CIRCA 1917 ARMOUR & COMPANY MEAT PACKING PLANT OFFICE AND WATER TOWER

The circa 1917 Armour & Company Office is located at the east side of the stockyards at the center of the site. This two story historic building is recommended to be nominated as a Denver Historic Landmark. At present, the property serves as a private residence, but should it become available, its reuse potential includes offices, Livestock Center business center with conference rooms and small offices, as the Events Pavilion offices, or other livestock/equestrian uses.

The water tower will remain in the new Stockyards and be an integral part of the new elevated walkway between National Western Drive and the new Rail Station.



Public Space

LIVESTOCK CENTER PLAZA

The Livestock Center Plaza is a 3.8-acre plaza on the west side of the Livestock Hall. This plaza is used for outdoor displays, vendor booths, displays and exhibits. This space is also the primary north/south pedestrian access to the Equestrian Center. The primary feature of this plaza is the lowered plaza that connects the Livestock Hall with the Stockyards. This plaza is below the DRI railroad tracks and is 200 feet wide, allowing for free flow and clear visual connection between these two major event venues. Further study is needed at the Livestock Center Plaza and the Equestrian Plaza to incorporate a portion of the historic pens and brick paving materials into these plazas.



The elevated walkway could take on many different design characters, and will be an iconic component of the NWCC.

ELEVATED WALKWAY

One of the key connecting elements of the Master Plan is the elevated walkway. This new elevated walkway will run east/west and span the Stockyards, rail tracks, and the area between the Livestock Center and the Equestrian Center. This elevated 'catwalk' will be a truly unique and site defining feature that will connect National Western Drive at 51st Avenue to the new Rail Station at 49th Avenue and Brighton Boulevard. This walkway will have an industrial look and feel in its design and vary in width from 15' to 20'. It will visually connect through the site past the historic Armour water tower and provide great views into the site and of the mountains. The elevated walkway will also have bicycle ramps at each end for easy bicycle access and have vertical circulation points at regular intervals throughout its length for easy access to the NWCC. This elevated walkway would be open year-round to the public to provide access to and from the rail station from the west.



The High Line in New York City is a good example of a successful elevated public space.

CATWALKS

Along with the elevated walkway, there will also be 'catwalks' that run north/south through the Stockyards and have a similar use to the existing catwalk that is in the yards today. This catwalk would have an industrial look and feel and be used to view the Stockyards and provide easy north/south access through the yards. The intent of this catwalk would be that it would be closed to the public during events in the Stockyards and during the National Western Stock Show and be available for use by attendees of those events.

Access and Circulation

Primary access to the Livestock Center is from National Western Drive and Bettie Cram Drive. Service access is from Bettie Cram Drive and along the south side of the Livestock Stadium Arena and the west side of the Livestock Hall.

Key Relationships and Adjacencies

The Livestock Hall is a true multi-use facility, with the ability for use as a flexible space for overflow from the Trade Show/Exhibition Hall, the Equestrian Center and an events building during concerts and exhibits in the Stockyards. Its central location allows it to function for a multitude of events throughout the year.

Character Area 7 Equestrian Center



Character Area 7 is home to the New Equestrian Center and the CSU Equine Sports Medicine Facility.

Area Description

The Equestrian Center is located south of Race Court and west of the BNSF/RTD rail tracks. The site contains approximately 26.5 acres and includes 464,000 GSF of enclosed equestrian facilities and 48,000 SF of covered, open air practice arenas. The site is currently industrial and warehouse uses with some freight rail access.

Intended Uses and Character Description

The new Equestrian Center is dedicated to providing quality space for year-round horse shows and events. The facilities can also house the Denver Police Equestrian unit, CSU Equine Sports Medicine Clinic, Community Outreach Clinic, Clinical Trials Facility, the Temple Grandin Equine Center Program and the potential for year round horse access for recreation, rehabilitation and educational uses. The design character of the facilities will be similar to the Livestock Center with simple building forms that reflect our western culture with a simple yet contemporary material palette.

Facilities

EQUESTRIAN EVENTS CENTER

The Equestrian Events Center is a 2,500 fixed seat and 2,000 pull out seat multi-use arena to house equine and livestock events and entertainment functions throughout the year. The space is large enough to hold concerts, motor sports, indoor festivals, conferences and meetings, banquets, horse and livestock sales. The facility also includes indoor space for exhibits and vendors. The building is approximately 109,000 GSF.

EQUESTRIAN ARENA

The Equestrian Arena is a 500 seat arena for equine, livestock and smaller entertainment events including horse shows, lectures, horse and livestock sales, animal shows and indoor festivals. The building is approximately 86,500 GSF with a dirt floor show ring.

HORSE BARN

The horse barn is a 1,000 stall, 220,000 GSF facility with permanent 10' x 10' horse stalls. Service access to both sides of this facility is critical due to its size for loading and unloading.

CSU EQUINE SPORTS MEDICINE FACILITY

The CSU Equine Sports Medicine Facility is a 78,600 GSF state of the art clinic facility dedicated to equine sports medicine and education and is directly adjacent to the Equestrian Center along Race Court. The facility will have exam rooms, indoor pens, Eurociser, water treadmill and salt water spa. The facility will also house the CSU Community Outreach Clinic and the Clinical Trials Facility. The facility has approximately 35,000 SF of outdoor pens and exercise area and surface parking for staff and clients.

CSU TEMPLE GRANDIN EQUINE CENTER PROGRAM

Possible extension of the CSU Temple Grandin Equine Center equine-assisted therapy program, which integrates research, education and equine-assisted therapy practice for individuals with physical, emotional, and developmental challenges. This program, which integrates occupation therapy, psychology, social work, health, and exercise science, will also provide training for students and educate the public.

ENCLOSED PRACTICE AREAS

There are two 24,000 SF enclosed practice areas, one directly attached to each of the arenas and with direct connection to the horse barn. These practice areas serve as staging and pre-function for activities in the arenas and consist of a 120' x 200' show ring and a dirt floor.



The Equestrian Center will hold a variety of horse shows throughout the year.

COVERED PRACTICE AREAS

There are two 20,000 SF outdoor Covered Practice Arenas that will be used for horse exercise and small outdoor events that need a covered space.

Public Space

The primary public space for the Equestrian Center is the 2.6 acre Equestrian Plaza located on the south and west corner of the Events Center. This plaza is at the main entry to the Events Center and provides space for exhibits, vendors, and small events.



The Equestrian Plaza will be the main gathering space for equestrian events.

Access and Circulation

The primary access to the Equestrian Center is from Race Court. There are service aisles on the east and west sides of the facility that provide loading and unloading of the horse barn from two different sides, decreasing the loading/unloading times of this facility and for the two event arenas and enclosed practice areas.

Key Relationships and Adjacencies

Key relationships for this area include direct, covered access to the horse barn for all equestrian facilities, and the potential to use the Livestock Hall as overflow space for larger events and horse shows. The CSU Equine Sports Medicine Facility is connected to the Equestrian Center to allow for easy access to services provided by CSU on a daily and event basis. The Livestock Hall provides adjacent overflow stalling potential for larger equestrian events.

**Character Area 8
Livestock Exchange**

Character Area 8 is focused on the historic Livestock Exchange Building.

Area Description

The Livestock Exchange area is located south of Bettie Cram Drive and west of the BNSF/RTD rail tracks. This area contains the three buildings associated with the Livestock Exchange built between 1898 and 1919 and contains approximately 6.5 acres.

Intended Uses and Character Description

The primary use of this area will be agri-business, site maintenance, and future program growth for the NWCC. While the Livestock Exchange is privately owned, the NWC Partners should collaborate with the owners of the building to look at co-development options that provide uses that are complimentary to the NWCC.

Facilities**LIVESTOCK EXCHANGE BUILDING**

The Livestock Exchange Building (also known as the Denver Union Stockyards Building), is an important historic resource for the NWCC and can serve as a critical link along Bettie Cram Drive. The building contains approximately 54,000 SF of office space that can be used for agri-business and supporting commercial space to complement the uses at NWCC. The building is currently privately owned. The Livestock Exchange is also the home to the Stockyards Bar and Restaurant.

MAINTENANCE AND OPERATIONS FACILITY

The Maintenance and Operations Facility is located just south and west of the Livestock Exchange Building and includes 44,000 SF of operations and service space to support the NWCC. This area also includes space for equipment storage and dirt/footing mix storage.

FUTURE GROWTH

The area along the east side of National Western Drive, south of Bettie Cram Drive is dedicated to future program growth at NWCC. This area could be additional educational facilities, agricultural-related business, or supportive mixed use.

Public Space

LIVESTOCK EXCHANGE PLAZA

The Livestock Exchange Plaza is located at the east side of the Livestock Exchange Building is a 0.4 acre space and is intended as a ceremonial space that reflects the historic character and importance of the building. The space can be used for small special events, outdoor markets, displays and exhibits.



NWC will have a series of smaller event spaces spread throughout the site.

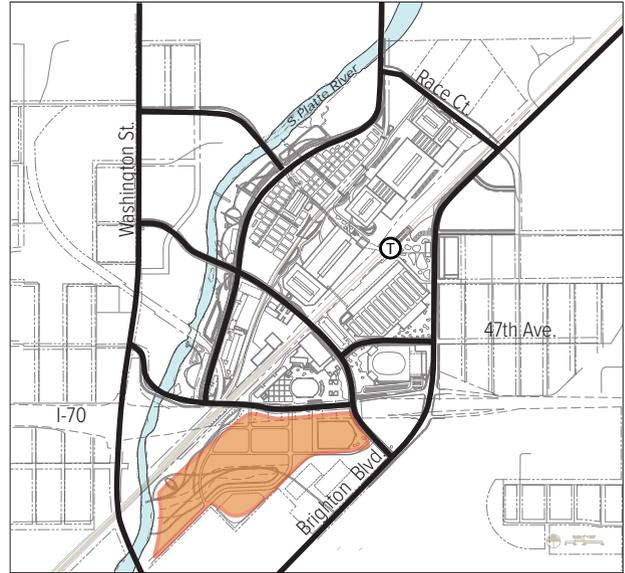
Access and Circulation

Primary access to the Livestock Exchange is from Bettie Cram Drive. Other area access is provided from National Western Drive.

Key Relationships and Adjacencies

The central location of the Maintenance Facility is important for servicing of all the facilities at NWCC.

**Character Area 9
Denver Coliseum**



Character Area 9 provides guidance for the redevelopment of the Denver Coliseum site to make it an integral component to the overall NWC Campus.

Area Description

The Denver Coliseum site is located south of I-70 and West of Brighton Boulevard and includes 30.4 acres. The site currently houses the Denver Coliseum, an attached horse barn for rodeo events, and 2,240 surface parking spaces. While the Master Plan does not identify specific uses for the Denver Coliseum site, it is considered a critical component of the NWCC overall planning effort and as such should redevelop with uses that complement the overall vision and goals of the NWCC.

Intended Uses and Character Description

The Master Plan identifies the development framework that will help to shape the new development on the site. Due to overall NWCC phasing and environmental clean-up of the site, a specific development layout is not provided in the plan. The following design principles have been identified to help guide future development that is complementary to the NWCC and takes advantages of the sites opportunities.



The proposed redevelopment of the Denver Coliseum will be an integral component to the overall NWC Campus. New connections under I-70 via walkways and plazas and the lowering of 46th Avenue will create a much more accessible and friendly atmosphere under I-70. The proposed regional drainage channel and the extension of the Globeville Landing Park to the north along the tracks increases the amount of open space in this area.

Design Principles for the Denver Coliseum Site

- Provide a through connection between 44th Street and Arkins Court
- Study possibility of a new access point to 46th Avenue
- Provide a new access point into the site from Brighton Boulevard along the High Street drainage easement (approx. 41st Street)
- Allow for visibility through the site from eastbound I-70, 44th and Brighton Boulevard intersection, and from 38th Street at Arkins Court
- Provide multiple connections (vehicular and pedestrian) under I-70 to 46th Avenue and the NWCC to the north
- Provide opportunities for activated space under I-70 that reinforce north/south connections
- Provide bicycle/pedestrian connections from Brighton Boulevard to Globeville Landing Park, the South Platte River, and from NWCC Colorado Commons to the river and park through a greenway connection
- Maintain direct river access through Globeville Landing Park
- Provide easy and clear access to Globeville Landing Park and support adjacent uses that provide 'eyes on the river and park'
- Provide flexibility for active educational and recreational uses within the park
- Create a green buffer along the BNSF/RTD rail corridor that extends Globeville Landing Park to the north
- Provide opportunities to use the regional drainage as a site and open space enhancement
- Maintain the potential for the site to be used as parking inventory for the NWCC event venues
- All Guiding Principles and Goals of the Master Plan apply to this area

Existing Facilities

The Denver Coliseum opened in 1952 as Denver’s premier entertainment venue. The building includes 170,400 SF of space and has had a number of renovations over its life span, with the last one occurring in 2001/2002. As an entertainment venue for the City, the building lacks some of the needed amenities to draw year-round events and maintain the Stock Show’s world class status. These shortfalls include inadequate ventilation, poor guest circulation space, lack of box suites or premium seating, inadequate lighting and sound systems and lack of overall venue flexibility. The Master Plan does not use the Coliseum site for any new programmed uses, but the building may hold some potential as a reuse building for a larger tenant or group of smaller tenants looking for a good visible location, easy access to the highway, the NWCC, and to downtown Denver.



The Denver Coliseum is a potential facility for reuse to support the NWC.

As the NWCC site is designed and constructed over time, the reuse potential of the Denver Coliseum must also be studied. Previous NAIOP studies for the site have identified some possible uses such as a conference center, flex-tech campus, center for creating art, interactive museum and a performing arts center. The site could also be used for corporate or incubator office space, retail uses such as the REI Flagship Store at Confluence Park, a possible recreation facility, or a specific use that helps to form the core of the site redevelopment and complements the uses at the NWCC.

Public Space



Globeville Landing Park will offer a direct access point to the river and be connected to the Elyria Neighborhood and the NWC site through new pedestrian and bicycle linkages.

GLOBEVILLE LANDING PARK AND SOUTH PLATTE RIVER ACCESS

Globeville Landing Park is located at the southwest corner of the Denver Coliseum site and provides direct access to the South Platte River. This park is currently underutilized and provides a good open space asset adjacent to new development on the Coliseum site. The Master Plan provides trail connections to the park from NWCC and identifies the potential for an outdoor plaza and classrooms, play areas and for direct access to the river. Other City goals for the park include:

- Increase opportunities to create a river gateway
- Create a key regional destination
- Create ecological buffers between development and the river to include native tree and shrub species
- Improve the quality of human life and wildlife
- There is ongoing study being done by Denver Parks and Recreation to look at ways to activate this park.

The South Platte River Trail runs through Globeville Landing Park. The trail continues south into downtown and Confluence Park/Cherry Creek Trail. The trail crosses to the west side of the river at the park and goes north, connecting to Northside Park/Heron Pond and into Adams County, with connections to Sand Creek. Today, Globeville Landing Park offers the only opportunity to gain direct access to the river from the east side between 38th Street and Franklin Street.

COLISEUM PLAZA AND UNDER I-70

When new development occurs at the Denver Coliseum site, public space will be a critical component to help to tie the site with the NWCC under I-70. The area fronting onto Bettie Cram Drive and the area directly north of the Coliseum under I-70 should be a continuation of the Colorado Commons public space and provide additional opportunities for small events and unique uses and events that require larger areas of covered, hard surface area. This special use area should also occur under I-70 at the west end of the viaduct where the pedestrian connection between Colorado Commons and Globeville Landing Park occurs.

Regional Drainage Channel

The City of Denver in conjunction with Urban Drainage, RTD and CDOT are studying the potential to have an open channel drainage outfall through a portion of the Coliseum site and through Globeville Landing Park to address regional drainage requirements for the Montclair Basin. The channel picks up surface storm drainage from the High Street Outfall and from the I-70 East project. The open channel would be 150' wide with an additional 30' buffer on each side for a total corridor width of 210'. Other alternatives such as piping this drainage are being explored by Urban Drainage and Flood Control and the City and County of Denver. All options studied for the Coliseum site should have a component that addresses water quality and have an open feel.

Access and Circulation**BRIGHTON BOULEVARD**

Brighton Boulevard is the main north/south arterial street on the east side of the Coliseum site. Brighton Boulevard is part of the Mayor's Corridor of Opportunity and is envisioned to be an enhanced gateway into downtown Denver from DIA to Denver Union Station. The street is being redesigned into a multimodal "complete" street with four lanes, dedicated bicycle lanes, tree lawn, detached sidewalks and green infrastructure. Redevelopment potential is high along the street with a number of urban infill parcels adjacent to the Coliseum site, providing a unique opportunity to meet the desired needs of the GES neighborhoods, as well as regional interests given its location.

Properties along Brighton Boulevard are experiencing significant revitalization including adaptive reuse of existing industrial structures and the development of new commercial and residential buildings. In addition to private investment, significant public investment is happening with respect to the Brighton Boulevard Redevelopment Project. With a committed \$25.7 million from the City as part of the Mayor's 2015 budget, this infrastructure project will establish public multi-modal right-of-way improvements including travel and turn lanes, curbs and medians, sidewalks and bike facilities, as well as additional amenities and mobility improvements.

44TH STREET (BETTIE CRAM DRIVE)

44th Street is located at the northeast end corner of the Coliseum site and is currently the main access point for parking and events from Brighton Boulevard and I-70. The Master Plan calls for this street to continue through the NWCC site to the west and connect to Washington Street.

46TH AVENUE

46th Avenue runs east/west under I-70 between Washington Street and Bettie Cram Drive. The street is currently elevated above the Coliseum site to allow for a pedestrian underpass between the Coliseum and the National Western Stock Show to the north. The pedestrian underpass is approximately 50' wide. The Master Plan calls for this underpass to be removed and the grade of 46th Avenue lowered to the Coliseum level to create a continuous ground plane and improved sight lines and movement between the Coliseum and the rest of the NWCC.



The area under I-70 offers many opportunities to create unique public space opportunities and new connections between the Denver Coliseum and the NWC.

ARKINS COURT

Arkins Court runs north from 38th Street into the Coliseum site. This two lane street provides access to Globeville Landing Park and access for trucks and deliveries to the Pepsi Bottling Company. Plans being prepared by the City call for portions of Arkins Court to be transformed into a new South Platte River Promenade south of 38th Street, helping to activate the South Platte River from Cuernavaca Park to the county line. Arkins Court becomes an important access street to the Denver Coliseum site with easy connections to 38th Street.

Key Relationships and Adjacencies

The connection between the Coliseum site and the new NWCC as one fully integrated campus is an important component to the overall neighborhood connectivity and provides an opportunity for the uses on each side of the highway to be synergistic and support each other as a regional destination. Another key relationship is between the site and Globeville Landing Park and the river.

By way of example, the area under I-70 is currently 100% paved and used for parking, circulation, service and 46th Avenue. This five acre area is a good opportunity to provide much needed north/south bicycle and pedestrian connections and create interesting uses and spaces that can use the covered area for weather protection and create a more urban and hospitable place that can be activated as part of the overall NWCC program. By lowering 46th Avenue, the grade barrier can be removed and the area can become more walkable and accessible from both directions, creating a large volume of space under the viaduct.

The future uses at the Denver Coliseum site need to help reinforce the Vision for the Corridor of Opportunity and the NWCC, providing complementary residential, retail, office or commercial uses that fit the theme of the overall NWCC plan and help to support the needs of the neighborhoods and the City as a whole. The site also has significant environmental issues that would need to be remediated before development can occur.

River, Parks and Public Space



New space will be proved along the east side of the South Platte River to help to improve the river habitat and create new open space.

SOUTH PLATTE RIVER

The reach of the South Platte River that runs through the NWCC is highly modified from its natural condition. The river has been channelized, with bank conditions that are almost certainly far steeper and straighter than they were in a pre-settlement condition. Only two miles downstream, the river contains gravel bars, riparian terraces, and a braiding of sandbars and multiple channels. Within the project site area however, the river is constrained within a narrow channel by the Globeville Levee and the Delgany Interceptors with banks that are almost too steep to climb. The water itself is controlled as well, with numerous control structures upstream and a significant control structure on-site near the intersection of Franklin Street and Race Court. These modifications have led to the presence of many invasive or non-native species, reduced river velocity and meander, and a lack of public access to the water itself.

These conditions are not likely to change significantly, as the flow controls are a part of a larger river management condition, and the banks are now constrained by the presence of multiple, major sanitary sewer pipes on both sides. The Master Plan calls for more room for the river corridor at the top of bank on the east side however, by establishing a new location of National Western Drive along the river corridor and set back a minimum of 110 feet from the river bank. This additional land will make room for the development of new upland habitats for wildlife and the potential for natural stormwater conveyance, water quality and detention basins as well as paths and educational interpretive features. Continued involvement from the South Platte River Greenway Foundation and additional studies may also indicate the ability to reconfigure the bank structure on the east side of the river for shallower bank angles. Overall, the river also needs invasive species removed and habitat restored.



The Northside Park area along with Herron Pond and Heller Open Space are an integral component to the overall open space system in the area and will provide educational and recreational opportunities.

NORTHSIDE PARK/HERON POND /HELLER OPEN SPACE

Northside Park, located on the west side of the river, north of 51st Avenue is an underutilized park. The industrial character of the surrounding land deters users from the park, creating a vacant open space that feels unsafe. Northside Park is physically isolated from the residential neighborhood of Globeville and separated from active uses. It has enormous potential to become a neighborhood-serving park, a regional amenity, and to be integrated with proposed mixed use development identified in the Neighborhood Plan. A regional water quality facility is proposed to integrate seamlessly with Northside Park and Heron Pond/Heller Open Space. This provides the opportunity to treat industrial, commercial, and residential runoff in the neighborhood that would otherwise go untreated. This improves the health of the river system and connects people to nature through educational opportunities.

For the NWCC, this area provides a different habitat area that can be used by the Water Resources Center and all Partners for water education and activities as well as an integrated horse trail to exercise horses. The new 51st Avenue river bridge connection will allow for easy access. This area has also been discussed for the potential of both pedestrian and horse trails in the area.

PUBLIC SPACE AT NWCC

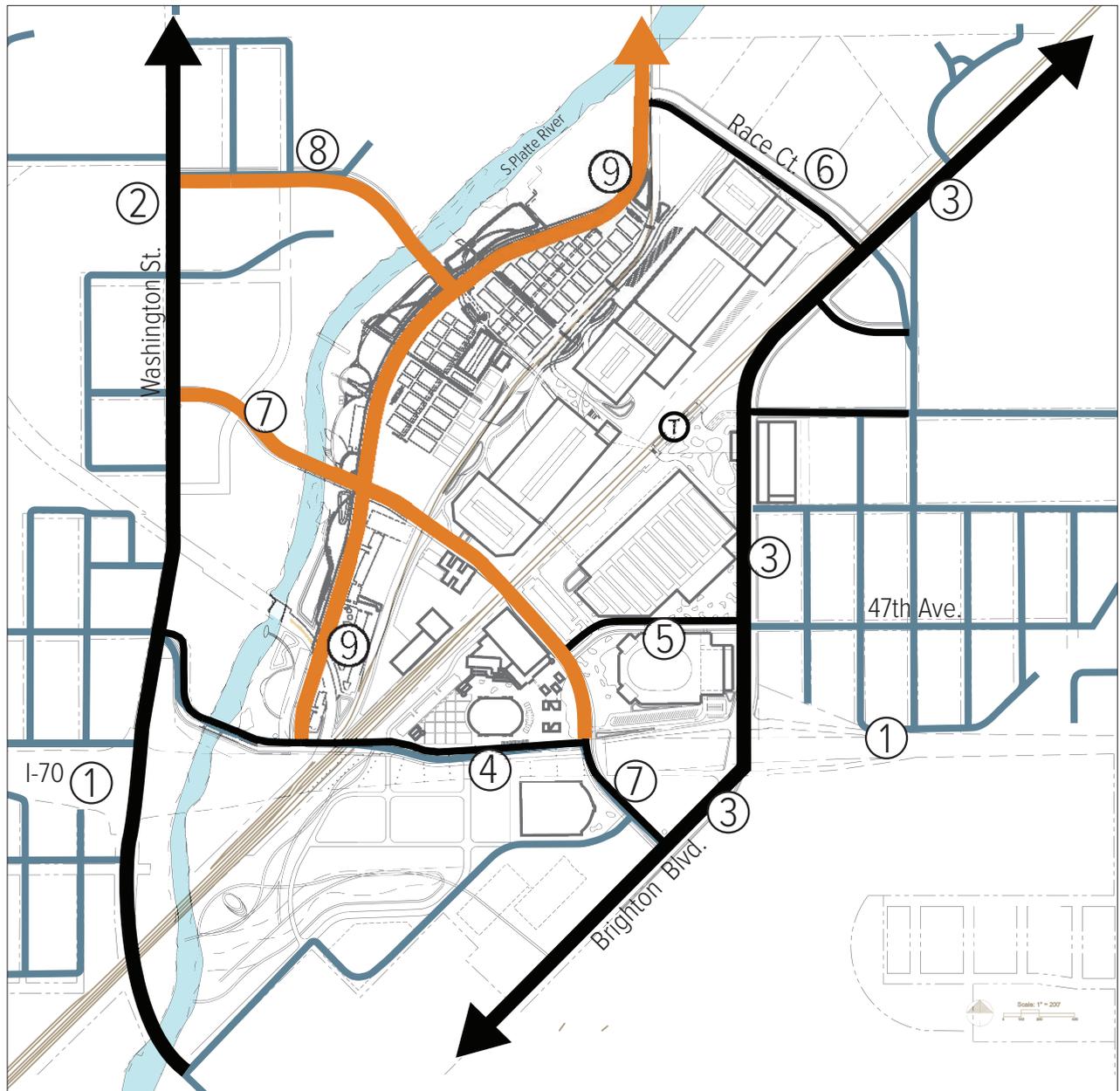
The NWCC offers the opportunity to drastically change the character of the existing National Western site through a series of interconnected public spaces that allow for a wide range of both public and event based activities. The public spaces are themed around the broader themes of the river, history of the site, the native prairie, innovation, and agriculture.

There are ten major public spaces identified in the Master Plan totaling almost 46 acres in the NWCC (26% of campus) and along with Northside Park/Heron Pond, Globeville Landing Park and the river frontage form the backbone of a new landscape and create a much more green and healthy environment at NWCC. The specific public spaces are identified in more detail in the Character Area descriptions above.

Public Space at the National Western Center

- NWC Station Plaza: 3.5 acres
- Elyria Plaza: 2.3 acres
- Arena Square: 2.3 acres
- Colorado Commons: 5 acres + 1.8 acres of growing plots
- Stockyards Events Pavilion: 12 acres
- Livestock Center Plaza: 3.8 acres
- Lower Stockyards/Livestock Center Connection Plaza: 0.5 acres
- Equestrian Center Plaza: 2.6 acres
- Livestock Exchange Plaza: 0.4 acres
- South Platte River Frontage: 12.4 acres
- Northside Park/Heron Pond/Heller Open Space: 80 acres
- Globeville Landing Park: 5.5 acres
- Under I-70 Space: 5 acres
- Denver Coliseum Plaza: 1 acre

The public spaces, ranging from 0.4-5 acres are significant spaces that will allow for a wide variety of uses and activities. These spaces need to be designed to be flexible to allow for both small and large activities and to provide the basic services (water, power) to hold events and to allow for exhibits, markets, displays, festivals and daily use.



The new NWC Street system will help to connect the neighborhoods and provide needed access for the new NWC. This map identifies the location of the key new street cross sections described in the text.

- Legend
- New Streets
 - Existing Streets
 - Streets With Improvements
 - T Commuter Rail Station

Site Circulation

Integration with the surrounding neighborhoods is one of the NWCC Guiding Principles. The Master Plan provides for a new set of connections and public spaces that can be used by the neighborhoods to create a better neighborhood experience, stronger neighborhoods, and access opportunities to improve health and wellness and gain access to business and educational opportunities provided at the NWCC. The Master Plan provides opportunities for more porous edges that allow access through the site and provide neighborhood opportunities to reach into the NWCC site and become an integral part of the new campus. Without these connections, the full potential benefit of the NWCC to the adjoining communities, and vice versa, will not be realized.

Street Network

The new street network for the NWCC includes the rehabilitation of existing streets as well as new streets through the Campus. All new streets will incorporate water quality, stormwater management and green infrastructure. New street and bicycle pedestrian connections help to achieve the above Goals.

1 I-70 (ACCESS TO NWCC)

I-70 will continue to be the primary access highway into the NWCC and vital to its success. The highway will play an even bigger role as the Centers “front door”, with the main connection at Brighton Boulevard. This connection is the main gateway to both the NWCC and to downtown Denver along the Corridor of Opportunity between Denver Union Station and Denver International Airport. A secondary access point is at Washington Street allowing access to local streets (51st Ave and Bettie Cram Drive) across the South Platte River to the west side of the site. The I-70 East project will improve the interchange at Brighton Boulevard to simplify traffic movements by removing 46th Avenue west of Brighton Boulevard to Humboldt Street.

2 WASHINGTON STREET

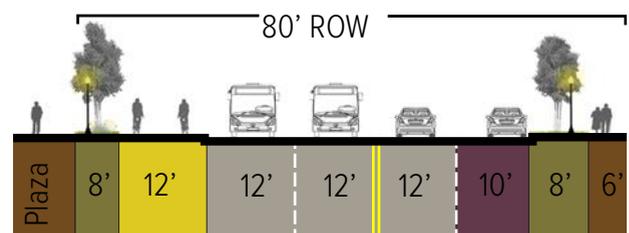
Washington Street has been envisioned as being improved in the Globeville Neighborhood Plan. This plan does not investigate the cross section beyond what was presented in the Neighborhood Plan. The existing 60-foot right of way limits the capacity of the street and the ability to add improvements like on-street parking, bicycle lanes, street trees and wider sidewalks. The plan identifies three different cross sections ranging from the existing 60-, 80- and 110-foot widths.

3 BRIGHTON BOULEVARD (44TH STREET — RACE COURT)

The character and cross section of Brighton Boulevard will vary between 44th Street (Bettie Cram Drive) and Race Court due to the different conditions related to I-70 and NWCC access. Brighton Boulevard will be improved to a three-lane section (two travel lanes and center turn lane) north of 47th Avenue with a flexible lane on the east side that can become a fourth traffic lane during events or for future operational needs to increase capacity of the street. The street will be widened to the west into the NWCC site to increase the right of way from 60 feet to 77 feet wide. Brighton Boulevard will be a complete street with new sidewalks, bicycle lanes on the west side, and amenity zones on each side for street trees and street furniture.

Legend

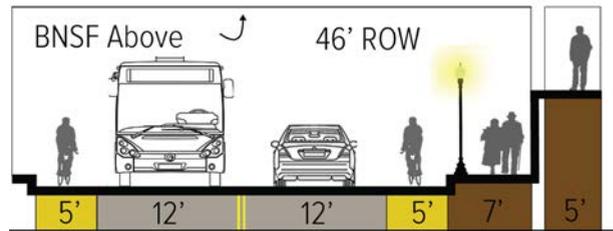
Travel Lanes
Parking Lane
Parking/ Flex Lane
Amenity/ Tree Lawn
Pedestrian
Shared Use Path
Cycle Track/ Bike Lane



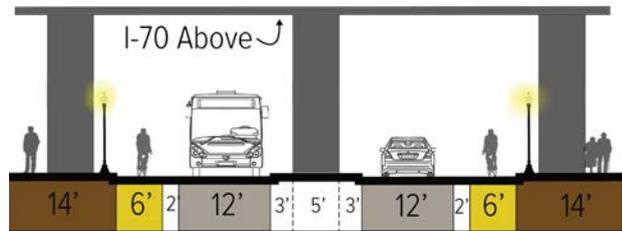
Brighton Boulevard

4 46TH AVENUE (BETTIE CRAM DRIVE — WASHINGTON STREET)

46th Avenue provides important access and capacity to serve as an east/west connector and to serve the additional circulation needs of the NWCC. The plan recommends the lowering of 46th Avenue just west of Bettie Cram Drive under I-70 to eliminate the raised street barrier between the NWCC site and the Denver Coliseum. The street will have two travel lanes with new bicycle and pedestrian improvements. Turn lanes will need to be maintained at access points and intersections. The existing crossing at the rail as well as the bridge at the South Platte River will remain. The street will also act as the bus circulator street during the largest days of the Stock Show, creating a new arrival point to the NWCC site.



46th Avenue at BNSF Underpass

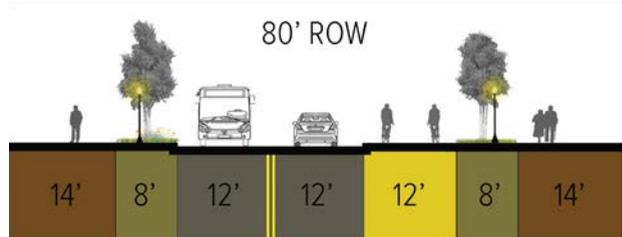


46th Avenue under I-70 looking West

5 47TH AVENUE

(BRIGHTON BOULEVARD — BETTIE CRAM DRIVE)

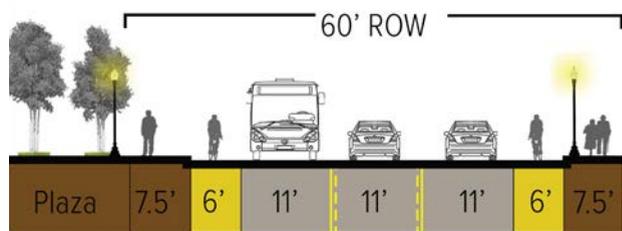
47th Avenue between Bettie Cram Drive and Brighton Boulevard will be improved to be the new festival street at NWCC. This street will have two travel lanes, a cycle track on the north side of the street, and wide walks and amenity zones to provide space for markets, festivals and special events.



47th Avenue festival street, Brighton Boulevard to Humboldt Street

6 RACE COURT (BRIGHTON BOULEVARD — FRANKLIN STREET)

Race Court is the northern boundary of the plan and will be the front door street to the new Equestrian Center. This street will be improved to a three-lane section (two travel lanes and a center turn lane) with bicycle and pedestrian facilities. Major improvements to the existing rail underpass and the intersection with Brighton Boulevard are also recommended. The Franklin Street bridge structure crossing the Platte River will remain.



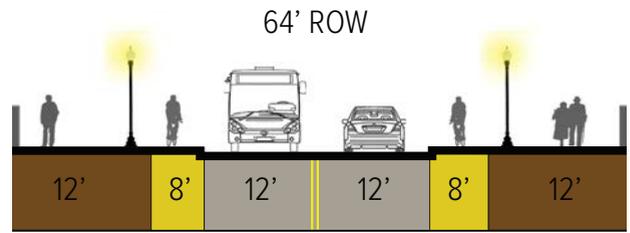
Race Court BNSF to Franklin Street

New Street Network

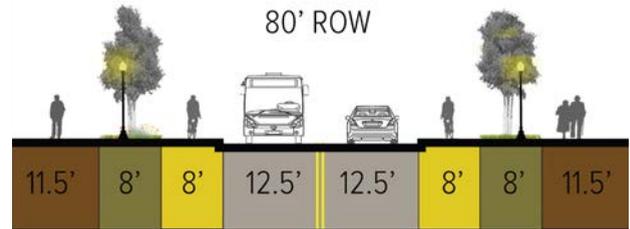
7 BETTIE CRAM DRIVE

(BRIGHTON BOULEVARD — WASHINGTON STREET)

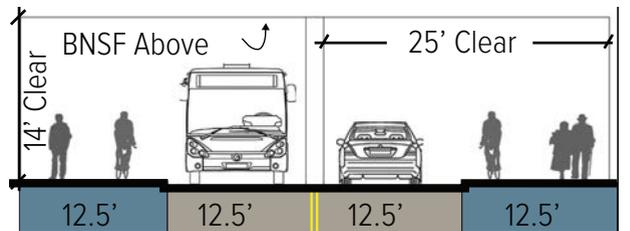
Bettie Cram Drive, named after one of the neighborhoods greatest activists, will be the new “Main Street” for the NWCC. This street connects between Washington Street and Brighton Boulevard and provides access to almost all of the major venues at NWCC. The new river crossing at this street will be a new gateway into NWCC from the west. This will be a two-lane street with continuous bicycle and pedestrian facilities end to end. The existing Marion Street crossing of the rail will be widened to a 50-foot opening with a 14’6” height, to match the North Metro Rail underpass that is currently under design. A structure will also need to be constructed to cross the river and connect to the Washington Street and the Globeville Neighborhood.



Bettie Cram Drive bridge over South Platte River



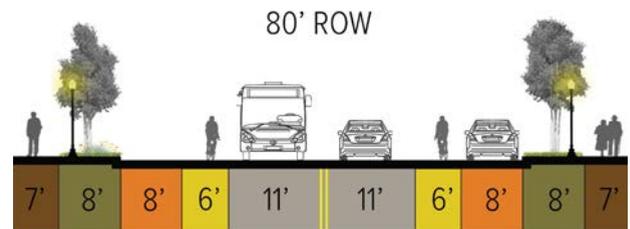
Bettie Cram Drive, Brighton to Humboldt



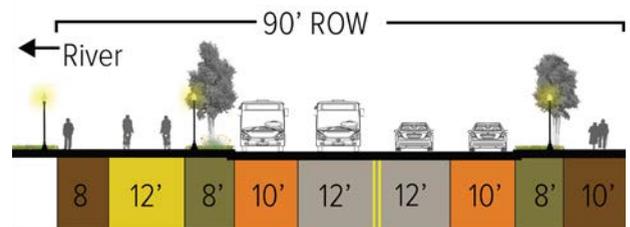
Bettie Cram Drive, under BNSF

8 51ST AVENUE (NATIONAL WESTERN DRIVE — WASHINGTON STREET)

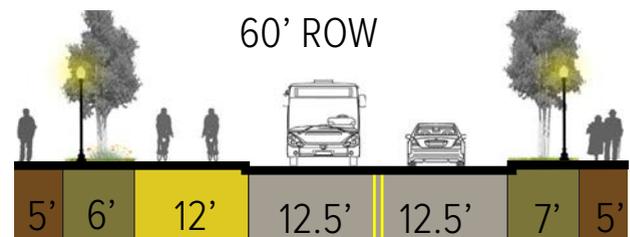
51st Avenue will connect between Washington Street and National Western Drive and serves as an access street for the Northside Park area and the South Platte River. This two-lane street will include new bicycle and pedestrian facilities and will also act as a frontage street for new development planned as part of the Globeville Neighborhood Plan. A bridge structure will be constructed at the South Platte River crossing.



51st Avenue between Washington Street and the South Platte River



National Western Drive South of 51st Avenue

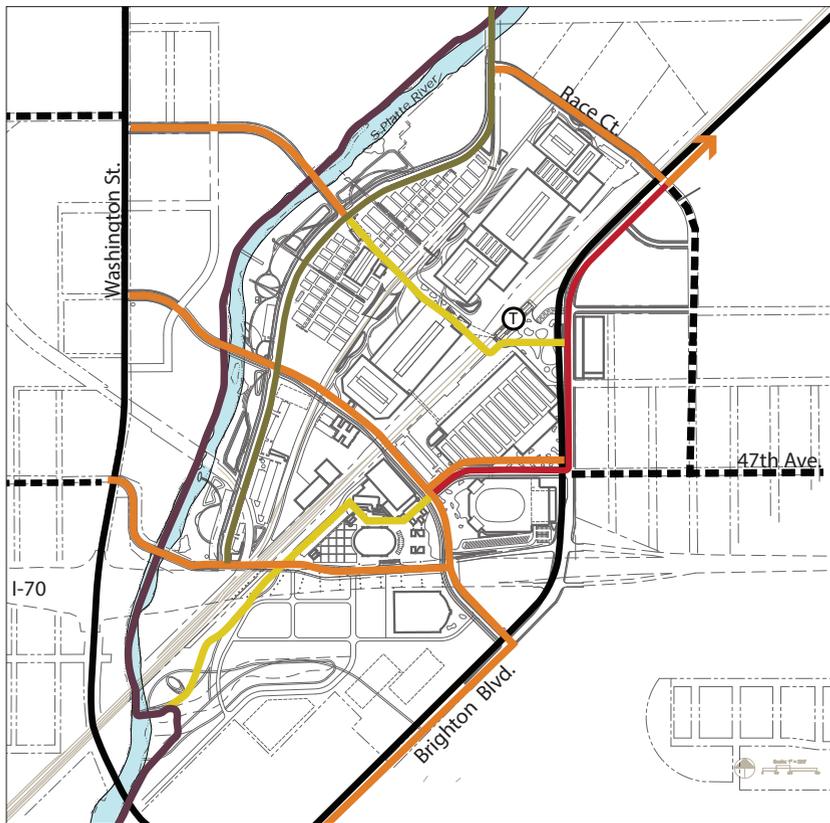


National Western Drive North of 51st Avenue

9 NATIONAL WESTERN DRIVE

(BETTIE CRAM DRIVE — FRANKLIN STREET)

National Western Drive will be relocated to the west to create a new public access street to the South Platte River from the east. This street will be two travel lanes with on-street parking and a new bicycle tracks on the west side. Since the street is intended to be slower speed street while providing access to the NWCC, methods for traffic calming will need to be incorporated into the final design. During large events at the Stockyards, this street could be closed between Bettie Cram Drive and 51st Avenue to provide additional event space and direct access to the river from NWCC.



New pedestrian and bicycle connections will be provided at all existing and new streets in the NWC to create an overall bike/pedestrian circulation system that ties to the neighborhoods and the South Platte River Trail.

- Legend**
- Proposed and Existing Streets
 - Separated Two-Way Cycle Track
 - Neighborhood Bike Routes
 - Separated In-Roadway Bike Lanes
 - S. Platte River Trail
 - Bike and Pedestrian Only Facility
 - ⊙ Commuter Rail Station

New Bicycle and Pedestrian Facilities

The plan provides for a comprehensive bicycle and pedestrian network that provides many new opportunities for connections between the neighborhoods, regional trail connections and NWCC and addresses several plan Goals. All new streets will include bicycle and pedestrian facilities, and new bicycle and pedestrian facilities will be added to the existing street network adjacent to the project.

The main east/west connection through NWCC will be along Bettie Cram Drive from Washington Street to Brighton Boulevard connecting the project to the Elyria and Globeville neighborhoods. This two-lane street will be designed to allow for year-round pedestrian and bicycle movements through the site and will connect to the South Platte River trail on the west side of the river, to new bicycle facilities on National Western Drive, and to the new north/south bicycle facilities being planned for Brighton Boulevard.

Where Bettie Cram Drive intersects with 47th Avenue, a new bicycle track will be provided to connect to the Brighton Boulevard bicycle network; this will also serve as the bicycle pedestrian connection for Brighton Boulevard north and south around the future interchange.

A new elevated bicycle/pedestrian facility will also be created along the 51st Avenue corridor extended, connecting Washington Street to the NWCC Commuter Rail Station and to Brighton Boulevard. This unique

connection will be provided on an elevated walkway structure over the Stockyards, across the BNSF/RTD rail lines and connect directly to the new rail station at 49th and Brighton Boulevard. Because of the vertical separation of the new connection and the NWCC grounds, this ‘High Line’ like experience will be able to be open year round without interruption during the Stock Show event. The structure will vary in width between 15 feet and 20 feet and have multiple access points throughout the length of the bridge. The elevated structure will need to be designed to meet all clearance requirements by the BNSF and RTD and meet ADA requirements.

Washington Street to Bettie Cram Drive. Race Court will be upgraded between Franklin Street/National Western Drive to Brighton Boulevard with pedestrian and bicycle facilities.

North/south bicycle pedestrian connections will be provided along National Western Drive from 46th Avenue to Franklin Street with a new bicycle track on the west side of the street. A new bicycle track will also be provided on the west side of Brighton Boulevard from 47th Avenue to Race Court. Pedestrians and bicycles will be circulated through the site via 47th Avenue and Bettie Cram Drive, connecting Brighton Boulevard north and south of the interchange.

A new interior site bicycle/pedestrian path will also be provided to connect Colorado Commons to Globeville Landing Park and the South Platte River Trail along the west side of the Denver Coliseum site.



The new RTD North Metro line offers great potential to help tie the NWC area with the region.

Legend

- Freight Rail lines
- Streets
- RTD North Metro Commuter Rail Line
- Ⓣ National Western Commuter Rail Station
- Possible Bus Routing to New Station
- RTD Bus Routes
- RTD Bus Stops

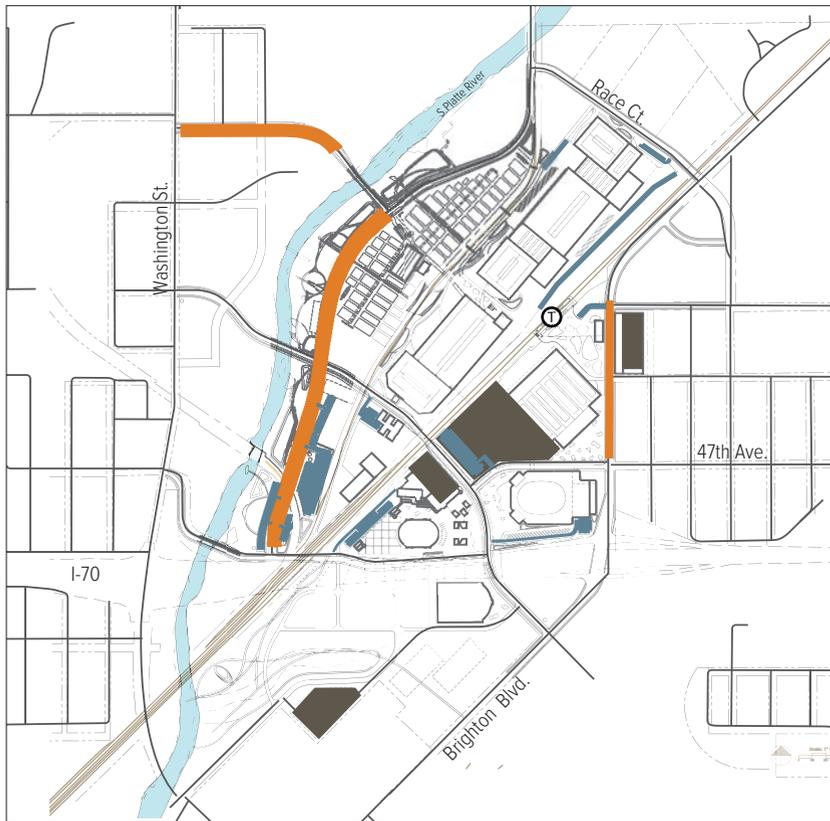
Rail and Bus Transit

The new rail lines being constructed as part of RTD's FasTracks system are a great opportunity for regional connections to and from the NWCC and address the Master Plan Goals. The North Metro line stop at NWCC provides direct rail access to the NWCC campus and the neighborhoods. Other nearby stations include the 41st and Fox Station located in Globeville providing access to the Gold Line, and there are two stations on the East Corridor line—at 38th and Blake and 40th and Colorado—that provide access points to the neighborhoods. Additional connections to NWCC through connecting circulator buses during larger events to all of these rail stations needs to be further studied to help increase the transit mode split at NWCC. There may also be an emerging opportunity to collaborate with the RiNo Arts District to develop some type of circulator bus or shuttle system for the area to leverage available parking.

There are currently three bus routes that connect with NWCC area. In Globeville, Route 12 runs north/south on Washington Street and the Route 8 runs along Lincoln Street, and in Elyria, Route 48 runs along Brighton Boulevard and on 47th Avenue with a stop at National Western Complex. These routes will likely be adjusted when the Gold Line, East Corridor and North Metro rail lines open. A service plan for the rail line is not yet available from RTD.

Circulator Bus/Shuttle

There is a strong need to provide a circulator bus/shuttle system at NWCC. This system would provide additional access to the NWCC during larger events to help reduce the need for additional on site parking. This service would connect outlying parking lots and transit stations to NWCC. Space for a circulator drop off and pick up is located along 46th Avenue just south of the stadium mass market.



There will be a mix of surface and structured parking on the NWC site to meet the long term parking need.

Parking

The ultimate parking program for NWCC is one that will rely on both onsite and off-site parking locations and a mix of surface and structured parking. Because the parking requirements will change during each phase of the build out of NWCC, the Master Plan identifies a range of parking spaces to meet the parking demand and recommends further study to refine the ultimate parking numbers and locations.

Daily Use Parking

The daily use for parking at NWCC requires adequate parking to park the major venues of the New Arena, Trade Show/Exposition Hall and Livestock Center and Equestrian Center without the need to provide outlying off-site parking. Parking needed for these venues ranges from 8,500 to 11,000 spaces. As part of urbanizing the site, part of the parking is accommodated in parking structures at the CSU Center/Colorado Commons, Trade Show/Exposition Hall and the Denver Public School Site (2,000-3,000 spaces) and at the various surface lots scattered throughout the site (1,000-2,000 spaces). For the Master Plan, the Denver Coliseum is calculated as 2,200 surface parking spaces, but a structure could be built on that site depending on the future redevelopment. The surface parking also uses locations like the Stockyards and cattle tie out areas that cannot be used for parking during the National Western Stock Show (additional 2,500 spaces). There are also close by off-site locations that have been identified for another 2,000-

3,000 spaces. Off-site private parking will also be used.

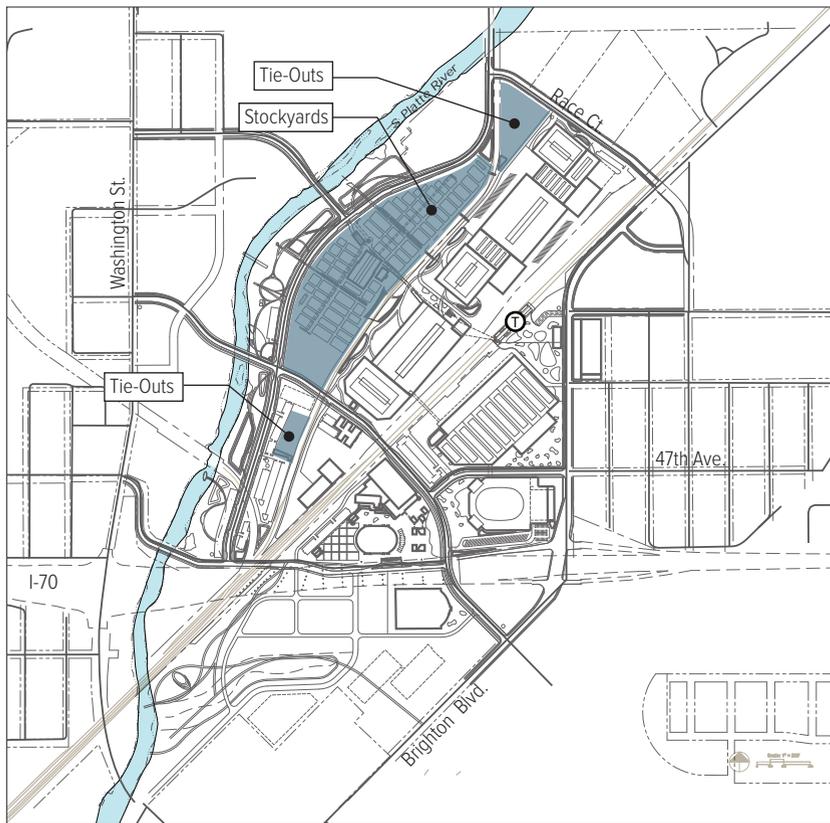
National Western Stock Show Parking

The National Western Stock Show requires a different level of parking due to the large number of visitors, vendors, exhibitors and employees that attend the event. On the largest days of the Stock Show, up to 85,000 people are expected to visit the site. This large number of people and the unique user characteristics of extended site stays (four hours average), large trucks and trailers, and visitors coming from all portions of the region requires parking for up to 18,850 spaces at peak times. The goal of the parking management plan is to be able to get people off the site after big events within 30 minutes. To accomplish this level of efficiency, a larger number of close by and off-site parking spaces will need to be available with adequate shuttle and circulator service to easily connect people to the site.

Transit Mode Split

To help address the large parking need, the transit mode split was studied to identify ways that people can get to the site via transit. Every 5% of transit usage that can be provided equates to roughly 1,000 parking spaces.

NWCC is the first rail station out of Denver Union Station in Downtown Denver on the North Metro line. The North Metro service is a 20 minute peak and 30 minute off-peak service. When the line opens in 2018, it will run two-car trains, each with a maximum capacity of 200 people/



Some areas of the site can't be used for parking during the Stock Show. Those areas become available at other times of the year as a parking reservoir.

car. The NWCC Station will be designed to accommodate four-car trains for events, which will increase the capacity. At the time of this plan, RTD had yet to complete the operating plan for the North Metro line and to determine how a special event service might work at the NWCC. Additional capacity will be limited by the single track line north and south of the NWCC station, but additional special event trains need to be pursued by the NWC Partners to increase the number of people coming to the site by train.

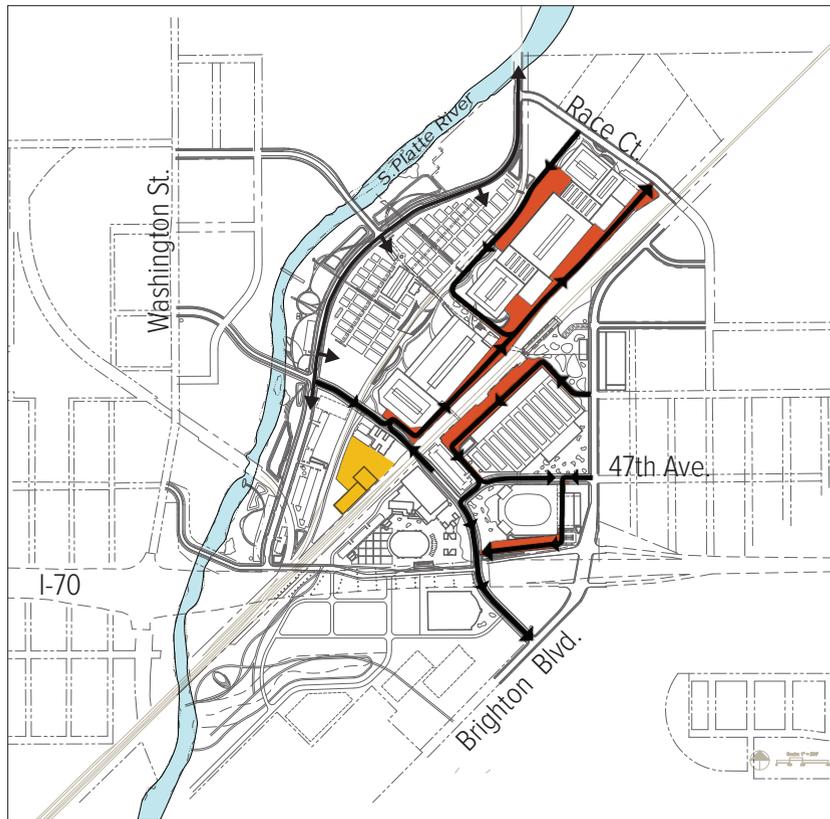
The NWCC project offers a truly unique opportunity to create a modern parking system solution that significantly reduces project costs and leverages substantial investments already made in parking within the City, as well as new transit infrastructure, including but not limited to DUS and FasTrack's. To that end, a NWCC Parking Management Study will be conducted by the City and County of Denver in 2015/2016. The purpose of the study will be solely focused on narrowing the proposed parking range through a detailed evaluation of future multimodal opportunities, management strategies, capital investments, and user (both existing and future) behavior. Throughout this study, close coordination will be paramount by and among the City, NWSS, NWC Partners, and the Community Advisory Committee. Data will be collected during the 2015 NWSS to better understand operational needs and user behavior and to inform assumptions in the NWC Parking Management Study.

Infrastructure

This section addresses the infrastructure that will be required as part of the overall redevelopment including key connections to the adjacent communities. Due to the nature of this master plan, infrastructure sizing and capacity will need to be readdressed in future phases of planning. The IMP follows the programming and layout of the Master Plan. Guiding principles for the design of the infrastructure that were implemented in this document include:

- Provide multi-modal connectivity through the site for pedestrians, bicycles, and vehicles, providing access to neighborhoods, the river, and transit
- Promote sustainable design for the site and do not be prescriptive with recommendations understanding the standards and technologies will change
- Provide infrastructure that supports the development as programmed
- Incorporate existing key infrastructure into the plan

Public utility upgrades may be necessary to meet the needs of future development recommended by this plan. Substations and other potentially necessary infrastructure should be sited and designed to fit within the neighborhood and site context, and should work to minimize visual impacts, subject to operational and other constraints.



The layout of the new NWC allows for a number of options when servicing the Stock Show and big events throughout the year.

Site Infrastructure

Transportation

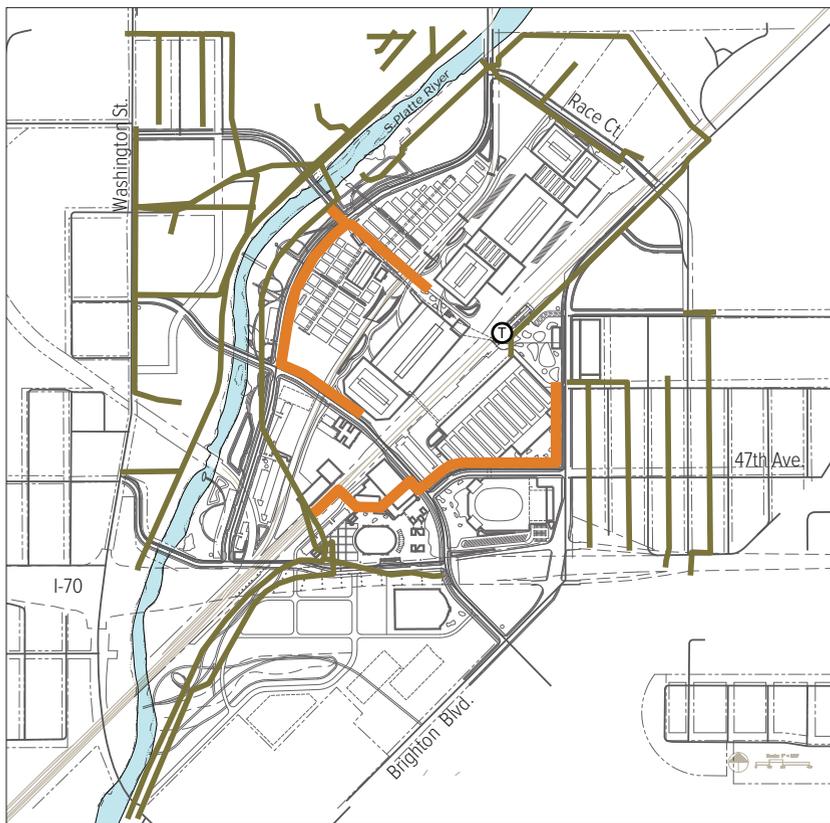
Transportation is key to moving people to, through and around the NWCC. Understanding and planning how vehicles, pedestrians, and bicycles interact with the river, the neighborhoods and the proposed plan provides a framework plan that establishes how these connections are made. It is also important to understand the transportation operation and requirements of an entrainment complex.

An important part of the Master Plan is access to the North Metro Rail Line (NMRL) and the proposed station near Brighton Boulevard and 49th Avenue. Access to the commuter rail line provides access to Denver Union Station to the south and 124th Avenue to the north. Design has currently started on the project with opening slated for 2018.

The proposed transportation system is also about reestablishing connections to the river and the Elyria Swansea and Globeville Neighborhoods and providing access to the new uses at the NWCC. The street system and improvements are identified earlier in this section. Since the site also has a goal to reduce greenhouse gas emissions, the transportation system will be analyzed and managed to achieve this goal.

Site Service and Operations

A large portion of the site plan is dedicated to providing service areas to all of the major venues. Each venue has specific needs for the type and size of vehicle (and trailer) that will access the facility. During final design of the facilities, each service area will need to be sized to allow for utility easements, fire lanes, loading/unloading, through and turning movements. The layout of the site and the large facilities offers a variety of ways to service the buildings to help spread out the vehicles for patrons, exhibitors, vendors and the public by providing different access points to each of the major groupings of buildings.



The new Sanitary Sewer System will address the needs of the new facilities and tie into the existing systems that run along the river.

Legend

- Streets
- Existing Sanitary Line
- Proposed Sanitary Line
- ⓐ Commuter Rail Station

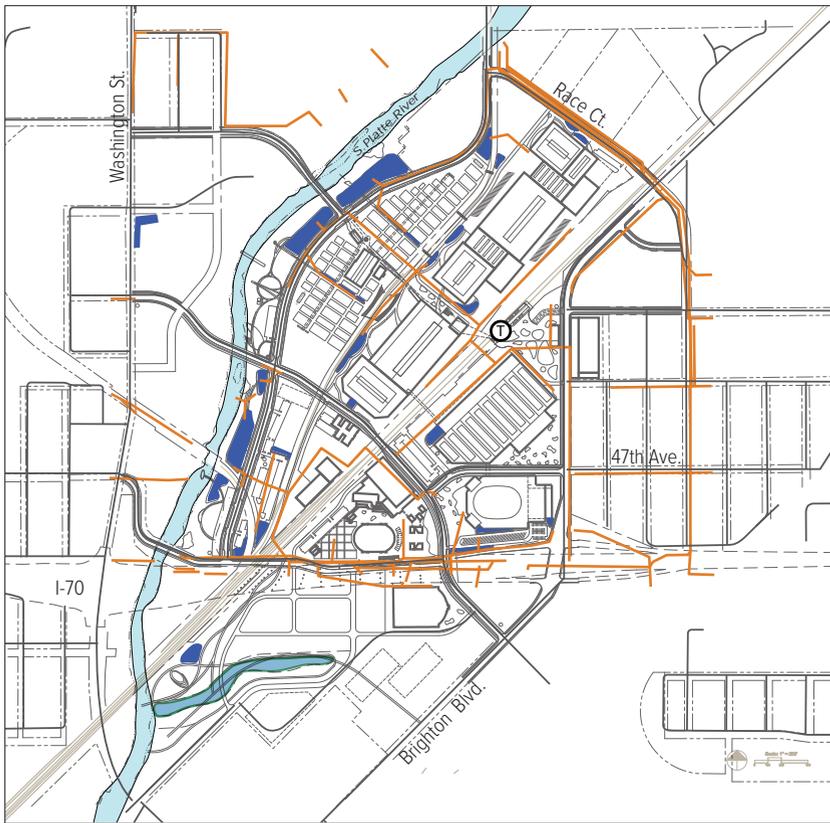
Water Distribution System

Improvements to the potable water system will need to be made internal to the site to provide necessary service to the new facilities. Connections will be made to the existing system located in Brighton Boulevard, Washington Street, 46th Avenue and Race Court. The proposed internal system will consist of 8-inch and 12-inch lines, with 6-inch to 8-inch service / fire loops constructed around the major buildings. All proposed water lines will need to be designed and constructed to meet the requirements of Denver Water and must meet all fire code as adapted by the City and County of Denver.

Wastewater Collection System

The site is served by two major sanitary sewer interceptors, the Metro Wastewater Reclamation District (MWRD) Delgany interceptors on the west side of the site and the 54-inch Denver Wastewater Management Division interceptor on the north side of the site. Connections to either interceptor will need to be limited and should occur at existing connection locations.

A proposed system will be required to convey existing flows from the Elyria Swansea neighborhood through the site as well as collect flows from proposed buildings. It is anticipated that the size of the proposed sanitary sewer will vary from 8-inch to 12-inch. All proposed sanitary sewer will be conveyed via gravity flow to the interceptor connection points. Opportunities to look at grey water reuse for the project should be investigated as regulations within CDPHE continue to change to allow for reuse.



Drainage and Water Quality provide an important element in the overall regeneration of the site and will incorporate best management practice techniques.

Legend

- Streets
- Existing and Proposed Storm Main
- Proposed EURV Pond or Decentralized LID
- Regional Drainage Channel
- Ⓣ Commuter Rail Station

Drainage

Proximity to the South Platte River and the lower reach of the Montclair Basin creates a responsibility to properly convey and treat storm water runoff from the site prior to discharging into the river. Expectations are that the Colorado Department of Transportation I-70 East project and related drainage works will intercept the major storm event south of I-70, and drastically reduce the flows tributary to the site as compared to the anticipated flows in the CCD 2014 Drainage Master Plan. The City and County of Denver and Urban Drainage and Flood Control (UDFCD) are currently working on an update to the Outfall System Plan (OSP) for the Montclair Basin. Layout of the major drainage outfall through the middle of the site and Race Court are based on the preliminary submittal of the Montclair Basin OSP and the 2014 CCD Storm Drainage Master Plan.

Based on the program of the site and space limitations of the site 100-year detention volume is difficult to provide, and with the proximity of the site to the South Platte River Denver may grant a variance for 100-year detention for the site. Water quality treatment for the storm water will need to be provided for the site. If 100-year detention is not required, a major storm conveyance will be required for the basin within the site. Grading of the site will generally follow existing patterns, conveying flow from the southeast to the northwest. Internal to the site the 100-year storm should be conveyed to the

river, or detained, offsite basins from the Elyria Swansea neighborhood will be conveyed through the proposed major outfalls as well as overland via Race Court.

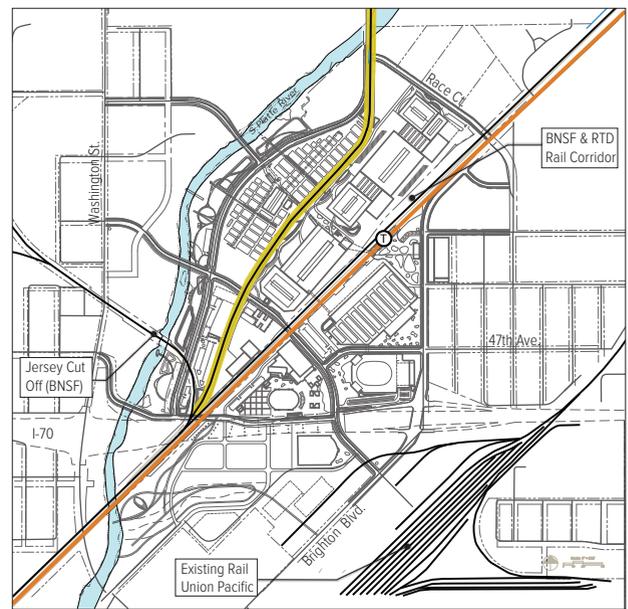
Drainage Water Quality

The project will need to provide treatment of stormwater quality to meet or exceed water quality standards in accordance with the water quality criteria in effect at the time of development. Currently, water quality is envisioned to be provided through the excess urban runoff volume (EURV) standards as required by UDFCD. Implementation of a complete system for treatment of the runoff, including both end of pipe treatment as well as decentralized low impact development (LID) techniques should be utilized such as minimizing directly connected impervious areas, rain gardens, permeable pavers and other methods. Technology and methods for implementation for water quality treatment will continue to evolve throughout the design and construction of the project so suggestions in this document are general and not prescriptive. As design continues to move forward the treatment of the storm water will be reevaluated to ensure best practices for net zero or net positive impact to stormwater quality/quantity entering the river.



- Legend
- RTD North Metro Line
 - BNSF
 - Denver & Rock Island
 - Union Pacific
 - Streets
 - Commuter Rail Station

Existing site railroads



- Legend
- New Streets/ Existing Streets
 - Commuter Rail Station
 - Rail Line
 - Rail Re-Alignment Corridor
 - RTD North Corridor Rail Line

The consolidation of the Denver and Rock Island Railroad to the center of the site is one of the key plan recommendations to help implement the new NWC.

Freight Rail Consolidation

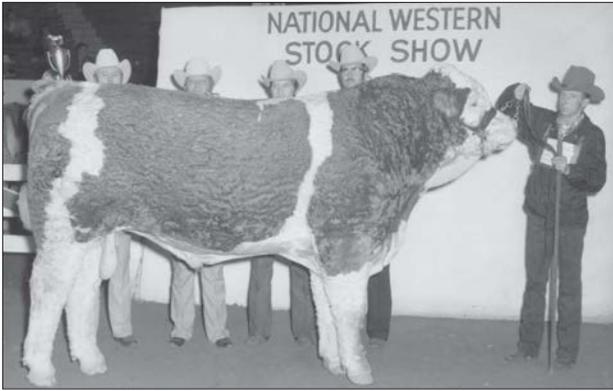
One of the key elements of the NWCC is to consolidate the Denver and Rock Island Railroad (DRI) tracks through the site to be able to provide better access to the east side of the river. DRI currently has two sets of tracks that run through the site (one line along the river and another line along National Western Drive) with a key interchange connection point with the BNSF just north of I-70. This connection point is a critical need for the DRI and must remain.

The DRI is a local freight short haul rail line that serves customers throughout the north Denver area. The DRI has approximately 25 miles of rail and has two corridors that run through the NWCC site, one along the South Platte River and one along the east side of National Western Drive. The two rail corridors come together at approximately Franklin Street and Race Court. The DRI operates two trains per day in each direction plus switching movements to deliver and pick up rail cars at local businesses. The line along National Western Drive has only a limited number of locations to cross east/west through the site and the line along the river creates an additional barrier in accessing the South Platte River. DRI also has its only freight interchange point with BNSF at the north end of the Globeville yards just north of I-70. BNSF/DRI interchange operation currently uses both its river corridor and National Western Drive corridor. The DRI operates through the NWCC to serve other customers north and east of NWCC and one line through the NWCC must

remain intact for the DRI to continue to operate. DRI also has a maintenance facility located along the river corridor line just south of Race Court. The DRI has seven customers within the study area of the National Western Center.

The rail consolidation study for NWCC looked at the operational needs of the DRI and their local customer base at the NWCC site. To provide better public access to the river, and to create better developable space within the NWCC, two alternatives were studied to consolidate the DRI tracks. The first alternative looked at consolidating the tracks along the existing National Western Drive alignment, and the second alternative looked at consolidating the DRI tracks along the west side of the BNSF Brush Sub mainline. Following a number of studies, site visits and meetings with DRI, it was determined that the alignment along National Western Drive was the most advantageous for the following reasons:

- Maintains direct DRI connection to BNSF
- Maintains ability for DRI to serve existing customers
- Provides larger developable areas at NWCC site without breaking the yards in half
- Provides larger developable areas to allow good connections between the Livestock Center and the Equestrian Center without crossing the railroad



The brick pavers in the existing yards are an important historic artifact that will be reused in the new NWC.

Specific Recommendations for Rail Consolidation include:

- Remove the DRI tracks along the river and consolidate the rail to the existing National Western Drive alignment
- Maintain DRI connection to BNSF
- Provide through-tracks for DRI through the NWCC site to serve industries to the north
- Develop a Memorandum of Understanding between the DRI and City and County of Denver and continue discussions related to track realignment, track design and DRI maintenance facility relocation
- Develop safe vehicular and pedestrian crossings of the DRI tracks, working closely with the Public Utilities Commission
- Identify any track and maintenance facility replacement needs for DRI off site, within the City and County of Denver, with the goal to maintain the DRI's existing through track and rail car storage capacity

Historic Resources

Historic Preservation Study

Recognizing the rich history of the National Western Center and the surrounding neighborhoods, the City and County of Denver commissioned the “National Western Historic Preservation Study” in 2014 to help inform the National Western Center Master Plan effort. The report, prepared by SlaterPaul Architects, compiles information on historic properties within the primary Master Plan study area, focusing on prior historical studies such as the I-70 East Draft Environmental Impact Statement (especially Appendix D: Historic Preservation, dated November 2008), information from History Colorado’s online cultural database, aerial photos, other previous studies and records on the areas, and on-site observations by the consultants. The report summarizes the history of the National Western Center, documents the known historic significance of buildings and site features

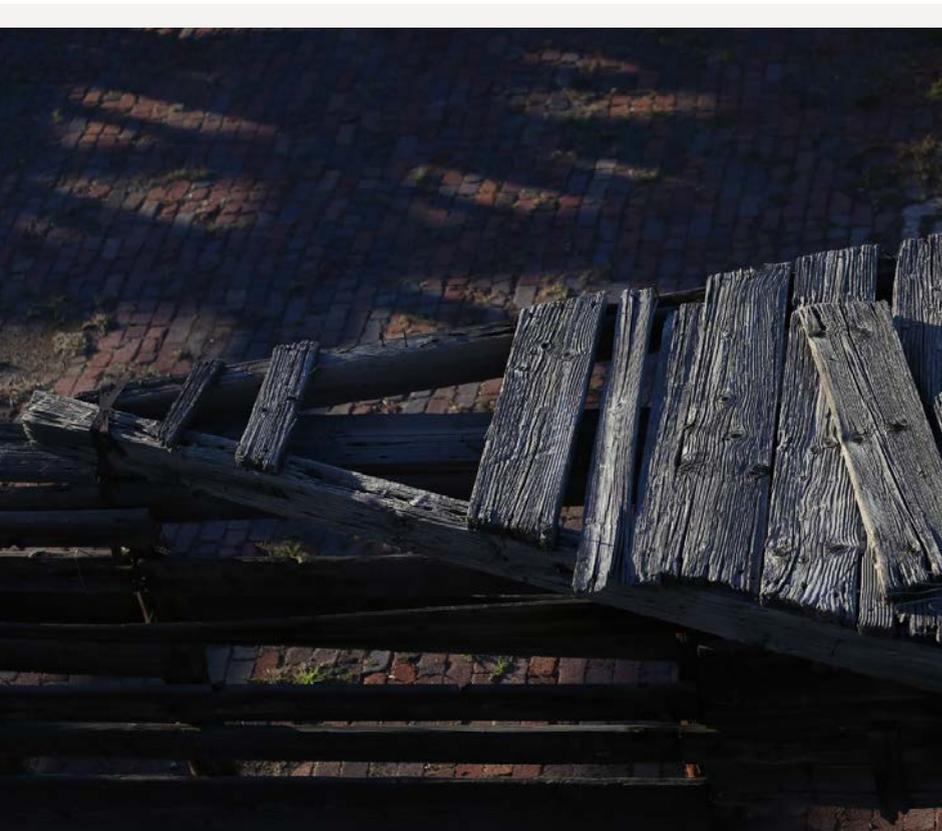
located within the primary Master Plan study area, and provides recommendations for honoring and interpreting that history for future generations.

The primary study area of the National Western Center Master Plan includes an area rich in the history of the Colorado cattle and meat packing industries. Previous historic survey efforts completed have recommended the nomination of a National Western Historic District. The proposed district includes an area previously occupied by the Denver Union Stock Yard Company and the packing industries associated with it. The proposed district also includes the Denver Coliseum and properties associated with the National Western Stock Show.

Slight modifications were made to the recommendations of the SlaterPaul report. The following strategies and recommendations regarding the National Western Center historic resources are further outlined in Appendix G.

1. Pursue a comprehensive historic property documentation of the National Western Stock Show site.
2. Develop and integrate a robust public interpretation strategy into the redeveloped National Western Stock Show Site.
3. Survey and document the residential and industrial history of the area, including historic property surveys.
4. Complete a Historic Structure Assessment and reuse study of the 1909 Arena.
5. Pursue listing of the most significant historic properties individually on the National Register and State Register of Historic Places, and as Denver landmarks.
6. Preserve and/or repurpose historically significant site features.

Implementation



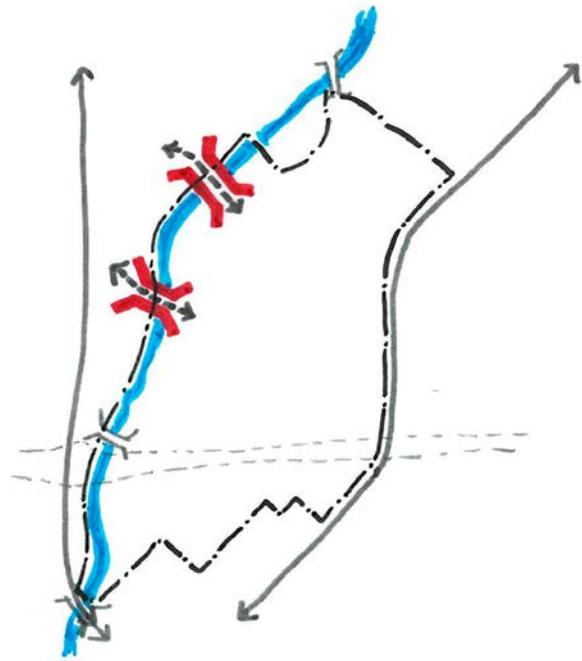
1	Introduction <ul style="list-style-type: none"> • Introduction to the Plan • Vision and Guiding Principles • Master Plan Big Ideas
11	Acknowledgments
17	National Western Center Vision <ul style="list-style-type: none"> • Vision • Guiding Principles • Sustainability and Regeneration Framework
37	Site Context <ul style="list-style-type: none"> • Site History • Setting and Context • National Western Center Partnerships • Corridor of Opportunity and the North Denver Cornerstone Collaborative • Assets, Challenges and Opportunities • Stakeholder Engagement and Public Involvement
61	Master Plan Components <ul style="list-style-type: none"> • Master Plan Components • Integrated Facilities Program • Campus Design Character • Character Areas • River, Parks and Public Space • Site Circulation • Infrastructure • Historic Resources
107	Implementation <ul style="list-style-type: none"> • Planning Principles • Phasing • Moving Forward
	Appendices
	Reference Documents

“I think that people in Denver are going to be very proud of what they’re going to see in the future.”

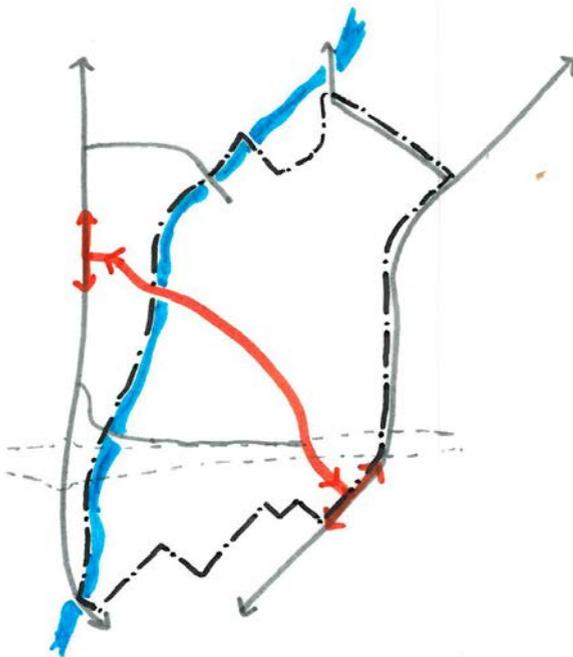
Ron Williams, Chairman, Western Stock Show Association

Planning Principles

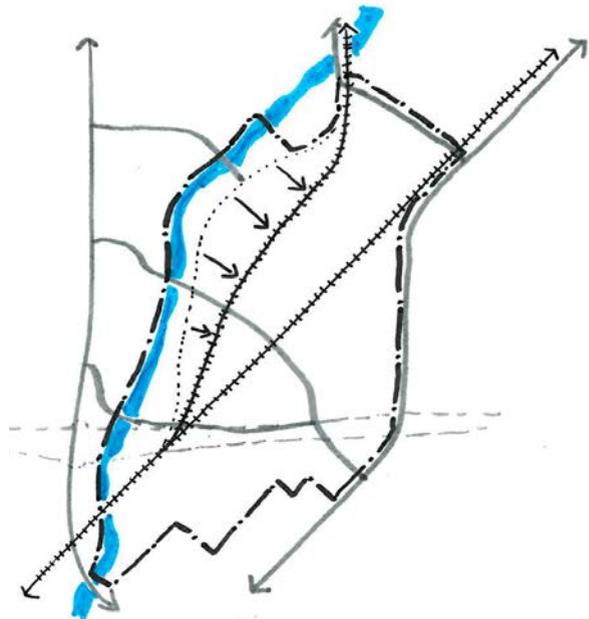
The Master Plan process revealed a series of site planning principles that are intended to guide the detailed design of NWCC. These principles were developed throughout the process by balancing the variety of needs for the NWCC to create the Vision established by the Partners. The needs of the site were discovered by analysis of the ecology of the site and its relationship to the Region, the Integrated Facilities Program, community input, adjacent neighborhood needs and planning processes, and the Historic Preservation Study.



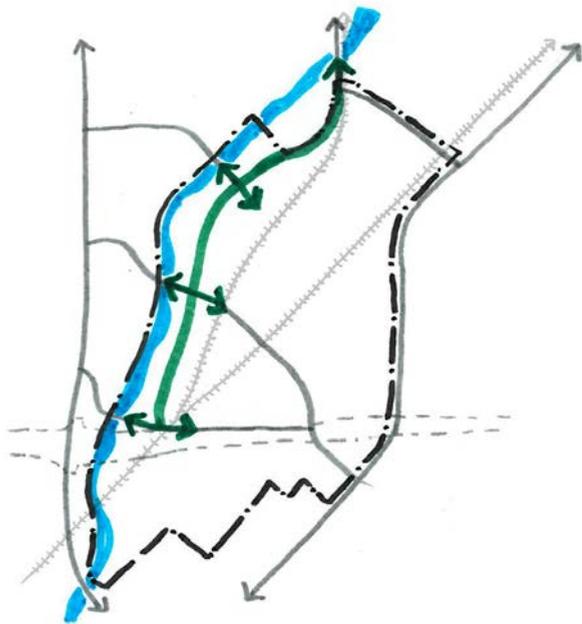
① Provide new Complete Streets connections over the river at 47th and 51st Avenues.



② Provide a Complete Streets connection (Bettie Cram Drive) from Washington Street to Brighton Boulevard.



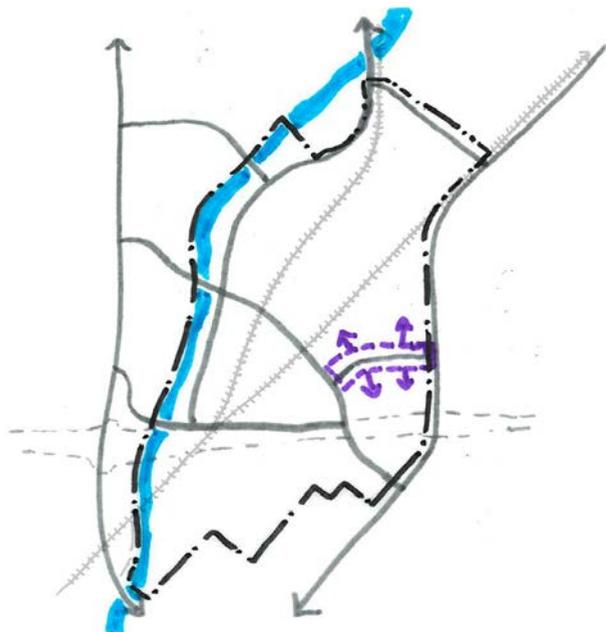
③ Consolidate DRI rail lines to open up access along the river. Locate rail alignment to allow for a minimum distance for Livestock and Equestrian facilities, and their respective service areas, to be placed between the BNSF rail and the consolidated DRI rail corridors.



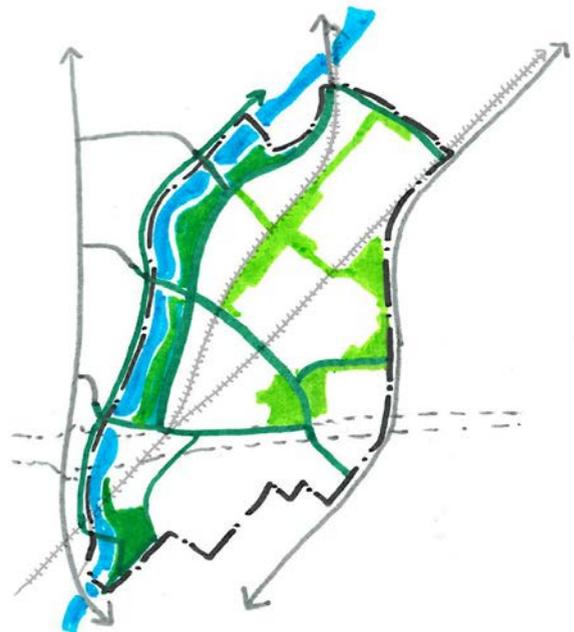
④ Provide a north/south Complete Streets connection (National Western Drive) through the site that can remain open during NWCC Events, allows for river access and provides service access for the Stockyards. Locate this street a minimum distance of 110' from the top of the river bank and at a distance from the consolidated DRI rail that allows for the Stockyards program. Locate any new streets in the Denver Coliseum redevelopment area a minimum of 110' from the river.



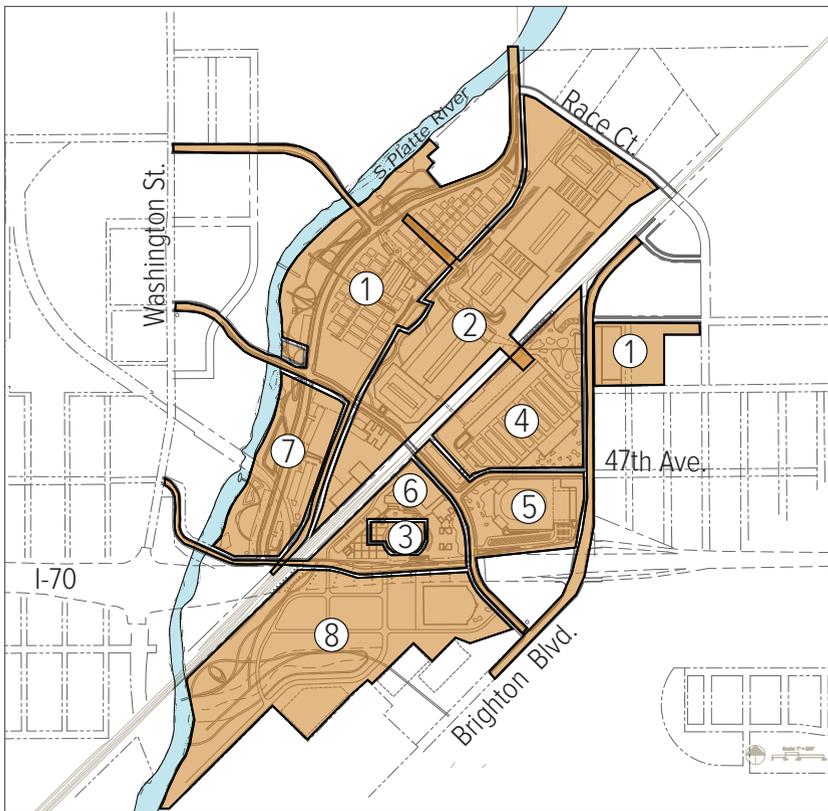
⑤ Improve the Race Court existing street and provide an improved connection to Brighton Boulevard. Improve the existing 46th Avenue, lower to the same grade as the Stadium Arena under the viaduct to allow for an at grade street crossing under Interstate 70 and realign to address the NWCC bus drop-off and Colorado Commons.



⑥ Connect Brighton Boulevard at 47th Avenue to the new Bettie Cram Drive and allow for this street to be closed during larger NWCC Events.



⑦ Create a series of dispersed open spaces at a variety of scales and typologies to allow for a multitude of events to occur throughout the year. Provide a series of linkages between these open spaces to make them pedestrian and bicycle friendly, as well as ADA accessible, and to provide recreation, ecosystem connections and habitat.



The ultimate phasing of the project will depend on a variety of factors. This Plan identifies one possible phasing alternative.

Legend

- ① Neighborhood Connections, River Edges Access and Stockyards
- ② Livestock Center and Equestrian Center
- ③ 1909 Stadium Arena Restoration and Market
- ④ Trade Show / Exposition Hall and River Center
- ⑤ New Arena
- ⑥ CSU Center / Colorado Commons
- ⑦ River Edge / National Western Drive
- ⑧ Coliseum Redevelopment

Phasing

This phasing overview identifies one possible way to phase the implementation of the NWCC. The phasing plan identifies constructible portions of the overall plan that are reasonable components that could be built together while allowing for the National Western Stock Show to operate during the implementation of each phase which is a key consideration regardless of how the site is phased. Depending on funding and other partner opportunities, the phasing could be adjusted.

The final phasing and schedule will depend on a variety of elements:

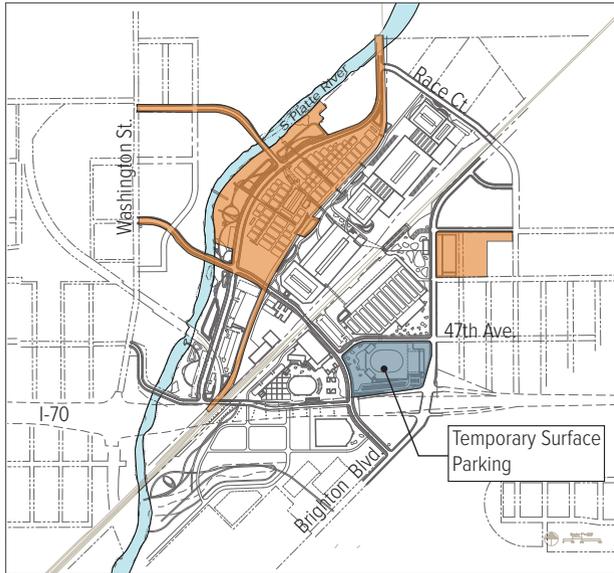
- Timing and amount of available funding
- Construction feasibility/ methodology
- Property purchase and available land
- Existing site and building environmental remediation
- Demolition and site preparation
- New facilities construction
- New site work/core infrastructure needed
- Move-in times
- Temporary facilities
- Parking availability
- Stock Show every January (Keeping NWSS functional during construction)
- Neighborhood connections, streets and access
- Partner implementation schedule and funding (programming readiness)

Prior to any site construction taking place, the following elements will need to be addressed and impact all phases of construction:

- Land Acquisition
- Environmental remediation of buildings
- Environmental remediation of ground
- Demolition of existing structures

The National Western Center implementation is divided into eight different phases.

Phase I – Neighborhood Connectivity, River Edge Access and Stockyards



FACILITIES

- Stockyards Auction and Show Arenas
- Stockyards Event Pavilion/Outdoor Event Space

STREETS

- 51st Avenue and river bridge
- Bettie Cram Drive between Washington Street and National Western Drive and river bridge
- National Western Drive (new)
- Rail Consolidation (relocate off river)
- Temporary NWD connection from Bettie Cram Drive to 46th Avenue
- 49th Avenue between Brighton Boulevard and High Street
- Temporary access to existing stockyards during construction

OTHER SITE ELEMENTS

- River edge on east side
- Property purchase and temporary surface parking at New Arena site
- New shared use/TOD parking structure at DPS site with retail TOD, temporary NWCC/CSU Welcome center with interim surface parking
- Storm sewer improvements
- Bury Delgany Interceptors

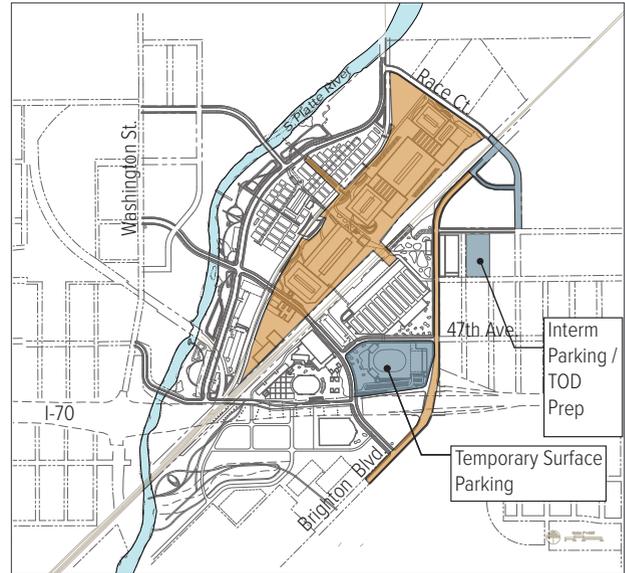
CONSTRUCTION DURATION

- 18-24 months

SPECIAL CONDITIONS

- Water Resources Center could be built at any time. Earthwork and site preparation would occur in Phase 1.

Phase 2 – Livestock Center and Equestrian Center



FACILITIES

- Livestock Stadium Arena
- Livestock Hall
- Equestrian Events Center
- Horse Barn
- Equestrian Arena
- CSU Equine Sports Medicine Facility
- CSU Community Outreach Clinic
- CSU Clinical Trials Center
- Enclosed Equestrian Warm Up
- Covered Equestrian Warm up
- Maintenance Facility
- Cattle Ties

STREETS

- Elevated Walkway (NWD to RTD Station) Portion of Bettie Cram Drive to BNSF Race Court
- Brighton Boulevard Blvd., 44th Street to 50th Avenue
- Race Court
- Portion of Bettie Cram Drive from National Western Drive to BNSF (maintain access to new Stockyards during construction)

OTHER SITE ELEMENTS

- Brighton Boulevard/Race improvements could be a different phase
- Public Space at Livestock and Equestrian Centers (all or portions)

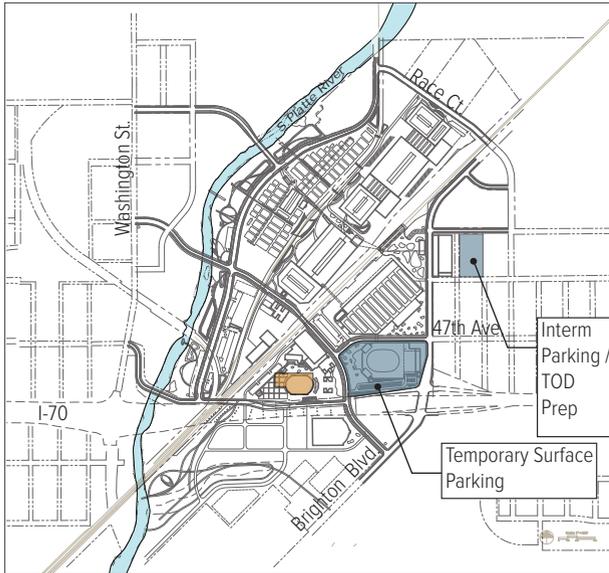
CONSTRUCTION DURATION

- 24 to 30 months

SPECIAL CONDITIONS

- Phase can't start until stockyards is complete
- Building Livestock Center first could provide earlier access to Stadium Arena in Phase 3

Phase 3 – 1909 Stadium Arena Restoration and Market



FACILITIES

- Renovation of both interior and exterior of the 1909 Stadium Arena (CSU/Partner space, temporary use)

STREETS

- None

OTHER SITE ELEMENTS

- Temporary enclosure of existing Expo Hall where connector building (to be demolished) between Expo Hall and Stadium Arena is currently to be able to rehabilitate the exterior of the Stadium Arena

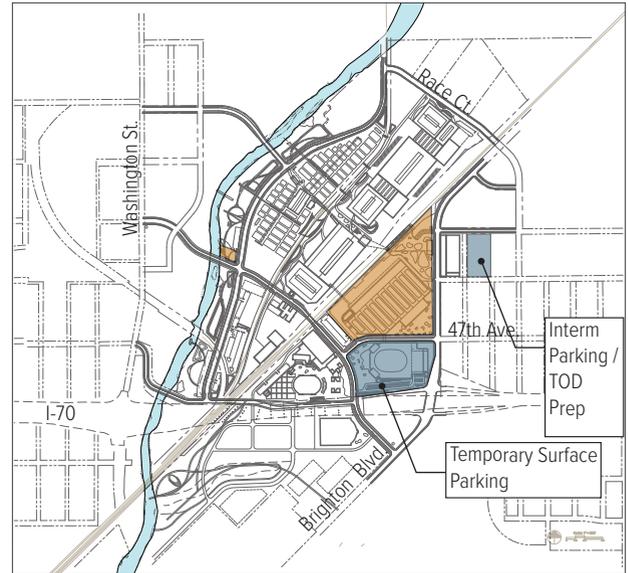
CONSTRUCTION DURATION

- 18 to 24 months

SPECIAL CONDITIONS

- This phase could also occur in conjunction with Phase 6
- Phase can start as soon as the new Livestock Center is complete

Phase 4 – Trade Show/Exposition Hall



FACILITIES

- Trade Show Exhibition Hall
- Underground Parking
- Water Resources Center

STREETS

- None

OTHER SITE ELEMENTS

- Public Space at Transit Station and Elyria Plaza

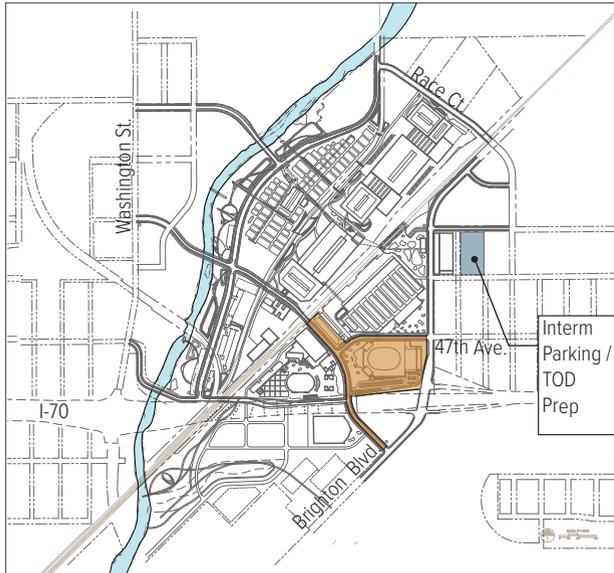
CONSTRUCTION DURATION

- 24-30 months

SPECIAL CONDITIONS

- Phase can't start until new Equestrian Center is complete due to location of existing Events Center
- Phase could also occur after Phase 5
- Southwest portion of parking structure can't be completed until existing Expo Hall is demolished
- Need to maintain access to RTD Station during construction
- Demolition of Phase 6 existing buildings could occur at the end of this phase to speed up implementation of the CSU Center.

Phase 5 – New Arena



FACILITIES

- New Arena

STREETS

- Bettie Cram Drive completion (after demolition of existing Hall of Education and Expo Hall)
- 47th Avenue, Brighton Boulevard to Bettie Cram Drive

OTHER SITE ELEMENTS

- Public Space at Exhibit Plaza

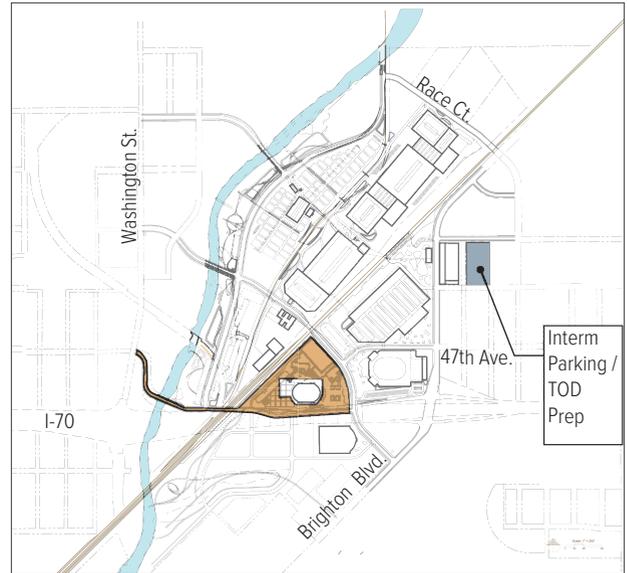
CONSTRUCTION DURATION

- 24-30 months

SPECIAL CONDITIONS

- Phase could switch with Phase 4 except for Bettie Cram Drive
- New Arena could start at any time after property purchase. Bettie Cram Drive would need to wait until Trade show/Exposition Hall is complete.
- Phase could also occur before Phase 4

Phase 6 – CSU Center and Colorado Commons



FACILITIES

- CSU Center Retail Pavilions
- Parking Structure

STREETS

- 46th Avenue lowering and connection to Washington Street

OTHER SITE ELEMENTS

- Colorado Commons
- Research, Production, Demonstration and Growing Plots/Community Gardens

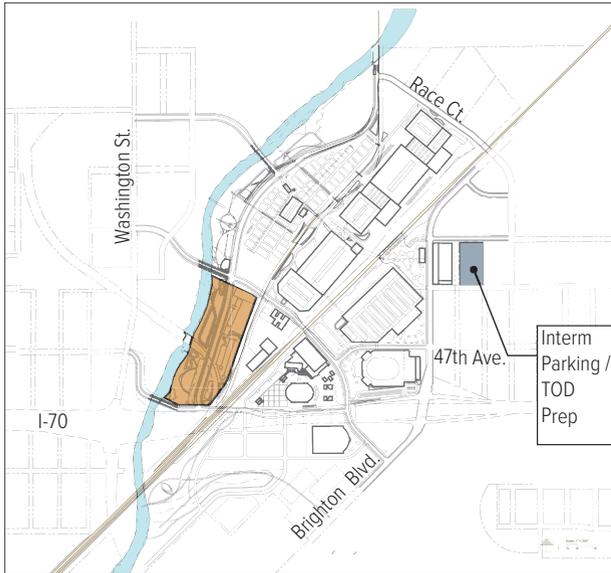
CONSTRUCTION DURATION

- 18-24 months

SPECIAL CONDITIONS

- Phase can't start until new Trade Show/Exhibition Hall is complete
- Phase could be concurrent with Phase 7

Phase 7 – River Frontage/National Western Drive Completion



FACILITIES

- None

STREETS

- Completion of National Western Drive

OTHER SITE ELEMENTS

- River frontage park
- New rail crossing at Jersey Cutoff

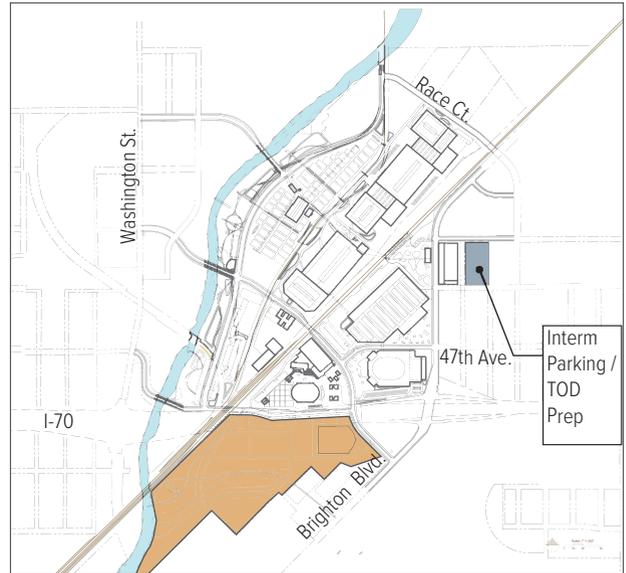
CONSTRUCTION DURATION

- 12-18 months

SPECIAL CONDITIONS

- Phase can start at any time after property purchase.

Phase 8 – Denver Coliseum Redevelopment



FACILITIES

- Coliseum site redevelopment

STREETS

- Arkins Court/McFarland Drive
- Connector streets to 46th Avenue

OTHER SITE ELEMENTS

- Globeville Landing Park

SPECIAL CONDITIONS

- Phase can't start until site remediation and New Arena are complete.

Moving Forward

Realizing the Vision

This Master Plan sets forth a transformational vision for the future of the National Western Stock Show Complex and Denver Coliseum sites, which includes strategically aligned planning efforts with the other NDCC projects – Globeville, Elyria-Swansea neighborhoods, the South Platte River, RTD stations, I-70 east, and Brighton Boulevard, containing numerous recommendations aimed at achieving that vision for the NWC project and the broader Corridor of Opportunity. The Master Plan implementation will take place over a decade or more and will be the result of large and small actions by the public and private sectors, sometimes in partnership. It is understood that the future will bring unforeseen opportunities and challenges as the plan moves into implementation.



The stockyards stretch from 46th Avenue to Race Court in this circa 1930 air photo. The main east/west connections are via elevated bridges over the busy yards.

The recommendations in this Master Plan are intended to provide high-level guidance regarding the site's physical framework in relationship to the surrounding neighborhoods, the Denver metro, and Mayor Hancock's Corridor of Opportunity. The Plan also provides direction for future broad range actions to leverage converging local, regional, and statewide interests, including innovation, economic development, and agricultural innovations.

Campus Programming: Creating a breadth of year-round activity for a local impact and a global reach

With the NWC Campus physical framework outlined in the Master Plan, one of the next important efforts will be to continue to develop ideas and details around programming that align with the next steps in planning and design. The NWC Partners intend to engage with a broad collation of public, private and nonprofit organizations to grow a robust list of annual site programs and events that will take full advantage of the campus's multi-use flexibility. Efforts would include, but not be limited to, ongoing educational and recreational programs, the development of new programmatic partnerships, and a mix of local, regional, national and international events to draw new local visitors and out-of-state tourists. These activities will allow the programs to be refined and developed, events to be assessed, new partnerships explored, and community interests met, while generating economic impact. The NWC partners have the challenge, opportunity, and capacity to build diverse programs at the NWC that begin to build its reputation as a world-class, year-round destination.

Types of Implementation Activities

At the same time as program development is occurring, initial steps for implementation of the physical aspects of the plan will begin. Blueprint Denver identifies three types of implementation activities: regulatory/policy, public investment, and partnerships. These activities focus on public sector actions, many of which create a positive environment that enables actions by other groups, such as property owners, developers, neighborhood organizations, districts or homeowners. While public actions can help set the stage, in most cases it is private actions (such as constructing new buildings and houses, opening new businesses, and attracting new residents) that are the most critical elements to achieving a plan's vision. Given this plan's unique public entertainment and education components, it also includes more detailed planning as an important strategy in helping advance the plan's vision.

Regulatory and Policy Strategies. Regulatory and policy strategies change City codes or regulations to affect desired outcomes. Typical examples include Denver Zoning Code text and map amendments, Public Works' requirements for infrastructure improvements associated with development projects, and Parks and Recreation requirements regarding

open space and plantings. Regulatory and policy implementation priorities for the NWC include, but are not limited to the following:

- Ensure that zoning regulations and design guidelines align with the plan vision, including strategies for establishing transit-oriented development near rail stations.
- Improve connectivity and safety for all modes of transportation.
- Explore revenue streams related to advertising throughout the site.
- As further programming is developed for the NWC, work with the local neighborhoods to develop a long term collaborative business model and supportive programs for the NWC to work directly with the surrounding neighborhoods.

Public Investment Strategies. Funding sources available to public and private entities are continually evolving based on economic, political, legal and neighborhood objectives. Given the scope and scale of the Master Plan, the variety of types of programming envisioned, and the other NDCC projects, the City and its partners envision a range of engagement activities locally, regionally, nationally and internationally. As various funding sources are studied, with those that best align with the project objectives and timing being put forward for public discussion, and if required, a vote of the people.

Public investment strategies are those involving public funding of public infrastructure or public spaces. Examples include public investment in street reconstruction, bike lane installation, new transit lines, park improvements, or new or expanded recreation centers. The City takes the lead in designing, constructing, and funding these projects and may use a variety of public funding sources such as the annual Capital Improvements Program, bond funds, or state or federal grant programs.

In some cases the Master Plan identifies public transportation projects as studies because the impacts and consequences of a particular improvement on the transportation system are so complex that the broader system must be examined to determine the feasible options to meet the intent. Extensive study may also be needed to meet eligibility criteria to apply for federal funding.

Public Investment Implementation priorities for the NWCC include, but are not limited to:

- Conduct a more detailed study of the Race Court/Brighton Boulevard intersection, along with related improvements to the railroad bridges, for better

access to the future Equestrian Center and local businesses.

- Pursue implementation of the two new recommended connections across the South Platte River to National Western Drive (Bettie Cram Drive and 51st Avenue), and one new connection through the National Western Center (Bettie Cram Drive).
- Address traffic and event operations in and around the campus, along with associated mitigation strategies, for reducing neighborhood impacts from the largest events.
- Detailed study of the consolidation of the Denver and Rock Island Railroad to relocate their tracks away from the South Platte River.

Partnership Strategies. Partnership strategies represent the most diverse category of implementation activities. Public-private partnership (PPP or P3) activity has expanded greatly in recent years and has gone well beyond its roots of public subsidies of private development projects. Increasingly, public-private partnerships are being used to fund infrastructure projects. Denver Union Station and RTD's East and North Metro commuter rail lines are among the largest P3 projects in the country. Another local example is the reconstruction of 14th Street in Downtown Denver using a combination of City bond funds and a property-owner approved General Improvement District. Partnership Implementation priorities for NWC Campus Plan include, but are not limited to:

- Assist in the development of new neighborhood access to goods and services.
- Partner with NDCC to implement the Master Plan vision for the rail station, River North, I-70 and Brighton Boulevard.
- Additional partnership opportunities that can grow from the addition of new partners to the NWC Partners.

Planning Strategies. Given the scope and scale of the NWC Campus, more detailed planning will be required to advance each phase of the plan. Further study, new industry practices, programming modifications, new opportunities, cost constraints, etc. could result in adjustments to the Plan. Since none of the new or adaptively reused buildings have been fully designed, additional planning shall play an important role in advancing the final program. The NDCC Project's Office, in collaboration with other City agencies, external investment and programming partners and the adjoining neighborhoods, will advance an ongoing planning effort for the NWC Campus. On or before the end of each first quarter, the NDCC Project's Office will issue an annual work plan for the National Western Center Campus.

Champions and Advocates

Once a plan is adopted as a supplement to the Comprehensive Plan, the City has the necessary direction to begin implementing the plan. Given the number of adopted plans, competing interests in the City, and the budget limitations at all levels of government, little plan implementation is undertaken without champions for certain actions and advocates for the neighborhood. Typically registered neighborhood organizations work with the Mayor and their City Council representatives to promote certain actions and outcomes. Membership organizations such as merchant associations, business partnerships, and nonprofits do the same for business areas. The NWC Partners will also help to champion future implementation.

Partnership Tools

In addition to public funding sources, a variety of public-private partnerships or private organizations will be instrumental in plan implementation. As states and communities reduce the use of public funds for improvements, some of these other organizational types will come into broader, more innovative use. Some examples of these organizations include: community development corporations, membership organizations, nonprofits or foundations, and transportation management organizations.

Implementation of the Plan will require the coordinated involvement of many different organizations in pursuing a variety of activities with existing and new funding sources. Specifically for this region of the City, Mayor Hancock created the North Denver Cornerstone Collaborative (NDCC) in 2013 in order to ensure alignment and effective coordination of the many inter-related plans and projects that are taking place in Globeville, Elyria, and Swansea. Part of this effort includes strategic thinking on the implementation and funding of projects, which presents the National Western Center, Globeville, and Elyria-Swansea communities with a unique partnership opportunity to implement elements of these respective Plans. A variety of activities ranging from short- to long-term in nature, and from program development to identifying funding sources, will need to be undertaken to achieve the vision of this plan.

NATIONAL WESTERN CENTER

Appendices

- Appendix A NWC Partners Memorandum of Understanding, August 21, 2013
- Appendix B Roundup Retreat Summary, April 21-22, 2014
- Appendix C NWC Integrated Facilities Program Summary
- Appendix D NWC Regeneration Frameworks, November 24, 2014
- Appendix E Neighborhood Program Summary
- Appendix F Environmental Issues Summary
- Appendix G Historic Preservation Recommendations
- Appendix H Globeville Elyria Swansea Tour Map

Reference Documents

Reference documents are intended to provide a reference and guidance for future implementation actions, but are not adopted as part of the National Western Center Master Plan.

- Denver Feasibility Study, May 2014
- National Western Historic Preservation Study, August 25, 2014
- How Neighborhood Planning Affects Health in Globeville and Elyria Swansea, September 2014
- Public Space Character CAC Presentation, October 30, 2014
- NWC Public Meeting Summaries
- National Western Center Citizens Advisory Committee Meeting Summaries
- Globeville Neighborhood Plan, December 1, 2014
- Elyria and Swansea Neighborhoods Plan

Cowboy Wisdom

Never miss a chance to rest your horse.

If you get to thinkin' you're a person of some influence, try orderin' somebody else's dog around.

Don't worry about bitin' off more'n you can chew; your mouth is probably a whole lot bigger'n you think.

Only cows know why they stampede.

Always drink upstream from the herd.

If you're ridin' ahead of the herd, take a look back every now and then, to make sure it's still there with ya.

Good judgment comes from experience, and a lotta that comes from bad judgment.

All I know is what I read in the papers.

Never miss a good chance to shut up.

Don't name a cow you plan to eat.

Life is not about how fast you run, or how high you climb, but how well you bounce.

Life is simpler when you plough around the stump.

A bee is faster than a John Deere tractor.

Meanness don't happen overnight.

Forgive your enemies. It messes with their heads.

Don't sell your mule to buy a plough.

Don't corner something meaner than you.

It don't take a very big person to carry a grudge.

Every trail has some puddles.

When you wallow with pigs, expect to get dirty.

Most of the stuff people worry about never happens.

Remember that silence is sometimes the best answer.

Don't interfere with something that ain't botherin' you none.

Timing has a lot to do with the outcome of a rain dance.

It's better to be a has-been than a never-was.

If you find yourself in a hole, the first thing to do is stop diggin'.

It don't take a genius to spot a goat in a flock of sheep.

